



The European Law Students' Association

Proudly Presents

THE LII INTERNATIONAL COUNCIL MEETING



REGGIO DI CALABRIA, ITALY
21st - 28th OCTOBER 2007

CORPORATE PARTNERS:

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ILEC

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The alliance of major
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GENERAL INFORMATION**FOREWORD**

Dear all,

More than three months are gone now and we are all eager to be at the ICM in Reggio di Calabria. ELSA has now new faces, renewed motivation and energy for the upcoming year, the new IB is looking forward to work with an also renewed Network. However, we are ready to bring different ideas to the Network and we invite you to follow us in this path we are up to go through.

After fruitful discussions on the Status Quo of the Association, having discussed the true Core Values of ELSA, the International Board is now ready to help the Network to reach an upper level. Under the thoughts of having "*One vision, One aim, One Network*", it is time now to work for the affirmation of our Identity and fight for the Uniformity within our Network. The obstacles are now to be undertaken and the time is now!

The International Board 2007/2008 is proud to present you the LII. International Council Meeting Working Materials. We are sure that you will be fully prepared by the help of these materials which keeps the same format as the previous one. We also would like to remind you to read through the Minutes from the 51th ICM in Prague and make sure you have the updated version of the Statutes and Standing Orders and Decision Book, whilst preparing the ICM.

We also would like to address our gratitude to the Organising Committee of the 52nd ICM in Reggio di Calabria, lead by the Head of the Organising Committee Francesco Creaco, and to Giovanni Alampi, Secretary General of ELSA Italy. Thank you for all your great efforts to make this ICM a real success.

We are very much looking forward to meet you all in Reggio!



João Thiago Rocha Ferreira
Secretary General
ELSA International

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REMINDERS**General**

If you really want to enjoy this ICM,
DO NOT FORGET THE FOLLOWING:

“Be prepared to speak and to speak be prepared!”

To be prepared for Workshops...

- ✓ Read these Working Materials from cover to cover;
- ✓ Read the minutes of at least the two last ICMs (you will find them in the ELSA ONLINE Archive);
- ✓ Read the Statutes and Standing Orders of ELSA International carefully;
- ✓ Read and bring with you a copy of the latest edition of the Decision Book (you will find it, as well, in the ELSA ONLINE Archive);
- ✓ Bring your Marketing Materials so you can promote your events and show off at the Marketing Workshop.

To be prepared for the stay...

- ✓ Check out the ICM Website at <http://www.icm-reggiocalabria.it> and make sure you have taken note of *all* the Organising Committee's instructions.
- ✓ Make travel arrangements to be in Reggio in time for the opening of the ICM at 14:30 on Sunday 21st of October;
- ✓ Bring smart clothes for the Plenary and Sponsors' Fair;
- ✓ Rehearse your performance for the ELSA VISION CONTEST!

To be prepared for being celebrated as a true legend...

- ✓ Decide to be a Workshop secretary;
- ✓ Consider being a Plenary secretary;
- ✓ Consider hosting the ICM in Spring 2009;
- ✓ Consider hosting the IPM Summer 2008;
- ✓ Consider running for V.P. Academic Activities of the International Board 2007/2008.

To be prepared for the time of your life...

- ✓ Bring your NATIONAL DRINKS!
- ✓ Good mood and happy smiles!

**DEADLINE FOR NOMINATIONS FOR:
V.P. ACADEMIC ACTIVITIES IB 2007/2008,
COUNCIL GUESTS SPRING ICM 2008,
COUNCIL MEETING HOST SPRING 2009,
PRESIDENTS MEETING HOST SUMMER 2008
IS MONDAY, 22ND OCTOBER AT MIDNIGHT**

The Council Meeting Guide for newcomers and experienced participants

What is a Council Meeting?

The Council represents the Members and Observers of ELSA and is the supreme decision-making body of ELSA whose decisions are binding on the International Board and Members and Observers of ELSA. A Council decision can only be overturned by a subsequent Council decision.

What is a workshop?

The workshops are for debate and discussion to allow more expedient decision-making in the plenary. In each ICM there are 7 workshops: one for each area. Each workshop is supervised by the relevant International Board member and chaired by an experienced delegate.

The following workshops will be held in the ICM:

Academic Activities (AA) – supervised by the Director for Academic Activities of ELSA International and attended by national AA officers.

Seminars & Conferences (S&C) – supervised by the Vice President for Seminars & Conferences of ELSA International and attended by national S&C officers.

Student Trainee Exchange Programme (STEP) – supervised by the Vice President for STEP of ELSA International and attended by national STEP officers.

Board Management, External Relations and Expansion (BEE) – supervised by the President of ELSA International and attended by national board management, external relations and expansion officers.

Internal Management (IM) – supervised by the Secretary General of ELSA International and attended by national internal management officers.

Financial Management (FM) – supervised by the Treasurer of ELSA International and attended by national financial management officers.

Marketing (MAR) – supervised by the Vice President for Marketing of ELSA International and attended by national marketing officers.

What is a Workshop officer?

There are four WS officers. They are one Chair, one Vice Chair and two secretaries.

The task of the Chair is to conduct the workshop in good order, to lead it together with the relevant member of ELSA International and to prepare and present the workshop report to the council.

The role of the vice-chair is to assist the chair and stand in for the chair in the event of his absence.

The secretaries are in charge of the minutes of the workshop and to prepare all the documents that have to be submitted to the council.

If you decide you can be a good WS officer, contact the relevant member of ELSA International as soon as possible to volunteer. You are expected to attend training provided by ELSA International on Saturday evening to acknowledge the detailed guidelines for your task.

What is a Council Meeting officer?

There are from 7 to 9 ICM officers. They are one Chair, one vice-chair, two to four secretaries, two tellers, and three members of the nominations committee. The CM officers ensure that some of the most important tasks in a CM are carried out.

What is the role of the Chair?

The role of the Chair of the Council Meeting is to ensure that the Council Meeting agenda is respected and adhered to, to supervise and assist the other Council Meeting officers, to invite persons to address the Council, to decide when to put proposals to a vote, to supervise the voting process, to announce the result of the voting process, to supervise the election process, to bring the meeting to order and to resolve any question concerning the procedure of the Council Meeting. The role of the Vice-chair is to assist the Chair and stand in for the Chair in case of his absence.

What is the role of the Secretaries?

The role of the secretaries in the Council Meeting is to take the minutes of the meeting. The Secretaries are responsible to the Secretary General of the International Board, and should always refer to him or her of difficulty.

What is the role of the tellers?

The role of each Teller is to count the votes, compare the results of the counting process, and inform the Chair of the result. Tellers may not be voting delegates.

What is the role of the nominations committee?

The role of the nominations committee is to receive nominations for the elections and to announce the nominations to the Council.

Financial Obligations

Important information!

In accordance with article 9.5 of the Statutes of ELSA International, a National Group's voting rights are suspended during an ICM, if the National Group has not entirely fulfilled its **financial obligations** towards ELSA International or has not submitted the State of the Network Inquiry (**SOTN Inquiry**) to ELSA International.

Please address all financial enquiries concerning debts to the Treasurer of ELSA International in due time to the ICM at treasurer@elsa.org.

All SOTN Inquiries must be thoroughly filled out and submitted in one document (all seven area connected parts of the inquiry) to the Secretary General of ELSA International at secgen@elsa.org. Please e-mail the SOTN Inquiries before the ICM to facilitate the procedure during the ICM.

**Candidates for Vice President Academic Activities of the International Board
2007/2008**

The European Law Students' Association

Do you want to take part in the development and direction of the ELSA Network?

Do you like AA?

Ever dreamt of living in the ELSA House?

This is your big opportunity:

THE TIME IS NOW!

MAKE A DIFFERENCE FOR ELSA:

RUN FOR THE INTERNATIONAL BOARD 2007/2008!!

What is the role of the International Board?

The International Board is the supreme executive body of ELSA. The International Board's tasks is to represent ELSA, to carry out and be responsible for the day to day running and management of ELSA's fields of activity, to advance the aims and efficiency as well as execute and implement Council decisions.

Vice President Academic Activities

The Vice President Academic Activities is responsible for the Key Area of Academic Activities. This responsibility includes the publishing of ELSA Selected Papers on European Law and ELSA Guide to Legal Studies in Europe as well as the overall responsibility of the organising of the ELSA Moot Court Competition on WTO Law. The Vice President Academic Activities is also responsible, when called upon, to support and assist Local and National Groups in organising AA events in the Network.

Procedure of elections to the International Board

A person running for a position in the International Board must be nominated by a National Group, and seconded by another National Group. National Groups with Observer status cannot nominate or second nominations. It is possible to be nominated

by one's own National Group, but common practice is that one is nominated by other National Groups.

The nominations must be handed in to the Nominations Committee by the set deadline for nominations to be able to run for the International Board. This deadline is set to midnight on the second day of the Council Meeting if the deadline has not been prolonged by the Council.

The nominee shall prepare a personal presentation in writing and distribute this to the National Groups before midnight on the day before the final plenary session. The presentation shall include a personal CV, an ELSA CV and an Action Plan for the term in office. It is also recommended that the presentation includes a letter of motivation.

During the Mid Plenary the nominees are all given five minutes to present themselves orally and 10 minutes to answer questions from the Council. If there are several persons running for the same Board position, the nominees have to leave the room during the presentation of the other nominees for the same Board position.

ICM Spring 2009 and IPM Summer 2008



The European Law Students' Association

**SPRING ICM 2009
SUMMER IPM 2008**

Have you ever danced the night away at the ICMs/IPMs?

Spent hours on interesting discussions in the Workshops?

Enjoyed participating in Trainings?

Or just experienced another city, another country and scenery?

**Have you just woken up one day thinking that it
was maybe time to give something back to the
Association?**

This is it:

**APPLY FOR HOSTING AN
ICM OR AN IPM!!**

MEMENTO

Your National Group is **NOT** eligible to vote in plenary unless:

- (i) You have thoroughly filled in the State of the Network Inquiries and handed them to the Secretary General of ELSA International and all debts due to ELSA International have been paid. Please make sure the Secretary General of ELSA International has received the SOTN Inquiries of your National Group and confirm the debt situation with the Treasurer of ELSA International prior to the ICM.
- (ii) You have delivered the letter of authorization to the Secretary General of ELSA International. Please complete the letter of authorization that was sent to all National Boards together with the ICM invitation.
This letter must include:
 - The contact details of your National Group;
 - The names of the delegates of your National Group who are allowed to raise the voting cards during voting;
 - The names of all other delegates;
 - The list of Local Groups that are currently members or observers of your National Group (please indicate which groups enjoy what status);
 - Two signatures from the National Board members authenticating the letter.

Please note that this letter should be ready and handed in **BEFORE** the start of the opening plenary session if you wish to receive your voting cards/rights. Please make sure your letter is handed in to the Secretary General of ELSA International in good time.

Reporting Time

Every National Group must have a **Head of Delegation**. This person will be responsible for making sure that:

- **delegates are on time, especially in the morning (in case, wake them up);**
- **delegates are informed about all practicalities;**
- **delegates are summoned to discuss important issues raised in the workshops and in plenary.**

National Groups will be granted reporting time (check ICM and Workshop timetables). The Head of Delegation is responsible for gathering the National Group. This is the moment when the delegation meets and discusses important matters brought up in the Workshops and in plenary. This is also the right moment to create a good spirit in your delegation, since you are supposed to work together in ELSA for one year and an ICM is the right place to create friendship inside your national team.

ELSA Vision Contest

ELSA has a tradition – the ELSA Vision Contest. Please be ready to prepare an act or/and a singing and dancing performance – represent your National Group in a

glamorous and funny way. The ELSA Vision Contest will take place during one of the parties during the week. The International Board will be the jury for the event.

Joint Workshops

Remember that in these sessions your National Group can express only **one** vote, no matter how many people are present. Prepare and coordinate your delegation.

Election of hosts for the International Council Meeting Spring 2009

The hosts for the two upcoming ICMs have already been appointed. The Spring ICM will take place in Portugal from the 30th of March till 6th of April, organised by ELSA F.D. Lisbon and the next spring ICM will take place in Germany, organised by ELSA Nurnberg.

If you are thinking about organizing an ICM in your National Group in spring 2009, this is a moment to apply! Prepare a proposal containing a draft agenda and a draft budget, present it to the International Board before the ICM, and you will have the opportunity to have a nice presentation in plenary. The Council will then decide.

So, do not hesitate – APPLY!

NOTE:

*For the sake of fairness, it is recommended that the materials of **all** candidates are distributed to the National Groups at the same moment, so please come prepared with your documents when the ICM starts. .*

Nominations and Election of Council Guests

The Council will also elect three Council Guests for the next Autumn Council Meeting. Nomination sheets will be available from the nominations committee. Council Guests are often elected amongst those people who have made a particular contribution to ELSA and who would not otherwise have the right to attend the following Council Meeting.

DRAFT AGENDAS AND TIMETABLES

ICM TIMETABLE

	Sunday, 21	Monday, 22	Tuesday,23	Wednesday,24	Thursday ,25	Friday, 26	Saturday, 27	Sunday, 28	
8.00	Arrival of Participants and registration	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	
8.30									
9.00									
9.30									
10.00									
10.30	Workshops	Workshops	Workshops	Workshops	Workshops	Final Plenary	Departures of Participants		
11.00									
11.30									
12.00									
12.30									
13.00	Lunch	Lunch	Lunch	Lunch	Lunch	Reporting Time		Lunch	
13.30									
14.00									
14.30	Opening Plenary	Workshops	Middle Plenary	Workshops	Sightseeing and Cultural Visit	Conference		Final Plenary	Departures of Participants
15.00									
15.30									
16.00									
16.30									
17.00									
17.30	Introductory Workshops	Reporting time	Sponsor's Fair	Reporting time	Reporting Time	Dinner	Dinner	Departures of Participants	
18.00									
18.30	Introductory Meeting	Reporting time	Sponsor's Fair	Reporting time	Reporting Time	Dinner	Dinner		
19.00									
19.30	Dinner	Dinner	Dinner	Dinner	Gala Ball	Dinner	Dinner		
20.00									
20.30									
21.00	Calabrian Party	Live Music Party	Disco Party	Pub & Disco	Gala Ball	Red Passion Party	Bikini Party		
21.30									
22.00									
22.30	Calabrian Party	Live Music Party	Disco Party	Pub & Disco	Gala Ball	Red Passion Party	Bikini Party		
23.00									
23.30									
00.00	Calabrian Party	Live Music Party	Disco Party	Pub & Disco	Gala Ball	Red Passion Party	Bikini Party		
00.30									

PLENARY**Draft Agenda****Sunday, 21st October 2007 (14:30 - 18:00)**

- Morning Arrival and registration of the participants
- Morning Payments due to ELSA International, delivery of Letters of Authorization and the SOTN Inquiry
- 14:30 **Introduction of the members of the International Board 2007/2008**
Sissi Rositano, President of ELSA Italy
- 14:40 **Opening of the Council Meeting by the President of ELSA International**
Matthias Stauffacher
- 14:45 **Presentation of the Directors of ELSA International**
Matthias Stauffacher
- 14:55 **Welcoming of Council Guests and Externals**
Matthias Stauffacher
- 15:00 **Presentation of the Organising Committee of the Council Meeting**
Francesco Creaco, Head of the Organizing Committee
- 15:25 **Announcement of the list of votes by the Secretary General of ELSA International**
João Thiago Rocha Ferreira
- 15:40 **Presentation of the Council Meeting Procedure**
Reading out of the agreement between ELSA Greece and ELSA Republic of Macedonia (Council Decision PLE 01/99 II)
João Thiago Rocha Ferreira
- 15:45 **Election of the Chair of the Plenary**
João Thiago Rocha Ferreira
- 16:00 **Election of the other plenary officers: Vice Chair, two secretaries, two tellers, three members of the nominations committee**
Chair
- 16:20 **Approval of the Council Meeting Agenda and presentation of the Council Meeting structure**
Chair
- 16:40 **Approval of the Minutes of the Prague International Council Meeting**
Chair

-
- 16:45 **Report from the International Presidents' Meeting in Warsaw, Poland**
Luke Frendo
President of ELSA Malta
Vice-Chair at the International Presidents' Meeting in Warsaw
- 17:05 **Presentation of the Workshops during the ICM by the members of ELSA International**
Chair and the International Board
- 17:35 **Information on the Fresher's Training**
João Thiago Rocha Ferreira
- 17:45 **End of the Plenary session**
- 18:00 **Introductory Workshops (see separate Agendas)**
- **Academic Activities**
Astrid Sollie Skårdalsmo
 - **Seminars & Conferences**
Enis Mehmet Burdurlu
 - **Student Trainee Exchange Programme**
Delia Orabona
 - **Board Management, External Relations and Expansion**
Matthias Stauffacher
 - **Internal Management**
João Thiago Rocha Ferreira
 - **Financial Management**
Daniel Azzopardi
 - **Marketing**
Lavinia Micallef
- 19:00 **Introductory Meeting - Workshop Officers Training**
Chair and Vice Chair of the Plenary
- 19:00 **Introductory Meeting - ELSA Freshers Training**
João Thiago Rocha Ferreira and Astrid Sollie Skårdalsmo

Tuesday, 23rd of October (14:00-19:30)

- 14:30 **Revision of the List of Votes**
João Thiago Rocha Ferreira
- 14:55 **Information from the Organising Committee**
Organising Committee
- 15:05 **Announcement of Nominations**
Nominations Committee
- 15:20 **Presentation and approval of the Interim Accounts 2006/2007**
Auditors' Report
Opinion of the Financial Management Workshop
Chair, Auditors and the Financial Management Workshop Chair
- 15:50 **Relief of Responsibility of the International Board 2006/07**
Chair
- 16:10 **Presentation by TransLegal/Cambridge ILEC**
Robert Houser
- 16:35 **Presentation by ICM Sponsors/Partners**
Francesco Creaco
- 17:05 **Presentation and Question and Answers time for the candidates for**
the post of V.P. Academic Activities of the International Board of
ELSA International 2007/2008
Candidates
- 17:30 **Presentation and approval of other proposals related to Internal**
Management
Chair and Workshop Chair
- 17:55 **Question and Answer Time**
Chair
- 18:05 **Election of Vice President Academic Activities of the International**
Board 2007/2008
Chair
- 18:40 **Presentation of ELSA Development Fund Report**
Daniel Azzopardi
- 18:55 **Presentation of the ELSA House Training Week Summer 2007**
Organising Committee

- 19:10 **Presentation of the International Presidents Meeting in Warsaw, Poland, August 2007**
Organising Committee
- 19:20 **Presentation on the ELSA Moot Court Competition on WTO Law**
Astrid Sollie Skårdalsmo
- 19:30 **End of the Plenary Session**

Saturday, 28th October 2007 (10:00 - 20:30)

- 10:00 **Revision of the List of Votes**
João Thiago Rocha Ferreira
- 10:05 **Announcement of Nominations**
Nominations Committee
- 10:15 **Presentation of ELS**
ELS Executive Committee and ELS members
- Presentation by ICM Host Candidate(s), Spring 2009**
Chair and Candidates
- Questions and Answers to the ICM Host Candidate(s), Spring 2009**
Chair and the Council
- Presentation by IPM Host Candidate(s), Summer 2008**
Chair and Candidates
- Questions and Answers to the IPM Host Candidate(s), Summer 2008**
Chair and the Council
- Presentation and Approval of the AA Workshop Report and related proposals and recommendations**
Chair and Workshop Chair
- Presentation and Approval of the S&C Workshop Report and related proposals and recommendations**
Chair and Workshop Chair
- Presentation and Approval of the STEP Workshop Report and related proposals and recommendations**
Chair and Workshop Chair
- Presentation of the upcoming ICM in Lisbon, Portugal, March 2008**
Organising Committee
- Presentation of the upcoming ICM in Nurnberg, Germany, Autumn 2009**
Organising Committee
- Presentation of the upcoming IPM in Mavrovo, Rep. of Macedonia, January 2008**
Organising Committee
- Presentation and Approval of the BEE Workshop Report and related proposals and recommendations**
Chair and Workshop Chair

Presentation and Approval of the IM Workshop Report and related proposals and recommendations

Chair and Workshop Chair

Presentation and Approval of the FM Workshop Report and related proposals and recommendations

Chair and Workshop Chair

Presentation and Approval of the Marketing Workshop Report and related proposals and recommendations

Chair and Workshop Chair

Elections of the Host for the Spring ICM 2009

Chair

Elections of the Host for the Summer IPM 2008

Chair

Election of the Council Guests for the Spring ICM 2008

Chair

Miscellaneous

Closing of the LII International Council Meeting

Matthias Stauffacher

ACADEMIC ACTIVITIES WORKSHOP

Timetable

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
08:00								
08:30								
09:00								
09:30								
10:00		Area definition	Project Management Training	The New Website	MCCs in the Network	Miscellaneous	Final Plenary (including lunch)	
10:30		SotN Analysis				GLSE Update		ELSA SPEL
11:00								
11:30								
12:00						Closing the workshop		
12:30						Reporting time		
13:00								
13:30								
14:00								
14:30								
15:00		Market Research	Mid plenary	IFP Training				
15:30		Q&A - AA candidate						
16:00	Opening Plenary			TYTP evaluation	AA S&C Joint WS			
16:30		ELS		IFP in AA events				
17:00		Reporting time						
17:30								
18:00	Introductory workshop							
18:30								
19:00	Introductory meeting							
19:30								
20:00								

Draft Agenda

Reminders and preparations

Please do not forget to read and bring the following documents/materials to the workshops:

- Statutes and Standing Orders;
- Decision Book;
- Two Year Tactical Plan (TYTP) 2005-2007;
- One Year Operational Plan (OYOP) 2007/2008 of ELSA International;
- The State of the Network Report (SOTN Report) from Prague ICM.

Do also read the Minutes from at least the last two International Council Meetings. All documents/materials can be found in the ELSA ONLINE Archive.

The above mentioned documents are highly important for the discussions of the topics on the Agenda and the Analysis of the State of the Network.

Read this Agenda carefully; should you need any clarifications, please do not hesitate to contact the Director for Academic Activities of ELSA International at vpaa@elsa.org.

If you would like to start a discussion on any matter connected to the Agenda, please use the AA mailing list (ELSA-AA@LISTSERV.ELSA.ORG).

Welcome to the AA Workshop!

Sunday October 21st (18.00 - 19.00)

18.00 - 19.00

Introductory Workshop

Aim: To present the Agenda for the upcoming week and to approve it, to get to know each other, to express our expectations for the upcoming week and to elect the Workshop officers.

Means:

- Election and voting upon the Workshop Chair and Vice Chair as well as the Secretaries;
- Presentation of the Workshop rules;
- Presentation of the Agenda by ELSA International;
- Approval of the Agenda;
- Roundtable: expectations of the participants.

19:00 - 20:00

Officers Training

Aim: To train officers on their fundamental tasks and responsibilities during an ICM.

Means:

- Training delivered by Chair and Vice Chair of the Plenary.

19:00 – 20:00

Introductory Workshop for Freshers**Aim:** To give a general overview of the ICM, to the freshers at the ICM.**Means:**

- Presentation by ELSA International;
- Questions and answers.

Monday October 22nd (10.00 – 18.30)

10:00- 11:00

Area definition**Aim:** To give a short overview over what responsibilities and activities there are within the AA area, and how to set and agree upon the responsibilities boarding to other areas.**Means:**

- Roundtable on each one's opinion on this. We will try to set some clear guidelines and discuss how to cooperate with the other areas as efficiently.

Comments: We often experience that when organising projects, there is uncertainty about what responsibilities belong to the different areas. This session should help to avoid such problems in boards and organising committees.**Preparations:** Think about your own experience and how this has been done when you have been involved. Think of what is the best way of avoiding confusion about what responsibility lies upon each member of the organising team.

11:00- 13:00

Presentation and analysis of State of the Network Report (SOTN Report) ICM Prague**Aim:** To present the SOTN Report from ICM Prague.**Means:**

- We will go through the last SOTN Report, and focus on the activities within AA throughout the Network.

Comments: The two first SOTN reports are ready, and they show the development in activities from Alanya to Prague. These are a very useful tool both for the International Board and for the Network as such, to know what is going on around the Network, and to

see where one might need to use more resources to help National and Local Groups in their work.

Preparations: Read the AA part of the SOTN Report from Prague.

14:30- 16:30

Market Research

Aim: Area specific presentation of the market research.

Means:

- In this session we will discuss how we can use the Market Research to improve our activities throughout the Network. The research gives us clear indications on what activities attract students to ELSA in different parts of Europe.

Comments: The Market Research accomplished by the International Board 2006/2007 in cooperation with the network gives the opportunity to specify what students in each respective National and Local groups are interested in, what events they would participate in and what topics are recognized as the most interesting. The Market Research is an efficient tool to improve AA activities.

Preparations: Look through the Market Research for ELSA members.

16:30- 17:00

Presentation of AA candidates

Aim: The candidates will answer questions from the participants at the AA workshop.

Means:

- Short presentation from the candidates, followed by an opportunity to ask questions.

17:00- 18:30

Evaluation of the Two Year Tactical Plan

Aim: Final evaluation of the TYTP 2005-2007

Means:

- In this session we will go through the TYTP together and evaluate to what extent the aims were achieved.

Comments: The current TYTP lasts up until the ICM in Reggio and requires an evaluation in order to see whether the goals were reached, and if the status quo indicates that the Network uses the TYTP.

Preparations: Read the AA part of the TYTP and the AA part of the SOTN Report from Prague.

18:30- 19:30

ELSA Lawyers Society

Aim: Discussion on the role of ELS in AA projects in the Network.

Means:

- Open discussion on how an alumni network can help out in organising events and managing the AA area in general.

Comments: ELSA International is interested in understanding how we can develop the cooperation with our alumni, and to do so we need to know what our members want and expect from such cooperation.

Preparations: Find out what contact there has been between the alumni network and your national group. If any contact, what help or support did you get, and were you satisfied with the cooperation? Can you think of other ways in which ELSA, and AA in particular, can benefit from an active alumni organisation?

Tuesday October 23rd (10.00 - 13.00)

10:00- 12:00

Project Management Training

Joint with S&C

Aim: Set up the frames on how to successfully organise an event.

Means:

- Training by the ITP

Comments: Organising events is the core of the two key areas AA and S&C, and trainings on how to approach the organising of different events have proved to be very useful to the national officers.

12:00- 13:00

Guide to Legal Studies in Europe (GLSE) Update

Aim: To give the AA officers a clear overview of the development on the GLSE this year.

Means:

- Short presentation by ELSA International. We will also go through the GLSE Update Form.

Comments: This year a contract with the publisher European Lawyer will hopefully secure the first publication of the GLSE in May 2008, for the first time since 2000/2001. ELSA officers from all over Europe already contributed to the publication last year, and the aim is that every local group in the Network will contribute to the next edition of the GLSE.

Preparations: Go through the GLSE Update Form and see if there is anything else you would want to add.

Wednesday October 24th (10.00 - 18.30)

10:00- 11:00

New ELSA ONLINE

Aim: To present the progress of the new ELSA ONLINE.

Means:

- Presentation by ELSA International;
- Questionnaire
- Open discussion.

Comments: The process of establishing a new website and with that a new online system for ELSA has now started, and this session is meant to update the National AA officers on the progress of this project. ELSA International is also preparing specifications for developing the new system. In this session we will fill in the questionnaire to get a better overview of our expectations for the new website.

11:00- 12:00

Uniformity and identity in ELSA and AA

Aim: Go through the input paper from Marketing, and focus on AA's contribution to uniformity and identity in ELSA.

Means:

- Roundtable on the participants' ideas on how the key areas can actively work towards and contribute to uniformity in ELSA.

Comments: One of the overall goals in the OYOP of the International Board 2007/2008 is to lead ELSA towards a more uniform identity. In the AA workshop we will discuss this on the basis of how we as organisers of events and projects can contribute to a uniform ELSA.

Preparation: Read the input papers from ELSA International on uniformity and identity.

12:00- 13:00

ELSA Selected Papers on European Law (SPEL)

Aim: The AA workshop needs to discuss whether the work put into SPEL is worthwhile.

Means:

- Short presentation on status quo by ELSA International before opening for inputs from the workshop on how to proceed with the project of ELSA SPEL.

Comments: We have an editor and an editorial board for SPEL, but the problem is that we do not have enough articles. The interest in writing articles for publishing in SPEL is not high and if we cannot find a good solution on how to increase the contribution from the Network, SPEL is no longer worth the time spend on it.

14:30- 16:30

Training on the International Focus Programme (IFP) – joint with S&C

Aim: To give the officers ideas on what topics might be interesting for different events, and give them a general overview over Intellectual Property (IP) law in order to be able to pick topics that will interest potential participants to attend events and projects.

Means:

- Lecture from an external.

Comments: The National officers need to know the essentials of IP law to be able to choose suitable topics for their events. This introduction is meant to give them an overview over IP law and in that way make the academic part of the organising easier.

16:30- 18:30

Joint WS with S&C on IFP

Aim: To present the outcome of the IFP preparations and discuss how we can promote and implement IFP in AA and S&C events.

Means:

- Presentation by Director for International Focus Programme Mr. Konstantinos Stylianos;
- Discussion.

Comments: The new IFP will be implemented starting from 1st November 2007. ELSA International will present the outcome of its preparations in this workshop. S&C and AA Officers are expected to contribute to the implementation of the IFP with their common projects and their opinions.

Preparations: Read the Input Paper by ELSA International. Take notes during the IP training, to use in the events planning during this joint WS.

18:30- 19:30

IFP projects in AA

Aim: To find out to what extent AA can organise own projects on IP law, without a seminar or a panel discussion from S&C.

Means:

- Open discussion on how IP law is interesting in Academic Activities.
- Legal debates

- Essay competitions
- Legal Research Groups
- Moot Courts

Comments: IFP is a programme for all key areas, but if we want events from AA on IP law, we need to put focus on how it is possible to include IFP and IP law in AA events.

Thursday October 25th (10.00 - 15.30)

10:00- 12:00

Moot Court Competitions in ELSA

Aim: Go through the differences between organising a national moot court and a national round of EMC².

Means:

- Roundtable and discussion on the differences between the two types of moot courts, and why National Groups choose to organise one instead of the other.

Comments: The number of moot courts in the network is increasing thanks to the focus that has been put on it during the last couple of years. The EMC² is a huge project on which the International Board spends a lot of time. As the situation is now, the Network is not as much involved in this project as we want it to be. The competition is organised of and primarily for ELSA, and for ELSA members to benefit from this projects we need more local and national rounds. It might be that when establishing a moot court it is easier with a national one with the national language and another topic than WTO Law. In that case the question will be what is required to develop this competition into a National Round of EMC². This is the issue we will address during this session.

Preparations: Try to think of the positive and negative things about having a National Round of EMC², compared to a national moot court.

12:00- 13:00

Communication

Aims: Create awareness of the importance of good communication in the Network.

Means:

- Roundtable on what communications work best for each one and how the participants would describe the current communication with the International Board and other National Groups.

Comments: The IB can communicate to, and with, the whole network. The National officers have to use this for what it's worth. Send promotion materials that we can put on the website and inform us about planned events. We can communicate it to the whole Network, for example by promoting it on the website with articles and links.

It is important to see the communication circle in the Network; when you organize something for the first time, you want to see what others did and what they learned from

organising a similar project. In order to get this information you can contact other National Groups or the International Board. For the IB to know what experiences the Network has on different projects, it's necessary that we get input and evaluations from other projects. It is also crucial to get this information to the IB in order not to lose it, as the IB has archives and the possibility to take care of this information and secure that it is not lost when boards change every year. Another point is that gathering information gives the opportunity to create handbooks and manuals, which the Network in turn will benefit from. One of the most important tools to secure information and knowledge gained through organising projects is the Evaluation Forms. Both positive and negative sides of a project will show here, and new organisers learn from former successes or mistakes.

Friday October 26th (10.00 - 13.00)

10:00- 11:00

Miscellaneous

Aim: To settle issues unresolved during other sessions.

11:00- 12:00

Question and answer time

Aim: To give the opportunity to the WS participants to clarify issues not included in the WS Agenda.

12:00- 13:00

Closing of the workshop

Aim: To evaluate the Workshop and to approve the Minutes.

SEMINARS AND CONFERENCES WORKSHOP

Timetable

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
08:00							
08:30							
09:00							
09:30							
10:00		S&C Tools	Project Management Training	The New Website	Annual Events	Activity Reports	Final Plenary (including lunch)
10:30		SOTN Analysis	S&C Officers	Uniformity Identity	BEE S&C Joint WS	Miscellaneous	
11:00						Q&A	
11:30					Minutes		
12:00					Reporting time		
12:30							
13:00							
13:30							
14:00							
14:30							
15:00	Opening Plenary	Market Research	Mid plenary	IFP Training			
15:30							
16:00		TYTP			AA S&C Joint WS		
16:30							
17:00		Human Rights					
17:30		ELS		Fundraising Training			
18:00	Introductory workshop						
18:30							
19:00	Introductory meeting	Reporting time					
19:30							
20:00							

Draft Agenda

Preparations and reminders for the S&C Workshop

Please do not forget to read and bring

- The Statutes and the Standing Orders,
- The Decision Book,
- The Two Year Tactical Plan (TYTP) 2005-2007
- The One-Year Operational Plan (OYOP) of ELSA International 2007 /2008
- Also, make sure to read the minutes from at least the last two Council Meetings.

Please prepare **an Activity Report** to present to the workshop. In addition, you will be asked to present your upcoming events, so please bring any marketing materials you might have.

Read this agenda carefully; should you need any clarifications, please do not hesitate to contact the responsible officer at the International Board at vpssc@elsa.org

A possibility is to use the S&C mailing list (elsa-sc@listserv.elsa.org) and start a discussion before the L International Council Meeting in Reggio di Calabria.

Sunday 21th of October 2007 (18:00-20:00)

18:00 – 19:00

Introductory WS and Approval of the Agenda

Aim: To present the Agenda for the upcoming week and to approve it, to get to know each other, to express our expectations for the upcoming week and to elect the Workshop officers.

Means:

- Brief presentation by the IB
- Election of the Chair, Vice Chair, Secretaries
- Round table
- Voting

Comments: In order to have an efficient workshop we will start by introducing ourselves and electing the officers of our Workshop.

19:00 - 20:00

Officers Training

Aim: To train officers on their fundamental tasks and responsibilities during an ICM.

Means:

- Training delivered by ITP members

Monday 22nd of October 2007 (10:00-13:00; 14:30-19:30)

10:00 - 11:00

Tools in S&C

Aim: To reach progress within the Key Area of S&C in the future and to ensure the quality and continuity of S&C events, we have to possess the essential S&C knowledge by implementing the S&C Tools within the Network.

Means:

- Presentation of the S&C tools
- Open discussion.

Comments: This session will provide information on available S&C tools in ELSA ONLINE. We will question if we know and use the S&C tools.

11:00 - 13:00

State of the network

Aim: To present the SOTN Report from the ICM in Prague and to analyse the results.

Means:

- Presentation of the SOTN Report
- Discussion

Comments: The SOTN Report is an essential and efficient tool to obtain an overview of the status quo of the Association. This analyse will enable us to see in what direction we are heading, and where we need to put long term efforts. During this session we will focus on the area of S&C.

14:30-16:30

Market Research

Aim: To present and evaluate the results of the Market research for S&C.

Means:

- Presentation by ELSA International
- Round table

Comments: The market research's results let the S&C Officers understand better the needs and expectations of our today's law students. We will discuss how we can use this knowledge in our work.

16:30 - 17:30

Evaluation of the Two Years Tactical Plan 2005-2007(TYTP)

Aim: To evaluate the S&C part of the Two Year Tactical Plan.

Means:

- Presentation by ELSA International;
- Open discussion;
- Conclusions.

Comment: During this session we will conduct the evaluation of the S&C Key Area part of the Two Year Tactical Plan.

Preparations: Read the Two Year Tactical Plan, especially the S&C part.

17:30 - 18:30

Human Rights

Aim: To raise awareness on the possibilities of implementing the Human Rights in S&C Events.

Means:

- Presentation of Human Rights events
- Open table discussion.

Comments: Human Rights, being one of ELSA's main commitments, should always be a focus when organising events. During this session we will discuss the opportunities and share practices of implementing the Human Rights focus in S&C.

Preparations: In advance prepare your practice (project, event) you have done in connection with human rights and communicate it to VP S&C ELSA International in the beginning of the ICM week.

18.30 - 19.30

Our cooperation with ELSA Lawyers' Society

Aim: To discuss our cooperation with ELS and how we can improve and benefit from it.

Means:

- Brief presentation by ELSA International;
- Questionnaire;
- Discussion.

Comments: We will discuss our interaction with ELS then fill in a questionnaire in which we will be able to give our opinion regarding our cooperation with ELS.

Tuesday 23th of October 2007 (10:00-13:00)

10:00 - 12:00

Project Management Training

Aim: To create awareness on the importance of the proper management of events.

Means:

- Training by the ITP.

Comments: In order to have high quality and successful events in the Network, the S&C and AA officers and future organising committees have to be trained on how to manage a project.

12:00 - 13:00

Responsibilities of the S&C Officers

Aim: To understand our responsibilities as S&C Officers.

Means:

- Discussing the responsibilities of the S&C officers at all levels;
- Presenting experiences from the S&C life being a VP S&C on local /national/international level;

Comments: We are going to discuss briefly our responsibilities in accordance with Decision Book.

Wednesday 24th of October 2007 (10:00-13:00; 14:30-18:30)

10:00 - 12.00

The new website's structure and the new internal management system

Aim: To discuss and find solutions for the new website and online system what regards the general parts and the S&C Key Area.

Means:

- Presentation by ELSA International
- Questionnaire
- Open discussion

Comments: ELSA International is preparing specifications for developing a new website and a new online system of ELSA. In this session we will fill in questionnaire to have a better view of what are our expectations from the new website.

12:00 - 13:00

Uniformity and Identity in S&C

Aim: to discuss uniformity and identity in the S&C and how it can improve.

Means:

- Brief presentation by ELSA International
- Round table

Comment: We need to implement uniformity in S&C in order to work as a Network. One of the overall goals in the OYOP of the International Board 2007/2008 is to lead ELSA towards a more uniform identity. In our workshop we will discuss this on the basis of how we as organisers of events and projects can contribute to a uniform ELSA.

Preparations: Please read the Input Papers.

14:30 - 16:30

Training on the International Focus Programme (IFP) - joint with AA and BEE

Aim: To give S&C and AA Officers a basic knowledge on Intellectual Property Law.

Means:

- Training from an external trainer.

Comments: The new topic of the IFP is Intellectual Property Law and Key Area Officers need a basic knowledge of the Intellectual Property Law to organise events on this topic. With this training we want to give an overview of the Intellectual Property Law to our officers. The schedule of this training may be changed because of the trainer's arrival date and time.

Preparations: Please read the Input Paper by ELSA International.

16:30 - 18:30

Joint WS with AA on IFP

Aim: To present the outcome of the IFP preparations and discuss how we can implement IFP together in AA and S&C events.

Means:

- Presentation by Director for International Focus Programme Mr. Konstantinos Stylianou
- Discussion

Comments: The new IFP will be implemented starting from 1st November 2007. ELSA International will present the outcome of its preparations. S&C and AA Officers are expected to contribute to the implementation of the IFP with their common projects and their opinions.

Preparations: Read the Input Paper by ELSA International. Take notes during the IP training, to use in the events planning during this joint WS.

18.30 – 19.30

Fundraising Training

Aim: To learn how to approach Law Firms for fundraising purposes.

Means:

- Training from ELS.

Comment: To find sponsors for S&C events has always been a difficulty for S&C Officers. Despite our very limited time, we have an overview about how to approach Law Firms for fundraising purposes.

Thursday 25th of October 2007 (10:00-13:00)

10.00 – 11.00

Annual Events

Aim: To present upcoming Annual S&C Events

Means:

- Presentation of annual events.
- Discussion

Comment: In order to increase the number of International and Annual events, and reach develop on the quality of S&C events, we have to share our projects and experiences within the Network

Preparations: Please bring your promotional material of your annual events.

11.00 – 13.00

BEE and S&C Joint Workshop

Aim: To discuss proposals on Human Rights and International Delegations.

Means:

- Proposal by ELSA Germany on BEE – External Relations
- Proposal by ELSA Germany on BEE – Human Rights

Comments: Open Discussion and voting on the Proposals

Preparations: Read the respective Proposals in the annex of the package.

Friday the 26th of October 2007 (10:00-12:00)

10.00 – 11.30

Activity Reports

Aim: To present our activity report and update each other about the current Status Quo in S&C.

Means:

- Presentation of our Activity Reports
- Open discussion

Comments: We will go through Activity Reports, ask questions each other about our projects and problems and exchange ideas.

Preparations: Please do not forget to bring your Activity Reports with you.

11:30- 12:00

Miscellaneous

Aim: To settle issues unresolved during other sessions.

12:00- 12:30

Question and answer time

Aim: To give the opportunity to the WS participants to clarify issues not included in the WS Agenda.

12:30- 13:00

Closing of the workshop

Aim: To evaluate the Workshop and to approve the Minutes.

STUDENT TRAINEE EXCHANGE PROGRAMME WORKSHOP**Timetable**

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
08:00							
08:30							
09:00							
09:30							
10:00		Area Definition	Student Hunting	New EO	Training on Negotiation And Communication Skills	ESU Training	Final Plenary (including lunch)
10:30		SOTN					
11:00							
11:30						Miscellaneous	
12:00				Q&A		Closing WS	
12:30						Reporting time	
13:00							
13:30							
14:00							
14:30		Market Research	Mid plenary	IFP Training			
15:00	Opening Plenary						
15:30							
16:00							
16:30		OYOP TYIP		IFP			
17:00							
17:30							
18:00	Introductory workshop			Job Hunting			
18:30		ELS					
19:00	Introductory meeting						
19:30		Reporting time					
20:00							

Draft Agenda

Preparations and reminders for the STEP Workshop

Please do read and bring to the Workshop sessions the following material:

- Statutes and Standing orders;
- Decision Book;
- Two Year Tactical Plan(TYTP)2005-2007;
- One Year Operational Plan(OYOP)2007/2008 of ELSA International;
- Working Materials.

Please also read the Minutes from at least two International Council Meetings.

Do also prepare an Activity Report to distribute to the other National Group Officers and ELSA International.

Please fill in and bring the respective area connected inquiry included to this package. The STEP inquiry should be handed to the VP STEP of ELSA International on the first day of the International Council Meeting.

Read this Agenda carefully; should you need any clarifications, please do not hesitate to contact the VP STEP of ELSA International at vpstep@elsa.org or start a discussion on it on the STEP Mailing list(ELSA-STEP@LISTSERV.ELSA.ORG)

Welcome to the STEP Workshop!

Sunday October 21st (18.00 - 20.00)

18.00 - 19.00

Introductory Workshop

Aim: To present the Agenda for the upcoming week and to approve it, to get to know each other, to express our expectations for the upcoming week and to elect the Workshop officers.

Means:

- Election and voting upon the Workshop Chair and Vice Chair as well as the Secretaries;
- Presentation of the Workshop rules;
- Presentation of the Agenda by ELSA International;
- Approval of the Agenda
- Q&A

Roundtable: expectations of the participants.

Comments:

This session intends to give the opportunity to the participants to ask for clarifications on the Agenda.

Preparations: the previous knowledge about the Statutes and standing orders, of the Decision Book and STEP Manual it is required.

19:00 – 20:00

Officers Training

Aim: To train officers on their fundamental tasks and responsibilities during an ICM.

Means:

- Training delivered by Chair and Vice Chair of the Plenary.

19:00 – 20:00

Introductory Workshop for Freshers

Aim: To give a general overview of the ICM to the freshers at the ICM.

Means:

- Presentation by ELSA International;

Monday October 22nd (10.00 – 19.30)

10:00 - 11:00

Area Definition (STEP Tools; Role of the STEP Officer)

Aim: To give a general overview on STEP and to introduce the Workshop to the essential STEP Knowledge.

Means:

- Presentation by ELSA International
- Presentation by National Groups;
- Round Table discussion.

Comments: This session will provide information on STEP tools and on the role of the STEP officers on Local, National and International Level.

Preparations: Please read the STEP part of the Decision Book and the current STEP Manual.

10:30 - 11:00

Question & Answer time

11:00-12:30

State of the Network (SOTN)

Aim: To present the SOTN Report from the ICM Prague and to inform the participants of the workshop on the current status quo of STEP in the Network.

Means:

- Presentation by ELSA International;
- Discussion.

Comments: The SOTN Report is an essential and efficient tool to obtain an overview of the status quo of the Association. During this session we will analyze the results of the report, especially regarding the area of STEP.

Preparations: Please read through the STEP part of the SOTN Report before this session.

12:30 -13:00

Planning in STEP and STEP Calendar

Aim: To promote planning in STEP at National and Local level.

Means:

- Presentation of the IB
- NG presentations
- Round table discussion

Comments: Planning is fundamental at the beginning of every term in office. In this session we analyze what is the importance of planning in the STEP area. ELSA International presents the STEP Calendar.

14:30 - 16:30

Market Research

Aim: To present and evaluate the results of the Market research for STEP.

Means:

- Presentation of the IB
- Round table discussion

Comments:

During spring 2007 ELSA International has conducted a market research in close cooperation with the global market research company Ipsos. The market research is divided into two parts: one with European law students in general and the other ELSA members specifically. During this session ELSA International will present ideas on how we can, in the very best way, use the results of the Market research, both for the Network as a whole and for the specific National Groups individually. This session will more specifically address means of

working with the market research as a fundraising tool, a marketing tool, a consolidation tool and as an important strategic tool for development.

The results of the project show clearly how essential is to develop STEP: within the ELSA tools and services, going on a traineeship or internship abroad is what students are interested most to know about and would like to participate in.

16:30 - 18:30

OYOP and Two Year Tactical Plan (TYTP)

Aim: To evaluate the OYOP 2007/2008 and the Two Year Tactical Plan.

Means:

- Presentation of the One Year Operational Plan(OYOP) by ELSA International
- Presentation of the Two Year Tactical Plan(TYTP)
- Presentation of OYOP by National Groups
- Working groups
- Round table discussion

Comments: The two year tactical plan is a planning tool adopted by the International Board in the year 2005/06. There is a need to evaluate it and create awareness about the nature of this type of plan.

18:30 - 19:30

ELSA Lawyers' Society(ELS)

Aim: To present the current alumni structure to the Network and evaluate how do they are perceived by ELSA Members.

Means:

- Open discussion
- Questionnaire
- Conclusions

Preparations: Questionnaire by ELSA International

Tuesday October 23rd (10.00 - 13.00)

10:00 - 13:00

Student Hunting

Aim: To analyze the STEP cycle and the Student Hunting tools and strategies.

Means:

- Working group
- Round table discussion

Comments: This session intends give information both regarding on how we can implement the number of students and applicants in STEP and concrete tools on how to register STEP applications, by using the Backup solution to the ELSA ONLINE application.

Wednesday October 24th (10.00 - 13.00)

10:00 - 13:00

New ELSA ONLINE system

Aim: To present the new project of the Website of ELSA and especially of the STEP menu and Matching system.

Means:

- Presentation of ELSA International of the Input paper on the Uniformity and STEP
- Round table discussion

Comments:

The discussion on having a new website and online matching process for STEP has been discussed for years.

The new website will help us achieve our goals of uniformity and identity, it will improve the international aspect of our organization since we will have better access to information in different countries and a well functioning online matching process that guaranties better quality in STEP.

In this session we try to propose which are the most effective tools for a matching process. Which will be the role of the National and Local STEP officers in the refaced online STEP platform.

The IB will present the project of the new System in order to collect the inputs from the Network.

Preparations: Read the Input paper on Uniformity and on the New ONLINE system.

12:30 - 13:00

Question & Answer time

14:30 - 17:30

International Focus Programme (IFP) Training

Aim: to present IFP selected topic (Intellectual Property law) to the STEP workshop.

Means:

- Training held by external trainer for Seminars & Conferences, Academic Activities and STEP Workshops.
- Roundtable discussion on IFP

Comments: The importance of the idea behind the new International Focus Programme(IFP) of having a specific theme for the whole Network in order to involve on different levels students, professors, lawyers and let them work on the topic of the Intellectual property law have a considering impact also on STEP.

17:30-19:30

Job Hunting

Aim: This session intends to provide knowledge on Job Hunting tools and strategies.

Means:

- Working groups
- Round table discussion

Comments:

In this session we analyze the possible ways to increase the number of employers interested in STEP. What can we offer to them? Which are the benefits of STEP Programme for an employer?

Thursday October 25th (10.00 - 15.30)

10:00-13:00

Training in Negotiation and Communication skills

Aim: To provide STEP officers with negotiation and communication skills. To promote and present STEP to the employers.

Means:

- Training provides by Teja Picton Howell from ELS.

Comments: The Job Hunting is one of the main task of the STEPPer. In order to be able to obtain a job, we need to be able to negotiate with the employer in a professional way.

Friday October 26th (10.00 - 13.00)

10:00 - 12:00

Training

Aim: To introduce the Workshop to the law careers in Europe.

Means:

- Presentation and training by a representative of ESU(European Students' Association)
- Q & A time
- Conclusions

Comments: The training intends to highlight the importance of a traineeship in the career of a law student.

This workshop training intends to create awareness on the needs of the students. The focus will be on legal careers in Europe, within European institutions in particular.

12:00-13:00

Miscellaneous

Aim: To discuss topics which have been omitted or not sufficiently discussed during the Workshop.

Means:

- Open discussion

Comments: To raise any concerns by National Groups not yet addressed in the week, and to ask any questions left unanswered relating to any topics discussed during the week.

Question & Answer time

Evaluation of the WS

Closing WS

Aim: To evaluate the Workshop, the trainings and the International Council Meeting in general as well as approve the Workshop Minutes.

Means:

- Round table discussion.

Comments: A final evaluation of the workshop and the work done by ELSA International and by the participants.

BOARD MANAGEMENT, EXTERNAL RELATIONS AND EXPANSION**Timetable**

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
08:00							
08:30							
09:00							
09:30							
10:00		BEE area definition	Input ELSA Ukraine	New ELSA ONLINE	ELSA Membership part II	Annual report	Final Plenary (including lunch)
10:30		SOTN Analysis	Proposal on the TYTP	Uniformity in ELSA	BEE and S&C Joint WS	Misc	
11:00							
11:30						Q&A	
12:00						Closing	
12:30						Reporting time	
13:00							
13:30							
14:00							
14:30							
15:00	Opening Plenary	Market Research	Mid plenary	IFP Training			
15:30							
16:00							
16:30							
17:00		TYTP Evaluation					
17:30							
18:00	Introductory workshop	ELS and ELSA		ELSA Membership Part II			
18:30							
19:00	Introductory meeting						
19:30		Reporting time					
20:00							

Draft Agenda

Reminders and preparations

Please do not forget to read and bring the following documents/materials to the Workshops:

- Statutes and Standing Orders
- Decision Book
- Two Year Tactical Plan (TYTP) 2005-2007
- One Year Operational Plan (OYOP) 2007/2008 of ELSA International
- BEE part of the State of the Network Report (SOTN Report) from the Prague ICM
- Minutes from the ICM Prague
- Minutes from the IPM Warsaw

All documents/materials can be found in the ELSA ONLINE Archive.

The above mentioned documents are highly important for the discussions of the topics on the Agenda.

Read this Agenda carefully; should you need any clarifications, please do not hesitate to contact the President of ELSA International at president@elsa.org.

If you would like to start a discussion on any matter connected to the Agenda, please use the BEE mailing list (ELSA-BEE@LISTSERV.ELSA.ORG).

Welcome to the BEE Workshop!

Sunday October 21st (18.00 – 19.00)

18.00 – 19.00

Introductory Workshop

Aim: To present the Agenda for the upcoming week and to approve it, to get to know each other, to express our expectations for the upcoming week and to elect the Workshop officers.

Means:

- Election and voting upon the Workshop Chair and Vice Chair as well as the Secretaries
- Presentation of the Workshop rules
- Presentation of the Agenda by ELSA International
- Approval of the Agenda
- Roundtable: expectations of the participants

19.00 – 20.00

Officers Training

Aim: To train officers on their fundamental tasks and responsibilities during an ICM.

Means:

LII ICM Reggio di Calabria, Italy
21st -28th of October 2007

- Training delivered by Chair and Vice Chair of the Plenary.

Comments: This is a session that you both will attend together with the Secretaries of the WS. You will get more tips and tools on how to Chair/Minute the sessions throughout the week and how the procedure during Final Plenary will look like (WS Report, voting etc).

19.00 – 20.00

Introductory Workshop for Fresher's

Aim: To give a general overview of the ICM, to the freshers at the ICM.

Means:

- Presentation by ELSA International;
- Questions and Answers

Monday October 22nd (10.00 – 18.30)

10.00 – 10.30

Area Definition

Aim: To give an overview of the tasks in the BEE area

Means:

- Presentation by ELSA International (5 minutes)
- Open Discussion (25 minutes)

Preparations: Read the BEE part of the Decision Book.

10.30 – 13.00

State of the Network Report (SOTN Report) ICM Prague

Aim: To present and analyse the SOTN Report from ICM Prague.

Means:

- Presentation by ELSA International (20 minutes)
- Working Groups (80 minutes)
- Presentations (50 minutes)

Comments: The SOTN Report is an essential and efficient tool to obtain an overview of the status quo of the Association. During this session we will look in depth on the results of the report, especially what regards the area of BEE. We will try to target the main problems and figure out the best and most appropriate solutions for the problems.

Preparations: Bring a copy of the SOTN Report and read the BEE part of the SOTN Report.

14.30 - 15.30

Market research

Aim: To discuss the results of the market research and their influence on our organisation

Means:

- Presentation by ELSA International (10 minutes)
- Discussion of the Results (50 minutes)

Comments: The International Board 2006/2007 conducted the biggest market research ever done in our network. We now should use these results and also discuss how we can implement them in our ELSA work. We should focus on questions like: How can we improve as an organisation? What do these results mean? Do we have to change anything in our Association? What are the most significant results of the research?

Preparations: Read the results of the market research sent to your NG.

15.30 - 18.00

Evaluation of the TYTP

Aim: To evaluate the TYTP 2005 - 2007 with the information from the market research and the SOTN Report made by the IB 2006/2007

Means:

- Presentation of the topic by ELSA International (10 minutes)
- Working groups (60 minutes)
- Discussion and presentation (50 minutes)

Comments: The Two Year Tactical Plan, TYTP, is drafted by the IB and needs to be approved by the council; the evaluation is normally done in the same way. After looking at the TYTP and especially after discussions on long term planning with the previous IB, we decided to change this procedure. Still we need to evaluate the current TYTP during the ICM in Reggio di Calabria.

18.00 - 19.00

ELSA and ELS

Aim: To discuss ELS and the possibilities of making it more attractive for our members

Means:

- Presentation by ELSA International (10 minutes)
- Open Discussion (40 minutes)
- Summary and next steps to be taken (10 minutes)

Preparations: Questionnaire by ELSA International

Tuesday October 23rd (10.00 - 13.00)

10.00 – 11.00

Input Paper by ELSA Ukraine: Some considerations about ELSA's vision, mission, goals and the way it is achieving it

Aim: Discuss the Input paper written by ELSA Ukraine

Means:

- Introduction by ELSA Ukraine (10 minutes)
- Round table (50 minutes)

Preparations: Read the Input paper in the annex of the materials.

11.00 – 13.00

TYTP Proposal by ELSA International

Aim: Proposal by ELSA International on the TYTP

Means:

- Presentation by ELSA International (10 minutes)
- Q&A and Discussion (70 minutes)
- Voting (10 minutes)

Comments: The International Board 2006/2007 introduced a new idea for long term planning in ELSA. After an evaluation of the current and previous TYTP the International Board decided to create an ELSA Strategic Planning Team that should help to draft a long term plan for our association. Since several years we draft and evaluate TYTP's during the ICM but the network doesn't use the TYTP for their daily work and most OYOP's are done without considering the goals in the TYTP. The International Board thinks we have to find new ways for long-term planning and we don't see the point of creating a new TYTP this year.

Preparations: Read the proposal by ELSA International, the Input paper on the ESPT and the minutes from the IPM's in Toulon and in Warsaw as well as the Minutes from the Prague ICM.

Wednesday October 24th (10.00 – 18.30)

10.00 – 12.00

New Online System

Aim: To update on the new online system

Means:

- Presentation by ELSA International (10 minutes)
- Questions and Answering (20 minutes)
- Specifications of the new system (60 minutes)
- Inputs and Discussion (30 minutes)

Comments: Since ELSA International terminated the contract with Chord9, the company which created the current online system, EI is working on a new online system. EI made a new approach with the German company Content5.de. Content5 will create a new online system for ELSA. The session should update the network on this process and also show opportunities for the NG to join this process.

12.00 - 13.00

ELSA Identity and Uniformity

Aim: to explain the process of creating an identity for our organisation and the importance of having Uniformity in all our activities as a network

Means:

- Presentation (Input Paper) by ELSA International (20 minutes)
- Open discussion (40 minutes)

Preparations: Please read the input paper on Uniformity and the paper on Identity on the new website in the annexe of the package.

14:30 - 16:30

Training on the International Focus Programme (IFP) - joint with AA and BEE

Aim: To give S&C, AA and BEE Officers a basic knowledge on Intellectual Property Law.

Means:

- Training from an external trainer.

Comments: The new topic of the IFP is Intellectual Property Law and Key Area Officers need a basic knowledge of the Intellectual Property Law to organise events on this topic. With this training we want to give an overview of the Intellectual Property Law to our officers. The schedule of this training may be changed because of the trainer's arrival date and time.

Preparations: Please read the Input Paper by ELSA International.

16.30 - 19.00

ELSA Membership part I

Aim: To discuss the different possibilities of offering new tools for ELSA members such as an ELSA membership card, an ELSA email account and other online tools.

Means:

- Presentation by ELSA International (20 minutes)
- Presentation of Google Apps (20 minutes)
- Open Discussion (70 minutes)
- Summary (10 minutes)

Comments: Together with the new online system ELSA International has the opportunity to introduce new online tools. At the moment most countries don't have administration tools for their members. The online system would allow to introduce new ways of administration by using ELSA accounts for (all) members and tools as calendars or file sharing. ELSA International also got approached by ISIC (International Student Identity Card) for cooperation on creating an ELSA membership card. This project would need serious online administration and we should therefore consider both topics in the same workshop.

Thursday October 25th (10.00 - 12.30)

10.00 - 11.00

ELSA Membership part II

Aim: To discuss the different possibilities of offering new tools for ELSA members such as an ELSA membership card, an ELSA email account and other online tools.

Means:

- Presentation of the ISIC card (10 minutes)
- Open Discussion (40 minutes)
- Next steps (10 minutes)

Comments: ELSA International also got approached by ISIC (International Student Identity Card) for cooperation on creating an ELSA membership card. This project would need serious online administration and we should therefore consider both topics in the same workshop.

11.00 - 13.00

BEE and S&C Joint Workshop

Aim: To discuss proposals on Human Rights and International Delegations.

Means:

1. Proposal by ELSA Germany on BEE - External Relations
2. Proposal by ELSA Germany on BEE - Human Rights

Comments: Open discussion and voting on the Proposals

Preparations: Read the respective Proposals in the annex of the package.

Friday October 26th (10.00 - 13.00)

10.00 - 10.30

Annual Report

Aim: To present the annual report of ELSA International

Means:

- Presentation by ELSA International (10 Minutes)
- Questions&Answer (20 minutes)

Comments: The International Board 2006/2007 introduced an annual report for ELSA International that will be presented during the ICM and send to the National Groups.

10.30 - 11.00

Question and Answer Time

Aim: To give the opportunity to the Workshop participants to clarify issues not included in the Workshop Agenda.

11.00 - 12.30

Miscellaneous

Aim: To settle issues unresolved during other Workshop sessions.

12.30 - 13.00

Closing of the Workshop

Aim: To evaluate the Workshop and to approve the Minutes.

Comments: Normally the minutes have been signed straight after the Workshop. After the good experience of several IPMs with sending the Minutes to all participants after the meeting, so that they can add their comments, we will also use this procedure for the ICM.

INTERNAL MANAGEMENT WORKSHOP**Timetable**

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
08:00							
08:30							
09:00							
09:30							
10:00		Team Building	Voting Procedure	New EO	IM + FM Joint WS	Trainings/ Regional Trainings	Final Plenary (including lunch)
10:30		SotN	Secret Vote Procedure	Training Session		Miscellaneous	
11:00			Contact Info				
11:30						Reporting time	
12:00							
12:30							
13:00							
13:30							
14:00							
14:30	Opening Plenary	Market Research	Mid plenary	IM + MKT Joint WS			
15:00							Training Session
15:30							Training Session
16:00							OYOP
16:30							
17:00		TYTP					
17:30		ELS/ Alumni					
18:00	Introductory workshop	NSS					
18:30							
19:00	Introductory meeting	Reporting time					
19:30							
20:00							

Draft Agenda

Preparations and reminders for the IM Workshop

Please do read and bring the following materials to the Workshop sessions:

- Statutes and Standing Orders
- Decision Book
- Two Year Tactical Plan (TYTP) 2005-2007
- One Year Operational Plan (OYOP) 2007/2008 of ELSA International
- Working Materials
- State of the Network Report ICM Prague
- Training Manual

Do also make sure to read the Minutes from at least the last two International Council Meetings. This is of great importance for the procedure, discussions and outcome of the Workshop sessions.

Please also prepare an Activity Report for distribution to the National Groups and ELSA International. Do also prepare, fill in and bring the respective area connected inquiry included in this package. The IM inquiry should be handed to the Secretary General of ELSA International on the first day of the International Council Meeting.

Read this Agenda carefully; should you need any clarifications, please do not hesitate to contact the Secretary General of ELSA International at secgen@elsa.org.

Another possibility is to use the IM mailing list (ELSA-IM@LISTSERV.ELSA.ORG) and start a discussion before the L International Council Meeting in Alanya.

Sunday October 21st (17.30 - 19.30)

17.30 - 18.30

Introductory Workshop

Aim: To present the Agenda for the upcoming week and to approve it, to get to know each other, to express our expectations for the upcoming week and to elect the Workshop officers.

Means:

- Election and voting upon the Workshop Chair and Vice Chair as well as the Secretaries
- Presentation of the Workshop rules
- Presentation of the Agenda by ELSA International
- Approval of the Agenda
- Area Definition with games
- Roundtable: expectations of the participants.

18:30 - 19:30

Officers Training

Aim: To train officers on their fundamental tasks and responsibilities during an ICM.

Means:

- Training delivered by Chair and Vice Chair of the Plenary.

18:30 - 19:30

Introductory Workshop for Freshers

Aim: To give a general overview of the ICM, to the freshers at the ICM.

Means:

- Presentation by ELSA International
- Questions and Answers.

Monday October 22nd (10.00 - 19.30)

10:00 - 11:00

Training Session - Teambuilding

Aim: To create the feeling of a Secretaries General Team on the Workshop. It is also the aim to make participants to get to know each other on a less formal way.

Means:

- Training from ITP Trainer.

11:00 - 13:00

State of the Network

Presentation of State of the Network Report (SOTN Report) ICM Prague /Analysis of the SOTN Report

Aim: To present the SOTN Report from ICM Prague.

Means:

- Presentation of the Report by ELSA International
- Discussions on the Results of the Report
- Roundtable discussions on the possible regulations/ recommendations on the improvement of the inquiries and the report

Comments: The SOTN Report is an essential and efficient tool to obtain an overview of the status quo of the Association. During this session we will focus on the area of IM.

Preparations: Please read through the IM part of the SOTN Report before this session.

Analysis of the SOTN Report

Aim: To analyse and conclude on actions to be taken.

Means:

- Discussion
- Roundtable to see what evolution since the Report
- Conclusions.

Comments: It is of high importance to analyse the results of the SOTN Report and to find concrete solutions to the main problems and difficulties within the area of IM.

14:30 - 16:30

Market Research

Aim: To present the results of the Market Research 2006/2007.

Means:

- Presentation of the Market Research by ELSA International
- Discussions on the Results of the Market Research
- Roundtable discussions on the possible ways of contribution to Internal Management

Comments: After this huge project made by last year's International Board, now it's up to us to seize it at its best. After a presentation, participants will naturally conclude to a different approach on Human Resources Strategy.

16:30 - 17:30

Two Year Tactical Plan 2005-2007 Final Evaluation

Aim: To evaluate the results of the Two Year Tactical Plan 2005-2007.

Means:

- Presentation of the Internal Management Two Year Tactical Plan 2005-2007
- Discussion on what has been accomplished with the targets of this TYTP

17:30 - 18:30

Alumni Network/ ELS

Aim: To understand what would be the best ways of benefiting of our Alumni Network and best ways of helping them as well.

Means:

- Group division and presentation of conclusions.

18:30 - 19:30

Network Supporting System

Aim: Raise awareness of this Network Tool and raise the responsibility of National Groups on the consolidation of the Network.

Means:

- Open discussion on ways of implementing the system.

Comments: As it was expected that by ICM Reggio the NSS Handbook should be ready after the creation of the Working Group, we hope still to be able to present it to the Network. The idea of this discussion will also be to try to find partnerships for NSS in order to start with projects as soon as possible.

Preparations: Read carefully regulations on Decision Book.

Tuesday October 23rd (10.00 - 13.00)

10:00 – 11:00

Proposal on Voting Procedure

Aim: To discuss the *Proposal* from ELSA Italy on a different Voting Procedure.

Means:

- Presentation by ELSA Italy
- Open discussion.

Preparations: Read carefully the proposal in this Working Materials.

11:00 – 12:30

Proposal on Secret Voting Procedure

Aim: To discuss the *Proposal* from ELSA Italy on a different Secret Voting Procedure.

Means:

- Presentation by ELSA Italy
- Open discussion

Preparations: Read carefully the proposal in this Working Materials.

12:30 – 13:00

Contact Information

Aim: To raise the awareness of the importance of having contact informations on the Network and to release results.

Means:

- ELSA International Presentation.

Comments: After the campaign of ELSA International to gather as many contact information as possible (and preferably updated), a small discussion will take place to improve communication on the Network.

Preparation: Bring your own contact information.

Wednesday October 24th (10.00 - 18.30)

10:00 - 11:00

New ELSA ONLINE System

Aim: To update participants on the process of a New ONLINE System.

Means:

- Presentation by ELSA International;
- Open discussion.

Comment: As the new ELSA ONLINE system is this year a “must”, and after last year’s effort on specification forms, this session is to update participants on the Status Quo of this project.

Preparations: Read previous ICM Minutes on the Working Group for Specification Forms.

11:00 - 13:00

Training on Communication Skills

Aim: To improve and raise the importance of Communication in IM area.

Means:

- Training from the International Trainers Pool.

14:30 - 15:30

Joint WS IM+Marketing

Aim: Raise discussion on the Uniformity and Identity of the Association.

Means:

- Presentation of ELSA International;
- Discussion

Comments: Being responsible of maintaining the internal structure of the Association, Secretaries General will have the opportunity to talk about ways of maintaining Uniformity on the Association and evolve the concept of Identity of our Network.

15:30 - 17:00

ELSA Online Presentation

Aim: To show how to work with the current online system.

Means:

- Presentation by Trainer of the International Trainers Pool.

17:00 – 18:30

Training on “How to organize Training Events”

Aim: To motivate National Groups to organize Training Events throughout the year and raise awareness on how to do it.

Means:

- Training from International Trainers Pool

Comments: Before the discussion on Regional Trainings, this training is meant to motivate National Groups to organize them, and making them feel comfortable in setting their Regional Trainings.

18:30 – 19:30

OYOP

Aim: Present this years’ One Year Operational Plan

Means:

- Presentation from ELSA International.

Preparation: Read the OYOP 2007/2008

Thursday October 25th (10.00 – 13.00)

10:00 – 13:00

Joint Workshop IM+FM

Aim: Evaluate the situation of ELSA Ireland and ELSA Iceland and Proposal of expulsion. Analyses of the situation of ELSA Latvia.

Means:

- Proposal and presentation by ELSA International.
- Discussion.

Preparations: Read Proposal, Statutes and Standing Orders and Decision Book

Friday October 26th (10.00 – 13.00)

10:00 – 11:30

Regional Trainings**Aim:** To Input National Groups to Organize Regional Training Events.**Means:**

- Input Paper from ELSA International;
- Presentation from ELSA International;
- Discussion

Comment: Much has been said about Regional Trainings but never really officialised. This is meant to be the first step to define some of Regional Trainings, bring up new ones, set partnerships and motivate National Groups to participate. The idea is also to relate Regional Trainings with the Network Supporting System.

11:30 – 12:30

Miscellaneous**Aim:** To settle issues unresolved during other sessions.

12:30 – 13:00

Questions and Answers Time**Aim:** To give the opportunity to the Workshop participants to clarify issues not included in the Workshop Agenda.

FINANCIAL MANAGEMENT**Timetable**

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
08:00							
08:30							
09:00							
09:30							
10:00		Area Definition	Debt Situation	Proposal - IB Allowance Amendment	Joint WS IM Proposal - Problem NGs	Grants Training	Final Plenary (including lunch)
10:30		SOTN Report		Proposal - Update			
11:00			Final		Closing		
11:30		Accounts 06/07	Decision Book				
12:00							
12:30							
13:00							
13:30							
14:00							
14:30	Opening Plenary	Market Research	Mid Plenary	New ELSA ONLINE			
15:00				Accounts & Auditing Training			
15:30							
16:00							
16:30	TYTP Evaluation	ELSA and ELSA Alumni					
17:00							
17:30							
18:00	Introductory workshop						
18:30	Introductory meeting						
19:00							
19:30							
20:00							

Draft Agenda

Reminders and preparations

Please do not forget to read and bring the following documents/materials to the Workshops:

- Statutes and Standing Orders
- Decision Book
- Two Year Tactical Plan (TYTP) 2005-2007
- One Year Operational Plan (OYOP) 2006/2007 of ELSA International
- The State of the Network Report (SOTN Report) from the Alanya ICM

Do also read the Minutes from at least the last two International Council Meetings. All documents/materials can be found in the ELSA ONLINE Archive.

The above mentioned documents are highly important for the discussions of the topics on the Agenda and the Analysis of the State of the Network.

Read this Agenda carefully; should you need any clarifications, please do not hesitate to contact the Treasurer of ELSA International at treasurer@elsa.org.

If you would like to start a discussion on any matter connected to the Agenda, please use the FM mailing list (ELSA-FM@LISTSERV.ELSA.ORG).

Welcome to the FM Workshop!

Sunday October 21st (18.00 – 20.00)

18.00 – 19.00

Introductory Workshop

Aim: To present the Agenda for the upcoming week and to approve it, to get to know each other, to express our expectations for the upcoming week and to elect the Workshop officers.

Means:

- Election and voting upon the Workshop Chair and Vice Chair as well as the Secretaries
- Presentation of the Workshop rules
- Presentation of the Agenda by ELSA International
- Approval of the Agenda
- Roundtable: expectations of the participants.

19:00 – 20:00

Officers Training

Aim: To train officers on their fundamental tasks and responsibilities during an ICM.

Means:

- Training delivered by Chair and Vice Chair of the Plenary.

19:00 – 20:00

Introductory Workshop for Freshers

Aim: To give a general overview of the ICM, to the freshers at the ICM.

Means:

- Presentation by ELSA International;
- Questions and Answers.

Monday October 22nd (10.00 – 18.30)

10.00 – 11.00

Area Definition

Aim: To get accustomed to what it takes to be a treasurer of a national group; the theoretical vs. the practical. Coming to grips with your responsibilities and your role in the team.

Means:

- Presentation by ELSA International
- Presentation by selected national group officers
- Open discussion

Comments: The role of the treasurer in an ELSA national group can often be a daunting experience. As law students, we are likely to have never had any formal learning or training in financial administration and management. Apart from that, there is no manual that ELSA provides to be followed, and the Decision Book, though informative, doesn't truly offer the entire range of a treasurer's functions.

The purpose of this workshop will be to explain the main roles of a treasurer on an ELSA board for freshers, and to remind more experienced treasurers the realities of their roles in a team.

Preparations: For this session, please read the FM part of the Decision Book.

11.00 – 13.00

SotN Report

Aim: To present the results of the State of the Network FM Inquiries filled in before the ICM in Prague, and to inform the participants of the workshop on the current status quo of FM in the Network.

Means:

- Presentation by ELSA International
- Open discussion

Comments: Following the ICM in Prague, the International Board 2006/2007 drew up the second SotN Report based on information submitted to by the National Groups. What resulted is some deeper insight into the current situation the Network finds itself in. Last year's Board also included the results of the 1st SotN Report in the 2nd Report to provide a comparative analysis over the course of 6 months. The results have shown the improvement or worsening of the situation for each specific area, and will definitely provide a fruitful platform for debate which I hope can continue into other topics later on in the week.

Preparations: Please read the SOTN Report relating to the FM area.

14.30 - 16.30

Market Research

Aim: To present the results of the market research conducted by the International Board of 2006/2007, especially those with significance to the FM area.

Means:

- Presentation by ELSA International
- Q&A time
- Open discussion
- Conclusions

Comments: During spring 2007 ELSA International conducted a market research in close cooperation with the global market research company Ipsos. The market research is divided into two parts; one targeting European law students in general and the other ELSA members specifically. In this workshop, I intend to provoke discussion and debate on the results of the research and the possibility of utilising it both by the Network and more specifically, by each National Group. The results can possibly be a useful tool for fundraising, long-term strategy, and general insight into the Network. It is fundamental that after all the hard work and dedication put into this project last year that we now maximise the benefits achievable through its use.

16.30 - 18.30

TYTP Evaluation

Aim: To evaluate the TYTP at the end of its duration and to discuss whether or not the aims as set out in the document were achieved.

Means:

- Discussion
- Conclusions

Comments: After being put into force at the ICM in Malta in 2005, the TYTP's term has now expired and ELSA International will now evaluate the document, as regulated in the Decision Book. We will discuss the futility of the strategy as was set two years ago, and whether all the targets set were achieved, and if not, the reasons why.

Preparations: Please read and bring to the workshop the TYTP.

18.30 – 19.30

ELS and ELSA Alumni

Aim: To gain feedback from the Network on how they perceive our current alumni structure, and whether they would propose changes to the present situation, and how would they go about doing so.

Means:

- Open discussion
- Conclusions and inputs

Comments: As stated in our OYOP, we are currently reviewing the situation on our alumni structure and ELSA International is of the impression that it needs to be restructured. We believe that there is more that can be gained from an Alumni Network, and we feel it is our duty to start thinking about every possibility at our disposal. To this end, we are looking to have the opinion of the Network, and whether they share the same feelings as us. Ultimately, we exist to represent the Network and therefore your feedback is vital to us. We will use the general opinion of the Network to base our alumni strategy for the upcoming year.

Tuesday October 23rd (10.00 - 13.00)

10.00 – 12.00

Debt Situation

Aim: To discuss the current debt situation of certain National Groups who have debts with ELSA International and to discuss the significant problems and negative effects that the situation has on the Association as a whole.

Means:

- Presentation by ELSA International
- Q & A
- Open discussion

Comments: The debts owed to ELSA International have been a long-winded and recurring problem which the International Board constantly has to deal with. It limits our ability to fulfil our roles as overall coordinators, and not having the necessary finances means that the Network is the ultimate loser in the scenario. It would be worthwhile to discuss the topic generally, informing the officers present of the status quo and about the National Groups with whom we are currently having difficulties with. The discussion will also be a useful precursor to the joint workshop planned with IM on Thursday when we discuss certain problematic National Groups.

Preparations: Papers will be distributed in the workshop relating to this topic.

12.00 – 13.00

Final Accounts 2006/2007

Aim: To approve the Final Accounts for the financial year of 2006/2007.

Means:

- Presentation of the Financial Report of ELSA International 2006/2007
- Presentation of the audited Final Accounts of 2006/2007
- Presentation of the Auditors Report
- Q & A
- Voting

Comments: All mentioned documents above can be found in these Working Materials. The said documents will be gone through in the workshop and any queries regarding any points in the documents can be put forward for answering by the Treasurer of EI 06/07 or the Internal Auditors for the said financial year.

Preparations: Please read through the Final Accounts 2006/2007 and the Auditors Report.

Wednesday October 24th (10.00 – 18.30)

10.00 – 11.30

Proposal on the Allowance of the International Board

Aim: To present, discuss and vote upon the proposal by ELSA Austria and ELSA Germany

Means:

- Presentation by ELSA Austria and ELSA Germany
- Discussions and Q & A
- Amendments
- Conclusions
- Voting

Comments by ELSA Austria and ELSA Germany: At the Council Meeting in Prague the monthly allowance of 200 Euro in the first paragraph was inserted and the sum in paragraph two was raised from 100 Euro to 200 Euro. Obviously there was the intention of the Council to give more money to members of the international board and directors working full time in Brussels with the IB. We have to admit that this amendment was an improvement compared to the status before insofar that there was at least any sum named for the members of the IB in the regulation.

The only important part missing in the regulation is a maximum limit for the sum paid to IB members (a term which shall include directors mentioned in paragraph two from now on in these comments) as monthly allowance. This objection was brought forward by ELSA Germany in Prague. The Treasurer of EI agreed with this point and conceded that a maximum could be inserted. Unfortunately the amendment proposed by ELSA Estonia, seconded by ELSA Germany, was voted against and the original proposal was accepted without the amendment. Thus we propose to remove the word “minimum” in the first and second paragraph to consequently set a maximum limit to the sum of EUR 200 per month. So

the purpose of this proposal is to complete the proposal made in Prague by EI with the necessary amendment to make up a clear and sufficiently definite regulation.

Preparations: Please read the proposal in these Working Materials.

11.30 – 13.00

Proposal on the Updating of the FM Part of the Decision Book

Aim: To present, discuss and vote upon the proposal by ELSA International

Means:

- Presentation by ELSA International
- Discussions and Q & A
- Amendments
- Conclusions
- Voting

Comments: The International Board felt that some updates were needed in the FM part of the Decision Book to clarify the grammar and make it easier for the National Groups and the International Board to understand. This is an ongoing process which we intend to finalise by the ICM in Lisbon, but thought to begin the amendments in grammar from now. We intend to revamp the structure of the Decision Book in Lisbon, so dividing the workload in two has the added effect of giving the National Groups the chance to take in substantial amendments gradually instead of all at once.

The changes made to the Decision Book under this amendment are on structure not content. Therefore, the rephrasing has been done in a way to maintain the gist of the legal text, but promulgate correct legal text the level of which we hope can be maintained by our Association for the years to come.

Preparations: Please read the proposal in these Working Materials.

14.30 – 15.30

New ELSA ONLINE

Aim: To present plans for the new ELSA ONLINE system and to discuss all the fees other methods of funding the project, and how it will affect national group officers.

Means:

- Presentation by ELSA International
- Open discussion
- Conclusions

Comments: As explained in the International Board's OYOP for 2007/2008, a new online system for the Network is the largest project the IB will be focusing on this year. To this end, we have had meetings with design and programming companies on this endeavour and have come up with concrete results. We now wish to give our Network the results of our efforts so far, and ask for their inputs. Since this topic will be discussed in much more detail in other workshops, the FM workshop will focus more on the financial aspect of the project,

and what effects it will have on the ELSA general budget and ELSA National Groups. Our time is unfortunately very limited in this topic but we will discuss what is essential to financial management.

Preparations: Please read the input paper from ELSA International.

15.30 – 19.30

Training on Accounting & Auditing in a Non-Profit Making Association

Aim: To provide solid training for participants on how to properly account for your association, and how to prepare for auditing at the end of the financial year.

Means:

- Theoretical and Practical Training (details given at the ICM)
- Q&A time
- Conclusions

Comments: Since ELSA is an association run by students studying law, the general situation is that national group treasurers aren't familiar with proper accounting and auditing knowledge. Therefore, this training will focus on all the basic needs for a treasurer to be able to properly account and prepare for the auditing of a non-profit making association. The theoretical training will focus on general accounting principles, planning and drawing up an annual budget, day-to-day bookkeeping, the closing off of accounts at the end of the financial year, the important of auditing and how to prepare for it. The practical training will put all the skills gained in the theoretical part into practice. Therefore, participants will be given hypothetical situations in which to work out the correct courses of action and methods of application. This intense workshop will help to furnish the participants with the tools they need to work with for the year, and which they can subsequently pass on to their successors.

Thursday October 25th (10.00 – 15.30)

10:00 – 13:00

Joint Workshop IM+FM

Aim: Evaluate the situation of ELSA Ireland and ELSA Iceland and Proposal of expulsion. Analyses of the situation of ELSA Latvia.

Means:

- Proposal and presentation by ELSA International.
- Discussion.

Preparations: Read Proposal, Statutes and Standing Orders and Decision Book

Friday October 26th (10.00 – 13.00)

10.00 - 12.00

Grants Training by ESU

Aim: To provide training on what grants to look for and how to apply for specific grants from institutions, most notably European institutions.

Means:

- Presentation and training by ESU
- Q & A time
- Conclusions

Comments: Grant fundraising has now assumed a regular place in a treasurer's portfolio for ELSA. With the seemingly ever-increasing difficulty of fundraising through corporate sponsorships, institutional grants now offer a steady and more secure method of financing an association's annual operating costs. This workshop training intends to complement the Grants Handbook already available in the Association, by providing concrete tools to approach the right institutions for the finances that every non-profit association needs. The workshop will focus on grants from European institutions in particular.

12.00-12.30

Miscellaneous and Q&A

Aim: To raise any concerns by National Groups not yet addressed in the week, and to ask any questions left unanswered relating to any topics discussed during the week.

12:30 - 13:00

Closing of the Workshop

Aim: To evaluate the Workshop, the trainings and the International Council Meeting in general as well as approve the Workshop Minutes.

MARKETING WORKSHOP**Timetable**

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
08:00							Final Plenary (including lunch)	
08:30								
09:00								
09:30								
10:00			Intro and OYOP	Uniformity	www.elsa.org	IFP Marketing		Input papers
10:30			SOTN Report			Training MS		
11:00			SOTN Report	Uniformity tools		Marketing		Misc.
11:30			SOTN Report Analysis			Strategy		Q&A
12:00								Reporting time
12:30								
13:00								
13:30								
14:00								
14:30		Opening Plenary	Market Research	Mid plenary	ELSA Identity			
15:00					Training Corporate Identity			
15:30					Corporate Identity tools			
16:00	TYTP evaluation				Training value of a Product			
16:30								
17:00								
17:30								
18:00	Introductory workshop	ELS						
18:30	Introductory meeting		Reporting time					
19:00								
19:30								
20:00								

Draft Agenda

Preparations and reminders for the Marketing Workshop

Please do not forget to read and bring:

- The Statutes and the Standing Orders,
- The Decision Book,
- The Two Year Tactical Plan (TYTP) 2005-2007
- The One-Year Operational Plan (OYOP) of ELSA International 2007 / 2008
- Also, make sure to read the minutes from at least the last two Council Meetings.

Please prepare **an Activity Report** to present to the workshop. In addition, you will be asked to present your upcoming events, so please bring any marketing materials you might have.

Read this agenda carefully; should you need any clarifications, please do not hesitate to contact the responsible officer at the International Board at vpmarketing@elsa.org

A possibility is to use the marketing mailing list (elsa-marketing@listserv.elsa.org) and start a discussion before the LII International Council Meeting in Reggio di Calabria.

Sunday October 21st (18.00 – 20.00)

18.00 – 19.00

Introductory Workshop

Aim: To present the Agenda for the upcoming week and to approve it, to get to know each other, to express our expectations for the upcoming week and to elect the Workshop officers.

Means:

- Election and voting upon the Workshop Chair and Vice Chair as well as the Secretaries
- Presentation of the Workshop rules
- Presentation of the Agenda by ELSA International
- Approval of the Agenda
- Roundtable: expectations of the participants.

19:00 – 20:00

Officers Training

Aim: To train officers on their fundamental tasks and responsibilities during an ICM.

Means:

- Training delivered by Chair and Vice Chair of the Plenary.

19:00 – 20:00

Introductory Workshop for Freshers

LII ICM Reggio di Calabria, Italy
21st -28th of October 2007

Aim: To give a general overview of the ICM, to the freshers at the ICM.

Means:

- Presentation by ELSA International
- Questions and Answers.

Monday October 22nd (10:00 – 13:00, 14:30 – 19.30)

10:00 – 11:00

Introduction of participants at the workshop and their OYOPs

Aim: To get to know who is in the workshop and what they will be doing as officers for the next year.

Means:

- Round Table
- Discussion.

Comments: This is an ice breaker but it also sets the scene for the discussions that will follow throughout the week. In order for us to discuss and find common ground we must know what background we are coming from.

11:00 – 12:00

SOTN Report

Aim: To present the SOTN Report from ICM Prague.

Means:

- Presentation by ELSA International
- Discussion.

Comments: The SOTN Report is an essential and efficient tool to obtain an overview of the status quo of the Association. During this session we will focus on the area of Marketing.

Preparations: Please read through the Marketing part of the SOTN Report before this session.

12:00 – 13:00

Analysis of the SOTN Report

Aim: To analyse and conclude on actions to be taken.

Means:

- Discussion
- Conclusions.

Comments: It is of high importance to analyse the results of the SOTN Report and to find concrete solutions to the main problems and difficulties within the area of Marketing.

14:30 - 16:30

Market Research

Aim: To follow up on the proceedings with the Market Research and to discuss the concrete possibilities and benefits that the National Groups and the Network will and can gain from the result of the Market Research.

Means:

- Presentation by ELSA International
- Discussion
- Conclusions

Comments: During spring 2007 ELSA International has conducted a Market Research in close cooperation with the global market research company Ipsos. The Market Research is divided into two parts: one with European law students in general and the other ELSA members specifically. During this session ELSA International will present ideas on how we can, in the very best way, use the results of the Market research, both for the Network as a whole and for the specific National Groups individually. In this workshop, the session will more specifically address means of working with the market research as a fundraising tool, a marketing tool and an important strategic tool for development. Now that we have received the results it is of great importance that we know how to work with them so that we can maximize the outcome of our efforts put into this huge Network project.

The marketer needs to be aware of the implications of a European wide strategy for the launch of the Market Research.

16:30 - 18:30

Evaluation of the Two Years Tactical Plan 2005-2007 (TYTP)

Aim: To evaluate the Marketing part of the Two Year Tactical Plan.

Means:

- Presentation by ELSA International
- Open discussion
- Conclusions.

Comment: During this session we will conduct the evaluation of the Marketing Area part of the Two Year Tactical Plan.

Preparations: Read the Two Year Tactical Plan of ELSA International 2005-2007, especially the Marketing part.

18.30 - 19.30

Our cooperation with ELSA Lawyers' Society

Aim: To discuss our cooperation with ELS and how we can improve and benefit from it.

Means:

- Brief presentation by ELSA International
- Questionnaire
- Discussion

Comments: We will discuss our interaction with ELS then fill in a questionnaire in which we will be able to give our opinion regarding our cooperation with ELS.

Tuesday October 23rd (10.00 - 13.00)

10:00 -12:00

Uniformity in the Network

Aim: Corporate Identity, tools not rules, templates make it easier for marketers, stronger network. What does it mean to seek to act in uniformity in everything we do.

Means:

- Presentation by ELSA International
- Discussion
- Conclusions

Comments: Because we are a network and because we have the same core values and Identity we should act in a uniform way. Nonetheless ELSA is a Pan-European organisation and therefore is host to a brew of different cultures. This cannot be ignored but on the other hand emphasized. One of our strengths as a network is the uniformity of our structure however this is not in fact uniform throughout the groups, not the way in which these officers perceive their role to be, not in the way they carry out their role. Sometimes the differences in the ways we operate act as barrier for communication. Like the European Union saw different legal systems as an obstacle for a group of culturally different countries to work in unison, our organisation in its different ways of implementing ELSA can find obstacles. The more uniform the format of our operation the easier is the exchange and thus the better the synchronisation of our work.

Preparations: read the input paper

12:00 -13:00

Uniformity Tools

Aim: How Uniformity can be implemented through “tools not rules”

Means:

- Presentation by ELSA International
- Discussion
- Working materials

- Conclusions

Comments: Besides facilitating our work, in the Marketing area Uniformity has a further scope; that is our uniform appearance as one network. In this workshop we will explore some easy ways how to do this.

Wednesday October 24th (10:00 - 13:00, 14:30 - 17:30)

10:00 - 13:00

www.elsa.org

Aim: To discuss the status quo of the development of a new website. To discuss the concrete obstacles we face and how to overcome them. The next steps forward.

Means:

- Presentation by ELSA International
- Discussion
- Working materials
- Usability forms

Comments: For Many years now having a new website has been discussed. Each year the need to have a new website, as well as the problems with the old website, become greater. A great deal of the problems that the network has could be solved by a new and efficient website. A great deal of opportunities, resources and tools could be given to groups in the network to exploit and benefit from. The website will help us achieve our goals of uniformity and identity, it will improve the international aspect of our organisation since we will have better access to information in different countries.

The problem is the money. Over the years many solutions have been tried, in order to avoid the costs of this website, but none did work. We need a new website and it is going to cost money, this is the investment that will allow us to see the 50th anniversary of our organisation, but the inverse may also be true.

The problems with the current website are a result perhaps of short sighted planning. The world of software is in continuous development and so are the pursuits of our organisation, reflecting the necessities of today's society. Of course there is a limit of how longsighted one can be however two heads are better than one, and here and now we need all the brains we can get hold of. This is why we would like all workshops to discuss this topic.

Preparations: Read the Input paper

14:30-15:30

Joint workshop with IM ELSA Identity

Aim: To raise the awareness and knowledge of ELSA's identity and to identify concrete tools for working with our identity on national and especially local level.

Means:

- Presentation by ELSA International
- Discussion

Comments: After long Discussions about Core Values and how these should be implemented, after having carried out a Europe wide Market research, we are now in a good position at particular moment in time where we can reflect about our identity and think of ways how to project it.

It is now time to map our identity and try and use it in our operations so that we truly reflect what we are. Acting contrary to our identity means acting outside the purposes of our association. To view from a marketing perspective what are the components of our identity.

Preparations: Please read the Input Paper by ELSA International.

15:30 – 17:00

Training on Corporate Identity

Aim: For the workshop to have a better understanding of what corporate identity is and how it is applicable to ELSA.

Means:

- Training by an external

Comments: This training will enable marketing officers to participate more actively in the discussion to create a corporate identity for ELSA.

17:00 -18:30

Corporate Identity

Aim: To discuss the possibilities of having a uniform Corporate Identity for our Network which would stretch beyond the current regulations in the Identity Handbook and take more focus on various design aspects. Look at some of the proposals of ELSA International for the Corporate Identity of the Network. (Identity handbook to be integrated into the identity section of the Marketing Manual)

Means:

- Presentation by ELSA International;
- Discussion;
- Working Groups;
- Conclusions.

Comments: The need has been felt to have a Corporate Identity for the Network with design guidelines that would stretch beyond the regulations already existing in the ELSA Identity Handbook. The purpose of this session would be to get a better sense of the support for such an idea in the Network, currently National Group solutions and other successful Corporate Identity strategies and to through workshops aim for as concrete outcome as possible with regards to the further proceedings of this issue.

Preparations: Know the identity handbook well because this is the last ICM in which you see it in that way ;)

18:30 - 19:30

Training on the Value of a Product

Aim: For the workshop to be instructed on how to assess the value of the products of ELSA in terms of Fundraising tools.

Means:

- Training by an external

Comments: ELSA does a lot of valuable events, however some groups find it difficult to sell the event or method of exposure to the commercial world. We will try and understand better how to package what we offer in order to make it more valuable and add the details that can make or break a sponsorship, fundraising or advertising deal.

Thursday October 25th (10.00 - 13:00)

10:00 -11:00

Marketing IFP

Aim: Uniform marketing of IP law and explore connection with WIPO

Means:

- Presentation by ELSA International
- Discussion
- Concrete conclusions to produce tools

Comments: The International Focus Programme is an important international tool. It is International like our organisation itself and should involve the whole network. It is implemented in the key areas but the marketers as a one of the supporting areas have an important role in supporting the implementation of the IFP. This is done through promotional materials for IFP events and in line with the movement of uniformity we can create some tools to achieve this goal.

11:00- 12:00

Training Marketing Strategy

Aim: To explain what marketing strategy is and how effective marketing needs to be strategic in nature.

Means:

- External Trainer
- Round table discussion

Comments: This training by an external will help us to understand the concepts at hand as a ground work for putting them into practice.

12:00- 13:00

Marketing Strategy

Aim: To increase awareness among officers of what their functions in office really are. In this workshop we will try and practice how to work with strategy tools, taking concrete examples.

Means:

- Round Table discussion
- Working Groups

Comments: Very often marketers in different boards have different roles, some boards on the other hand do not have a marketing post at all. Marketing is a supporting role which however does not have a clear area definition or job description. Because of the vast yet undefined nature of our role it is important to keep a clear view of the priorities of our functions in office. This is why we need to think in terms of strategy.

Friday October 26th (10.00 - 13.00)

10:00 - 10:45

Input Paper on mentioning the year in office on the business cards

Aim: To discuss whether the Marketing workshop has an opinion about the input paper

Means:

- Round table discussion

Preparations: Read the Input paper "Input paper by ELSA Germany and ELSA Sweden on mentioning the year in office on the business cards".

10:45 - 11:30

Input Paper about the Uniformity of the ELSA Logo written in texts

Aim: For the Marketing workshop to consider the input paper

Means:

- Round table discussion

Preparations: Read the Input paper "Input paper by ELSA Germany for the Uniformity of the ELSA Logo written in texts"

11:30 - 12:00

Marketing Hand Book

Aim: To present the Marketing Hand Book to the workshop and how it can be used in their activities in office.

Means:

- Presentation

Comments: This is a short presentation of the Marketing handbook which resulted from the working group until Prague. All the sections except the Identity part are ready for use by officers.

12:00- 12:30

Miscellaneous

Aim: To settle issues unresolved during other sessions.

12:30- 13:00

Question and answer time

Aim: To give the opportunity to the WS participants to clarify issues not included in the WS Agenda.

ACTIVITY REPORTS

INTERNATIONAL BOARD 2006/2007

Halvor Lekven, Vice President Academic Activities

Post ICM Work

Directly after the ICM in Alanya I started correcting the Minutes from the AA Workshop. The AA Inquiries handed in during and shortly after the ICM in Alanya were also compiled in this period. The results from the Inquiries can be found in the extensive SOTN Report.

Selected Papers on European Law (SPEL)

Since October I have been working together with the new Editor of SPEL, Mr. Malte Beyer. We have stayed in close contact discussing the corrections for the submitted articles for SPEL 2005 no. 1. As you might know there has been in a delay in the publishing of SPEL since 2004, but in mid-January 2007 SPEL was again published online on ELSA International's website. The next two issues will be related to last year's 25th Anniversary of ELSA and contain the best articles from SPEL through the years. The call for articles for SPEL 2006 no. 2 has therefore already been made without any call for articles for the two issues in between SPEL 2005 no. 1 and SPEL 2006 no. 2.

Guide to Legal Studies in Europe (GLSE)

In mid-December all universities where ELSA is not represented, but which have been presented in former editions of GLSE were contacted. So far this has paid off quite well and the response has been good. ELSA Groups still continue to send in GLSE Update Forms and by mid-February more than 70% of all ELSA Groups have submitted their GLSE Update Forms. The deadline for ELSA Groups and Universities to submit their information has been set to end of March 2007. I have also been in meetings with a potential publisher of GLSE 2006/2007, The European Lawyer Ltd.

Legal Research Groups

The Legal Research Group on "**Developments in European Law over the Past 25 Years and Its Future**" are in these days commencing the research work they have done for the last year. A preliminary report on the work was distributed during the Final IFP Conference in Oslo in December 2006, and they are now researching the possibilities of publishing the Final Report in hard-copy.

Together with the Director for Public Relations, Maria Moguilnaia, I have been working on the possibility to establish permanent Legal Research Groups which can conduct research on topics related to ELSA International's Delegations. There are still some issues to deal with before these LRGs can be established.

Project on ICC National Implementation Legislation (PINIL)

In 2002 ELSA International established the largest Legal Research Group researching the Implementation Legislation of the International Criminal Court. The LRG had researchers from 16 different National Groups, with several researchers in the respective National Groups. The research resulted in 16 reports on the National Implementation Legislation from the countries of the National Groups involved. Nine of the reports were accepted by the Finnish Yearbook on international law. It was a wish from the LRG to publish all reports and representatives from the group therefore contacted ELSA International in December 2006.

The remaining reports were edited and submitted to ELSA International by February 2007, while ELSA International has the task to find a publishing partner for those reports. So far ELSA International has contacted Human Rights Watch and Amnesty International for this purpose.

ELSA Moot Court Competition on WTO Law (EMC²)

As stated by the AA Workshop in Alanya there was a wish to involve more National Groups in the EMC², and a lot of work has been spent on preparing an EMC² National Round Manual. The International Board also decided that after the fifth edition of the EMC² a complete evaluation of all aspects of the EMC² is needed, and I have therefore put a lot of work into the planning of the EMC² Strategic Meeting taking place in May.

It is also worth mentioning that since the ICM in Alanya the EMC² have got three more sponsors, namely White & Case LLP, Baker McKenzie and Cameron May, thanks to the tedious work Christopher Carlson and Christina Paul, Director for Corporate Relations have put in to the fundraising.

Internal Evaluation of all Key Area activities

Together with Andrea Claudia Raffl and Loreta Pivoriunaite I have been conducting the Internal Evaluation by creating evaluation forms, sending them out to all Local Groups in the Network and compiling the submitted information. The Internal Evaluation will also be followed up during the ICM with a Joint Workshop between AA, S&C and STEP where we will focus on the importance of quality in Key Area activities.

National Council Meeting ELSA Finland

Together with Christopher and Nils I was invited to give training in negotiation skills during the NCM of ELSA Finland in late November. It was a wonderful experience to meet so many enthusiastic members from ELSA Finland and other National Groups.

Final IFP Conference in Oslo

A week after the NCM of ELSA Finland I headed for Oslo, Norway to attend the Final IFP Conference together with Christopher and Loreta. ELSA Oslo and ELSA Norway had put together a well-prepared programme for the participants coming from all over the Network. The entire Conference was a huge success and it was great to meet old and new friends again both from Norway and abroad.

National Council Meeting ELSA Germany

My first ELSA-related travel in 2007 was to the NCM of ELSA Germany in Göttingen to represent ELSA International. To take part in one of the famous NCMs of ELSA Germany for the first time was a great experience for me. As representative from the International Board I presented ELSA International and the work we do for the AA and BEE Workshops. But most of the time I spent in the Freshers' Workshop which was held by Sylvie Kleinke and Michael Vetter. Being present there to inspire the fresh members of ELSA Germany to pursue an ELSA career was very giving.

ELSA Regional Round of the EMC² in Hamburg, Germany

From the 15th to the 19th of March I will, together with Maria Moguilnaia, be observing and helping the Organising Committee of the ELSA Regional Round of the EMC² in Hamburg.

Administrative work

Besides all the above mentioned there has been usual day-to-day work such as answering emails from the Network and externals, board-meetings, meetings with the IOC of the EMC² and specific meetings for Market Research, New Internal Management System etc.

I would like to thank all AA Officers in the Network who have made this year a great year for me, with all inputs and ideas you have given me. I hope to see you all in the AA Workshop.

Loreta Pivoriūnaitė, Vice President for Seminars and Conferences**Communication:**

I had a pleasure to communicate with all officers in the Network through the e-mails, msn, during the meetings and visits. From the beginning of the term I announced my msn address for all officers, and let them contact me on any occasion. Though msn meetings with the officers have been done more or less couple of times regarding to the proposed topics.

New IFP topic:

After the evaluation of the IFP in Alanya, I started to work on a new IFP concept. It was received some topics for the new IFP from the National Groups and during the JW with BEE in the ICM Prague the new IFP has been chosen on a name "Intellectual Property law" with the duration from the 1st November 2007 till ICM Spring 2009 with the result - a publication and a conference. Moreover I prepared the Action plan for the IFP implementation in regards to the better preparation and more effective implementation of this project. It is of the importance to mention, that during the Final Oral Round of the EMC² on the WTO law in Geneva, I have met a representative from the WIPO and presented the IFP and a new topic. As we already have an observer status within WIPO and before mentioned meeting will open for ELSA groups more possibilities to invite WIPO experts to their events. Despite that a lot of steps should be followed up and work done either. However we have a good start and continuous work for the IFP from the WIPO!

S&C Newsletter:

I started again to publish an S&C newsletter and it showed up fourth times after the ICM Alanya 2006 where the WS agreed to have it under the responsibility of the ELSA International. This material was designed for the S&C officers on national and local levels in regards to inform on the activities on the international level and spread actual information.

Study visits and visits to the ELSA House:

I am really happy that ELSA Network is so busy and active visiting each other and setting a common projects afterwards, but on another hand I am sad, because I have not received evaluation forms from the completed study visits. Thereunto the institutional study visits became popular either to institutions to Geneva, Brussels, and the last mentioned city is the most popular due to ELSA International location there. The ELSA House where all International board is working and leaving attracts members to drop in and meet us. Through all year we had up to 11 ELSA group visits.

Study Visits Guide edition nr.2

One of the aims for this year was to publish the SVG edition 2. I was working on the lacked information for the SVG by contacting groups which did not submit their SVG templates. The SOTN showed that 19 out of the 28 countries are using SVG. Despite that the second edition showed up at the end of my term.

Involvement in the ELSA events/ visits:

As for me the communication was important issue that's why I was trying to visit some of the events within the Network and meet officers. I managed with a great pleasure to participate at the final IFP Conference organized by ELSA Oslo; seminar on the private corporations responsibility against sexual exploitation of children – by ELSA Stockholm; conference on law beyond borders: real estate law – by ELSA Rotterdam; attend the XI NCM of ELSA Russia. Moreover organize and work for the EMC² on the WTO law in Geneva as well be involved at the EHTW organization.

Working with other NGO's:

Beyond of my responsibilities for ELSA, I was communicating with sister organizations in Brussels. AEGEE Europe, ESN International, BEST and amongst some others ELSA name became more visible. I attend the IFISO (Informal Forum of International Students Organisations) meeting in Brussels and discussed problems on different problems of NGO's and education.

SOTN, Key Area evaluation, Annual Report:

These status quo projects were the ankle of my year and a time demanding work. The utmost has been put to receive the inquiries, evaluation forms, articles, but the most time were spent on compilation and analysis for getting an overview of the S&C area and the internal situation in the Key Areas either.

ELSA International Delegations:

This year having a director for Institutional Relations on board it was a great help working together on the ELSA International Delegations, specifically with the ELSA International Delegations' Handbook (EIDH); also improving quality of the delegations passing to the different sessions. With a great help of Aylin Farid the EIDH will be a great tool for the representatives to concentrate more on academic preparation. Moreover the file of the Institutional Study Visits (ISV) in Geneva was presented. Thank you Aylin!

Transition

July is the month when the International Board's of ELSA are switching. My successor Enis came later to Brussels due to bureaucratic procedures however the first time in ELSA International history transition has been delivered using the online communication. Everything went through- no worries, I have a very good feeling that next year S&C area will be managed in proper way and I am not doubtful that Enis will introduce new ideas and support you as well in respective Turkish way!

The International team 06/07

I just want to express my kind words to Andrea (Miss STEP is the BEST), Chris (Princess), Esra (Cookie), Halvor (Lakvor Hakvor), Nils (Mr. Market Research), Tina (Miss Penny Master) who devoted their time, energy, life for the mission of ELSA. Obviously is not easy to live and work with seven different individuals; however it was

a kind of pleasure facing together the ELSA Network and moments of sadness. Moreover for the future generations I wish to consider the opportunities ELSA gives you and do not forget to give to ELSA back either.

Last not but least, it was a great experience to work with you all, S&C'ers. I tend to wish you to see the international side of ELSA and go with it. Enis, I wish you the best of the best (first male after 1998 being a VP for S&C on International level)!

Andrea Claudia Raffl, Vice President for the Student Trainee Exchange Programme**Job Hunting**

After 13 months of working for ELSA and on the field of Job Hunting the Network offered 87 traineeships. The STEP Workshop in Prague set a goal that must be reached by the ICM in Reggio di Calabria, 120 traineeships must be offered by the Network. The ICM in Alanya brought several changes with it to the area of STEP. One of the most important ones was that the STEP Workshop decided to make the Back-up Solution more transparent for all parties involved in STEP. The STEP Officers saw a great need to keep the quality of the applications for traineeships on the same level as before, also when using the Back-up Solution. The VP STEP of ELSA International is now responsible for matching applications to traineeships. In the past months my main activity was to match the received applications from all over Europe to traineeships.

Personally I continued Job Hunting on International level. I worked in close cooperation with the president of ELSA International regarding approaching law firms. Besides of that I received several interests from companies all over Europe which are interested in STEP. Most of the time I contacted the VP STEP of the respective National Group and gave them the information to follow up upon that.

One of my main priorities in the field of Job Hunting was to help Local and National Group Officers. Giving them a basic knowledge and helping them to find a start how officers can start with Job Hunting. Besides of that I spend a lot of time to explain how to enter a traineeship in ELSA Online and how the officers can promote it.

Student Hunting

Since the beginning I was concentrated to push STEP Officers to promote STEP among their members. In the beginning only one edition of the "STEP Newsletter" was planned but already in January I saw that the Newsletter this year was the best marketing tool for STEP to hunt for students. I created several newsletters this year, sometimes 2 per month. To collect the information for the newsletter was the most time consuming part but in the end the number of applications through the Back-up Solution showed that the newsletter was used and needed.

The most time consuming part of the Student Hunting was to check the Student Application Forms and matching them to the traineeships. From the beginning on I tried to keep the quality as high as possible and to match only Applications which fit 100 % to the traineeship, because only with that we can ensure that the employers get what they wanted and that they see that ELSA is providing them with a first-class quality of law students.

Communication

The communication with the National and Local STEP Officers has been good during the whole term in office. I tried to be in contact with all the officers constantly. Try to follow up on all questions and help them out wherever needed. We have had three MSN meetings during my term even though more were planned because a lot of VPs STEP requested it but in the end not a lot of VPs STEP showed off.

Some National Groups have this year a National VP STEP since a long time and my part here was to train them, to give them knowledge, trained them how to use ELSA Online and explain everything concerning STEP.

The New Internal Management System

After terminating the contract with chord9 I was focusing on finding a temporary solution for the STEP process. During the last couple of months one of my main priorities has been the New Internal Management System, especially the STEP Part. During the Alanya ICM the STEP Workshop spent three days evaluating the current situation and I got a lot of good inputs. I am still in contact with the former VP STEP of ELSA International and VPs STEP on National Level regarding this matter. I have collected as much information and inputs as possible from different parties and tried to combine it in a specification.

ISM

This year the International STEP Meeting took place in Novi Sad, Serbia. Both ELSA Novi Sad with support of the National Board of ELSA Serbia, and ELSA International were working hard to make this to a successful event and the numbers of participants showed that it was one; 50 participants from 18 National Groups. So far we reached a number of participating ELSA National Groups and STEP Officers that has never been reached before. The Workshops took place between the 22nd and the 25th of February 2007. The main focus in the Workshops was on the status quo in the Network, the procedure in STEP from starting the hunt for traineeships all until the trainee will leave the hosting country after finishing the traineeship. Besides of that we had a training by Maria-Veronica Anton, President of ELSA International 2004/2005, in Planning and Time Management. This training was needed and appreciated by the participants.

Miscellaneous

My work started already during transition in July 2006 when I was able to give a Training on ELSA Online and presentation about ELSA together with my fellow board members during the EHTW.

ELSA the Netherlands invited us to come to their NCM in summer 2006 to give a general ELSA Training and I took the chance to meet new ELSA officers and the National Board of ELSA the Netherlands.

In the beginning of December I had the pleasure to be invited by the National Board of ELSA Italy to be a guest at their National Council Meeting in Treviso, Italy. I was asked to give a training in the procedure of the Back-up Solution 2 and was also invited to the Joint Workshop of IM and STEP to answer several questions regarding ELSA ONLINE.

In May I went to the National Council Meeting in Sweden. There my fellow board members and me gave Workshops on Core Values and I worked closed together with the current and new elected VP STEP of ELSA Sweden.

My last National Council Meeting I was honored to hold a Workshop in STEP was in Potsdam at the German NCM.

In the end of January I made a call for a STEP Marketing Materials Working Group. The STEP Workshop during the Alanya ICM saw a need for proper Marketing Materials in STEP and showed a great interest in creating a Working Group. This Working Group created

templates for promoting STEP which they presented during the STEP Workshop at the ICM in Prague. This Working Group did such a good job that the STEP Workshop decided to follow up on the work that was already done and present new updated materials during the STEP Workshop in Reggio di Calabria.

From the beginning of our term the Internal Evaluation of all Key Area activities has been one of our main aims goals to focus on how to raise the quality in Key Area events. I worked in close cooperation with Loreta and Halvor. We tried to hunt for contact details of all Key Area Officers on Local and National Level. Thereafter we created an Evaluation Form and sent it to all Key Area Officers in the Network. Our main goal was to raise the quality in events and we invested a lot of time to hunt for the evaluation forms. due to the low number of received forms we had to face one fact and this is that the network did not see the purpose to assist us in developing the Key Areas in ELSA.

In the end I have to say it was a great year, a great experience and I never want to miss it! I will leave the office with the feeling that this was one of my best years I ever had!

Christopher Carlson, President

As President of ELSA International I have been in charge of the overall coordination of the work of ELSA International, execution of expansion, planning and direction of the work of the International Council Meetings and the International Board.

Planning

During the very beginning of the year the International Board made the One Year Operational Plan (OYOP) for the year in office. After this I have been responsible for ensuring that the OYOP has been focused upon. During the year we have had several OYOP meetings where we have followed up on the aims set. In February we had a professional trainer coming to the house to help us with the half time evaluation of the OYOP. During the end of the year we have evaluated the OYOP and we have also made a Report that is to be presented at the International Presidents meeting in Warsaw in August.

During the year we have also followed up on the current Two Year Tactical Plan (TYTP). During the ICM in Alanya the National Groups evaluated the TYTP and thereafter the International Board made a Report based on the input from the National Groups.

During the year I have prioritised to discuss and develop the strategic planning tools within ELSA as a Network. This issue has been discussed during several workshop hours during the international internal meetings. At the International Council Meeting in Prague it was decided to set up a ELSA Strategic Planning Team (ESPT) which will be a group of experienced ELSA members evaluating the current status quo and tools of ELSA when it comes to long term planning.

Within the Board I have been responsible for making sure that all the tasks within all areas have been carried out and followed up upon. This is of course a gigantic task and I have tried my very best to ensure that everything has been done in the very best and efficient way. Some tools I have used for this is to have regular "Monday meetings" to give the Board the chance to update each other and to see what needs to be prioritised and not. I have also worked with my Board members individually and conducted individual talks during the year.

Board management

As the Board manager of the International Board I have been trying to find the best tools for making sure that the work in the ELSA House has been as easy and efficient as possible. Due to the fact that the International Board members are not only working together but also living together, the situation is quite different in comparison with other ELSA Groups. I have tried to manage my Board in a typical and traditional Nordic way so to speak. I have introduced rules for working and living together. The members of the International Board have all been given the opportunity to give input and we have always decided upon all more important things together. I have also, as much as needed and made possible, been working on motivating and encouraging my Board. All to ensure that they have been happy working for ELSA. During the year we have also had help from a professional trainer who has helped us and prepared us for the problems that may occur during a year in ELSA International. We have for example discussed topics like conflict management, time management, teamwork, motivation, expectations etc.

External Relations

As the President I have been main responsible for contact with the external relations that the International Board has. This doesn't mean that I have been the main contact in all cases. As many are aware of the external relations has been delegated to other more logical areas within the Board, for example the main contacts with the UN and Council of Europe has been put as a responsibility of the Vice President of Seminars & Conferences. My main responsibilities have been fundraising. I have, together with the fundraising team, been working on keeping the current Corporate Partners of ELSA International as well as the Supporters, Sponsors and Partners of the ELSA Moot Court Competition on WTO Law (EMC²). This task only, has taken a lot of work. I have met the Sponsors and Partners at several occasions and tried my very best to ensure that they are satisfied with the cooperation. The fundraising team has also been working hard on approaching law firms, banks, companies etc for starting cooperation's with ELSA International. During the year 2006/2007 we have made approximately 25 individualised approaches to law firms, banks and companies. We have this year, used the fundraising strategy that was developed during 2005/2006 but we have also redone all proposals and further developed the benefits that cooperation partners receive. We have also made a general fundraising folder this year which was produced in hard copy. I am sorry to say that we have not been able to sign up any new Corporate Partners this year but we have however been able to sign up several new Sponsors and Partners for the EMC² (Baker & McKenzie, White and Case and Cameron May). We have however, which should not be forgotten, negotiated to receive 200 Windows Vistas from Microsoft as gifts for the Local Market Research Conductors (to a value of approximately 30.000 EURO). Further we have also started an approach/negotiations with the European Lawyer (pan European magazine) for an agreement on them publishing the Guide to Legal Studies in Europe (GLSE). The contract will run for 6 years and can, with the right human resources and focus, give ELSA International several EUROS in the future.

As for other external relations I have been main responsible for being in contact with the Advisory Board of ELSA International, the Patrons of ELSA International as well as the Founders of ELSA International. On a regular basis I have also been in contact with sister associations like AIJA and ALSA. I have also been the main responsible for the cooperation with ELS this year which has taken some time. ELS have been going through some major changes and I have been very eager to contribute and help out during this process. I am happy to say that ELSA International and ELS have had a very productive and friendly cooperation this year.

Expansion

During my year in office we have got one new member which is ELSA Montenegro. ELSA International does get several requests per year from associations and individuals who are interested in becoming ELSA members. During this year I have been in regular contact with individuals from Albania, Belarus, Bosnia Hercegovina, Georgia and Luxembourg. The two most serious approaches are from Albania and Luxembourg.

Miscellaneous

Except from all this there are other things that I would like to mention. First of all I would like to mention my involvement in the Market Research which I have been contributing to as much as possible (mostly when it comes to the involvement of our Corporate Partners as well as the practicalities/planning of the project). Further I have been involved with the Grant applications for the European Commission. I am glad to say that we received the one from the DG Trade Department which meant that we succeeded to fund the EMC² for itself

this year (which is the first time in the history of the EMC²). Further I have been focusing on being in regular contact with all National Presidents. I am glad to say that I have been in monthly contact with approximately 28 National Presidents. I do value personal contact and that is why I have been trying to write as many personalized e-mails as possible to my Presidents but I have also been trying to call them once in a while. One thing that I am very proud of as well is the State of the Network Report (SOTN Report) that we introduced this year. This tool has already shown itself to be very valuable for the Network. I can't forget to mention me and the Vice President of Seminars and Conferences work on IFP either. We have together evaluated the old IFP as well as prepared for the discussions and decision on the new IFP at the International Council Meeting in Prague. Further I would like to mention one of my greatest tasks this year which has been to prepare and coordinate the International Presidents Meetings (Budapest, Toulon and Warsaw). I have prepared Agendas, been in contact with the Organising Committees and supported them as much as possible. Further I would like to mention the hard work that all members of the International Board have put on the preparations for the both International Council Meetings in Alanya and Prague. We have spent hours and hours on preparing Agendas, proposals, input papers, formatting and of course discussions. Finally I would like to mention that I have been overall responsible for the newly introduced Annual Report of ELSA International which I hope will be a success for the ELSA Network.

During my year in office I have experienced so much and I would recommend anyone that is burning for ELSA and interested in coming to Brussels for a year to really give this a shot. Working for and with ELSA full time is very stimulating and gives so much both on a personal and professional level. ELSA has also given me the chance to travel so much this year. I have been to more than 15 countries and all visits have been related to ELSA work.

I don't regret for a minute that I ran for President of ELSA International at the International Council Meeting in London spring 2006. I am very proud of my year in office and I am especially proud of the International Team this year. All members of the International Board and the Directors of ELSA International have been working extremely hard, with amazing interest and motivation. We have accomplished so much this year! I would not have wanted to change anything this year, nor the people. We have done everything we could have done and I know that we have moved ELSA forward!

Thank you ELSA for all these amazing years!

Over and out!

/Chris

Esra Ersoy, Secretary General

Transition July 2006: Before the term in office our transition started on 3rd July. We immediately started working on our OYOP following the sessions led by Jochen Hörlin during our transition then it was firstly introduced to network at the IPM Budapest.

Transition July 2007: The transition preparations started right after ICM Prague. Since then I have been in contact with the new IB. Two ITP trainers Sylvie and Tiago were appointed to give trainings to IB 07-08 on team building. We started working on the 1st Annual Report and compiling articles in May and finalized editing before the end of our term.

ICMs**ICM Alanya:**

On the third week August I took my flight to Turkey, Alanya for my pre-icm visit. OC and I discussed on the organizational details as well as the 25th Anniversary celebrations. Following our first international meeting in Alanya 5th-12th November 2006, the minutes updated Decision Book and Statutes and Standing orders were sent out with the first edition of the SOTN report.

ICM Prague:

I had my first meeting with the OC of the ICM Prague during the ICM in Alanya with Chris where we discussed several points regarding ICM. Following that, another meeting was held in Prague in December. We had our second ICM in the magical city Prague in which we had the follow up discussions and even the results of many issues were subjected in Alanya. After the ICM Prague as we did in Alanya, the minutes updated Decision Book and Statutes and Standing orders were sent out and the second edition of the SOTN report compiled.

52nd ICM, ELSA Reggio Calabria

Following the proxy to ELSA International given by the Council with the possibility to decide upon the 51st ICM host, ELSA Reggio Calabria was appointed to host of the 52nd ICM. Following that ELSA International and the OC has been in a great cooperation and we had our pre-ICM visit between 25-30 July with my successor Joao.

53rd ICM Lisbon

The ICM dates are set as the 31st March- 6th April 2008 and we have been assisting OC

54th ICM Nurnberg

Following the election of the host of 54th ICM, in April we set the dates of the Autumn ICM 2008 as 26th October-2nd November.

TRAINING

Due to the importance of trainings in the network we appointed a director for Training, Zabas. We our planning days between the 29th September till 1st October

During our term in office 24 training events were organized including the EHTW and the Baltic Trainings as well as the training sessions organized in ISM, IPMs and ICMs.

Guide for Trainings in National Groups: During the discussion on human resources and consolidation in general, the lack of a common strategy was recognized in Alanya. The results of the working group's meeting were discussed during the ICM in Prague. The final changes were done and the Guide for Trainings in National Groups was made available in the ELSA Online Archive.

Train the Trainers Weekend and Trainer Refreshment Weekend: ELSA Lithuania was appointed to host the event after four years we organized the TTW.

16 participants attended the trainings between the 1st and the 5th February. Within the event there has also been given a separate training to the old ITP members present at the weekend 12 of the participants were appointed as new ITP trainers.

EHTW, Baltic Trainings, Italian Training Days and the Spain Training Day have been academically supervised by ELSA International.

NETWORK:

Extra Ordinary Council Meeting UK: I have attended the Extraordinary Council Meeting of ELSA UK which is held on 9th September in London.

National Council Meeting of the Netherlands/ Presentation: On 16th of September Andrea and I went to Maastricht

ELSA Poland Freshers' Camp: I have had my third visit to Poland by the Baltic Sea to Jastarnia to attend the Freshers' Camp of ELSA Poland and give a presentation between 18th till 20th September.

Meeting with President ELSA Dublin: we had a meeting with Conor in Brussels, in the ELSA House, the heart of ELSA on 7th October unfortunately the contact with him was lost short after that.

ECM/ NCM ELSA Spain: I attended the ECM and NCM of ELSA Spain on October 20th and 21st and the situation in ELSA Spain was solved.

National Council Meeting ELSA Portugal: I was invited to the National Council Meeting of ELSA Portugal which was held on 8th-10th December where I also had meetings with the OC of ICM Lisbon.

ELSA Greece: In order to assist ELSA Greece with their new Statutes I met the representatives from all local groups in Greece on the 27th May. I also had the opportunity to meet the LB of ELSA Thessaloniki and gave presentations to law students and ELSA Members in Komotini.

Statutes and Standing Orders approval under Dutch Law: Following the Statutes changed in Alanya an inconvenience was realized. After the approval of all the changes back in 2000 the Statutes and Standing Orders of ELSA International is submitted to the Chamber of Commerce in the Netherlands. We hereby would like to thank Loyens&Loeff our notary and Ms. Brigitte Vanatove for their great assistance.

New Internal Management System: ELSA International and Chord9 the focus was set on developing a new internal management system. The specification were made in each area and compiled.

UNCITRAL Working Group on International Trade Arbitration: I've been a part of the delegation on International Trade Arbitration in New York between 5th-9th of February.

emc2: I shared the honor of organizing the Anniversary edition of emc2 on WTO Law in Geneva on 1st-5th May 2007.

Esra Ersoy
Secretary General
ELSA International 2006/2007

Tina Eszlari, Treasurer**Accounting**

I have been focusing on ensuring the cash flow of ELSA International by sending out invoices to the Corporate Partners of ELSA International, the advertisers for the issues of Synergy 40 and 41 and further invoiced the ELSA ONLINE Fee for the new ELSA ONLINE System. Contributions to the ELSA Development Fund (EDF) were made by the National Groups according to the internal regulations of ELSA. Next to the day-by-day work, I have prepared the documents and compiled all required information for the Interim Accounts 2006/2007 which are showing up the financial flow and results for the first six month, taking into consideration the opening amounts from the Final Accounts 2005/2006. Following the international regulations, the Auditing Weekend took place on 19th and 20th of February 2007. Please find the Interim Accounts 2006/2007, the Auditors' report and my Financial Report included in these working materials.

Funding

In September 2006, the International Board has applied for the DG Trade grant by the European Commission. After the ICM in Alanya, the International Board was informed that ELSA International has been granted with an amount of 18.220 € for the EMC² 2006/2007. I have been taking care of the correspondence with the DG Trade about the payments, the reporting and the general follow up. Further on, the International Board needs to submit the Report for the DG EAC grant which ELSA International has received for the year 2006. I am thus coordinating the report as well as preparing the financial part.

Further on, I have been responsible for all handlings with regards to the EDF, meaning communication with the National Groups, checking the applications and the reports.

Get informed about FM!

In the end of December, I have started working on the 1st FM Newsletter which was published in January 2007. The newsletter shall be seen as an information tool within the FM area in which both the International Board and the National Groups are able to publish important topics, news and experiences. Moreover, the FM Helpdesk (fm-helpdesk@listserv.elsa.org) consisting of 8 persons was created in January with the purpose to support all persons who have a special interest in financial management.

SOTN and ICM Prague

After the ICM in Alanya, I have been working on the evaluation of the State of the Network Report (SOTN). The results will be presented and analysed together with the National Groups in the ICM in Prague. The report has further been published in the ELSA ONLINE archive. In the last month, I have been preparing the ICM in Prague with a particular focus on the needs which have been expressed during the ICM in Alanya by the FM WS participants and the obvious needs following from the SOTN Report.

Projects

I have met with the organisers of the EHTW 2007 in order to help them with the application for a grant and to provide them with general input on the EHTW 2007. Further on, I have been taking care of the financial matters of the EMC², meaning arrangement of payments for the accommodation and meals and the team payments.

Meetings with externals

After the ICM in Alanya in November 2006, ELSA International has had two sponsors meetings with our Corporate Partner Deloitte. In particular, I thus met the accountant of Deloitte who is responsible for the auditing of the accounts of ELSA International. We followed up on the co-operation with Deloitte by setting new appointments for auditing the Interim Accounts 2006/2007. An auditing report will probably be presented during the ICM in Prague. Further on, I and Christopher met CMS and the Executive Board of ELS in December 2006 to follow up on the respective co-operation.

Moreover, I have met several times with Emmanuel Reynhards, Belgian lawyer and Treasurer of ELS, in order to work on the creation of a Foundation for ELSA. Please find the input paper in these working materials.

Nils Fjelkegård, Vice President Marketing

Synergy no. 40

Synergy no. 40 was finalised after the ICM in Alanya with final corrections in co-operation with the new designer and printer in Lithuania, a company specialising in both printing and mailing solutions. The number of copies printed was increased to 8.000 as a result of successful advertisement hunting and relocation of printing from Brussels to Lithuania, and as a bonus to the readers an ELSA sticker was produced and attached to the magazine. Synergy was this time not sent only to the groups fulfilling their financial obligations towards ELSA International, but to all National Groups in the Network. In addition to this, the magazine was also sent out to advertisers, partners and externals from Brussels.

Synergy no. 41

To improve the editorial quality of Synergy, a slightly new approach was introduced for the upcoming edition of the magazine. A specific theme was introduced for the magazine together with the Synergy Article Specification Forms. The purpose of letting the article authors first submit a specification form for the articles they wish to write, was that the editors of Synergy could get a better overview of what articles to expect from the Network, give feedback on the proposed content of the article, come with help and guidelines for conducting interviews and writing articles and maybe guide the articles in a certain direction or bring another perspective to its possible content. Forms were received and a dialogue was started with the article writers. Several other ideas for interviews were also followed up on and delegated for the theme section. During February the articles started coming in and initial editing began in co-operation with co-editor for Synergy, Nancy Son. I have also been working closely with Director for Advertisement Kamila Magdalena Chareza with the advertisements in Synergy, discussing approaches, constructing media cards, following up on approaches and receiving and checking ads.

Market research

The market research project started to take a more concrete form in December 2006 when contact to the Polish branch office of the market research company Ipsos were given by ELSA Poland. After meetings in Warsaw, work started on gathering necessary information from National and Local Groups concerning number of members and from European Universities on amount of law students at their faculties. After that I started to construct the questionnaires for the two researches in co-operation with Ipsos and with input from the board, externals and test subjects within the Network. The research project was presented to our Corporate Partners with an extremely positive response and Microsoft agreed to provide 200 new Windows Vistas as gifts to the Local Research Conductors that would be appointed in the Network. During February time was mainly devoted to solving logistical issues, translation of the questionnaires and appointment of Local Research Conductors.

SOTN Report

After ICM Alanya, I worked together with the rest of the board on gathering more State of the Network inquiries from the National Groups. In early January the marketing inquiries were compiled and included in the general report together with the other areas.

Sponsor meetings

I have attended several sponsor meetings with law firms and other companies together with President Christopher Carlson. Since ICM Alanya, meetings have been attended in Brussels, Paris, London and Eindhoven.

Coalition for the International Criminal Court (CICC)

I have handled all relations with the CICC not related to the delegations and attended several meetings, both in The Hague and via teleconference, concerning ELSA's future involvement in the CICC Steering Committee. I have also been responsible for the internal evaluation of this involvement within the board, gathering external input and compiling internal input papers.

Anniversary

I have been assisting the Director for the 25th Anniversary, Maria Moguilnaia, with various Anniversary issues such as the proceedings on the Anniversary Publication and the Anniversary Competition (in co-operation with TM Lewin).

Planning meetings with directors

In January, planning meetings took place with both of the Directors under my responsibility, Kamila Magdalena Chareza (Director for Advertisements) and Maria Moguilnaia (Director for the 25th Anniversary and Public Relations).

EMC²

After the quite active involvement in the production of the first round of marketing materials, my role became more of the supervising character. Since ICM Alanya I have been mainly involved in the fundraising and the promotional aspects concerning the partners and sponsors of the moot court.

Marketing Manual

The working group was continued from ICM Alanya and after that I have been co-operating with representatives from the group and trying to assist with information, input and contacts.

Current website

I have kept up the maintenance of the current website and ELSA ONLINE and managed updates and technical issues related to it.

New website

Work started on compiling the specifications for the website and internal management system with the gathered input from the Network and externals and I have been responsible more for coordinating the efforts of the International Board as well as compiling the final specifications. There has also been some progress and contacts with various developers to receive a better overview of what is required in terms of specifications, as well as what is feasible in terms of financial and technical limitations.

Travels to the Network

I have had the pleasure of attending both the Polish NCM in Poznan as International Board representative during the Anniversary celebrations and the NCM in Finland to give trainings on negotiation skills and to attend the Anniversary Gala Ball in Helsinki.

DIRECTORS OF ELSA INTERNATIONAL 2006/2007**Giedre Tijusaite, Director for EMC²**

Marketing For the 5th edition of the EMC² 2006/2007 professional uniform marketing materials were designed, printed and distributed. The whole marketing strategy for the EMC² 2006/2007 was divided in two batches. First round of marketing materials were targeted to attracting the teams and increasing the world wide awareness of the competition, second round of marketing materials were targeted to the exposure and publicity of the Partners and Sponsors of the EMC² during the Final Oral Round in Geneva 1st to 6th of May 2007. After investigating the market possibilities and best offers for quality-price value a decision been take to have all printing and designing done in Lithuania, the advertising ideas and design study "Tisena dizainas". Brochures, posters, cases for papers, stationary banners, hanging banners and award certificates were professionally designed using same background picture contributing to the goal EMC² as uniform trade mark. The main electronic marketing/fundraising/information tool was introduced this year, independent website www.elsamootcourt.org of the EMC². Special attention was given to produce the DVD of the Final Oral Round in Geneva.

Fundraising For the first time in five years the goal to have EMC² as financially independent project was reached. During the year 2006/2007 new Publishing Partner Cameron May came on board as well three new Sponsors: Sidley Austin LLP, White& Case LLP and Baker& McKenzie. Also ELSA International was granted with the European Commission DG Trade Grant for the EMC².

Academics The Case Author for the 2007/2008 edition of EMC² was appointed on 25th of May. Associate Professor Shin-yi Peng from Institute of Law for Science & Technology, National Tsing Hua University, Taiwan accepted official invitation from ELSA International and commenced drafting the Case which will contain following elements: GATS market access commitments, Transparency and competition, MFN & NT, FTA element as well as the procedural issues that result from textual differences in the GATT, GATS, and DSU.

Judges The academic quality is one of the highlights of the ELSA Moot Court Competition which serves to it's recognition within the WTO community. Each year we manage to gather top experts in the field to give their time and expertise for the competition. In five years the competition built a reputation where from the WTO Deputy Director General Alejandro Jara to Professor Chang-fa Lo is happy to cooperate with us and assist us for the matter. The number of WTO Law experts involved in competition increases every year and from the experiences from this years Final Oral Round shows that many of them sees competition as a prestigious name and considers an honor judging it. In certain cases of emergency when we urgently needed a replacement for absent Judges, it is not a problem anymore to find a replacement in a short time notice.

Expansion In respect to locations non- ELSA RR in Asia and Australia took at the same place for a second year in a row, waving the rotation rule for the non-ELSA RR organizers ELSA International assures that once a strong in organizational capacities organizer is found the stability is granted and chance to secure a round is used. In the Latin America due to the regional singularities the Memorandum of Agreement was signed for two years but with the rotating venue for the event. After Final Oral Round in Geneva we received an interest from North Americas' universities to start cooperation with ELSA International and become the organizers of the North America Regional Round (NARR) 2007/2008 (University of Georgetown, USA, University of Duke, USA and University of McGill, Canada submitted proposals for ELSA International which now are being considered). Moreover from Latin

America came an proposal from a coalition of six universities namely Universidade Federal de Minas Gerais (UFMG), UNA, Pontificia Universidade Catolica, UNI-BH, Universidade FUMEC and Newton Paiva to become Regional Round organizers of Latin America Regional Round for the year 2008/2009.

Vytautas Zabulis, Director for Training

Objectives and activities 2006/2007

Skilled and open-minded people create the platform of the present generation. Understanding of this is very relevant in such organization as ELSA. The International Board (IB) 2006/2007 paid very much attention towards trainings of ELSA members. This is why such objectives were raised and activities fulfilled:

Planning weekend:

Planning weekend took place in Brussels and was dedicate to determine concrete goals and activities to increase awareness of ITP, to increase the number of international and national training events.

Poll for ITP trainers:

As most of you are aware of the fact that International Trainers Pool (ITP) consists of very skilled ex active ELSA members. The questionnaire was dedicated to make a poll within ITP members for couple of reasons – to materialize what are the needs of the ITP members, what is the state of the ITP and who of the current ITP members would like to stop their activity as a trainer. The results are: from 30 trainers we got 22 answers, 2 of the trainers stopped their activity, 8 trainers did not fill the questionnaire. As well the results were used for further activity of Director for Trainings.

Train the Trainers Weekend (TTTW) and International Trainers' Pool Refreshment weekend (ITP RW);

Organization of TTTW and ITP RW took most of the time and because of this the other goals of my term were not reached that well. I and Secretary General of ELSA International decided upon a model that these two events should be organized in Lithuania because of two reasons – it is cheaper to do so as we had limited amount of money and second – it would make an event more professionally as I am personally from Lithuania. The events took place from the 1st till the 4th of February, 2007. There were 16 participants in the TTTW and 2 in ITP RW. There were two trainers: Sara Burks – owner of training company Adaptis LTD, London and Marius Ulozas – member of the International Board of YEU International, associated trainer of European Commission. From the evaluation forms we can make a decision that event was organized successfully. Of course it is sad that just 2 ITP members participated in the ITP RW. After event the IB appointed 12 new ITP trainers who are conducting trainings quite well.

Training strategy;

The working group was gathered to create the Training Strategy; however, in the beginning it was not that successful as communication via internet is always an obstacle. But prior the ICM Prague, the working group, consisting of me, Director for Training, Giedre Jokubauskaite, President of ELSA Lithuania and Maja Cwiczowska Alumni of ELSA Poland gathered in Vilnius, Lithuania and during long weekend created a Guide for Trainings. The guide consists of such information as: what are trainings in general, what are the skills that different member of ELSA should get, when and how these skills should be delivered to this member, how to organize a system of trainings in your country, the examples of possible training system and etc. Hopefully this Guide for Trainings will be used in National Groups of ELSA.

LII ICM Reggio di Calabria, Italy
21st -28th of October 2007

Increase the level of trainings in the network;

The level of trainings increased comparing to the level before the ICM Alanya and before this term. Such events as the Baltic Trainings, ELSA House Training Week were organized. As well there were negotiations started with ELSA Italy and ELSA Spain about organization of international training events in these countries.

Big attention was committed towards statutory events such as International Council Meeting, International STEP'ers Meeting, International Presidents' Meeting were professional trainings were organized by ITP members, ex ELSA members and, very important - representatives of ELSA partners such as Deloitte and etc.

As well numerous training events took place nationally, usually in National Council Meetings. In some of them members of ITP gave trainings as well members of the International Board were very active to share their experience with members of ELSA, e.g. - VP Marketing participated in trainings in ELSA Lithuania, ELSA Ukraine, ELSA Sweden, ELSA Poland, ELSA Finland etc., as well very active in trainings were - President, the Secretary General, VP S&C, VP AA of ELSA International. ITP trainers gave trainings in such countries as Ukraine, Hungary, Norway, Russia, Kazakhstan etc.

Other activities

As well there were other activities as gathering information about the possibility to get a grant for trainings, the preparatory work of ITP website, consulting ELSA officers, the change of the official e-mail address to training@elsa.org and etc.

Aylin Farid , Director for Institutional Relations

During my term in office, one of my primary tasks has been to help the International Board with ELSA Delegations. I have provided them with support and academic information they need to fulfill their tasks and responsibilities towards ELSA. ELSA International has during the past year sent delegation to CSW, WIPO, ASP-ICC and UNICTRAL.

Questionnaire on the quality improvement of ELSA Delegations: Loreta and I introduced a questionnaire, *Questionnaire on the quality improvement of ELSA Delegations*, in order evaluate and to improve the endorsement to the delegations. Another aim with the questionnaire was to receive input that could help us to further elaborate with the ELSA International Delegations' Handbook, which it did. I want to take the opportunity to thank all the delegates who have taken their time to answer this questionnaire.

ELSA International Delegations' Handbook: The valuable feedback from former delegates has made it possible to finish the first ELSA International Delegations' Handbook. This Handbook has been one of my most important tasks. I hope that it will help the future delegates with their academical preparations as well as their representation of ELSA International during the sessions.

ELSA Grants' Handbook: Due to ELSA International's financial situation, at this moment it is not possible to offer financial support to the delegates. Therefore, with help of Daniël Sterenberg (Vice President Seminars & Conferences, ELSA The Netherlands) the ELSA Grants' Handbook has been updated to help the delegates with finding fundraising. I hope that the Handbook increases the ELSA members' interest to apply for the ELSA International Delegations.

Representing ELSA in Australia; In the beginning of March, I attended the Australian - European Lawyers Conference in Canberra, arranged by the Law Council of Australia. The aim was to represent ELSA and establish a connection with the Law Council, which has been made. I have also been in contact with the president of Australian Law Students' Associations, Faraz Maghami, discussing our future cooperation.

This year has been a very exciting and eventful for the development and improvement of the ELSA International Delegation. I hope that the ELSA International Delegations' Handbook and the ELSA Grants' Handbook will be useful and helpful tools for the future delegations while representing ELSA at different sessions. However, to be able to persist in improving these tools more delegates has to take responsibility to sending in the questionnaires.

I would like to thank the ELSA International Team 2006/2007 for their great work, achievement and support, especially Loreta, who has done a remarkable job with improving the S&C area. Finally, I would like to wish the new board all the best and hope that they have a successful year.

Christina Paul, Director for Corporate Relations

After more than half of the term 2006/2007 has passed, it is again time to give an account of the area of corporate relations. As previously, my report will give a short overview on the most important issues as regards the areas of general fundraising, grants and EMC² fundraising.

General fundraising

Since October when I was asked to submit my first activity report, Christopher and I have been working on the implementation of the individual strategies set for the Corporate Partners of ELSA International as well as potential sponsors, then pending approaches. Concerning the latter, this essentially meant the establishing of initial contact, drafting of proposals and the necessary follow-up once the materials were sent.

Mid January I was then present in Brussels for another four-day strategic meeting during which we evaluated our methods applied as well as the status of all approaches made and pending at this stage, while identifying the ones that increased focus needs to be laid on. Also, we decided on the approaches to be left and taken up respectively for 2007/2008 and worked on the modification of the questionnaires concerning the involvement of National and Local Groups in international fundraising. Finally, also the planning for another training on fundraising, building up on the one organized for the ICM in Alanya, was started.

In the following time, we have consequently started on the second round of approaches for this year and are likewise engaged in the finalisation of the remaining pending approaches, which we hope to resolve in terms of gaining a new Corporate Partner.

Grants

As for grants, the strategy and task division laid down in September was further elaborated on during our half-time evaluation. Currently, I am therefore dealing with the research for grants regarding training and will be in charge of the compilation of the report concerning the DG Trade Grant, which was successfully obtained for the EMC² edition 2006/2007.

EMC² fundraising

The first round of approaches for the EMC² has now been almost finished: the very positive outcome being three new sponsors, White & Case, Baker & McKenzie and Cameron May.

Further fundraising planning was also done during the strategic meeting in January where we targeted those potential sponsors to be contacted in a fresh row of approaches immediately after the Final oral Round in May. Besides the few approaches that need to be finalised now, I will be further responsible for the external newsletter for partners, sponsors and supporters, which was introduced in December and will be continued.

I am finally looking forward to even more effective and successful months in this second half of the term 2006/2007!

Maria Moguilnaia, Director for Public Relations

After the ICM in Prague the International Organising Committee of EMC² 2006/2007 and the International Board worked on the putting together the last preparations for the Final Oral Round of the **ELSA Moot Court Competition** which was held in Geneva in the beginning of May. I have been responsible for Public Relations of the event and was working mainly in two directions: (i) contacts with printed and online media (which resulted in 4 articles about the event published during and straight after the event) and (ii) contacts with Missions of countries to WTO (which resulted in representatives of 6 missions attending the event). All the contact with media were kept for the next edition of the EMC² and it has been proposed to initiate co-operation with Missions earlier than this year so more of them can send their representatives to support teams.

I have visited ELSA House in the beginning of June and spent a week working on establishing contacts for future promotion of the **Market Research** results. Many legal newspapers, journals and online media were interested in getting some of the results for publication. Also ELFA (European Law Faculties' Association) invited ELSA to attend their annual meeting in March 2008 and present the results of the Market Research. Since the Market Research Report will be out only in July, these contacts will be followed up by the new International Board.

In terms of **fundraising**, I have attended a meeting with *Egorov, Puginsky, Afanasiev and Partners Law Offices* in June where the new contact person for ELSA was introduced and the details of the STEP Traineeship to be held in their St. Petersburg Office were set. Moreover we had news from *Financial Times* – they have appointed a special person dedicated to student organisations, so all the details of ELSA's proposal of co-operation on Media Partnership were sent to the new contact person for consideration.

In the month of July I have visited ELSA House again, now to give **transition** to the new International Board and also give trainings to EHTW 2007 participants (on ELSA Knowledge and on Charing a Meeting).

As a last but not the least word of my report, I would like to thank Chris, Esra, Tina, Nils, Halvor, Loreta and Andrea for your kind support throughout this great year and for you all always being there for us – your directors! Tack, teşekkür ederim, danke and acio!!!

Kamila Chareza, Director for Advertisements

Since my last report, I and my wonderful Vice President for Marketing Nils Fjelkegård, have been most proud to bring to you 8000 copies of the 40th issue of our great members magazine Synergy. The success is only due to our very intensive work and cooperation. I would like to also thank Ida Lindholm, the previous Director for Advertisement ELSA International, for her efforts, which enabled us to reach such incredible results.

During the 50th International Council Meetings held in the beautiful city of Alanya, Turkey, I took a leading part in the workshop on Advertisements. I was very happy with the results and feedback I got from the Marketing Workshop, which have been proven to be most helpful during my work later on.

Since the ICM in Alanya, I have been working intensively to guarantee the very best quality for our advertisers in Synergy. It has been proven to be more difficult than I have primarily assumed, as often the reality brings us to. However, I am not giving up. I am more determined than ever to reach my goals.

In November, I have taken part in the National Council Meeting of ELSA Poland, and together with Nils, we represented ELSA International. In December I spent a whole week working in the ELSA House, to ensure that the IB is on top of my every move. It was a great week of work, which ended in the wonderful, but not that easy at all to prepare, ELSA Christmas Cocktail. It was great to meet up with all ELSA members who joined us in Brussels to celebrate.

In January I have once again set foot in ELSA House to embrace our second planning week. I have been in constant contact with all of our previous advertisers, and was trying real hard to make them want to advertise with us again. After meetings with Nils and our President Christopher Carlson, we have decided to seek other possible advertisers outside of the previously decided pool of advertiser. I honestly do hope that we will be able to bring some more interesting advertisers to this edition of Synergy, to make our magazine even better.

I am very proud to work with each and every one of the people in this year's International Team. It has been a great experience to work with all of you guys, thank you so much for your guidelines, help and support through every step this year. I wish that our final results will meet our goals.

INTERNATIONAL BOARD 2007/2008**Astrid Sollie Skårdalsmo, Director for Academic Activities**

Our transition with the International Board 2006/2007 started on Monday 2nd July. The transition month was quite intense but very interesting and informative. On 1st August we officially started our term in office, ready to work fulltime for ELSA. Even though we had a good transition, the first few weeks in office was needed to learn and adjust to the life as part of the International Board.

The first thing I started working on was to preparing the launch of the sixth edition of EMC², which was on 3rd September. In close cooperation with the three Academic Supervisors I updated all the rules and documents for the competition, and worked on the marketing materials together with the VP Marketing. This took quite a lot of my time, in addition to the updating of the EMC² website, which was ready till the launching on 3rd September. The first weekend of August was our OYOP- weekend. We spent the whole weekend discussing what we should be our main focuses during the year, and came up with an OYOP that reflects our aims for and interests in ELSA. The weekend was tough but very fruitful, and we now have a concrete plan for our year in office.

The second week of August I went on a pre-visit to Geneva with the Treasurer and the President. We had three days of meetings, with the hotel, the restaurant, sponsors and WTO. During these days we really got to see the size of this project, and how well- known the competition is all over the world. This trip was without doubt an inspiration to keep working towards this year's edition of EMC².

Well back from Geneva the work to update all documents in time for the launching continued, in addition to frequent correspondence with the Regional Round Organisers. This year we will finally have a North America Regional Round in Washington, and we are constantly working to help the organisers and to secure the fourth non- ELSA Regional Round.

The ELSA Guide to Legal Studies in Europe (GLSE) is one of the biggest projects of the International Board this year. In cooperation with the publisher European Lawyer we will produce and publish the GLSE for the first time since 2000/2001. The publication is scheduled to be ready for distribution and sale in May 2008. We will have a person working fulltime for three months on compiling and preparing the information we need. I have worked to get an overview over the information we already have, and will keep on preparing to give the person working on it a best possible start in October. The project is important to the International Board, and I am proud to be able to publish the GLSE once again during my year in office.

Towards the end of August the whole board started working on the EAC Grant, a job that took most of our time for a while. We gathered information on projects from the Network, and I am impressed by the response from the National Groups on this. Despite a very tight deadline we managed, with great help from the Network, to gather and compile a representative sample of activities in ELSA.

At the same time as working on the EAC Grant the preparations for the ICM working materials started, and the beginning of September was quite hectic with these two things in addition to the daily work in the office.

In addition to the above mentioned I have been working with the day-to-day tasks in the office, such as answering emails from the Network, attending meetings with the board and helping others when necessary. Regularly contact with members of the International Organising Committee of the EMC², the Academic Supervisors and other externals is also part of this job.

I would like to thank the Network and the AA'ers in particular, for the first few months of this ELSA year, and I am looking forward to seeing you all in Reggio in October.

Enis Mehmet Burdurlu, Vice President Seminar & Conferences**Transition**

Due the administrative problems with my visa, I have arrived Brussels on 27th July 2007 and missed most of the transition period. However, I had an online transition and two days of transition in Brussels before my predecessor Loreta Pivoriūnaitė left. Due to this fact, I dedicated some time in August to learn more about those points that I missed. Notwithstanding my late arrival, The International Board welcomed me very well and I didn't have any integration problems.

International Delegations

I have started my term in office my sending calls for the new International Delegations: UNCITRAL Working Group I, UNCITRAL Working Group II and WIPO Assemblies of Member States. At the end of the August, I have sent another two calls for two WIPO events: Seminar on Rights Management Information: Accessing Creativity in a Network Environment and Conference on Collective Management of Copyright and Related Rights in North America. Finally the last call I sent was for the Forty-sixth session of the Commission for Social Development. I have worked on delegation reports and tried to have those which are not received yet. I have sent United Nations Accreditation forms to the UN NGO liaison offices in Geneva, Vienna and New York.

International Focus Programme (IFP)

I have tried to reach and contacted my predecessor and ELSA International Vice President Seminars and Conferences 2005 - 2006, before starting working on IFP to have an idea how I can approach International Organizations and Institutions. ELSA International has approached so far, WIPO Worldwide Academy, and then International Federation of the Phonographic Industry (IFPI) and European Patent Academy with a general request for assistance for IFP. WIPO Worldwide Academy accepted to assist the International Focus Programme events which I believe, will contribute to the success of the new IFP. ELSA International and WIPO Worldwide Academy continue to work on the framework of our cooperation. Cooperation between ELSA International and IFPI and European Patent Academy is still not concluded in a concrete result but I follow up with our connections. Mr. Konstantinos Stylianou from ELSA Greece has been appointed as the Director for IFP to assist ELSA International in the implementation of the IFP.

Updates and S&C Brochure

I have updated the S&C Specification Form(SSF) by including all S&C events upon request coming from ELSA Germany and changed the S&C fee part of the SSF in accordance with the Decision Book. I also updated the event page of our website by adding the upcoming S&C events. I prepared with Lavinia Micallef - the Vice President Marketing - the S&C Brochure and sent it to the International Presidents Meeting (IPM) in Warsaw.

Sister Organisations

I have been in contact with the International Board member of Asian Law Students' Association, Ryu Oki. We are now working on developing a frame for the cooperation between ELSA's and ALSA's events.

Others

Considering the importance of time, since the beginning of my term in office, I have given priority to respond S&C Officers' questions and needs with prompts replies and providing with necessary documents upon request. I have made necessary arrangements for those local groups' which requested to visit ELSA House and assisted them in their visit arrangement to International Institutions and Organisations.

Delia Orabona, Vice President Student Trainee Exchange Programme**Transition**

The month of July has been a very intensive one. Learning the daily working life with the previous board has been essential to understand how our term in office for the next year will be. The quality of the transition prepared us strongly to our first days of activity. On the first August we had the first board meeting in which we experienced how exceptional was the determination to start to work for the Network.

I gained a lot of experience and knowledge also from the participation to the EHTW, from the first official meetings and the common life with my fellow members and with the former International Board.

OYOP

The One Year Operational Plan-weekend has been fundamental to give to our individual action plans and calendars the right function.

We all experienced how important is to set what does mean ELSA for us, which are the main common goals we want to achieve this year, how do we want to implement our specific areas. At the same time a great teambuilding experience!

Job Hunting

Since the beginning of my term in office I worked on the pending traineeships offered by the National and Local Groups. Afterwards I started to focus my action in contacting new possible employers on the International level, such as European institutions, Universities, Law firms and ELSA International offered 3 new traineeships: 1 in Brussels and 2 in London.

The current available traineeships are not many. After a wide summer offer of traineeships, the National and Local Group are experiencing their transition. Therefore a strong action is now needed to train and provide the new officers with STEP plans and strategies.

Student Hunting

A big percentage of students join ELSA to take part to STEP (the 41%). It means that the same number of student should result as applicant. The National and Local Groups have to work a lot in order to reach this goal.

Communication

At the beginning of my term in office I contacted the STEP officers and in some cases the presidents in order to have an updated contact list of STEPers or officers responsible for STEP. A lot of new boards are now starting to deal with STEP. A better communication needs to be improved in order to exchange STEP knowledge and experiences.

I sent out the August edition of the STEP Newsletter in order to give a marketing tool to present the current available traineeships.

The New Online System

A new company has been contacted to provide ELSA with a new website. A new registration system and STEP matching system will be presented during the ICM in Reggio in order to get inputs from the Network.

Others

I would like to thank the International Board 2006/2007 and especially Andrea Raffl for giving me all what I needed to start successfully my office and for the great time spent together!

Matthias Stauffacher, President**Transition**

During the four first weeks in July the new International Board had transition with the previous International Board. This month was very intense for all of us. The previous Board was finalizing their work and at the same time trying their very best to give the new International Board the very best start in our term in office. The transition was divided into one general part and one individual part, first and third general part and second and fourth week individual. For the general part we all, meaning the new International Board, sat down to receive information and knowledge on all basics of the work of ELSA International. For the individual part my predecessor, Christopher Carlson, had prepared a very detailed schedule for handing over the responsibilities as the new President of ELSA International. During the individual Transition Chris told me as much as possible about the work and responsibilities of the President of ELSA International and I felt very well prepared after this intense Transition period.

The Transition with Chris already started during the Final Oral Round of the EMC² where we had the first brainstorming about the upcoming IPM Warsaw. We continued discussing the agenda during Transition and managed to finalise it by the end of July. I was in close contact with Chris also before coming to Brussels; this made it much easier for me to start my year.

First month in office

When entering our term in office there was a lot of work in front of us. Our first time in the House was pretty tuff. We had to plan and organise the work to come, but also had deadlines for EMC² and the IPM coming up in the first two weeks. This made it difficult to organise ourselves, since we couldn't postpone the work that needed to be done.

One Year Operational Plan (OYOP)

The first weekend of August was our OYOP weekend. As trainer for this weekend we invited Bettina Kupperman to help us with this process. Bettina, former President of ELSA International, was of great help for us and she managed to help us focusing on our plans for the upcoming year. In the time after the OYOP and before the IPM Warsaw we finished the OYOP and I presented the first draft during the IPM. I think our OYOP is a useful tool to plan our year and I hope we reach our aims during our term in office.

International Presidents Meeting Warsaw

From the 22nd until the 26th of August I attended the International Presidents Meeting (IPM) in Warsaw. The IPM was a success. There were many countries present and we had good and fruitful discussions with concrete outcomes on difficult and serious issues. The organisation was great; the Organising Committee from ELSA Warsaw and ELSA Poland did an excellent job. After the IPM I have had a lot of work with the Minutes as well as all the follow up work that needed to be done after the Workshops in Warsaw.

Meetings

From the 7th until the 11th of August I went to Geneva together with Astrid and Daniel to have meetings with Sponsors, Hotels, and Restaurants for the Final Oral Round of the Moot Court Competition.

During Transition I went together with Chris to London to work on several approaches that Chris started during his term in office. We managed to sign a contract with the publishing house European Lawyer. European Lawyer agreed on producing the next issue of GLSE and we will publish next year for the first time in the last five years this book again. We also had meetings with several International Law Firms, but didn't come to concrete results yet.

From the 14th - 16th of September I went together with Lavinia to Munich to meet Content5. This company offered to help us with the new online system and we hope that this cooperation will be successful this year.

Fundraising

One of my main areas of responsibility is to fundraise for the general budget of ELSA International as well as for the budget of the ELSA Moot Court Competition. Already during transition we had long talks about Fundraising in ELSA International. Fundraising on the International level is different than to work on the National level and I had some time to understand this difference. Currently we are working on our fundraising proposals since the previous Board was not very successful with general fundraising even if they worked very hard on fundraising. One of our ideas was to focus on the new online system and to try to find new sponsors through possibilities a new system would offer. Another focus is publications. Together with our new partner European Lawyer we plan to fundraise with a successful GLSE project. It is difficult to find general partners and our approaches were more successful with concrete projects as for example the moot court competition. I'm confident that with a new online system we will be able to find new partners and sponsors for ELSA.

I also sent out a call for applications for a Director for Corporate Relations, since the fundraising for ELSA International is very time consuming. I'm happy to welcome Laura Jelinek, former President of ELSA Germany as Director for Corporate Relations and I'm looking forward to work with Laura on the fundraising.

Board Management

As President I am responsible for making sure that the Board is working properly and that the Team is motivated. We have had lot of discussions and meetings on how to work and how we best could work and function together. We have had a lot of planning sessions together. Like our predecessors we have every Monday morning a meeting to update each other on what is happening in every specific area and what needs to be prioritized at the moment.

Expansion

I have been in contact with two National Organisations, in Bosnia and Herzegovina, that are interested in joining ELSA as Observer Groups. The work has mostly been about communicating on the procedure and possible applications to become Observer Groups of ELSA.

EAC Grant

Together with my whole Board I have been working a lot on the EAC Grant application from the European Commission. We have applied for partly funding from the Commission to cover the administrative cost of our organisation.

Communication and cooperation with National Groups

I am daily in contact with National Presidents as well as other National Officers. It is my intention to be able to assist as much as possible with help and support. I have and will always prioritize this, since it is very important for the Network.

Plans for October

During October most of my work will be about preparing for the ICM in Reggio di Calabria as well as focusing on fundraising for the new online system. We also currently have an approach with Google and Microsoft and I hope to be able to present them to the Council at the Reggio ICM.

João Thiago Rocha Ferreira, Secretary General**Transition**

Transition started on the very moment I stepped in the House. Arriving twelve days later than my other fellow board members, the load of information was outstanding and there was few time to breathe. My first session was with last year's Director for Training, Vytautas Zabulis and it took one whole Friday afternoon. After that strong beginning, all sessions quickly succeeded where all predecessors made a great transition on general Transition, and on specific area Transition, of course, with my beloved predecessor Esra Ersoy. A side of all the transition scheduled, very fruitful discussions were constantly taken about the Status Quo of the Association to which will surely bring fruits for the upcoming year.

I would like to thank the International Board 2006/2007 for their great effort they putted into us and we hope to apply all knowledge passed on the best interests of the Association.

ELSA House Training Week

Unfortunately I had very few contact with the event, comparing to previous years examples, as the board was in constant transition session. As for the social programme, due to the overload of work, I needed to stay at the House for rest, even though I had the opportunity to meet participants for two occasions. Still, all traditions were fulfilled as we had the Summer Barbecue on the Garden of the ELSA House, where we had the opportunity to present ourselves to participants and, to make a small (and very successful!!) play for the participants.

We also had the opportunity to make a small presentation within the academic programme where participants could ask all questions they felt the need.

Pre-ICM Visit

The last five days of transition was held on a Pre-ICM Visit to Reggio di Calabria. We were received by the Italian National Board and ELSA Reggio di Calabria and they were of outstanding and exemplary hospitality. We were constantly guided by Giovanni Alampi and Francesco Creaco and we had the opportunity to meet O.C. members.

Both I and Esra Ersoy had a full schedule of meetings to which we had the opportunity to discuss Budget, Logistics, Transportation, Agenda, Strengths and Weaknesses of the Organizing Committee. Aside of these meetings, we had the opportunity to visit the Hotel and Workshop rooms and all facilities necessary, guided by the Hotel Manager. We also had the opportunity to visit from the outside the places for social programme. From what I had opportunity to see, the preparations are going excellent and the prospective is of a great ICM to be.

OYOP

The preparation of the One Year Tactical Plan was one of the best experiences in the board as we had the opportunity to throw to a wall (literally) all our plans and thoughts and wishes for the upcoming year. With the help of Bettina Kuperman, the board had a weekend preparation with intense discussions of what we want/should/have to do. On the Internal Management point of view, I managed to insert the main points of concern of the area, therefore I am very satisfied with the result.

IPM

Internal Management had the opportunity to supply the International Presidents' Meeting an Input Paper concerning the Status Quo of three National Groups (Latvia, Iceland and Ireland).

EAC Grant

On the Internal Management part, I was responsible to deliver to the Treasurer of ELSA International the Organization's Chart, the complete list of members (National and Local Groups and all addresses), the Official Certificate of Legal Registration, a list of Training events, etc.

This project took me a lot of time since the compilation of activities and the compilation of the addresses were of extreme difficulty. Even though, the objectives were fulfilled.

ELSA Online Administration Rights

Bearing in mind the existing problems with the system, this task is slowly being made. However, many National Groups are still to be given the administration rights and this will be an ongoing process. The time spent to find out the people that possess the administration rights and are to be taken out of it has been taking far too much time though I've been managing the problem quite well.

National Groups Web Meetings

With a new policy of individual web meetings, I have managed to meet with 6 National Groups, in which 2 of them were taken for several times. The meetings were extremely positive and motivating. The general topics for the agenda were "Status Quo of the National Group" and "Trainings". On the following months I intend to increase the number of National Groups approached and the number of meetings.

Training Online

With the objective of increasing General ELSA Knowledge amongst our National Groups, I had the opportunity to give Online Trainings on this topic, in order to increase the quality of Officers. Even though it is a long process (since it is impossible to give complete trainings in 2 or 3 sessions, these trainings are being successful and that is shown on people's work.

Mailing List

The task to update the Mailing List is not being as easy as I expected, for the fact that the National Groups are not co-operative on this area. Many National Groups are sending several e-mails changing their requests of inserting data and others are not replying at all to the requests (for example, the Contact Information of the National Group). However, this is an ongoing process and I believe that before the ICM it will be better solved.

Director for Training

Bearing in mind the quality of the applicants, I believe that the task of choosing the Director for Training wasn't easy. Due to the fact that we had 3 extremely important deadlines, the process were also slow. I am very pleased with the International Board's choice on Christoph Bommel and I am absolutely convinced that he will do a great job this year.

NCM ELSA The Netherlands

It was my first visit to a National Council Meeting as an International Board Member. It was indeed a great experience being able to get to know the Dutch Network and its reality. I would like to thank the Dutch hospitality and a special thank you to Gijs and Eveline for taken care so well of my stay.

General Administration

As a significant part of my working time is spent on answering the several e-mails, correspondence, ELSA ONLINE and the mailing lists, the general administrative tasks deserve a few words. I have also proceeded with the registration of the Board on the Chamber of Commerce in the Netherlands and other registration needs. I have also supported all my fellow Board Members on their day to day task and participated actively on all Board Meetings.

Daniel Azzopardi, Treasurer**Transition in July**

The transition in July 2007 was the starting point and first step of becoming the treasurer as well a member of the International Board 2007/2008. Through the International Board 2006/2007, our team got lots of general information about the ELSA work and furthermore specific information to each respective area. In my individual transition with my predecessor, Tina Eszlari, I got all for my term necessary information related to Financial Management and other responsibilities. It was truly an informative experience and I would like to take this point to thank Tina for her hard work and determination to train me despite knowing that she was on her way out from the Association. There is nothing more essential for the Association, in the name of continuity, that transitions are carried out seriously and the transfer of knowledge done properly.

General Financial Administration

According to our Statutes, Standing Orders and the Decision Book, I have to fulfil several tasks as treasurer of ELSA International. However, the Decision Book doesn't offer a clear enough task description for my portfolio. Despite the obvious tasks of financial control, stability and accounting, the treasurer is also responsible for a myriad of other tasks; including, but not limited to, logistics, fundraising through grants, budget drafting and supervision for specific ELSA activities (Synergy, EMC² etc.) , risk analysis and management, and of course the administration of the EDF. Allow me now to go through the main responsibilities that have been pertinent to my area since the coming into office on the 1st of August of this year.

Accounting / Budgeting

Like my predecessor, and the predecessor before her, I am working with the bookkeeping software "Mamut" which is a double bookkeeping system. In order to keep track of the financial situation, creating a profit/loss overview and a balance sheet, it is absolutely necessary stay up to date with these things. Therefore, to this end, I have gone about booking all financial transactions at the end of every month, and to furnish my Board with the financial status quo of ELSA International monthly. The problems with "Mamut" are quite notable, and for this reason I have gone about looking for a replacement accounting programme, but without success so far. As far as budgeting goes, I am of the opinion that the annual budget should be stuck to rigidly, and to this end, I have not proposed to make any amendments to it at this ICM. In the event that unforeseen circumstances take place, be them on the income or expenditure side, I will make the necessary temporary amendments to the budget, which I will then propose afresh at the ICM in Lisbon.

House bank of ELSA International

The Fortis Banque will remain the house bank of ELSA International for the upcoming financial year. At the moment we thus have 3 current accounts (General Current, EMC² current and EDF current), 2 saving accounts (General Savings and EDF savings), and our Rental Deposit account. All our accounts work with the euro, after last year's reversion to this currency with all our accounts.

EMC²

After last year's edition succeeded in many ways, but certainly not financially, we have gone about the event this year by seeking to fundraise more money and cut down costs. Of

course, this hasn't been easy, primarily because a precedent has now been set on the quality of the event and downgrading it on any level might raise some concerns. We are currently in the phase of fundraising and have so far amassed a respectable figure of c. EUR 36.600,00, but are still roughly EUR 13.500,00 short of covering the expenses estimated after the final accounts of last year's event were finalised. This means fees may have to be raised to meet the deficit. In the meantime, we will continue looking for external sponsors. Once we gather a realistic income figure, I will create a project budget for the event, and then decide on how to cut down costs to guarantee, at the very minimum, a break-even event.

Pre- visit to Geneva/Switzerland

Matthias, Astrid and I travelled to Geneva in early August to have meetings with potential and current sponsors, as well as logistical venues (hotel and restaurant). The meetings were generally successful, and though occupied with other deadlines since then, have followed up on the meetings and have now the expertise required to organise the event through and through. Logistically, the event is set up and we have no doubt that the pattern will follow last years and be as smooth as possible; the finances, however, remain the last, and crucially the most fundamental, aspect to be secured.

Grants

ELSA International is also currently in the process of seeking institutional grants to help finance our main endeavours this year, most notably the new online system for ELSA. To this end, we have begun working intensively on an EAC Youth in Action grant for which we seek to be granted the maximum EUR 35.000,00, which we hope can materialise into a partnership agreement automatically renewed for the next two years. This will go a long way to securely stabilise ELSA International's finances. The deadline for the grant is the 31st of October, but since most of the work has already been done (and with the support of the Network for which we are entirely grateful), it will be submitted well before the deadline in order to give us time to focus on the ICM preparations.

Apart from this grant, we are also doing intense research on possible grant opportunities available worldwide. I would encourage the national finance officers to utilise the Grants Handbook, as we are, to finance their own events throughout the financial calendar.

Representation

The International Board met up with several NGO's in Brussels in order to strengthen the cooperation among the associations. We have had meetings with AEGEE, ESN, and ESU over ways of possible co-operation. I have also attended debates and conferences organised by European Voice, EYBA and intend to attend an Association World Congress organised by Naseba in November. We are also currently in communication with ILSA, our North American counterparts. We hope to gain experiences and knowledge from fellow non-profit associations which we could then apply to our Network, thereby enhancing its scope and international range.

To conclude, I would like to thank all the national FM officers for their support thus far, and I hope to continue the positive start I have had in office and to collaborate fully with my fellow treasurers, with whom I feel a great deal of unity and comradery.

Lavinia Micallef, Vice President Marketing

After arriving at the ELSA House in early July, the first month was more or less spent on general transition with the old board and of course more specific transition with my predecessor Nils Fjelkegård. Apart from transition I also attended a planning meetings with Translegal concerning their Corporate Partnership and means of further development as well as a meeting in Amsterdam about the possibility of ISIC membership cards for ELSA Members. July was also the month in which I started hunting for advertisements for the EMC² Brochure and working on Partnership and Sponsorship proposals relative to the EMC². The work on EMC² marketing materials with finalising the EMC² brochure and EMC² poster templates for all EMC² rounds. In August I also prepared the S&C Brochure for the upcoming IPM together with our Vice President Seminars and Conferences Enis Mehmet Burdulu.

In August I took quite an active part in the finalising of our One-year Operational Plan in terms of drafting and formatting. I was also in contact with our partners in the World Grad School Tour in fulfilling our parts of the agreement and also arranged for contact persons in 9 Local Groups for the respective fairs throughout Europe. Also the relationship with Careers in Europe was followed up in order to maintain the mutual promotion agreement. National and local groups were further more offered the opportunity to give information about their members' magazines in order for ad space to be offered to interested parties. Unfortunately almost none of the national and local groups took up this opportunity.

Shortly after commencing my term in office I issued a call for directors for a director for Advertisements. Katarzyna Karpiuk was appointed to this post and has since been doing a great and very active job at fulfilling her role. Since mid August I too have started to concentrate more and more efforts on edition no. 42 of Synergy with the theme "every man desires to know". My pursuits in this area also included the call for articles from the network as well as externals with valid contributions. Further more I have been taking care of advertisement and content management.

Also shortly after I took over the position of VP Marketing in August I started to search for opportunities how to use the results of the market research as PR and Promotion tool for the association. In this area I felt that notwithstanding the great importance of this pursuit it would be more efficient and beneficial for me to delegate it to a director who would be more focused on this and dedicate to it the attention and importance it deserves. For this reason I drew up the task description and made a call for a Director for Public Relations. Maria Moguilnaia was appointed as Director for public relations and her task description also includes carrying out of PR relative to the EMC².

At the end of August a hefty and rather unscheduled task cropped up and that was the compilation of the EAC Grant. This involved describing how the Lisbon agenda goals are fulfilled by the working programme of our organisation with detailed reference to the market research results and the Key area evaluation forms as a method of ensuring

quality. Also it was my task to gather information about marketing projects in the network and making a report of the publications issued by ELSA International.

The new month of September brought some new projects to my area. A meeting with a corporate identity and website development company was scheduled in Munich for the 14th of September. This entailed from my part preparation of a general information package for the developer on what is ELSA and what is our Identity to work with. Also a general skeleton of the functions of our website and ONLINE system. As events developed I took on a coordinating role for this project. If this project truly picks up then it will be one of my main projects of course in coordination with all other areas. On the same day, shortly after this meeting I attended a meeting with Microsoft both as a followup of their Corporate Sponsorship and to see if any of the office tools that they provide can be integrated in the new website system or can be adapted to the ELSA Network on the side. The option of changing our server to a less cost effective one is also being looked into.

Towards the end of September Katarzyna Karpiuk our Director for Advertisements was in the ELSA house for an intense advertisement hunt and planning meeting. This was a very fruitful meeting and I am optimistic that we will reach our target of increasing the income of ads by 10% to cover the costs of delivery to local groups.

In September a lot of time was also devoted to ICM preparations in terms of gathering input from the Network and planning the agenda and workshops.

DIRECTORS ELSA INTERNATIONAL 2007/2008**Katarzyna Karpiuk, Director for Advertisements**

After being appointed as a Director for Advertisement in the mid-August and after first talks with Lavina Micallef, Vice President Marketing, I started working on a new database of potential advertisers. Unfortunately the lack of contact with a former Director for Advertisements made it impossible for me to take over the previous contacts.

Currently I'm using the database I created to hunt for advertisements for Synergy no.42. I have already sent out calls to potential advertisers from universities all over the world, now as the deadline for advertisements for Synergy no.42 slowly approaches the first results from weeks of hard work are starting to show. Later on this year I'm going to use that database, updated with the most relevant information, to hunt for links as well as assist the Vice President Marketing in the new university advertising strategy for the new website.

The contact database created for advertisement hunting has also a significant meaning in the preparation for GLSE. This is because the database is the main source of information regarding university contacts and potential advertisers also for GLSE. This is a valuable resource that will be passed on to European Lawyer which is the company publishing GLSE, in fact the providing of contacts has been an important part of the collaboration agreement with the publishing house .

During my transition week, that has taken place between the 20th and the 25th September, Lavinia and myself have prepared the whole ad hunting strategy for the coming months, especially taking Synergy and our target of distribution to local groups as well as the new website project into consideration.

I'm sure that my next report will contain much more information about essential results and improvement made in the advertising.

Maria Mogilnaya, Director for Public Relations

The Working Materials of the ICM in Reggio di Calabria are coming out just a bit more than a week from my appointment as a Director for Public Relations ELSA International 2007/2008, so there was not a lot of time to do a lot of work and achieve any results thus I would like to present a short description of what I am planning to do until the start of the ICM in Italy.

Market Research

I plan to re-initiate contacts with printed and online media established in June 2007 and will discuss the ways of co-operation on promotion of Market Research's results.

EMC²

The new edition of the ELSA Moot Court Competition has been launched so I would concentrate on creating the first EMC² Newsletter 2007/2008 and will update the database of subscribers to the newsletter. I also plan to send out general information on EMC² together with the EMC² Case to the Universities in countries from where we do not get or get small number of participants (i.e. Canada, Latin America, Africa and Middle East). I would also initiate contact with Regional Organising Committees to start working on the common PR strategy for all Regional Rounds.

General Public Relations

I plan to start compiling a database for future cooperation development. This database will include contacts obtained for promotion of the 25th Anniversary of ELSA in 2005/2006 as well as the contacts established for promotion of the Market Research results in 2006/2007. Hopefully the first draft can be ready for the ICM.

PROPOSALS**INTERNATIONAL BOARD****Decision Book Amendments on the Two Year Tactical Plan**

The International Board proposes the following to the Council:

Reggio di Calabria, 21st - 28th October 2007

In Force

BEE 02/07 I

Amendment of the BEE Policies

Amended by BEE 01/02 I, BEE 02/02 I, BEE 04/02 I, BEE 09/02 I, BEE 10/02 I, BEE 01/02 II, BEE 02/02 BEE 01/03 I, BEE 02/03 II, BEE 01/04 I, BEE 01/05 I, BEE 03/05 1, BEE 01/06 I

~~Two Year Tactical Plan~~

~~The term of duration of the Tactical Plan shall be a two and a half year cycle running as follows:~~

~~The Council shall approve the plan, and that plan shall become effective immediately after that International Council Meeting.~~

~~The plan shall expire at the fifth International Council Meeting falling two and a half years after it enters into force.~~

~~The evaluation of the outgoing plan and the drafting of the new one will be during the 6 month starting after the fourth council meeting leading up to the fifth council meeting.~~

~~A new tactical plan shall thereupon be approved by Council.~~

Comments:

This Amendment is based on ongoing discussions of the International Board 2006/2007 as well as of the International Board 2007/2008. There also have been discussions at the IPM Toulon, ICM Prague, IPM Warsaw and we recommend having a look at the Minutes of the respective meetings. To give the Council as much information as possible the comments are structured in three parts: 1. Information by the IB 2006/2007, 2. Information by the IB 2007/2008 and 3. What is strategic planning? We hope to give the best possible overview about this issue.

1. Information from the IB 2006/2007

Background

When the International Board 06/07 entered the ELSA House in July 2006 they realised very soon that planning in ELSA is not something our association has done to any greater extent. During transition they were passed on information about the tools of planning that ELSA International is using at the moment. The two most important ones are the One Year Operational Plan (OYOP) and the Two Year Tactical Plan (TYTP). When discussing these tools they came to the conclusion that none of the two tools have been used in an efficient way. In the latest couple of years the two plans have different structures and they usually do not refer or correspond to each other. The

TYTP should be the overall plan for the Network and the OYOP should be the tool to implement the TYTP but that has not been the case.

Drafting an OYOP

When they drafted the OYOP 2006/2007 they tried to follow the TYTP as much as possible but it was very hard. They realised that the TYTP is drafted in a very concrete way and they realised that the TYTP does not reflect the status quo of ELSA today. They drafted the OYOP as they wanted it to be and they decided that they could not take the TYTP in consideration.

Recommendations of a having an ESPT

The International Board 2006/2007 created the idea of having an ELSA Strategic Planning Team, ESPT. They wanted to create a group consisting of 5-6 people. These people would come from different countries in the Network and they would also come from different "generations". The idea was to have experienced members in this group but also less experienced. The group would have several tasks. One would be to first of all get trainings in strategic planning. After that they would start doing research. What have we done with planning for the Network so far? What tools do we have and how have they worked? The group would then, based on this research, make a recommendation for the Network on how we should move on with strategic planning. It would be hard to set up a group like this. Even though the purpose might be quite clear (it is quite easy to set the purpose of the group) it would be hard to find the right people. The members of the group must be willing to put a lot of hours in to this, otherwise the purpose of the group would be lost. It is also very important to have the IB involved in this project. The ESPT would need a lot of support from the IB. However, it is the opinion of the IB 2006/2007 that we need to try this out. As said in the beginning, it is of great importance that we put focus on strategic planning in our Network. We cannot go on having all these different types of tactical plans which are changing every second year. We need to start thinking of ELSA as a Network not only for the year to come, but for 5, 10 years ahead. Where do we want to be? We should actively aim to develop ourselves in a structured and result oriented way.

2. Information from the IB 2007/2008

ELSA and Long-Term Planning

ELSA needs to have long term planning, however as seen in the case of many previous TYTP's they have not been effective planning tools and have seldom been made use of. Looking at the current long-term planning in ELSA, the International Board doesn't see the TYTP fulfilling any of the requirements of successful planning. The TYTP is not a long-term plan that is followed by the network.

Following the idea of the IB 2006/2007 we will set about creating an ELSA Strategic Planning Team (ESPT). This will consist of a number of individuals who will set out long-term goals for the Association, and make sure that new International Boards coming into office implement the tools necessary to achieve them. The idea of having an ESPT was discussed at several internal meetings. We think such a planning team with the support of the International Board would be able to create a long-term plan for our Association. But first of all the council will have to decide upon having a long term plan at all and think of possible ways to implement such plan successfully. Crating a long-term plan should be done by people that have the required knowledge and skills in strategic planning. Currently it is the International Board creating the

TYTP and the council has to approve it and to follow up. Looking at past TYTP's we don't see that they actually are implemented and that they have influenced our organisation, since most countries don't follow the goals set in the TYTP. This might also be because the TYTP's of past years didn't achieve the requirements of a useful long-term plan.

We need to re-think our current system and explore new ways if we really want to implement a long-term strategy in ELSA. Our network is changing every year and looking at the current situation we think it will be one of the most difficult tasks of our association to create a plan that is followed up by several generations.

Voting in favour of this proposal doesn't mean changing the current situation a lot, but it opens a door for new ideas for long-term planning in ELSA. The current TYTP is plan on paper that never achieved the importance and influence a long-term plan should have.

3. What is Strategic Planning?

Some inputs about the process of strategic planning – this is a process that would have to be handled by the ELSA Strategic Planning Team, ESPT.

Information based of the Book: Strategic Planning for Non-profit Organisations: A Practical Guide and Workbook

Strategic Planning is a systematic process through which an organisation agrees on – and builds commitment among key stakeholders to – priorities that are essential to its mission and are responsive to the environment. Strategic planning guides the acquisition of resources to achieve these priorities.

The process is strategic because it involves choosing how best to respond to circumstances of a dynamic and sometimes hostile environment. An organisation as ELSA has many choices in the face of changing needs of members, funding availability, competition and other factors. Being strategic requires recognising these choices and committing to one set of responses instead of another.

Strategic planning is systematic in that it calls for following a process that is both structured and data based. The process raises a sequence of questions that helps planners examine past experience, test old assumptions, gather and incorporate new information about the present, and anticipate the environment in which the organisation will be working in the future. The process also guides planners in continually looking at how the component programs and strategies fit with the vision and vice versa.

The process is about building commitment. An inclusive process allows a broad consensus to be built, resulting in enhanced accountability throughout the organisation. This commitment ensures that a strategic plan will actively be used for guidance and inspiration.

Finally, strategic planning guides the acquisition and allocation of resources. An approved strategic plan helps leaders make proactive and realistic choices between competing funding strategies and between spending for various program and administration needs. Balancing the resources acquisition and spending plans is the essence of the business side of strategic planning.

Planning alone does not produce results; it is a means, not an end. The plans have to be implemented to produce results. However, well developed plans increase the chances that the day-to-day activities of the organisation will lead to desired results.

Successful strategic planning improves the focus of an organisation in that it generates:

- An explicit understanding of the organisation's mission and organisational (core) values among the board, directors, members and external constituencies
- Broad milestones with which to monitor achievements and assess results
- Information that can be used to market the organisation to the public and to potential funders

Successful strategic planning improves the process of people working together in that it

- Creates a forum for discussing why the organisation exists and the shared (core) values that should influence decisions
- Fosters successful communication and teamwork among the board, directors and other people involved
- Lays the groundwork for meaningful change by stimulating strategic thinking and focusing on what's really important to the organisation's long-term success
- Brings everyone's attention back to what is most important: **seeking opportunities to better accomplish the mission of our organisation!**

We also have to acknowledge that strategic planning is rarely a smooth, predictable, linear process. Inevitably, the process moves forward and backward several times before the group arrives at the final set of decisions. Strategic planning, although structured in many respects, typically does not flow smoothly from one phase to the next. It is a creative process and requires flexibility. The fresh insight arrived at today might very well alter the decision made yesterday.

Reasons for Planning

An organisation considering a strategic planning process is usually facing one or more important issues or choices, such as the following:

- Are our services (key areas) still relevant?
- What do we do about a potential loss in funding? What if we lose a corporate partner?
- Should we close down a program, activity, change its focus, or explore a collaborative partnership?
- Do we need a change of our structures?

The reasons for planning – and the issues or choices that need to be addressed during the planning process – have a major impact on how to go about planning, whom to involve, and even whether a strategic plan is needed. Once these issues and questions are answered, it is important to make sure that strategic planning is the appropriate way to deal with them. A pressing need from one of the activities or a cash shortfall may well have strategic implications, but the urgency of the decisions requires immediate action by the board. Any crisis situation will have to be brought under control before a strategic planning process is initiated.

One of the primary reasons for undertaking a strategic planning process is to establish – or reaffirm – a shared understanding of why an organisation exists and its aspirations

for the future. The most succinct reflection of this shared understanding lie in the organisation's vision statement and core values, which can be defined as follows:

- *Vision statement. An image of the future we seek to create*
- *Core values. Guiding concepts, beliefs, and principles*

This should give you and idea on what our long-term plans should be based upon!

Proposal on Expulsion of ELSA Ireland

Reggio di Calabria ,21st October – 28th October 2007
IM 02/07 I

In force
ELSA Ireland

The International Board proposes the following to the Council:

ELSA Ireland be declared inactive; and therefore,

- 1 - ELSA Ireland is expelled as a member of ELSA in accordance with Article 7 (ii) and (iv) of the Statutes;
- 2 - All rights and obligations currently existing between ELSA International and ELSA Ireland are hereby rescinded.

Comments: According to the Article 3.2 of the Standing Orders, the International Board has been sending e-mail to ELSA Ireland but with no response. ELSA International has also been sending the Invitations for the ICM but no response were given.

In the beginning of last year's term, there was 2 contact persons from ELSA Trinity/ELSA Ireland potentially interested in reviving ELSA Ireland. They appeared at meetings though with instable contact with ELSA International. Their last contact was on a meeting in Brussels in September 2006 and after that, no news were given. Therefore,

- 1- There are no activities at the moment;
- 2- ELSA Ireland's last attendance on an ICM was in ICM Vilnius Spring 2005.
- 3- There are no inquiry reports delivered, or State of the Network;
- 4- There are no human resources working in the National Group or Local Groups, and obviously, no General ELSA Knowledge.

Aside of all these criterias filled, it is also to be noticed:

- 1- ELSA Online is also not updated;
- 2- During the Workshop of Internal Management in ICM Prague, the International Board advised the National Groups to expel this National Group for the reasons above.

In addition to this report, ELSA International has lost record of the last time ELSA Ireland has paid its Membership Fee. The Membership Fee this year was for EUR 128,97, and currently their debt stands over 20 times that figure; this could give a small indication as to how long it's been since any financial matters were settled between ELSA Ireland and ELSA International. In late 2006, there were individuals who sought to revive ELSA Ireland. However, communication has died down once again and no word has been received from their end since. No ELSA ONLINE fees were paid either, and also no EDF fees. Electronic invoices and forms were sent regularly to ELSA Ireland without any reply whatsoever. ELSA Ireland current debt is of EUR 2,754.87.

Proposal on Expulsion of ELSA Iceland

Reggio di Calabria, 21 st October – 28 th October 2007 IM 02/07 II	In force ELSA Iceland
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The International Board proposes the following to the Council:

ELSA Iceland be declared inactive; and therefore,

- 1 - ELSA Iceland is expelled as a member of ELSA in accordance with Article 7 (ii) and (iv) of the Statutes;
- 2 - All rights and obligations currently existing between ELSA International and ELSA Ireland are hereby rescinded.

Comments: According to the Article 3.2 of the Standing Orders, the International Board sent e-mails to ELSA Iceland but with no response. ELSA International has also been sending the Invitations for the ICM but no response were given.

At the moment, there is not activity at all in ELSA Iceland and no communication to the International Board.

Therefore,

- 1- There are no activities at the moment;
- 2- ELSA Iceland's last attendance on an ICM was in ICM London Spring 2006.
- 3- There are no inquiry reports delivered, or State of the Network;
- 4- There are no human resources working in the National Group or Local Groups, and obviously, no General ELSA Knowledge.

Aside of all these criteria's filled, it is also to be noticed:

- 5- ELSA Online is also not updated;
- 6- During the Workshop of Internal Management in ICM Prague, the International Board advised the National Groups to expel this National Group for the reasons above.

In addition to this report, ELSA Iceland hasn't paid its Membership Fee for two consecutive years. It has also neglected to pay the ELSA ONLINE fee for the year 2006/2007. No payment toward the EDF fee was made either. The reasons for non-payment are mainly due to having no communication whatsoever with the Group. Electronic invoices and forms were sent regularly to ELSA Iceland without any reply whatsoever. ELSA Iceland's current debt is of EUR 294.22

Decision Book amendment of the FM Policies and Fees I

The International Board proposes to the Council to amend the Decision Book as follows:

Reggio di Calabria, 21st-28th October 2007
FM 02/07 I

In force
FM Policies and Fees

Payment Procedure

1. Invoicing procedure

1.1. Time and Mailing

The Treasurer of ELSA International shall send out all invoices for the respective fees, meaning the Membership Fee, and the Administration Fee for Observers, as well as the and the ELSA ONLINE fee, explained under point 1, 2 and 3 in accordance with the respective dates as mentioned under responsibilities.

The invoices ~~has~~ have to be sent to the Treasurer ~~as well as the in ELSA ONLINE mentioned general contact address of the Group either by e-mail or mail~~ of each National Group according to the details found in ELSA ONLINE, either by e-mail or mail. If ~~there is~~ neither the contact details of the Treasurer nor a general address is known, the Treasurer of ELSA International shall investigate all possibilities of getting in contact with the National Group.

After receiving the respective invoices sent by ELSA International, the Groups shall send a confirmation e-mail to ELSA International, except if the invoice is paid within seven days.

1.2. Illiquidity of a National Group

In the case of illiquidity, the National Group shall inform the Treasurer of ELSA International within the due date of the invoice. The National Group shall hand in a report about ~~the~~ its financial status ~~in the National Group,~~ and inform ELSA International when in which time the National Group ~~is~~ will be able to pay the invoiced amount.

1.3. Mailing of reminders

When the deadline for payment of the abovementioned fees elapses, the Treasurer of ELSA International shall send a payment reminder to the respective Groups if there has not been any communication, ~~except for~~ apart from the confirmation e-mail, between the Group and the International Board ~~until the due date elapsed~~.

1.4. Penalties

~~If a Group is does not fulfilling their financial obligations without a valid reason, the Group might be penalized according to article 9.5 of the Statutes. Failure by a National Group to fulfil its financial obligations without valid reason might result in it being penalised according to article 9.5 of the Statutes. The definition of a valid reason depends on the situation and shall be measured by the International Board. The validity of the reason shall be determined by the International Board, after making a thorough assessment on the status of the National Group.~~

2. Payment Agreements

Payment agreements ~~are tools in creating~~ create clear payment regulations and thus ensure a certain ~~safety~~ degree of security for both parties involved in the agreement.

2.1. Content of ~~an~~ the agreement

A payment agreement between ELSA International and a National Group shall be in written form signed by both parties either through a digital or original signature.

The following content shall be mandatory within an agreement:

- Name and address of both parties
- Current debt at the time of the agreement and a detailed description of the composition of the debt
- The repayment ~~regulations procedure~~
- Bank account details of the creditors ~~party~~

2.2. Breach of Conditions and Penalties

~~If a National Group is not fulfilling~~ does not fulfil ~~their~~ its financial obligations without ~~some important~~ a valid reason, the National Group might be penalized according to article 9.5 of the Statutes. ~~The definition of an important reason depends on the situation and shall be measured by the International Board. The validity of the reason shall be determined by the International Board, after making a thorough assessment on the status of the National Group.~~

Fees

1. Membership Fee

1.1 The Membership Fee ~~calculation is based on~~ is calculated through a formula which incorporates the number of ~~active~~ active Local Groups of each National Group having ~~with~~ the status "active" in ELSA ONLINE at the time of invoicing, and which are members of a National Member Group of ELSA International (LG number) and also the Gross Domestic Product (GDP) for the their respective country countries. ~~If there is a National Group, which is at the same time acting as the sole Local Group, and without prejudice to its status as a national group, the Membership Fee is calculated as for one Local Group. Without prejudice to its status as a National~~

Group, the Membership Fee for National Groups which are at the same time acting as a sole Local Group, shall be calculated as if for one Local Group.

The Global Membership Fee is the total amount of Membership Fees, not including the Administration Fees of Observers, to be collected by ELSA International from the National Groups. The Global Membership Fee for ~~the respective each~~ financial year is ~~defined set~~ by the International Council Meeting of ELSA ~~while when~~ adopting the budget for the said financial year and can only be amended only simultaneously with the budget of ELSA International for ~~respective the said~~ financial year.

GDP 'GDP' is the real GDP per capita as published in the latest issue of the United Nations Human Development Report, available ~~due to~~ at the time of invoicing.

~~A Member Country~~ 'Member Country' is a country in which a National Group of ELSA International is registered.

The Membership Fee for a National Group is calculated in the following way:

$$MF_x = [(GMF / \text{No. of LG}) * \text{No. of LG}_x] * [1 + ((GDP_x - GDP_{av.}) / GDP_{av.}) * 0,5]$$

where

'MF_x' is the Membership Fee for the respective country

'GMF' is the Global Membership Fee

'No. of LG' is the number of the Local Groups in the Network

'No. of LG_x' is the number of Local Groups in the respective country

'GDP_x' is the GDP per capita for ~~the each~~ respective country

'GDP_{av.}' is the average GDP per capita, which is calculated by multiplying ~~for every country~~ the 'GDP_x' and the ~~number of Local Groups~~ 'No. of LG_x' for every country. ~~Taking the~~ The sum of all these ~~numbers figures~~ figures and ~~dividing that is then divided~~ by the total number of the Local Groups.

The coefficient of '0.5' ~~is~~ represents the impact that differences in the GDP between the countries have on the different Membership Fee that countries have to pay.

National Groups becoming Members at the Spring Council Meeting will be taken into the Membership Fee calculations for the following year and invoiced together with the rest of the National Member Groups. A ~~new~~ National ~~Member~~ Group becoming a Member at the Autumn Council Meeting will not pay the Membership Fee for the year in which it becomes a member.

1.2 ~~By asking the~~ Each National Group may ask the treasurer of EI Treasurer of ELSA International if it is possible to get the calculation sheet for ~~the~~ their Membership Fee.

1.3 The Global Membership Fee will be set at 18,000 Euros. This amount can be changed if the development of the Association indicates that the change is needed.

2. Administration Fee for Observers

National observer groups are to pay an annual administration fee of 50 Euro.

3. ELSA ONLINE Fee

The annual ELSA ONLINE Fee is for the ~~use and administration~~ use, administration and maintenance of ELSA ONLINE. The total amount of ELSA ONLINE Fee shall be determined when deciding upon the Budget of ELSA International. It shall be calculated by using the same formula used to calculate the Membership Fee, only adjusted to the budgeted amount.

The maximum administration fee paid by the ~~groups~~ National Groups shall not exceed a total amount of 15,000 Euro.

4. Publishing the GDP numbers

The real GDP per capita numbers of the ELSA countries -based on the issue of the annual "Human Development Report" published by UNDP - is to be published in the ELSA Information e-mail list no later than 15 days after publishing the Human Development Report.

Comments: The International Board felt that some updates were needed in the FM part of the Decision Book to clarify the grammar and make it easier for the National Groups and the International Board to understand. This is an ongoing process which we intend to finalise by the ICM in Lisbon, but thought to begin the amendments in grammar from now. We intend to revamp the structure of the Decision Book in Lisbon, so dividing the workload in two has the added effect of giving the National Groups the chance to take in substantial amendments gradually instead of all at once.

The changes made to the Decision Book under this amendment are on structure not content. Therefore, the rephrasing has been done in a way to maintain the gist of the legal text, but promulgate correct legal text the level of which we hope can be maintained by our Association for the years to come.

Payment Procedure

1. Invoicing procedure

2.3. Time and Mailing

The Treasurer of ELSA International shall send out all invoices for the respective fees, meaning ~~the~~ Membership Fee, ~~and~~ the Administration Fee for Observers, ~~as well as the~~ and the ELSA ONLINE fee, explained under point 1, 2 and 3 in accordance with the respective dates as mentioned under responsibilities.

The invoices ~~has~~ have to be sent to the Treasurer ~~as well as the in ELSA ONLINE mentioned general contact address of the Group either by e-mail or mail~~ of each National Group according to the details found in ELSA ONLINE, either by e-mail or mail. If ~~there is~~ neither the contact details of the Treasurer nor a general address is known, the Treasurer of ELSA International shall investigate all possibilities of getting in contact with the National Group.

After receiving the respective invoices sent by ELSA International, the Groups shall send a confirmation e-mail to ELSA International, except if the invoice is paid within seven days.

2.4. Illiquidity of a National Group

In the case of illiquidity, the National Group shall inform the Treasurer of ELSA International within the due date of the invoice. The National Group shall hand in a report about ~~the~~ its financial status ~~in the National Group,~~ and inform ELSA International when in which time the National Group ~~is~~ will be able to pay the invoiced amount.

2.5. Mailing of reminders

When the deadline for payment of the abovementioned fees elapses, the Treasurer of ELSA International shall send a payment reminder to the respective Groups if there has not been any communication, ~~except for~~ apart from the confirmation e-mail, between the Group and the International Board ~~until the due date elapsed.~~

2.6. Penalties

If a Group is does not fulfilling their financial obligations without a valid reason, the Group might be penalized according to article 9.5 of the Statutes. Failure by a National Group to fulfil its financial obligations without valid reason might result in it being penalised according to article 9.5 of the Statutes. The definition of a valid reason depends on the situation and shall be measured by the International Board. The validity of the reason shall be determined by the International Board, after making a thorough assessment on the status of the National Group.

3. Payment Agreements

Payment agreements ~~are tools in creating~~ create clear payment regulations and thus ensure a certain ~~safety~~ degree of security for both parties involved in the agreement.

3.1. Content of ~~an~~ the agreement

A payment agreement between ELSA International and a National Group shall be in written form signed by both parties either through a digital or original signature.

The following content shall be mandatory within an agreement:

- Name and address of both parties
- Current debt at the time of the agreement and a detailed description of the composition of the debt
- The repayment ~~regulations~~ procedure
- Bank account details of the creditors ~~party~~

3.2. Breach of Conditions and Penalties

If a National Group ~~is not fulfilling~~ does not fulfil ~~their~~ its financial obligations without ~~some important~~ a valid reason, the National Group might be penalized according to article 9.5 of the Statutes. ~~The definition of an important reason depends on the situation and shall be measured by the International Board. The validity of the reason shall be determined by the International Board, after making a thorough assessment on the status of the National Group.~~

Fees

1. Membership Fee

1.4 The Membership Fee ~~calculation is based on~~ is calculated through a formula which incorporates the number of ~~active~~ active Local Groups of each National Group having ~~with~~ the status "active" in ELSA ONLINE at the time of invoicing, and which are members of a National Member Group of ELSA International (LG number) and also the Gross Domestic Product (GDP) for ~~the their~~ their respective ~~country~~ countries. ~~If there is a National Group, which is at the same time acting as the sole Local Group, and without prejudice to its status as a national group, the Membership Fee is calculated as for one Local Group. Without prejudice to its status as a National Group, the Membership Fee for National Groups which are at the same time acting as a sole Local Group, shall be calculated as if for one Local Group.~~

The Global Membership Fee is the total amount of Membership Fees, not including the Administration Fees of Observers, to be collected by ELSA International from the National Groups. The Global Membership Fee for ~~the~~

~~respective~~ each financial year is ~~defined~~ set by the International Council Meeting of ELSA ~~while~~ when adopting the budget for the said financial year and can only be amended ~~only~~ simultaneously with the budget of ELSA International for ~~respective~~ the said financial year.

GDP 'GDP' is the real GDP per capita as published in the latest issue of the United Nations Human Development Report, available ~~due to~~ at the time of invoicing.

~~A Member Country~~ 'Member Country' is a country in which a National Group of ELSA International is registered.

The Membership Fee for a National Group is calculated in the following way:

$$MF_x = [(GMF / \text{No. of LG}) * \text{No. of LG}_x] * [1 + ((GDP_x - GDP_{av.}) / GDP_{av.}) * 0,5]$$

where

'MF_x' is the Membership Fee for the respective country

'GMF' is the Global Membership Fee

'No. of LG' is the number of the Local Groups in the Network

'No. of LG_x' is the number of Local Groups in the respective country

'GDP_x' is the GDP per capita for ~~the~~ each respective country

'GDP_{av.}' is the average GDP per capita, which is calculated by multiplying ~~for every country~~ the 'GDP_x' and the ~~number of Local Groups~~ 'No. of LG_x' for every country. ~~Taking the~~ The sum of all these ~~numbers~~ figures and ~~dividing that is then divided~~ by the total number of the Local Groups.

The coefficient of '0.5' ~~is~~ represents the impact that differences in the GDP between the countries have on the different Membership Fee that countries have to pay.

National Groups becoming Members at the Spring Council Meeting will be taken into the Membership Fee calculations for the following year and invoiced together with the rest of the National Member Groups. A ~~new~~ National ~~Member~~ Group becoming a Member at the Autumn Council Meeting will not pay the Membership Fee for the year in which it becomes a member.

- 1.5 ~~By asking the~~ Each National Group may ask the ~~treasurer of EI~~ Treasurer of ELSA International if it is possible to get the calculation sheet for ~~the~~ their Membership Fee.

1.6 The Global Membership Fee will be set at 18,000 Euros. This amount can be changed if the development of the Association indicates that the change is needed.

2. Administration Fee for Observers

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The annual ELSA ONLINE Fee is for the ~~use and administration~~ use, administration and maintenance of ELSA ONLINE. The total amount of ELSA ONLINE Fee shall be determined when deciding upon the Budget of ELSA International. It shall be calculated ~~by~~ using the same formula used to calculate the Membership Fee, only adjusted to the budgeted amount.

The maximum administration fee paid by the ~~groups~~ National Groups shall not exceed a total amount of 15,000 Euro.

4. Publishing the GDP numbers

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Comments: The International Board felt that some updates were needed in the FM part of the Decision Book to clarify the grammar and make it easier for the National Groups and the International Board to understand. This is an ongoing process which we intend to finalise by the ICM in Lisbon, but thought to begin the amendments in grammar from now. We intend to revamp the structure of the Decision Book in Lisbon, so dividing the workload in two has the added effect of giving the National Groups the chance to take in substantial amendments gradually instead of all at once.

The changes made to the Decision Book under this amendment are on structure not content. Therefore, the rephrasing has been done in a way to maintain the gist of the legal text, but promulgate correct legal text the level of which we hope can be maintained by our Association for the years to come.

NATIONAL GROUPS**Decision Book Amendments on External Relations**

ELSA Germany proposes the following to the Council:

Reggio di Calabria, 21st- 28th October 2007 BEE 02/07 II	In force External Relations
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BEE – External Relations

5.3 ELSA International shall prepare a Call for Applicants including a detailed plan on the involvement in question. The call shall be sent at least three weeks before the application deadline and shall include or refer to the exact location of:

- This plan shall state the basis of activities, the objectives and means;
- the guidelines for selection as mentioned in article 5.5;
- the exact date when ELSA representatives are appointed and informed; if not mentioned, ELSA representatives are appointed and informed about that within one week after the deadline mentioned in the Call for Applicants;
- a clear description of the event;
- that the respective National Board will be informed of the applicant's name, email and telephone number when they are appointed;
- practical information;
- a general task description for the ELSA representatives; and
- the task description for the Head of Delegation.

~~If ELSA International decides to limit the number of participants, the plan shall include the guidelines for the selection of participants and the number of participants in the delegation. The plan should be made available in due time before the start of the selection of participants.~~

5.4 If ELSA International decides to limit the number of participants, or in case of a limited number of representatives for the event, the Call for Applicants shall include the guidelines for the selection of participants and the number of participants in the delegation.

5.5 It is up to the discretion of ELSA International to appoint the members of the Delegation.

When appointing the ELSA representatives ELSA International should use the principles of objectiveness, neutrality and equality. The appearance of ELSA and reflection of representation of the Network shall be taken into consideration, however it should fulfil the two main conditions.

The applicant should:

- a. Have a solid ELSA background and an active participation in ELSA's activities; and
- b. Have an academic competence in the field of law connected to the work of the institution and the topic of the event.

The application shall not be taken into consideration and the applicant shall be informed about this immediately, in case:

- a. The Application Form is incomplete;
- b. The Application Form is submitted after the deadline; or
- c. The applicant did not fulfil all obligations in a previous ELSA Delegation.

~~5.4~~ 5.6 ELSA International shall collect the completed applications and send them to the competent institution mentioned in the event application.

~~5.5 In case of a limited number of representatives for the event ELSA International shall make the selection of the representatives according to the issued guidelines for the selection of participants.~~

5.7 Each appointed ELSA representative receives automatically a letter of recommendation when appointed and informed. The respective National Board is informed when a member from its country is appointed as ELSA representative.

~~5.6~~ 5.8 The delegation shall prepare a comprehensive report on the objectives achieved and the means used, including the activities of every member of the delegation and submit it within four weeks after the end of the event to ELSA International. The report should state the particular positions taken and the contacts made with other institutions.

Comments

Most of the text is used from the 'official guidelines', but as long as the guidelines are not a binding decision made by the International Council Meeting the guidelines are therefore not official nor binding. Additionally one can find the guidelines to compare via:

www.elsa.org/aieh4925y980ppqq2/EI%20Delegations/Guidelines/Guidelines%20for%20the%20Selection%20of%20ELSA%20Delegations.doc

1) Appointed representative receives automatically a letter of recommendation:

Since the time between the appointment of ELSA representatives and the attended session is often not more than a few months or sometimes even a few weeks that each appointed ELSA representative will automatically receive a letter of recommendation when he is appointed. It will definitely give the appointed ELSA representative more valuable time to do proper fundraising, which is often a reason why appointed ELSA representatives do not attend sessions although they are appointed.

Each appointed ELSA representative receives automatically a letter of recommendation when appointed.

Advantages:

- No more creating letters of recommendation on request; less individual administration when ELSA International receives individual Emails requesting for this letter;
- More awareness of ELSA representatives that they have to start fundraising;
- More security to a successful individual fundraising strategy. With the letter of recommendation, associations and foundations are more confident about the presented request.

Disadvantages:

- The preparation of the 'You are Appointed'-mails by ELSA International takes more time, but if this has become routine it will just take a little bit more time!

2) National Boards are informed when a member from their respective country is appointed as ELSA representative:

In order to create this possibility that National Boards are (legally) allowed to receive the contact details, on the application form ELSA International should implement a sentence that: *"ELSA International will inform the respective National Group with the name, email and telephone number when an applicant is appointed as ELSA representative."*

Advantages:

- National Boards getting more awareness about the activity of its members;
- National Boards can inform the individual members about specific fundraising possibilities, which is a major advantage for the individual ELSA representative since fundraising is always a problem; and
- As in the conditions stated: ELSA representatives should be available for presentation in their respective country, meaning that National Board can invite them for example to an NCM to present their ELSA Delegation session.

Disadvantages:

- ELSA International will have to send a few emails more to the respective National Groups (this doesn't have to be the VP S&C, since it could be that there is none); and
- In case of more than one connection to a country, every country is informed.

3) Deadline of appointment of ELSA representatives:

ELSA International appoint ELSA representatives within one week after the deadline mentioned in the call for applicants.

Or

ELSA International will mention the exact date when ELSA representatives are appointed in the call for applicants.

Advantages:

- Applicant will not be uncertain about his future;
- the individual members knows when to start fundraising;
- flight tickets can be booked earlier; which is, in most cases, cheaper;

- Local/ National and/ or ELSA International will not be asked questions within one week; and
- Stimulates members to believe in the professionalism of ELSA.

Disadvantage

- ELSA International must change their appointment procedure (maybe via E-mail, instead of via plenary meetings); and
- ELSA International must act faster.

4) Final comments:

A reference to the exact find location could be made for:

- The plan shall state the basis of activities, the objectives and means;
hyperlink to preparation materials of the session
- the guidelines for selection as mentioned in article 5.5;
hyperlink to the guidelines
- a clear description of the event;
hyperlink to preparation materials of the session
- that the respective National Board will be informed with their name, email and telephone number when the applicant is appointed;
note at the top of the application form
- practical information; and
hyperlink to handbooks (Institutional Study Visits Geneva or ELSA Delegations Handbook)

Decision Book amendment on Human Rights

ELSA Germany, ELSA Poland and ELSA Lithuania propose the following to the Council:

Reggio di Calabria, 21st- 28th October 2007 BEE 02/07 III	In force Human Rights
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BEE - Human Rights

4. Taking into consideration article 2, acknowledging the fact that Human Rights shall be implemented in all key areas , the responsibilities of ELSA International and the responsibilities of the national and local groups (if applicable) are equal to the responsibilities of article 7.2, 7.3 and 7.4 of the International Focus Programme (if applicable).

Subsidiary proposal:

Although a policy of less rules should be stimulated, the above mentioned article could be unclear, subsidiary ELSA Germany and ELSA ... proposes the following article.

4.1 Taking into consideration article 2, acknowledging the fact that Human Rights shall be implemented in all key areas , the responsibilities of ELSA International and the responsibilities of the national and local groups (if applicable) are:

4.2. Responsibilities of the local group

- Information: Inform and advise members as well as other interested persons about available opportunities within the Human Rights area.
- Promotion: Advertise the Human Rights events.
- Organisation:
 - Participate in the research for finding the best "hot legal topic" and subtopics in the Human Rights area; and
 - Implement Human Rights by organising events within the Key Areas.
- Evaluation: Submit the completed respective Evaluation Form and other relevant information to their National Board at the end of each event organised, for future evaluation.

4.3. Responsibilities of the national group

- Information:
 - Forward all information on the Human Rights received on the national level to the local groups;
 - Provide necessary training, information and other assistance to local groups to organise Human Rights events; and
 - Ensure that all local groups are informed about the Human Rights discussion list.
- Stimulation: Encourage all local groups to organise Human Rights events.
- Promotion:
 - Promote Human Rights events within the national group; and
 - Ensure that all local groups promote Human Rights events.

- Organisation:
 - Participate in the research for finding the best “hot legal topic” and subtopics in the Human Rights area;
 - Appoint the Director for Human Rights at the national level if necessary;
 - Plan and coordinate the Human Rights activities within the National Group; and
 - Ensure that organising groups inform ELSA International about any changes of planned events.
- Evaluation:
 - Ensure that all local groups archive material and when receiving the material, send it to ELSA International; and
 - Ensure that all local groups submit the respective Evaluation Forms to them at the end of each event organised.

4.4. Responsibilities of ELSA International

- Information:
 - Create and publish an Human Rights Manual on the Email list and the website, and keep it updated;
 - Ensure that the Human Rights Policies and the Human Rights discussion list are working properly;
 - Communicate with the national groups and suggest solutions for problems and issues that arise;
 - Make sure that all marketing and promotional material on Human Rights is easily accessible through the ELSA ONLINE Archive; and
 - Report to the Network over the ELSA INFO list about Human Rights periodically, and if necessary in between about any other matter which is found necessary to share with the Network, so that everyone who is subscribed to the ELSA INFO list will be informed.
- Stimulation: Encourage all national groups to implement Human Rights in all Key Areas.
- Promotion:
 - Include the Human Rights events into the S&C Events Brochure and S&C Events Calendar, in addition highlight them with a different colour;
 - Include Human Rights events into the S&C Events Brochure and S&C Events Calendar;
 - Encourage the publication of at least one article on Human Rights in every issue of Synergy; and
 - Publish and promote Human Rights events on the homepage of ELSA International and update this information.
- Organisation:
 - Overall coordination of the implementation of Human Rights; and
 - Establish contacts necessary for the high standard of Human Rights events.
- Evaluation:
 - Collect all Human Rights Activity Reports, create an Input Paper based upon these Activity Reports for the first following ICM possible and prepare the information for evaluation;
 - Evaluate all the information received at international level and suggest and create ways; and
 - Improve the Human Rights implementation.

Comments:

Human Rights should have a strong position in ELSA. Therefore Responsibilities will point out the importance of Human Rights in ELSA.

Although ELSA International decided not to maintain the Human Rights list, it is the opinion of ELSA Germany that ELSA International could have promoted the use of the Human Rights discussion list more.

An example from the past few months is that ELSA Lithuania, ELSA Poland and ELSA Turkey had established their own communication list for the HR research, this could have been the perfect initiative to boost the use of the Human Rights discussion list again. Before that, the international board has not published any substantial information on the Human Rights discussion list.

Proposal on Secret Voting Procedure**ELSA Italy proposes the following to the Council**

Reggio di Calabria, 21st October – 28th October 2007
IM 02/07 III

In force
Secret Voting Procedure

The article 7.2 of the standing orders of ELSA International shall be amended as follows:

Article 7 – Council Meeting Voting Procedure**7.2 Secret Voting**

Voting in Council shall be carried out by written and secret vote (ballots) whenever there is an election or any one voting delegate requests a secret vote. In all other cases voting in Council shall be carried out by a show of hands.

Whenever secret voting takes place, counting of votes shall be conducted publicly by the Chair and the tellers into the plenary room. Only one delegate per each national group is allowed to be present in the plenary room during the counting of vote. The delegates allowed to watch the counting of the votes have to stay in silence and cannot disturb the counting procedure.

Comments

The publicity of the counting of votes is a mark of transparency and democracy. ELSA is an association with the purpose to contribute to legal education and, for this reason, is quite contradictory for it to keep a secret procedure for the counting of votes. This contradiction seems more paradoxical when we consider that it is provided for one of the most important phase of our association's life (the election).

Proposal on Voting Procedure**ELSA Italy proposes the following to the Council:**

Reggio di Calabria, 21 st October – 28 th October 2007 IM 02/07 IV	In force Voting Procedure
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*The article 7.1 of the standing orders of ELSA International shall be amended as follows:***Article 7 – Council Meeting Voting Procedure**

7.1 The voting procedure shall be as following:

(i) The Chair asks the Council for arguments ~~in favour and against~~ against and in favour of a proposal and any proposed amendments thereto.

(ii) If any amendments are proposed, the Chair asks the Council to vote on the amendments.

The Chair asks for votes ~~in favour, votes against and abstentions~~ against, abstentions and votes in favour.

The Chair announces the result of the voting process.

(iii) The Chair asks the Council to vote on either the original proposal or the amended proposal, depending on whether any amendment was accepted.

The Chair asks for votes ~~in favour, votes against and abstentions~~ against, abstentions and votes in favour.

The Chair announces the result of the voting process.

(iv) If there are two or more proposals on the same issue and neither of them obtains an absolute majority in the first vote, the Chair may ask for a new vote on the two proposals that obtained the most votes.

(v) ~~The Chair may reverse the voting procedure on non-disputed or procedural votes. The Chair asks for votes against and for abstentions.~~

The Chair announces the result of the voting process.

Comments

This proposal aims to make the voting procedure easier and smarter than the one in force now and to simplify the work of the tellers.

Every time the council has to vote on a proposal, it spends about 3-4 minutes only for the counting of votes and could often happens that the third counting is quite unnecessary.

Asking first for votes against and for abstentions, in fact, gives the possibility to recognize the unanimous decisions without asking for votes in favour.
The repeal of the point (v) is a consequence of the reversion of the voting procedure and, moreover, it abolishes the quite not defined distinction between disputed, non-disputed and procedural votes.

Proposal on the Allowance

ELSA Austria and ELSA Germany propose the following to the Council:

Reggio di Calabria, 21th - 28th October 2007 FM 02/07 II	In force Allowance
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Allowance

ELSA is a student run association. The lack of personal finances prevents students from spending time on ELSA. To overcome this practical border of being part of the International Board, ELSA International shall support all members of the International Board with a ~~minimum~~ monthly allowance of 200 EURO.

In case a position in the IB is vacant, a director fulfilling the tasks of the vacant position working full time with the IB in Brussels should get an allowance in the ~~minimum~~ amount of 200 EURO per month.

The allowance is meant as a support for the board members to give them the possibility to focus on their ELSA work and not on improving their economical situation.

Comments:

At the Council Meeting in Prague the monthly allowance of 200 Euro in the first paragraph was inserted and the sum in paragraph two was raised from 100 Euro to 200 Euro.

Obviously there was the intention of the Council to give more money to members of the international board and directors working full time in Brussels with the IB.

We have to admit that this amendment was an improvement compared to the status before insofar that there was at least any sum named for the members of the IB in the regulation.

The only important part missing in the regulation is a maximum limit for the sum paid to IB members (a term which shall include directors mentioned in paragraph two from now on in these comments) as monthly allowance. This objection was brought forward by ELSA Germany in Prague. The Treasurer of EI agreed with this point and conceded that a maximum could be inserted. Unfortunately the amendment proposed by ELSA Estonia, seconded by ELSA Germany, was voted against and the original proposal was accepted without the amendment.

Thus we propose to remove the word “minimum” in the first and second paragraph to consequently set a maximum limit to the sum of EUR 200 per month.

So the purpose of this proposal is to complete the proposal made in Prague by EI with the necessary amendment to make up a clear and sufficiently definite regulation.

We understand that the members of the IB need money on their own when living in Brussels. We also understand that for that reason the sum had to be raised from EUR 100. By raising the sum from EUR 100 to EUR 200 it has actually been doubled(!), which means an amount of EUR 16.800 each year for the IB consisting of seven people instead of EUR 8.400 as the years before. Unnecessary to mention that all considerations have to be based on the assumption that the allowance - whatever the exact amount may be - has to be covered by the budget.

Considering all this we nevertheless see a possible problem arising from this regulation in its current form: there is nothing in the wording of the regulation indicating a maximum sum. Consequently there is no limit for money spent as allowance for the members of the IB.

The only limit is - as pointed out by the Treasurer EI in Prague - given by the budget. This leads us to the second and most important point: the actual wording - which is by far too indefinite and open - makes this regulation prone to abuse.

In Prague it was argued by EI that the maximum is regulated by the budget. This argument is basically correct, only two important points have been disregarded.

Firstly one must not forget who draws up the budget. It is the IB themselves, so they have the most influence on the estimation and on the respective figures used therein. This in turn enables them to estimate income posts on purpose too low, so if in the following year the income amounts to the sum expected by EI (but deliberately not used in the budget) there is more money “left” to be distributed as allowance - without any limit.

If you now think that these are very weird and far-fetched ideas we have to agree with you. But the realistic possibility of such abuse exists and that is a sufficient reason to make the amendment as proposed.

Secondly one might argue that the budget has to be approved beforehand and is audited afterwards. Unfortunately this is not a suitable way to avoid possible abuse of this regulation in the way described above, because nobody can check all positions of the budget for the plausibility of their estimation and the ideas behind the estimation beforehand. The only thing that can be seen afterwards is that the actual numbers were higher than the estimation but the fact that the estimation was - on purpose - too low can never be proved. The money gained from this discrepancy might have been vanished into the allowance of the members of the IB without any limit - as it is now allowed by the DB.

Lastly we want to stress the fact that of course this proposal shall not constitute any mistrust against this board or any future boards. Of course we would not expect any IB

to abuse the regulation in the extreme way described above. The only motivation to make this proposal is that we see the urgent need to make this regulation more definite, because in its actual form it gives the general possibility for abuse.

For the sake of a clear and definite regulation with predictable consequences we would suggest to the Council to make the amendment as proposed and replace the minimum sum in this regulation with a fixed sum.

INPUT PAPERS**INPUT PAPER BY ELSA INTERNATIONAL****Input Paper on the International Focus Programme (IFP)**

At the last ICM in Prague, the Council selected and approved the International Focus Programme (IFP) on *the Intellectual Property law* with the duration from the 1st November 2007 till the spring ICM 2009. The final result has been chosen as a conference and a publication.

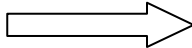
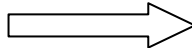
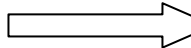
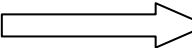
The evaluation of the IFP 2006 showed that major problems such as lack of interest in IFP, lack of general knowledge of the IFP, difficulties in fundraising and insufficient promotion occurred in 2006. In the awareness of these problems, the new IFP topic has been chosen in conformity with the majority of National Groups' proposals and inputs.

After the ICM in Prague, the International Board 2006/2007 started to work in accordance with the IFP Action plan. There is worth to mention, that during the Final Oral Round of the EMC² on the WTO in Geneva in May 2007, the former Vice President Seminars and Conferences - Loreta Pivoriunaite - has met with the representatives from the WIPO and discussed the possible assistance in relation to this International organization. Communications continued in the term in office of the International Board 2007 - 2008 with the WIPO Worldwide Academy and resulted in success for the implementation of the IFP. WIPO Worldwide Academy accepted to provide ELSA with intellectual property law topics, advisory assistance, lecturers and institutional study visits to WIPO Worldwide Academy. International board continues to work on new contacts for the implementation of the IFP.

In the period of preparation (summer - early autumn 2007) the IB 07/08 has made a call for the director for IFP with clear responsibilities and proper motivation. After a careful selection Konstantinos Stylianou has been appointed as the director for the IFP. Konstantinos Stylianou will be responsible for assisting the Vice President Seminar and Conferences - Enis Mehmet Burdurlu - in assisting National Groups in implementation of the new IFP, preparing the friendly user IFP Manual and creating proper marketing materials. After received relevant inputs from the officers the IFP Manuals will be presented at the ICM in Reggio di Calabria.

The IFP is implemented under AA, S&C and possibly STEP. During the ICM in Reggio di Calabria, there will be a joint Workshop between S&C and AA on the further steps to be taken regarding activities in the Network and promotion as well. Furthermore, considering a possible lack of knowledge in the Intellectual Property law, an external lecturer is invited to give a training regarding the Intellectual Property law and AA, S&C and STEP officers will find the opportunity to ask Intellectual Property Law related questions.

Last but not least the International Board expects that the National Groups will promote the IFP, help and assist the International Board with the implementation of the new IFP. Following you may find the action plan for the implementation of the new IFP:

New IFP (1) 	Preparations (2) 	Implementation (3) 	1 st evaluation (4) 	New IFP expires (5)
At the ICM in Prague spring 2007 the topic, duration and final result (conference and publication, other) of the new IFP is approved by the Council.	After the ICM in Prague the International Board is responsible for preparing the implementation of the new IFP, by creating an IFP Manual and IFP Policies, investigating the possibilities to create marketing materials and possible funding, increasing the awareness of the new IFP in different and relevant ways in the ELSA Network. The National Groups shall promote the IFP meanwhile and help the International Board upon request with the implementation.	On 1 st of November, after the ICM in Reggio di Calabria in October, the new IFP comes into force. During the ICM in Reggio di Calabria, there will be a joint Workshop between S&C and AA on the further steps to be taken. A report from this session should be presented to the BEE Workshop.	During the ICM in Lisbon there shall be a joint Workshop between S&C and AA. The aim is to do the first evaluation of the new IFP. A report from this session should be presented to the BEE Workshop.	At the Spring ICM 2009, the new IFP is to be evaluated. Preparations start for the final evaluation of the IFP and the preparations to choose a new IFP.
Duration for the new IFP: 1 st November 2007 - Spring ICM 2009				

Input Paper on Regional Trainings

On the past few years, much has been said and little done on Regional Trainings. The concept is not yet defined, models are uncertain and it requires freedom from National Groups to establish their own way of implementation.

However, it is undeniable the importance of such events and in times where IM area is demanded to cooperate more among ourselves, with a greater involvement on activities (for example, the synergy created by the Network Supporting System), it is more and more the Responsibility of the National Groups to help each other and cooperate in different areas of activities.

Regional Trainings are events of Training which involves two or more National Groups and intend to train members and officers of a determined geographic region in order to facilitate access to the event and improve internal promotion of these same events.

The Regional Trainings are to bring the International Scope of ELSA to participants as both participants and Trainers should be of different nationalities.

Bearing in mind the Training Manual and its specifications, the Regional Trainings are (International Training) events where Trainings take place in a defined Region, and co-operations takes place in order to facilitate the promotion and access of potential participants.

Therefore, ELSA International would like to Input National Groups the following:

- 1- To organize Regional Training Events;
- 2- That these Regional Training Events be either:
 - a) Organized in co-operation with other national Groups;
 - b) Organized in Rotation;
 - c) Other ways feasible, as long as it involves at least more than 2 National Groups.

As an objective of the last TYTP 2005 - 2007, it was ELSA's objective to set 6 Regional Trainings and for the moment, we only have one "Regional" Training (Baltic Trainings).

It would be important that the successful International Trainings as we have today may become the real Regional Training. And they are:

- 1 - Baltic Trainings;
 - 2 - ELSA House Training Week;
 - 3 - ELSA Spain Training Week (first edition on the 1st October till 5th October);
 - 4 - ELSA Italy Training Days;
 - 5- ELSA Switzerland Training Events (first edition on the 30th November till 2nd December);
- Etc.

With a distribution of the Regional Training events geographically in Europe, we can cover areas in order to involve people and organization.

As a suggestion, it would be interesting to see:

- Baltic Trainings involving ELSA Lithuania, ELSA Latvia, ELSA Estonia, ELSA Finland, ELSA Russia and ELSA Sweden;
- ELSA House Training Week involving ELSA UK, ELSA Ireland, ELSA France, ELSA The Netherlands, ELSA Germany;

- ELSA Spain Training Week involving ELSA Spain, ELSA Portugal and ELSA France;
- ELSA Italy Training Days involving ELSA Italy, ELSA Malta and ELSA Slovenia;
- ELSA Switzerland Training Events involving ELSA Germany, ELSA Austria, ELSA Czech Republic.

Having those National Trainings in mind, it would be important if the following Regional Trainings could be organized:

- Eastern countries (ELSA Romania, ELSA Ukraine,...) to cover ELSA Slovakia, ELSA Hungary, ELSA Kazakhstan, ELSA Poland, ELSA Russia;
- Nordic countries (ELSA Norway, ELSA Denmark, ...) to cover ELSA Iceland, ELSA Germany, ELSA Sweden;
- Balkans and Adriatic (ELSA Serbia, ELSA Rep. Macedonia ...) to cover ELSA Croatia, ELSA Greece, ELSA Turkey, ELSA Bulgaria.

This Input Paper is to be seen as a motivation for National Groups to work more with each other as these Training Events can also be part of a Network Supporting System project. The potentialities of these can be important to help weaker National Groups to revive and motivate new comers to the Association. The Regional Trainings are not an event to exclude other National Groups that would like to participate in a Training Event outside their Region, but always to include whoever applies to participate. In order to have these events going, the International Trainers Pool can provide Trainers to these events and the International Board can contribute actively on advising the Academic Program. Financially, some funds could be granted by ELSA Development Fund if necessary.

It is important that the National Groups understands that Consolidation starts with Trainings. Trainings can be the preparation for the year that comes; it can be the improvement of Soft Skills and an essential factor of Motivation for the Boards of ELSA.

Input paper on the new website and internal management system www.elsa.org

No sooner that this topic is mentioned it raises a huge amount of interest among officers across the board, members and alumni alike. The reason for this is easy to understand because the website and internal management system, the functionality and efficiency of these tools or otherwise, affects all that are involved in ELSA. The system currently in use can be considered but a temporary one, the problems, bugs inefficiencies and faults are causing leaks from all over the website and internal management system. The very costly contract of updating and maintenance of the website with chord 9 has been terminated for almost a year now and the maintenance of the website is now entirely in the hands of the International Board with the help of Nils Fjelkegård the outgoing Vice President Marketing. If we want to see ELSA's 50th Anniversary we need a new website and we need it soon. As stated in our OYOP a new website is a top priority for the International Board this year.

In our first months in office we have looked into some options on how to develop a new website and internal management system. After this period of research we decided to take a step forward with a German Company called Content 5. In the beginning of September the President and the Vice President Marketing met with this company in Munich. Attending the meeting on behalf of Content 5 was the project manager, a software developer and a designer. Each member of this team would have a distinct role in developing the website and internal management system. The project coordinator is obviously the liaison between us and the other two specialists working on this project, he gives direction and forwards our wants and needs to the developers.

www.elsa.org is an addition of two components in our mind and those are; the website itself and the internal management system (also known as ELSA ONLINE). The designer will be in charge of the actual look of the pages of the website, developed according to our identity as an organisation. While developing the design guidelines and outline of the website pages this professional will also be creating some new corporate identity guidelines for the association in order for our materials to be in uniformity with the website. On the other hand the software developer will be mainly responsible for programming the functions of the website as well as the back page databases.

The project is still at very early stages however the company Content 5 seems very adequate to our needs as well as to our circumstances. This makes us feel optimistic that this project can truly be pulled through as our term in office progresses. This German Company of German efficiency also set up a timeline during our meeting. We placed the two ICM's for our term in office as goal posts, with the upcoming ICM in Reggio di Calabria as the deadline for the first developments. During the meeting we also discussed a budget and what funds ELSA International has available as well as what other funding resources can be explored in the near future. The development of this website is a service for which we have to pay. Countless times free or low cost options have been explored but never gave concrete results. We have now decided to go for a concrete solution which we will have to find means to finance.

The website to be developed is not an ELSA International Project alone. ELSA International exists to give service and support to the network. Our work towards

developing a new website will as far as financially possible aim towards benefiting each national and local group to the greatest extent. A new website will also aim at making the work of all officers easier, whichever is their position in the board. This is why we want to do this project as a network and we will work as a board seeing to the requirements of all the posts in the board. This is the kind of feedback we need from you.

After the initial planning phase, it will be the time of the design phase when the design or outlook of the website will be developed. In the meantime we will work on the specification booklet which will be several hundreds of pages long. The length of this instruction document is indicative of the detailed planning necessary in order to have a system that truly suits us. This is why in the months to come area officers will be compiling usability forms with in depth descriptions of the details and functions that are necessary for their work through the online portal. None the less the usability forms should always contain concrete and feasible descriptions because they will be concrete and realistic guidelines for software developers.

Human resources we have ample in supply, the feedback to the developers will be one of our main tasks. It will be the function of ELSA International to coordinate the network's requests and direct them towards the developers. The thing that runs scarce on our behalf is the money, this from our point of view might be the slowdown factor of the project. This has also be discussed with the developing company Content 5 and the understanding is that the website might be developed in different stages according to which functions can be afforded at a particular moment in time. The development of the website will not be a one shot operation, it is a project that will flexible and updatable to the needs of future times. The world of information technology is a fast moving one and no static system can remain relevant for more than a few years. As happened with our current website and ELSA ONLINE, they were developed with the technology of the time and without a great deal of foresight.

Below are some of the materials made in preparation for the meeting with Content 5 in Munich. This may be material to set the discussion and go further into the usability forms.

Our Priorities for the website

1. Front page logos of partners ,graphic introduction of the network
2. General ELSA Page (ELSA history-general intro) ITP, EDF
3. The International Board + structure page with contacts of ELSA International and all groups
4. AA news (small static intro)
5. S&C news (small static intro)
6. STEP news (small static intro)
7. STEP application page online (MENU-curriculum form)
8. International focus programme news (small static info)
9. Human rights news (small static info)
10. European projects (STEP Day , ELSA day , awareness days, same project in more than one group)
11. National and local group pages (one page for each national and local group)with possibility of sign-up form for event organised by each group

12. Members sign-up(choose a country) and membership card page (with online payment possibilities)(assignment of @elsa.org email address for each member)
13. Easy online access to mailing list subscription
14. Online store for books or publications (with online payment possibilities) access to Synergy, moot court brochure, S&C brochure, Key area(incorporated) monthly newsletters, SPEL, and annual report online (free publications)
15. Alumni page (with online payment possibilities) Alumni directory possibility
16. Member forum discussion and posting
17. Partners page (links)(news-recruitment campaign)
18. LLM advert separate page for each (links)
19. Press package (press release area)(press mirror for local group press releases)
20. Possibility of online survey
21. Resource page with limited access only to officers password required (document and resource store)

Each of these 21 fields needs to be elaborated.

General requirements

1. Search feature
2. Queries to International board (send a mail)
3. Calendar
4. Photo gallery (official ELSA photos)
5. Local group pages might have to be in two different languages
6. Media partner link
7. Short opinion poll questions

The website administrators are law students and therefore the system needs to be easy to use,

Especially where the national and local group pages are concerned the system needs to be very easy to handle and especially to update.

On the other end of the website

We need to be in a position to retrieve and have an easy manipulation and management mode

for all information that is registered in the online application forms, these are:

1. STEP application menu
2. Event online application for local groups (ideally directed to a responsible e-mail)
3. Member sign-up
4. Alumni sign-up
5. Online survey

Also method to receive information and process payments for:

1. membership payment
2. publications purchase

The biggest problems of our current website

1. unattractive
2. cryptic
3. difficult to use
4. non transparent !!!
5. uninteresting
6. does not look busy (no activity -difficult to update)

Input Paper on ELSA Identity

The most immediate issue on our agenda is addressing the ELSA identity. We feel that in an organisation of this scale, it is fundamental that we decide on what is the basis of the association and what we represent. The previous board went to great lengths to extract as much information as it could from members and groups regarding who we are as an Association. There were intense discussions on our core values, and a market research. On the other hand one can compare this to the state of the network reports and realise that often national groups act out of sync with what is our actual identity. Acting contrary to our identity means acting outside the purpose of our association. This year's Board will use all this information to develop a uniform identity for the entire Network. At present, the way we project ourselves to externals suffers from a lack of uniformity. We believe that the problem must first be addressed internally. Once we develop a concrete internal identity for ELSA, we can then focus on how we project ourselves externally.

Since this ICM will host a lot of participants that are slightly more unfamiliar with the discussions in Alanya and Prague this input paper will give a quick overview of where this discussion originated. 25 years ago, five law students with different nationalities formed an Association because they believed that they could learn something from each other and that the cultural and academic exchange crosses borders in Europe would be something highly valuable for future lawyers. They believed that a European law students' association could actually contribute to mutual understanding and respect for cultural diversity. But somewhere in the process of expanding our Network that original thought in many cases seems to have gone lost.

The discussion in Prague then developed especially in the marketing workshop as to come up with 4 key phrases that identify our organisation:

1. International Network
2. Of law students
3. Young and professional
4. European activities

However this is not mirrored in the results from the market research that ELSA has carried out earlier this year among a sample Of 10,000 law students, this is what law students think about ELSA:

- 41% Organises a lot of Social events for students
- 40% Organises extracurricular academic activities for law students
- 32% Widespread European network of law students
- 30% Clear international focus
- 26% A professional students' association with serious image
- 21% Contributes to legal development
- 7% A strong actor in the legal community
- 6% An unprofessional students' association with an unserious image

- 6% Many local activities and focus
 - 5% A weak association whose concrete activities are unknown to me
 - 5% Clear Human rights commitment
 - 3% fills no real purpose
- (the percentages indicated include also the possibility to mark more than one answer)

Our reflection here in all areas should be why do we internally have one perception of the organisation's identity, which is not completely the same as that of the average law student? Is this because internally we have theoretical knowledge of what ELSA's Identity is but we do not efficiently and sufficiently project this in our mode of action and carrying out of events?

Resulting from the same market research these are reasons why our target market would like to join a student organisation:

- 39% International focus and possibilities of international exchange
 - 37% Social activities/social networking
 - 36% To extend my network of contacts for later professional life
 - 28% To get a more competitive CV
 - 26% To further my legal knowledge through extracurricular academic activities
 - 23% To develop my organisational and/or soft skills
 - 22% possibility to go on a traineeship
 - 18% A general wish to get more actively involved with something outside my studies
- (the percentages indicated include also the possibility to mark more than one answer)

This is what our potential members would like and what seems to be in line with our conceptual and philosophical understanding of our purpose and identity and yet taking for example some statistics of S&C events the local level for example is much stronger than the international level. With a total of up to 281 events on the local level and a total of up to 22 events on the international level is it realistic to say that we are a European association with an international perspective if we base our judgment on these figures.

S&C events

Type of the events	SotN 2006, after Alanya (December, 2006) (22 Inquiry)		SotN II, after Prague (May, 2007) (28 Inquiries)	
	National level	Local level	National level	Local level
Panel discussions	0	17	2	43
Lectures	2	51	3	107

Seminars	3	35	5	25
Conferences	9	13	11	27
Law schools	1	3	2	0
Study Visits	3	37	10	24
Institutional Study Visits	1	22	5	55
TOTAL**	19	178	38	281
International events	12		22	
Annual events	19		40	
Organized in cooperation with UN/EU institutions	5		13	
Speakers from ELSA Speakers' Database	0		2	

Planned events for 2007

Type of the events	ALL level events planning for 2007, after ICM Alanya 2006	International events planning, after ICM Prague 2007	National events planning, after ICM Prague 2007	Local events planning, after ICM Prague 2007
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Panel discussions	25	0	1	39
Lectures	36	1	10	93
Seminars	36	5	6	27
Conferences	21	9	15	17
Law schools	3	3	4	4
Study Visits	21	18	10	28
Institutional Study Visits	13	7	9	49
Annual events		10	7	14
UN/EU		3	1	9
ESDB		2	3	4
TOTAL	155	58	66	284

Also in our planning of events for this year we had 284 local events while only less than 20% of that value in International events at 58 international events. Do we take our identity into consideration when deciding what events or what goals to achieve? Do we take into consideration our identity while we go about our functions as officers?

The following figures show what our target students give importance to, when choosing a student organisation:

- 41% A social and friendly atmosphere
 - 27% A strong network of contacts
 - 27% A professional atmosphere
 - 25% A wide range of activities
 - 24% The purpose and vision of the association
 - 23% possibility to use foreign languages
 - 22% The association has an international dimension
 - 21% The status and respect of the association
 - 20% The image of the association
 - 16% The possibilities to advance in the association
 - 16% A focused or specialised field of activities
 - 15% Financial benefits offered through the association
 - 14% A strong alumni network
- (the percentages indicated include also the possibility to mark more than one answer)

This is the kind of ELSA events that students are interested most to know about and would like to participate in:

- 41% Going on a traineeship\internship abroad
 - 40% Going on an exchange with other European law students
 - 38% Going on a study visit to international institutions
 - 32% Attending a shorter seminar on a legal topic of your interest
 - 32% Attending seminars, conferences or law schools abroad
 - 32% Visiting law firms
 - 28% Receiving information about European legal studies abroad
 - 28% Attending a day long conference on a legal topic of your interest
 - 28% Attending a week long law school on a legal topic of your interest
 - 27% Attending delegations to various UN bodies
 - 26% Attending local seminars or conferences on various legal topics
 - 23% Organising events yourself
 - 23% Attending an international job fair
 - 20% Practicing pleading cases in a moot court
 - 17% Reading articles on European legal topics
 - 15% Participating in research groups on international legal topics
 - 10% Writing a paper on a European legal topic and getting it published
- (the percentages indicated include also the possibility to mark more than one answer)

Going back to the discussion of how the organisation started out, what it is now and what the requirements of the time require it to be in order for it to maintain its effectiveness. The last two extractions show us, what we need to aim towards, first to fix what we project in order that we project our identity and second that we take into consideration our target market rather than be isolated boards, insensitive to the needs and want of students that we would like to appeal to. The reflection upon our identity is a strategic one, it is the grounds for our plan for the near future with consideration for the distant and near past. It is a warming fire that must continue to burn if the network is to feel its warmth and continue to sit around it together.

Identity is a topic of relevance to the association in all areas across the board because it goes beyond our area specific concerns, it is a point of strategy that must be implemented in the steps taken by each board at each level in order for them to act as a network and not as isolated groups. Our identity is what makes us ELSA rather than another organisation of a different nature, for example a locally based, political, youth worker organisation.

Awareness of our identity needs to enter into our planning efforts and every board member generally has a say on planning of a particular event. It should be discussed how to improve the projection of our identity in our board activities with specific focus on how we should mould our area specific concerns to reach the common goal of projecting and implementing our identity more effectively and responding more efficiently to ELSA's actual function as a network.

- Key area role play on actions or planned evnts not in conformity with our identity
- Marketing images and marketing of events in a manner which is not in conformity with our identity
- FM allocation of money to events which ar in conformity with our identity rather than others which are not (eg: how many parties should we have and how many seminars where do we invest our money)
- BEE/IM allocation of human resources to events/projects which are in conformity with our identity rater than others which are not (eg: how many officers should i allocate to organisation of prties or alternatively other events that are more in line with our identity)

Input Paper on Uniformity

Because we are a network and because we have the same core values and identity we should act in a uniform way. Nonetheless ELSA is a pan-European organisation and therefore is host to a brew of different cultures. This cannot be ignored but on the other hand emphasised. One of our strengths as a network is the uniformity of our structure, however this is not in fact uniform throughout the groups, not in the way these officers perceive their role to be, not in the way they carry out their role. The different ways in which we operate sometimes act as a barrier for communication. Like the European Union saw different legal systems as an obstacle for a group of culturally different countries to work in unison, our organisation in its different ways of implementing ELSA can find obstacles. The more uniform the format of our operation the easier the exchange and thus the better the synchronisation of our work. This lack of uniformity in ELSA seriously hampers our ability to work as one Network, but most importantly it negatively affects our ability to reach our members. We believe that unifying the Network should be our ultimate aim if we want to see the 50th Anniversary of our Association, rather than see it fall apart bit by bit.

The importance of uniformity necessarily needs to be set against the background of the structural problems that our organisation has:

1. Lack of financial resources
2. Lack of human resources with specific knowledge
3. Lack of efficient knowledge transfer

How can the organisation improve its quality rather than run in one year cycles and start to clime the knowledge and quality scale afresh for each term in office. This is not sustainable and in this way the quality of the organisation will never improve in the long term. How do we preserve each year's improvements so that they can be used and improved in future generations, we set them in templates which can be used and improved.

The benefits of uniformity to counteract the structural problems of our organisation:

1. Economies of scale
2. Tools to perform each board function
3. Common knowledge in the network that can be transferred vertically and horizontally in all directions as a network and not only from predecessor to successor.

Which are the areas that should understand the importance of uniformity? All areas, why? Because all areas have the same structural problems and uniformity brings the solution to those problems in all areas. What are the implementation steps for uniformity?

1. Centralised creation templates and network resources
2. Use the easy to use templates and network resources

3. Use the same system so that it is also easy to understand officers from other countries in the network, when they are talking about the same template or the same tool. Help other officers in the network with the tool that you yourself are using.

The negative aspects of uniformity:

1. Initial investment costs
2. Lack of complete independence

Uniformity is a network effort, it must be a network aim, the international board can not work alone and none of the National groups can act alone either. Uniformity is an exercise of network communication, transparency and cooperation. The process is an initial creation of tools by the elected body of ELSA with consultation and input for the network to create uniform tools for them all which may or may not be adopted by the national and local groups. We believe that uniformity will be taken up by the network because in the short or long run the benefits will become self evident.

To give concrete examples;

From marketing (but effecting the whole board)

Say one national board creates a wonderful, efficient and functional website and the Vice president marketing in this term in office is an IT expert and knows how to manage this very well, the year after a Vice president marketing is elected who has no clue about IT and his predecessor never had time to explain to him exactly how the system works. The year after there is no vice president marketing and no one to take care of the website. The website is not updated and falls into disuse. In the year after that a vice president marketing is elected that has the website issue very close at heart, so the board decides to invest an amount of money in a new website system.

What we are saying here is wouldn't it be better that more than one group is using the same website system, so that if the situation above happens in Group A then the Vice president marketing in Group B can help the new Vice President marketing in Group A operate the website system.

From FM

Say the treasurer from group A and group B are in fact law students and have no knowledge of accounting, they find difficulty in drawing up their final accounts, so they discuss with each other why the accounts of group A are not balancing. But group A and group B use completely different accounting systems so group A talks about a value that represents X while in group B's accounts value X is not taken into consideration. There is a barrier in communication.

Uniformity contributes to quality. Uniform procedures and a constant level of know how are an efficient and sustainable method of improving the quality of the organisation, in all areas. Wherever there is Uniformity there is professionalism, where there is no uniformity there is arbitrariness that often deters quality.

From STEP

Common procedures for job and traineeship hunting ensure that the jobs and trainees offered are indeed veritable and arbitrary and based on personal considerations; that would surely decrease the quality of our STEP product. Using common procedures and tools can be applied to all key areas as a step towards quality and uniformity.

How ELSA International would like the support of the network in its aim to achieve uniformity:

The idea of making tools to give to the network came because of vacuums in area-specific knowledge that have been felt over the years. Officers have therefore over the years desperately tried to cling on to any kind of framework or any kind of material provided by ELSA International or any national group in order to have some guidance on what to do, what to come up with, what to work with. We have also seen a general trend of groups trying to synchronize their efforts in an attempt to appear as a network, this is especially evident from the fact that several national groups make marketing materials using blue and orange although orange as a colour is not officially related to ELSA and yet many have felt the need to adopt it, because the network does want to be uniform.

Tools are efficient if they are designed to allow flexibility required by the needs of each country. What tools would the area workshop like? and what considerations they feel are important to allow for flexibility?

Area examples:

BEE: fundraising proposals

STEP: STEP forms

STEP: marketing materials

FM: Accounting systems and forms

AA and S&C: marketing materials

AA and S&C: proposal to obtain Speakers or externals for event

IM: member's database management tool

Not only is it important for the officers in a specific area to understand the importance of uniformity, vertically (within the same area of our structure) but also the importance of uniformity horizontally (when more than one areas need the support of each other) example is the uniformity of the EMC² materials that the AA as directly responsible of the competition must be aware of, but in liaison with BEE and Marketing when it comes to fundraising and promotion of sponsors on the relative materials.

ELSA international tries to go about these procedures with the highest level of know how, also with the help of professionals and externals. We want to hand these tools to the network and make it feasible for the network to use them. ELSA International according to this years OYOP does not want to act as an independent group with its

own projects and procedures, but wants to be of service and support to have coordinated network efforts at achieving quality and uniformity.

NATIONAL GROUPS**Input paper by ELSA Germany, ELSA Hungary and ELSA Sweden on mentioning the year in office on the business cards**

Business cards are used in the entire network and are 'travelling' throughout the whole of Europe. ELSA Germany and ELSA Sweden want to invite National Marketeers to make thoughts about mentioning the year in office on the business cards. In our opinion this could make our work easier.

When archives are checked for contact details, then business cards do not tell anything about the year in office, meaning that it is not traceable how old data are. This could result in inefficient use of data; contacting people who are not in any position any more result in delay of the approach of the right person. And if business cards are used for personal databases, it could give you a reference to your term in office.

One problem might be, when someone is longer in office then one year in office, new cards are required! Our comments to that is: one should not create more business cards than the expected need in one year, since one is not sure if elected for the year after too.

Although the regulation under IM Policies, Information Systems article 3.1 tries to prevent, but it is possible that other data could change throughout the year (telephone number, new board office or email addresses). If this is the case one should print new business cards as well.

To summarize the advantages: proper information for own administration, contact administration and for use of the future generation board members.

So far there is no regulation on this matter. If the marketing workshop has the opinion that this should be regulated ELSA Germany and ELSA Sweden propose to the marketing workshop to consider to propose the following to the Council:

Current Article

In the Decision Book under Marketing Policies - Uniformity articles 2.2.1-2.2.6.

Proposed Article

2.2.1 The name of the ELSA group must be featured on the card and written in compliance to the logo rules ~~in point~~ article 1.9;

2.2.2 The name ~~and~~ the title of the owner and the year in office must be featured;

2.2.3 The name ~~and~~ the title of the owner and the year in office must be perfectly centred;

2.2.6 Fonts:

c. The name of the national or local groups must be written in capital letters in Times New Roman, 8 points; and

d. The year in office is written in Times New Roman, 8 points. In case the year in office covers an academic year, the two years will be separated by only a forward slash (/).

Comments:

@ 2.2.1: One should refer to the word 'article' and not to 'points', since with 'points' further in this article are mentioned the respective seizures of the font.

Visual Effects:

 The European Law Students' Association NATIONAL GROUP NAME OF THE OWNER Title of The Owner 2008		
other information address for example postal code city country www.elsawebsite.org		other data telephone, fax Mobile phone xxx@elsawebsite.org
 The European Law Students' Association NATIONAL GROUP NAME OF THE OWNER Title of The Owner 2008/2009		
other information address for example postal code city country www.elsawebsite.org		other data telephone, fax Mobile phone xxx@elsawebsite.org

But not:

2008-2009	2008 - 2009	2008 - 2009
2008 2009	2008,2009	2008 2009
Second semester 2008	Two thousand eight / two thousand nine	2008 2009

Or anything other funny

Two comments additionally:

Since it is an enumeration, the sub articles should be followed by ; (point-comma's) ending with the words 'and' after the final sub article, ending the total enumeration with a point.

The enumeration could be changed so that one can read the fonts from the top of the card down. In order to make this reading possible, then:

- c. (old) must become a. (new)
- a. (old) must become b. (new)
- b. (old) must become c. (new)

Input paper by ELSA Germany for the Uniformity of the ELSA Logo written in texts

This Input paper is about the diversity of the ELSA Logo written in texts, when it is used in combination with the respective national or local groups name. This 'ELSA name' is used in plain texts for example in letters, emails, media and any other form of communication. This input paper is not meant to propose the right form of the ELSA Logo written in texts with the respective national or local groups name, but to invite national and local groups to think about it and maybe that could lead to an uniform acceptance of the ELSA Logo written in texts.

Currently in Article 1.10 in the Decision Book, Marketing Policies - Uniformity - the ELSA Logo: 1.10 The written version of the logo is: ELSA

In article 1.9 of the DB under Marketing Policies - Uniformity it is mentioned how the logo should be completed with the respective national or local group. But in the very next article (1.10) there is no clarification about how the logo of national and/or local groups is used when written in plain texts.

There is no uniformity on the use of the words ELSA in combination with the national or local group name. During my years in office I have seen many different possibilities (the examples are alphabetically ordered to avoid any political meaning):

- | | |
|--------------------------|---|
| 1. ELSA-Deutschland e.V. | 8. ELSA in Brussels |
| 2. ELSA-International | 9. ELSA Republic of Macadonia |
| 3. ELSA INTERNATIONAL | 10. ELSA Republic Of Macadonia |
| 4. ELSA International | 11. ELSA The Netherlands |
| 5. ELSA Internationaal | 12. ELSA United Kingdom |
| 6. ELSA Internationales | 13. ELSA Universidade Católica Portuguese - Porto |
| 7. ELSA international | 14. International ELSA |

It is in the opinion of ELSA Germany that the most suitable way to present the ELSA logo in written texts followed by the respective national or local groups name as following:

“After ELSA a space and the respective national or local group name is mentioned in English, whereby the first letter of each main word is written in capital letters and without any other signs then the 26 letters of the alphabet. It is possible to use the national or local groups name in the respective language or to use the respective legal name when it is prescribed by law.”

I would like to point out that this is absolutely no binding opinion, just an input to make thoughts about it.

Examples:

ELSA Germany's opinion (English)

- a. ELSA International
- b. ELSA The Netherlands
- c. ELSA United Kingdom
- d. ELSA Republic of Macadonia

Or, if the name prescribed by law

- q. ELSA-Deutschland e.V.
- r. ELSA The Netherlands B.V.
- s. ELSA United Kingdom Ltd.

ELSA Germany's opinion (respective language)

- e. ELSA Universidade Católica Portuguesa
Porto
- f. ELSA Italia
- g. ELSA Sverige
- h. ELSA Türkiye
- i. ELSA Lietuva

Wrong in the opinion of ELSA Germany

- j. ELSA-International
- k. ELSA INTERNATIONAL
- l. ELSA international
- m. ELSA Internationales
- n. ELSA Internationaal
- o. ELSA Universidade Católica Portuguesa -
Porto
- p. International ELSA

Input paper by ELSA Ukraine

Some considerations about ELSA's vision, mission, goals and the way it is achieving it.

To ensure a direction to work, each organization (NGO) must have a clear vision and mission. These values define the framework of the organization's activities. Activities, in its turn, are aimed to reach vision and mission of the NGO. Vision and mission of an NGO are usually defined in its statute, preamble of which is a preliminary statement that serves to explain purpose of creation of an NGO.

The European Law Student's Association was created (according to the Preamble of its SSO):

- conscious that continually expanding **international relations** in the fields of trade and industry, legislation and state administration make growing demands on all professionals, especially lawyers;
- realizing that the European legal professions not only have to recognize the importance of growing international co-operation, but also have to **prepare themselves for the demands created by this development**.
- Convinced that in order to satisfy all these demands and to broaden and improve the **international side of education**, practice and exchange, the existence of an international organization of law students and young lawyers is recommended.

Any NGO is created in order to satisfy certain needs of its target audience introducing some changes (development) in certain sphere.

In other words ELSA was created in order to satisfy needs of law students and young lawyers according to demands caused by development of international relations (**globalization**) by means of **developing legal education and interpersonal relations between law students and young lawyers**.

ELSA as the biggest Association of law students and young lawyers according to its SSO is aimed to: **contribute to legal education**; to **foster mutual understanding**; to **promote social responsibility** with a vision: a just world in which there is respect for human dignity and cultural diversity.

The question is how far by its activities ELSA reaches its mission.

In order to reach something it is necessary to get to know it firstly.

Contribution to legal education according to new demands caused by globalization processes.

There are three questions we need to answer in order to achieve this goal:

- 1) What is "**legal education**" and what is its "status quo"?

- 2) What are the **new demands** and what is the difference between present status of legal education and the needed one?
3) By **what activities** is it possible to fill this gap?

What is “legal education” and what is its “status quo”?

What is legal education today? A simple question for a law student can turn into a controversial discussion if to look deeper. Whether anyone know:

- 1) How many law students are there in every ELSA-member country? In Europe? 2) What qualities and skills does legal education provide for law students in every country? Are there any of these qualities provided at the same level in the entire Europe? 3) How the system of legal education works in every country generally? How many stages does a school graduate have to pass in order to become a lawyer in every country? 4) What are the resources of law faculties in every country? Are there any problems with equipment or any subsidiary services which help to provide legal education? 5) What are the main problems of legal education in every ELSA-member country (information resources, financial, academic resources, educational techniques and methods, state regulations, administrative problems etc.)? 6) What is an opinion of law students, employers, professors, deans of law faculties on legal education in every country? 7) What are the subjects, taught in every ELSA member-country?

The fact is that to date nobody can answer these questions, ELSA, the worlds’ biggest organization of law students and young lawyers neither can. That means we do not know the status quo of our principal target sphere **where the Association is aimed to introduce changes, which ELSA is aimed to develop**. We do not know it reliably even on national level not to mention European or international one.

What are the new demands and what is the difference between present status of legal education and the needed one?

ELSA was founded in order to satisfy new demands created by expanding international relations in different spheres: trade, industry, legislation, administration, in other words **globalization** which requires lawyers with different skills and qualities. Does anyone know what exact demands for legal profession have appeared in the world recently? What new qualities and skills do lawyers need to keep up with such developments? How these needs should reflect legal education? If anybody thinks he/she can answer these questions, on what do you ground your considerations? There is a huge reform happening in European higher education often called “Bologna Process”. The Bologna Process countries have announced their intention to form the European Higher Education Area called to adopt a system of easily readable and comparable degrees in higher education by 2010. Changes introducing by such a reform heavily affect legal education in Europe. There are already a lot of considerations made by different bodies containing complaints and arguments based on various reasons against implementing provision of “Bologna process” declarations namely in legal education (diversity of legal systems, special ethical rules in legal profession, high social value of the profession etc.).

Is the biggest law students’ and young lawyers’ Association involved by any way in one of the most significant processes of higher education’s reform (by the way caused

by globalization) for the past decades? These reforms already affect European legal education and will definitely affect it in the near future. The fact that ELSA does not have any considerations on this issue seems rather strange and illogical taking into account Association's mission.

By what activities is it possible to fill the gap between current and needed systems of lawyers' preparation?

What projects/activities/changes should be introduced in order to prepare a competitive lawyer in continually changing international environment? Obviously without getting answers to two previous groups of questions we cannot define needed projects (the most effective ones) in order to finally achieve our mission. We clearly see from the previous paragraphs that we even do not understand our mission completely, consequently, do not share the common mission of the Association.

According to the information available from the last SOTN Report of ELSA International, ELSA performs the following annual projects:

- ELSA Moot Court Competition on WTO Law;
- 2 International Council Meetings;
- 2 International Presidents' Meetings;

Entire Association for the half a year term (between ICM Alanya and ICM Prague):

On international level:

- 3 essay competition;
- 2 MCC;
- 1 L@W event.

On national level:

- 8 Essay competitions;
- 3 MCC;
- 6 LRGs;
- 2 Panel discussions;
- 3 lectures;
- 8 L@W.

On local level:

- 17 Essay competitions;
- 7 MCC;
- 18 LRGs;
- 107 L@W events;
- 5 seminars
- 11 conferences
- 2 Law schools
- 10 Study visits (according to AA evaluation)
- 5 Institutional study visits (according to AA evaluation)
- 43 Panel discussions
- 107 lectures
- 25 seminars

- 27 conferences
- 24 SVs (according to S&C evaluation)
- 55 ISVs (according to S&C evaluation)
- International events (according to S&C evaluation): 22

Notwithstanding the fact that the quantity of events for the Association with 30.000 members in 200 local groups is rather poor, we would like to pay special attention of the Council to the accordance of these events with ELSA's mission.

Unfortunately we do not have any information about the content of mentioned events for assessment, therefore, we will consider the process of events' planning in ELSA in order to find out how far ELSA's projects further Association to achievement of it's aims.

Simple absence of the information on the status quo of legal education (in every country and in the entire Europe) and on the developments happening in the world and affecting legal profession gives us grounds to assume that it is not taken into consideration during projects' planning sessions (if they exist at all). Therefore, activities of the Association are planned in a rather chaotic way. How it happens practically? "ELSA ... has been performing this conference already for 4 years. Let's do it this year too"; "We will easily get money (already got money) for this project, let's do it"; "Our law school's administration supports this project. That's why we'll do it"; "... Fund has announced call for grant proposals. Let's see which theme we could potentially cover, let's prepare a grant proposal and get money for this project." ... Law is topical in our city (country) today. Let's do a project on ...Law"; "...project will ensure a good reputation and image of ELSA... We should definitely do it.", "2 great experts on ... Law are friends of mine. They could give a good lecture on ... Law. Let's organize it." etc.. Have you ever heard such kind of argumentation? The drafters of this input paper have been hearing it already for 3 years.

We suppose ELSA performs the majority of projects due to external factors and only few of them are based on analysis of effectiveness in the light of ELSA's mission and purposes as well as current financial and human resources stability of certain ELSA group. As the status quo of a certain group, its image, reputation, resources should be definitely taken into consideration when deciding on project priorities for the upcoming year. In simple words it could be more expedient for a new ELSA group to make a commercial project and divide fundraised money between it and the LRG on international crimes, for example, or for a weak ELSA-group to make a project which will raise its broken reputation on a faculty and only after it think about other projects. Reasonable balance is needed of course.

And even if ELSA-members of a certain group make brainstorming on projects' planning taking into account all mentioned factors, they often fail to make a right conclusion simply because they do not have an impartial data to answer supra questions "one" and "two".

Consequently, considering ELSA's contribution to achievement of its mission (legal education part of it) as a total of contribution of it's member-groups, it is obvious for the authors of the paper that ELSA's contribution to level of achievement of its mission (to satisfy needs of law students and young lawyers according to demands caused by development of international relations) is rather little. The perfect system of legal

education is an illusion in everyday changing world. It does not exist; it will never exist in the near future in any country.

The same as for contribution to legal education goes for fostering mutual understanding and promoting social responsibility.

We strongly believe that the core idea truly inspires people, not the structure, personal benefits, influential contacts or any other secondary formalities of the voluntary work in NGO. In our opinion, only the feeling that by your work you introduce changes in professional and sometimes personal life of ELSA-members, you develop the system which gives them qualities and skills they should have, qualities and skills that others don't have, can ensure responsible and professional work on international, national and local ELSA-levels. These features of work in NGO depend only on motivation, which in its turn can be achieved only by understanding and feeling of every ELSA-member (officer) that he/she is a part of an influential and professional Association by understanding what changes (besides fundraising, developing financial management or internal management, promoting ELSA) in social and professional life of law students and young lawyers his/her work stimulates. That kind of motivation every ELSA-member needs in order to be a professional and responsible NGO worker, in order to say "I like ELSA" after 12 (24, 36) months in office. And it applies to every officer. In our opinion, for example, a person, whose sole motivation is to develop internal management of "XXX" ELSA group, even make it the best internal management possible in NGO and to develop its personal skills of managing people or a person that whose main motivation is to promote ELSA 24 hours per day and sell it to all existing law companies in its country, fundraising thousands... is not the best ELSA SecGen and obviously not the best ELSA VP Marketing. Notwithstanding the fact SecGen and VP Mar should have mentioned motivation, **the principal idea which should inspire him/her to work for ELSA is to be a part of a process of contribution to legal education, fostering mutual understanding, promoting social responsibility among law students and young lawyers.** All other activities (organizing events, managing local groups, participating in ICMs) are only secondary ones, only tools for achieving the purposes of the Association. In other case what are the reasons of doing it in ELSA? To try to do commercial projects and activities without having any risk of losing money? NGO are created definitely not for this reason. And only such motivation of its officers and members can truly further Association to achievement of its mission.

There are always a lot of discussions on whether ELSA should be a "professional" organization or a "students'" organization. It was always rather obscure for us why "students'" organization cannot be "professional". We believe that an Association gathering 30 000 law students and young lawyers from 36 countries with a vision: a just world in which there is respect for human dignity and cultural diversity and with a purpose: to contribute to legal education, to foster mutual understanding and to promote social responsibility cannot be unprofessional as well as it cannot be "not students'" with a meaning of spirit and creativity". ELSA will become such kind of organization only if people, working in it on all levels share the same principal

motivation and feel the value of their work not only in their ELSA-group, but in their alma mater, in their country, in Europe. It is hardly noticeable now.

How can it happen? It is a difficult question, authors of this input paper leave open for you. But the system will work only if you find a way to answer three questions mentioned above or at least create a tool of continuous discussions on this matter.

In our opinion, today's ELSA already has some very important tools:

- Results of the FIRST IN EUROPE! research on legal education in Europe (it is definitely the market research. The thing is that the ELSA's market is an every product and an activity, connected to legal education). By means of this research and GLSE ELSA could try to start answering the first question "What is the **"legal education"** and what is its "status quo"? It is obviously not enough to answer it, but it could be a good start;
- ELSA's contacts with international institutions, international companies and law schools around the world. With such contacts it is easily possible to realize a survey on the new demands for lawyers appearing in international community;
- ELSA's structure, SOTN, IFP, Activity report, ITP, international forums as ICMs and IPMs, 26-years' experience of performing activities in the sphere of legal education. All this can help the Association to create the most effective projects for achieving its mission, to develop projects for every single country, for every single local group, based on a law faculty. It can help to find a necessary balance between projects, which develop organizational structure, help to fundraise money and substantial projects aimed to develop legal education, foster mutual understanding and promote social responsibility (or maybe even combine them);
- And, finally, the idea of a Strategic Planning Team. We believe this team should analyze all accessible tools, projects and ideas of the 26-years' organization. This team should propose the Council a certain framework, ideas for changes that not necessarily should be expressed in the "ELSA 10 years Strategic Plan", it could be developed into proposals for structural changes in ELSA, for changes in key areas, probably, for introduction of new tools etc.
Only reasonable balance between commercial and "idealistic" projects can ensure effective work of ELSA.

What we are absolutely sure in – the framework, the existing tools for developing the organizational structure and the existing tools for direct achievement of the purposes of the Association should be definitely revised, and maybe new ones should be created.

We appreciate the work of the previous International Board (IB 2006/2007). It seems to us it has been sharing the similar ideas, expressed in this input paper, providing us with such important tools. We are by no means in the very beginning of the road, but we are also far away from the finish. With this input paper we would like to call to you to join our efforts in order to make our ELSA really effective and to ensure every

member enjoys being an ELSA-member, giving to the others a lot, but gaining from it even more. This is the true synergy effect.

ANNEXES**ELSA INTERNATIONAL****Auditor's report for the Interim and Final Accounts 2006 - 2007**

Brussels, 9th of September 2007

I, Sergey Golubok, Auditor of ELSA International 2006-2007, have audited the financial papers presented to me by Tina Eszlari, Treasurer of ELSA International 2006-2007, in accordance with the generally accepted auditing standards.

This report covers the full financial year 2006-2007. The Auditors' report for the Interim Accounts 2006 - 2007 of 20 February 2007 is incorporated by reference.

I am honoured to submit the following observations for the Council's attention.

1. The overview of transactions during the audited period

After going through bank statements, claim forms, incoming and outgoing invoices, petty cash and bank card statements, including those related to the account of the ELSA Development Fund, I am convinced that the books have been kept in good order throughout the audited period. Only several receipts are missing, for the total amount not exceeding EUR 250, in every case detailed written explanation has been furnished (such as impossibility to obtain receipt for the call using the bank card, when such a call was the only possible means of communication).

2. Debt situation

Treasurer of ELSA International had to write off several "bad debts" for rather significant amount. Some of those debts cannot be reasonably claimed now, some of them are due to Board's or Council's decision not to insist on the payments of specific debts (see, for example, point 7 of Auditors' report for the Final Accounts 2005-2006 of 24 September 2006). Although the amount of debt towards ELSA International has decreased since the end of previous financial year, it is still significant. The new Board will need to take specific measures to ensure the rapid and full payments of all such debts.

3. Savings Accounts

The tactics of Treasurer of ELSA International 2006-2007 to place all temporarily free money to the savings accounts (connected with the general account of ELSA International and with the account of the ELSA Development Fund accordingly) shall be commended. It allowed to receive additional income, reflected under the "Miscellaneous" heading in the Profit and Loss statement.

4. ELSA Development Fund

I have also audited the incomes and expenditures of the ELSA Development Fund and find them reliable. I am satisfied, that the EDF has its own current account, as provided

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21st -28th of October 2007

for in the Council Meeting Decision Book and previously recommended (point 3 of Auditors' report for the Interim Accounts of 20 February 2007). It shall be noted that EDF awards shall be transferred to personal accounts, when the award is granted to national group, only in exceptional situations. I am also concerned by the significant debt of ELSA International to the ELSA Development Fund. This situation, analysed in the light of the Council Decision Book's provision on the administration of the ELSA Development Fund (at 40), lead to ELSA being the creditor(debtor) to itself, which, apart from the evident problems it creates for book-keeping, is not entirely compatible with the principles of financial management within ELSA (see point 3, second paragraph, of the Auditors' report for the Interim Accounts 2006 - 2007 of 20 February 2007).

5. Conclusion

I am satisfied that International Board of ELSA has made every possible effort to make only those expenses which are strictly necessary and in accordance with the budget. All the expenses incurred are in accordance with the aims of Association and, where necessary, are duly ratified by the Board's decision.

I conclude, therefore, that:

- a). the account of the ELSA Development Fund is reliable;
- b). it is recommended that the Council approves proposed Final Accounts of ELSA International for the audited financial year.

Yours Sincerely,



Sergey Golubok

Auditor ELSA International 2006 - 2007

Financial Report of ELSA International 2006/2007

The term in office of the International Board 2006/2007 last from 1st of August 2006 to 31th of July 2007. It has been a fantastic year with many activities of ELSA International as well as its members. Next to the ELSA Moot Court Competition (EMC²) and the Synergy, the International Board has conducted a European market research amongst young law students which shall help to analyse our weaknesses and strength and thus help to further develop our network. Furthermore, those and many other activities directly or indirectly influenced the financial situation of ELSA International in the term 2006/2007.

In the following Financial Report the balance as well as the profit/loss accounting with detailed explanations for the term 2006/2007 can be found.

A **balance sheet** is a statement of the book value of all of the assets and liabilities (including equity) of a business or other organization or person at a particular date, such as the end of a financial year. It is known as a balance sheet because it reflects an accounting identity: the components of the balance sheet must (by definition) be equal, or in balance; in the most basic formulation, assets must equal liabilities and net worth, or equivalently, net worth must equal assets minus liabilities (see the accounting equation). A balance sheet is often described as a "snapshot" of the company's financial condition on a given date. Of the four basic financial statements, the balance sheet is the only statement which applies to a single point in time, instead of a period of time.

The ELSA Development Fund (EDF) has been involved in the balance sheet for the first time. The EDF is indeed a fund mainly meant for the activities of members of ELSA International and shall be kept separately from the general accounts (§ 3 EDF, Financial Management, Decision Book). Since the EDF is administrated by ELSA International, ELSA International decides upon the allocation of the money as well as is an eligible applicant, the EDF needs to be part of the balance sheet of ELSA International. According to law the EDF belongs to ELSA International; internal regulations (Decision Book) determine the use.

An Income Statement, also called a **Profit and Loss Statement (P&L)**, is a financial statement for companies that indicates how Revenue (money received from the sale of products and services before expenses are taken out, also known as the "top line") is transformed into net income (the result after all revenues and expenses have been accounted for, also known as the "bottom line"). The purpose of the income statement is to show whether the association made or lost money during the period being reported.

Two components in this P&L might be in particular interesting. Firstly ELSA International needed to write off debts about EUR 9.195,38. A list can be found at the end of this report. Secondly, the EMC² has made a loss of EUR 7.206,36. The loss was caused through two main points. Teams who did not pay as agreed on beforehand and the hotel expenses which incurred higher than expected. However this loss could be compensated with the debts payments of National Groups from previous years.

On behalf of the International Board 2006/2007



Tina Eszlari
Treasurer

ELSA INTERNATIONAL
Balance Sheet
31.07.2007

Assets			Liabilities	
	31.07.2007	31.07.2006	31.07.2007	31.07.2006
	EUR	EUR	EUR	EUR
Fixed Assets			Capital	
Office Equipment	229,77	754,77	Ordinary Capital	37.710,71 40.630,58
Total Fixed Assets	<u>229,77</u>	<u>754,77</u>	Retained Profit/Loss	2.515,50 (5.256,24)
			Profit/Loss	(8.020,68) 2.515,50
Current Assets				<u>32.205,53 37.889,84</u>
Debtors Control Account				
Receivables towards the EDF	10.514,72	0,00	Reserves	
Receivables from Members	16.300,50	22.745,48	ELSA Development Fund	17.606,99 0,00
Accounts Receivable	8.712,72	30.443,21		<u>17.606,99 0,00</u>
	<u>35.527,94</u>	<u>53.188,69</u>		
Deposits and Cash			Total Capital & Reserves	49.812,52 37.889,84
Bank Current Account - EUR	6.094,82	6.113,38		
General Saving Account - EUR	6,81	0,00	Liabilities	
EMC ² Bank Account - EUR	45,00	641,59	Creditors Control Account	
Bank Current Account - GBP	0,00	343,64	Accounts Payable	4.331,75 32.020,22
Bank Current Account - CHF	0,00	96,88		
ICM Bank Current Account - EUR	0,00	138,42	Deferred Revenue	10.011,00 0,00
ICM Bank Current Account - EEK	0,00	236,88		
Rent Deposit Bank Account	13.150,32	12.943,95	Total Liabilities	<u>14.342,75 32.020,22</u>
Petty Cash	3,90	451,86		
EDF Current Account	80,33	0,00		
EDF Saving Account	7.011,94	0,00		
	<u>26.393,12</u>	<u>20.966,60</u>		
Prepayments	2.004,44	(5.000,00)		
Total Current Assets	63.925,50	69.155,29		
Total Assets	<u>64.155,27</u>	<u>69.910,06</u>	Total Liabilities	<u>64.155,27 69.910,06</u>

Profit/ Loss Accounting

	31.07.2007	Budget	Difference
General Income			
Externals	49.500,00	63.000,00	- 13.500,00
Membership Fee/ Admin. Fee	17.941,90	18.050,00	- 108,10
ELSA ONLINE Fee	9.953,27	10.000,00	-46,73
Links Project	12.155,73	8.000,00	4.155,73
Marketing	1.893,00	0,00	1.893,00
EDF	1.165,02	0,00	1.165,02
Synergy Profit/Loss	0,00 (<i>see below</i>)	3.000,00	- 3.040,21
Market Research	600,00	0,00	600,00
Miscellaneous	3.581,56	0,00	3.581,56
Repayments by Debtors	0,00	4.600,00	- 4.600,00)
General Income total	96.790,48	106.550,00	-9.759,52
Overheads			
ELSA House Rent	25.620,13	25.400,00	220,13
Heating	1.653,15	2.000,00	- 346,85
Electricity	2.570,73	2.500,00	70,73
Water	946,68	1.900,00	- 953,32
Repairs	322,44	300,00	22,44
Day to day office supplies	4.882,13	3.300,00	1.582,13
Printing/ Copying	0,00	1.000,00	- 1.000,00
Upgrade office facilities	1.083,34	900,00	183,34
Cleaning costs	394,96	190,00	204,96
Phone & Fax	3.981,03	3.700,00	281,03
Internet & E-mail	678,39	700,00	- 21,61
Post	952,75	2.100,00	1.147,25
Alternet Server	3.025,00	3.700,00	- 675,00
New ELSA ONLINE System	0,00	12.000,00	- 12.000,00
Miscellaneous Marketing	944,00	0,00	944,00
Bank Charges	680,15	700,00	- 19,85
ICM Alanya (Travel costs)	3.447,71	3.000,00	447,71
ICM Alanya (Accommodation)	1.060,00	750,00	310,00
ICM Prague (Travel costs)	2.298,73	2.000,00	298,73
IPM Budapest 2006	334,67	300,00	34,67
IPM Toulon and Warsaw 2007	172,81	500,00	- 327,19
ISM Novi Sad 2007	169,38	300,00	130,62
Meetings with Externals	3.860,69	4.000,00	- 139,31
Meetings within the Network	5.656,34	5.000,00	656,34
Allowance	10.500,00	10.500,00	0,00
Representation	1.352,65	960,00	392,65
Travel of ELSA Int. Directors	1.166,96	2.000,00	- 833,04
Directors Miscellaneous	0,00	150,00	- 150,00
TTTW Vilnius 2007	417,61	1.000,00	582,39
IIP Miscellaneous	0,00	200,00	- 200,00
Auditing (ICM travels)	965,17	1.000,00	34,83
Auditing Weekends	393,35	600,00	206,65
Auditing (Miscellaneous)	0,00	100,00	- 100,00
EDF Contribution 2006	3.300,00	3.300,00	0,00
Realised Exchange Loss	42,74	0,00	42,74
Market Research	5.540,10	5.000,00	540,10
Del Credere	0,00	2.300,00	- 2.300,00
Depreciation	525,00	0,00	525,00
Miscellaneous	2.555,68	500,00	2055,68

Anniversary Publication	0,00	1.800,00	- 1.800,00
Savings	0,00	1.000,00	- 1.000,00
Expenditures total	91.494,47	106.650,00	15.155,53
Net Profit/ Net Loss	5.296,01	0,00	5.296,01

EMC²*Income*

Fees by Participants	31.602,00
Externals	42.854,00
Marketing	6.200,00
Fees by Regional Round Organiser	1.500,00
	82.156,00

Expenditures

Travel costs externals (judges)	3.810,54
Travel costs IOC/IB	7.363,60
Accommodation FOR	56.315,35
Meals FOR	14.304,17
Marketing	5.345,21
Administration	2.223,49
	89.362,36

Net profit/Net Loss	(7.206,36)
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SYNERGY*Income*

Advertisers	28.594,92
	28.594,92

Expenditures

Printing, Distribution, Designing	27.427,54
Mailing to Externals	1.207,59
	28.635,13

Net profit/Net Loss	(40,21)
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General P/L	5.296,01
EMC ²	(7.206,36)
Synergy	(40,21)
Profit/ Loss	(1.950,56)

Extraordinary Income	3.127,39
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Bad Debt Write Off	(9.195,38)
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Bank Interests Paid	(2,13)
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	(6.070,12)
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TOTAL Profit/Loss	(8.020,68)
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Analysis and explanations of the Balance Sheet

Assets**Fixed Assets****Furniture and office equipment**

	EUR	229,77
(31.07.2006	EUR	754,77)

	EUR
Asset on 31.07.2006	754,77
Purchase	0,00
Depreciation	525,00
Asset on 31.07.2007	<u>229,77</u>

The asset of the previous accounting year comprises laptops which were depreciated according to plan in this accounting year.

In this accounting year, ELSA International purchased two printers (Canon [374,97 €] and HP) as well as a fridge [376,00 €]. Both printers as well as the fridge are completely depreciated in this year.

Current Assets**Debtors Control Account**

	EUR	35.527,94
(31.07.2006	EUR	53.188,69)

	31.07.2007	31.07.2006
	EUR	EUR
Receivables towards the EDF	10.514,72	0,00
Receivables from Members	16.300,50	22.745,48
Accounts Receivable	8.712,72	30.443,21
	<u>35.527,94</u>	<u>53.188,69</u>

Accounts receivable is the amount that customers owe an association for goods and services that have been provided to the customer.

Accounts receivable mainly concerns receivables from members. Accounts receivables and the receivables from members have much decreased due to intensive accounts receivable management compared to last year. Receivables from members are as follows:

National Group	Debts on 01.08.2006	Membership Fee	ELSA ONLINE Fee	Paid in 06/07	Debt on 31.07.2007
ELSA Austria	1.704,04	452,34	241,88	./ . 200,00	2.198,26
ELSA Bulgaria	1.829,21	63,88	34,30	./ . 0,00	1.927,39
ELSA France	1.461,00	646,41	345,85	./ . 0,00	2.453,26
ELSA Hungary	600,00	236,89	126,96	./ . 663,85	299,39

ELSA Iceland	0,00	115,61	61,74	./ . 0,00	177,43
ELSA Ireland	2.934,91	129,90	69,32	./ . 508,65*	2.625,90
ELSA Latvia	808,84	69,47	37,25	./ . 0,00	915,58
ELSA Poland	3.578,63	1.078,66	578,54	./ . 3.157,20	2.078,63
ELSA Romania	1.359,18	503,08	270,15	./ . 1.675,00	457,41
ELSA Slovenia	542,75	178,02	47,89	./ . 225,91	542,75
ELSA Ukraine	821,79	176,87	95,04	./ . 743,70*	*2 726,26
ELSA UK	1.323,33	50,00	456,18	./ . 50,00	1.779,51
				TOTAL	15.455,51

* Will be written off after year 2007/2008

*2including EDF with an amount of EUR 276,26 (Loan NCM Ukraine-Kirsti) and EUR 100,00 contribution 06/07

This amount is not equal to the one in the balance sheet due to the fact that the amount of EUR 508,65 will be written off at the end of 2007/2008. Furthermore, some National Groups paid too much fees (dimension of cents) and thus will pay less in term 2007/2008.

The balance position "Receivables towards the EDF" which has not been involved in the balance 2005/2006 shows the debtors towards the ELSA Development Fund (EDF). Main debtor towards the EDF is ELSA International with an amount of EUR 10.138,46. This amount is not a product of the International Board 2006/2007 but raised from previous years. The International Board 2006/2007 has not been able to decrease the debt with a significant amount due to the financial situation as described in the introductory word.

Liquid Assets

Deposits at bank, Cash

	EUR (31.07.2006)	EUR 26.393,12
		20.966,60
	31.07.2007	31.07.2006
	EUR	EUR
Cash in hand	3,90	451,86
Current Account Fortis Bank - 210-0814663-12	6.094,82	6.113,38
Saving Account Fortis Bank - 035-5483857-03	6,81	0,00
Current Account Fortis Bank (EMC ²) - 001-4063081-21	45,00	641,59
Current Account Fortis Bank (EDF) - 210-0478191-33	80,33	(5.998,86)*
Saving Account Fortis Bank (EDF) - 035-5483856-02	7.011,94	0,00*
Rent Deposit Account Fortis Bank - 210-7476115-86	13.150,32	12.943,95
Closed: 001-4809674-05	0,00	138,42
Closed: 001-4063081-21 (CHF)	0,00	0,00
Closed: 001-4063081-21 (USD)	0,00	0,00
Closed: 001-4809674-05 (EEK)	0,00	236,88
Closed: 210-0814663-12 (CHF)	0,00	96,88
Closed: 210-0814663-12 (GBP)	0,00	343,64
Closed: 210-0814663-12 (USD)	0,00	0,00
	26.393,12	20.966,60

* The EDF account was excluded from the balance sheet which was approved during the International Council Meeting in Alanya, Turkey 2006.

Accounts with other currencies than euro and one current account in euro from the previous term were closed (total 7) during the term 2006/2007.

In addition to the three current accounts left, ELSA International has opened two saving accounts in the accounting period. The saving accounts has been created to ensure an income by interests as well as to create reserves for the future (New ELSA ONLINE System).

Prepayments

Prepayments		EUR	2.004,44
	(31.07.2006	EUR	- 5.000,00)

Deferred expense is an asset. It is recorded when a liability is recorded, but the related expense will be incurred only in the future. By the end of the term 2006/2007 the International arranged in accordance with the new International Board some travels.

ICM Reggio di Calabria	717,75 EUR
EMC ² 2007/2008 Geneva	478,51 EUR
IPM Warsaw	264,07 EUR

Furthermore, there is an agreement with Mamut (bookkeeping software) about maintenance and use of the helpdesk for the bookkeeping software which last from 18.01.2007 - 18.01.2008. This means 126,04 EUR is chargeable to the term 2007/2008. Furthermore, the phone company partly invoiced ELSA International for August 2007 which belongs to the accounting year 2007/2008 accordingly (EUR 149,07). Finally, business cards for the IB 2007/2008 were produced at the end of 2006/2007 (EUR 188,80).

Liabilities

Capital

Ordinary Capital		EUR	37.710,71
	(31.07.2006	EUR	40.630,58)

Retained Profit of 05/06

		EUR	2.515,50
	(31.07.2006	EUR	(5.256,24))

The association does not have a capital stock. The ordinary capital is equivalent to the accumulated balance sheet profits since the foundation of the association.

Reserves

ELSA Development Fund		EUR	17.606,99
	(31.07.2006	EUR	0,00)

EUR

Asset on 31.07.2006	0,00
Cash-in from the separate-administrated EDF	5.998,86
Cash-in from ELSA International	3.553,23
Cash-in from National Groups and Bank Interests	7.745,06
Cash-in from EI (Receivables towards EDF)	10.138,46
Cash-out	- 9.828,62
Asset on 31.07.2007	<u>17.606,99</u>

The association administrates in accordance with § 3, Financial Management, Decision Book the ELSA Development Fund in order to support activities of ELSA financially. The EDF is funded by the ELSA International and its members in accordance with § 8, ELSA Development Fund, Decision Book.

The National Groups as well as ELSA International contribute to the EDF with 6 % of all money fundraised as general sponsorship from external relations that are classified as international, unless otherwise agreed with the sponsor and with 2,5 % of all money fundraised as general sponsorship from external relations that are classified as national, unless otherwise agreed with the sponsor. The above two clauses shall exclude any sponsorship less than 200 Euro.

Balance of the EDF
(01.08.2006 – 31.07.2007)

Assets		Liabilities	
Debtors		Capital	16.137,32
ELSA International	10.138,46	Profit	1.469,67
ELSA Ukraine	376,26		
Bank Accounts	7.092,27		
Total Assets	17.606,99	Total Liabilities	17.606,99

Profit/ Loss Accounting of the EDF
(01.08.2006 – 31.07.2007)

Income	EUR	Expenditures	EUR
ELSA International	3.553,23	Bank Charges	28,59
ELSA Germany	4.730,27	ELSA International	1.165,02
ELSA The Netherlands	142,75	ITP C. Schneider/ EHTW 2006	88,90
ELSA Sweden	262,50	ITP M. E. Sullivan/ ICM Alanya	281,00
ELSA Denmark	131,95	ITP F. Akinci/ ICM Alanya	447,64
ELSA Finland	25,00	ITP K. Sultanova/ ICM Alanya	196,34
ELSA Italy	487,50	ELSA Portugal/ISM Serbia	311,05
ELSA Lithuania	137,50	ELSA Portugal/IPM France	292,00
ELSA Malta	204,82	ELSA Hungary/IPM France	431,00
ELSA Norway	327,50	ITP F. Akinci/ ICM Prague	560,82

ELSA Poland	212,00	ITP K. Jensen/ NCM ELSA Ukraine	726,26
ELSA Russia	25,00	ITP T. Willumsen/ NCM ELSA Hungary	394,40
ELSA Slovakia	36,25	ELSA Rep. Of Macedonia/ ICM Prague	647,95
ELSA Switzerland	550,00	ELSA Spain/ ICM Prague	754,00
ELSA Turkey	85,00	ELSA Serbia Montenegro/ ICM Prague	736,44
ELSA Ukraine	376,26	ITP S. Kleinke/ ICM Prague	331,02
Bank Interests	10,76	ELSA Denmark/ ICM Alanya	406,00
		ELSA Spain/ ICM Alanya	1.153,00
		ITP M. Moguilnaia/ ICM Alanya	371,21
		ELSA Ukraine/ SV with ELSA Lithuania 2006	505,98
		Profit	1.469,67
TOTAL	11.298,29	TOTAL	11.298,29

Liabilities**Creditors Control Account**

EUR **4.331,75**
(31.07.2006 EUR 32.020,22)

Accounts Payable

31.07.2007 31.07.2006

EUR EUR

4.331,75 32.020,22

4.331,75 32.020,22

Most of the accounts payable have only been invoiced near closing date of the term 2006/2007 and mainly consists of invoices towards the Credit Card company, the phone company and individuals. During the term 2006/2007 a lot of accounts payable were paid.

Deferred Revenue

EUR **10.011,00**
(31.07.2006 EUR 0,00)

Deferred income is a liability. It is recorded when an asset (e.g. receivable) is recorded, but the related income (i.e. revenue) will be earned only in the future. Deferred revenue is used to ensure an allocation by period of sponsorship income which was paid in the term 2006/2007 but meant for the term 2007/2008. Microsoft fulfilled its agreement for 2007/2008 already in the end of the term 2006/2007 and transferred EUR 4.000,00. Furthermore, the IB 2006/2007 has made new arrangements with advertisers for Synergy and the Links Project about EUR 6.011,00 for 2007/2008 which were paid in 2006/2007.

Analysis and explanations in the Profit/ Loss Accounting
(only main points)Externals

Externals	EUR	49.500,00
	(31.07.2006 EUR	71.476,00)
		31.07.2007
		EUR
TransLegal		20.000,00
CMS		20.000,00
Deloitte		5.000,00
Microsoft		4.000,00
EYBA		500,00
		49.500,00

Fees from members

Fees from members	EUR	27.895,17
	(31.07.2006 EUR	28.150,00)
		31.07.2007
		EUR
Membership Fee		17.941,90
ELSA ONLINE Fee		9.953,27
		27.895,17

The Membership Fee calculation is based on the number of active Local Groups with the status "active" in ELSA ONLINE at the time of invoicing which are members of a National Member Group of ELSA International (LG number) and the Gross Domestic Product (GDP) for the respective country. If there is a National Group which at the same time is the only Local Group, the Membership Fee is calculated by one Local Group. The Membership Fee 2006/2007 was invoiced in Mid August 2006. The total amount is not equal to the budget to a recalculation of the fee of a member.

The annual ELSA ONLINE Fee is for the use and administration of ELSA ONLINE. The total amount of ELSA ONLINE Fee shall be determined when deciding upon the Budget of ELSA International. It shall be calculated by the same formula used to calculate the Membership Fee, only adjusted to the budgeted amount. The maximum administration fee paid by the groups shall not exceed a total amount of 15,000 Euro. The ELSA ONLINE Fee was invoiced in the end of December 2006. The total amount is not equal to the budget to a recalculation of the fee of a member.

Depreciation and Writing Off

Depreciation of fixed assets	EUR	525,00
	(31.07.2006 EUR	600,00)

The depreciation of fixed assets only concerns scheduled depreciation.

Writing Off of Bad Debts		EUR	9.195,38
	(31.07.2006	EUR	0,00)

Bad debt is the portion of receivables that can no longer be collected, typically from accounts receivable or loans. Bad debt in accounting is considered an expense. The portion of the account receivable that is estimated to be not collectible is set aside in a contra-asset account called Allowance for Doubtful Accounts. At the end of each accounting cycle, adjusting entries are made to charge as expense the uncollectible receivable. The actual amount of uncollectible receivable is written off as an expense from Allowance for Doubtful Accounts to the account called Bad Debt Expense.

Overview

Debtors	Amount	Reason for Writing off
ELSA Belgium	592,54	Council Decision, Minutes ICM Alanya
ELSA Italy	1159,99	Already paid at ICM London, BM Minutes 3/2007
Benjamin Cardozo University	130,09	Old Debt, Reason unknown
Hamline University	323,61	Old Debt, Reason unknown
Academic on Human Rights	221,94	Old Debt, Reason unknown
USF School of Law	118,67	Old Debt, Reason unknown
Nottingham Law School	321,83	Old Debt, Reason unknown
New England University	71,19	Old Debt, Reason unknown
UC Hastings College	20,61	Old Debt, Reason unknown
Interads	13,67	Old Debt, Reason unknown
Bond University	3,72	Old Debt, Reason unknown
University of Edinburgh	9,69	Old Debt, Reason unknown
World Trade Institute	5,00	Transaction Charge by our bank
University of Pennsylvania	300,00	Old Debt, Reason unknown
Mr. S Björklund	3,72	Transaction Charge by our bank
Suffolk University	5,00	Old Debt, Reason unknown
Cardozo School of Law	6,54	Old Debt, Reason unknown
Halvor Lekven	138,00	Board Decision, Minutes 05.09.2006
Giedre Tijusaite	103,00	Board Decision, Minutes 05.09.2006
University of San Diego	1805,00	Wrongly booked, Paid 900 in 05/06
APCO Europe	513,16	Too long ago and derogatory to future cooperation
PF Ethiopian Team EMC ² 05/06	2000,00	IB 05/06 waived RF, BM 30.11.2005
ELSA Russia	873,05	Already paid at ICM London
ELSA Turkey	101,64	Already paid at ICM London
ELSA Ukraine	350,00	Already paid at ICM London
Translegal	3,72	Old Debt, Reason unknown
Total	9195,38	