



The European Law Students' Association

Proudly Presents

THE XLIII  
INTERNATIONAL COUNCIL MEETING

43<sup>o</sup> ILCM  
Γλυφάδα.

**16 – 23 MARCH 2003**

GLYFADA, ATHENS

GREECE

16<sup>TH</sup>-23<sup>TH</sup> MARCH 2003

Corporate Partners

**C L I F F O R D  
C H A N C E**

**C/M/S'**

**KL**Legal

**THOMSON**



Website Development  
Partner



**Foreword**

Dear All,

More than four months have passed since the Alanya ICM and many things have happened in the mean time. Now we are going to meet again to evaluate our work in the last months. To see what we have done right and what needs to be improved. These working materials have been prepared in order to facilitate our meeting

The results of the state of the network session at the Alanya ICM showed that there is a problem with communication in the network. This effects all areas and all levels in ELSA but most importantly it effects the work of our local groups who in the end are the ones we are working for. Trying to solve the problem we are continuing with long reporting times in the workshops as well as focusing on sharing information rather than long useless discussions. For the Council Meeting to make any sense you all have to prepare and not only by reading these materials but by communicating with your local groups to be able to share information with your colleagues as well as learning from them.

I hope you will enjoy reading through the package. Since we work together as teams on solving matters it is important to know the whole content of the package. Our areas are interconnected and often we face the same problems therefore please take the time to study all documents. It will make the running of the Council Meeting more efficient and productive.

Finally I would like to thank the OC and Melina Katsomiti especially for their hard work and for allowing us to visit them in their beautiful country.

Looking forward to seeing you all



Fatma Z. Akinci  
Secretary General  
ELSA International

**Table of Contents**

Foreword.....	1
Table of Contents.....	2
General Reminders.....	5
More Reminders.....	6
What is a Council Meeting?.....	8
Memento.....	10
Timetable.....	17
Plenary.....	18
Draft Agenda.....	18
Comments to the Draft Agenda.....	23
ACADEMIC ACTIVITIES.....	26
Draft Agenda.....	26
SEMINARS&CONFERENCES.....	36
Draft Agenda.....	36
STUDENT TRAINEE EXCHANGE PROGRAMME.....	45
Draft Agenda.....	45
BOARD MANAGEMENT, EXTERNAL RELATIONS AND EXPANSION.....	53
Draft agenda.....	53
INTERNAL MANAGEMENT.....	62
Draft Agenda.....	62
MARKETING.....	71
Draft Agenda.....	71
FINANCIAL MANAGEMENT.....	79
Draft Agenda.....	79
ACTIVITY REPORTS.....	85
Academic Activities.....	85
Seminars & Conferences.....	87
Student Trainee Exchange Programme.....	88
Board Management, External Relations and Expansion.....	89
Internal Management.....	91
Marketing.....	93
Financial Management.....	95
Directors Activity Reports.....	97
Ieva Zebryte, Director for Moot Court Competitions.....	97
Iulia Vass, Director for Human Rights,.....	99
Jana Behlendorf, Director for Training,.....	101
Andrzej Rataj - Director for the International Focus Programme.....	104
Espen Rostrup Nakstad - Director for United Nations.....	105
Maria Cruz Ferreira Costa., Coordinator of the ELSA House Training Week.....	107
IB PROPOSALS.....	109
Principles of the Moot Court Competition.....	109
Revision of the AA Decision Book.....	114
Amendments to STEP forms.....	115
Expulsion of ELSA Albania.....	117
Duration of Tactical Plan.....	118
Statutes and Standing Orders.....	119

Audited Final Accounts 01/02 .....	142
Audited Interim Accounts 02/03 .....	143
Budget 03/04 .....	144
NATIONAL BOARDS' PROPOSALS.....	150
Proposal by ELSA Sweden, ELSA Finland and ELSA Denmark.....	150
Proposal of ELSA Finland .....	151
IB INPUT PAPERS .....	152
Structure of the EMCC.....	152
Fees International Moot Court Competitions.....	156
Establishing a STEP Team – a step by step guide .....	162
Articles of Association of ELSA Estonia.....	166
Activity Report Elsa Estonia 15.02.2003 .....	170
Application for Full Membership.....	173
NB INPUT PAPERS .....	174
Input Paper on the Member Education Cycle. ....	174
ACTIVITY REPORT FORMS .....	177
AA Activity Report Form 2003 .....	177
S&C Activity Report Form 2003 .....	178
STEP Activity Report Form 2003.....	179
BEE Activity Report Form 2003.....	180
IM Activity Report Form 2003 .....	181
Marketing Activity Report Form 2003.....	182
FM Activity Report Form 2003 .....	183
TYTP 2003-2005.....	184
I. Introduction .....	184
II. General Part .....	185
Transition.....	185
Quality.....	185
Communication .....	186
III. Academic Activities .....	187
Moot Courts.....	187
Studies Abroad .....	189
Legal Research Group.....	190
Selected Papers in European Law .....	190
IV. Seminars and Conferences .....	192
Seminars and conferences .....	192
Law schools .....	192
Study visits .....	192
Quality in S&C events.....	193
V. Student Trainee Exchange Programme .....	194
Jobs.....	194
Applicants.....	194
Quality.....	194
VI. Human Rights.....	196
VII. International Focus Programme .....	197
VIII. Board management, external relations and expansion .....	198
Management.....	198
Planning.....	198
External relations.....	198

---

General sponsorships.....	198
The United Nations .....	199
European Institutions.....	200
Alumni .....	200
IX. Internal Management.....	201
Internal Structure.....	201
Communication .....	202
International Meetings.....	202
Training.....	203
X. Financial Management.....	204
Budgets.....	204
Grants .....	204
Debtors .....	204
Creditors .....	204
XI. Marketing .....	206
Market Research .....	206
STEP.....	206
Events .....	206

**General Reminders**

If you really want to enjoy this ICM,  
DON'T FORGET THE FOLLOWING:

- ❑ Read these working materials.
- ❑ Smart clothes for the plenary and sponsor's fair
- ❑ Dress to kill for the parties!!
- ❑ Rehearse your performance for the ELSAVISION CONTEST.
- ❑ Your national drinks!
- ❑ FALL IN LOVE at the theme party?!?
- ❑ No need to mention your NATIONAL DRINKS!
- ❑ A sense of Humour!!!!

**Do you still have questions about the organisation of the ICM?**

Then please visit the ICM Website at:  
<http://www.elsaworld.org/icmathens/>  
Or write an e-mail to the Organising Committee:  
[glyfada\\_icm@yahoo.gr](mailto:glyfada_icm@yahoo.gr)

---

We will need **TWO** HEROES for the Plenary!  
Have you thought of taking up the challenge?

**YES?!**

This time the International Board REALLY has a reward for you!

**More Reminders**

(Please feel free to use the check-boxes for ticking the things you have done.)

**Your National Group CANNOT vote in Plenary unless:**

- It is a member of ELSA.
- It has settled all outstanding debts with ELSA International
- It has submitted a **fully completed** letter of authorisation to the Secretary General of ELSA International (This letter was sent to ALL National Groups together with the official invitation for the ICM – please check with your Secretary General).

**You must also remember to:**

- Make travelling arrangements to be in Athens in time for the opening of the ICM at 14.30 of Sunday 16<sup>th</sup> March.
- Check out the ICM Website at <http://www.elsaworld.org/icmathens/> and make sure you have taken note of *all* the OC's instructions.
- Read the Statutes and Standing Orders of ELSA carefully
- Read these Working Materials from cover to cover.
- Read the last two points once again, and promise yourself not to ignore them ...
- Consider running for the IB 2003/2004.
- Bring a box of diskettes with you.
- Read and bring with you a copy of the Decision Book.
- Fill in the activity report forms.
- Bring your Marketing Materials so you can show off in the Marketing Workshop.
- Prepare yourself for the ELSA Vision Contest!
- Decide to be a workshop secretary.
- Consider being a Plenary hero.

**ABANDONED CHILDREN???**

**SPRING ICM 2004  
AUTUMN ICM 2004**

**Does this tell you something?  
APPLY TO HOST AN ICM!**

**It is up to you to take ELSA into the future....**

**NEXT ICM???**

Who wants to be an elegant, nice, funny, professional and diplomatically CORRECT HOST of around 300 people at HOME????????

Come ON!!!!!!!

WHO WILL HOST THE NEXT International Council Meeting???

WHO wants to show EVERYBODY how beautiful your COUNTRY is, share your traditions, give us the opportunity of getting to know your roots, and of course SHOW the WORLD your "savoir fare" and "know how"????????

Where will the ICM be NEXT SPRING???

Where do you feel like to travel March 2004?

Can somebody arrange SOMETHING for me and my 300 friends???

WHAT IS the ICM????????????????????

ICM??????????

International Intensive Care Manual

Council Ice Cream Mamma!!!

Meeting Illegal Case Marihuana

Innocent Capricious Matter Intolerance Consume Meanings

Intelligence Caviar Money

Imbecile Carries Megalomania Impenetrable Change Measure

Intravenous Case Medication

Ice Cinnamon Milk Impenetrable Cartoon Membrane

Impress Career Memorial Impulse Champagne Money

Immaculate Care Mother Idiots Cause Matters

Illusion Covered Mask

Intensive Contact Masturbation



## What is a Council Meeting?

### The Council Meeting Guide for newcomers and experienced users!

#### 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 plenary. In each CM there are 7 workshops: one for each area. Each workshop is supervised by the relevant International Board member and chaired by an experienced delegate.

You may think it is strange that each workshop has strange names but that is because they should not reflect individual board positions but rather the area that is being dealt in it. Therefore, you have the following workshops:

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

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

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

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

*Academic Activities (AA)* -- normally supervised by the Vice President for Academic Activities of ELSA International and attended by national AA officers.

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

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

**What is a Workshop officer?**

There are four WS officers. 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 expected to take 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 a meeting with the Secretary General of ELSA International on Monday evening before or after dinner to know the detailed guidelines for your task.

**What is a CM officer?**

There are from 7 to 9 CM officers. One Chair, one vice-Chair, two to four secretaries, two tellers, and three members of the nominations committee. The workshop 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 of 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 in case 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.

## Memento

Your National Group is NOT eligible to vote in Plenary unless:

- (i) All debts due to ELSA International have been paid. Please make sure to check the situation with the Treasurer of ELSA International in advance.
- (ii) You have delivered the letter of authorisation to the Secretary General of the International Board. Please complete the letter of authorisation 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. Please make sure your letter is handed in to the Secretary General of ELSA International in good time.

**Reporting time:**

Every NG 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 WS's and in Plenary.**

Around lunchtime and dinner the NG's have the possibility to have reporting time. This is the moment when the National Delegation meets and discusses important matters brought up in the WS's 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 a CM is the right place to create friendship inside your National Team.

**National Groups Oral Activity Report.**

We expect you to prepare a presentation of your country or a song/sketch. The imagination is yours and the spotlight as well. This time we will have a repeat performance of The ELSAVISION Contest for the Activity Reports. So strike a pose and grab the limelight ... **Everyone is waiting for you !!!**

**Joint Workshops.**

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

**Election of hosts for the Spring 2004 and Autumn 2004 Council Meetings.**

The hosts for the forthcoming ICM have been elected and will be Budva (Montenegro) in October 2003. Therefore, if you are thinking about organising a CM in your country in Spring or Autumn 2004, this is the right moment to apply. Prepare a proposal containing a draft programme and a draft budget, present it to the International Board before the ICM, and you'll have the opportunity to have a nice presentation in Plenary. The Council will then decide the venue. So, do not hesitate - apply!

*NOTE:*

*For the sake of fairness, it is recommended that the materials of **all** candidates be distributed to the NG's at the same moment, so please come prepared with your documents.*

**Nomination 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 from 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.

**Nomination and election of Auditors**

The Council will also elect an Auditor and a Vice-Auditor for the financial period 01/08/2003 to 31/07/2004. Candidates are to submit a brief CV and ELSA CV to the members present, and will also be asked to make a brief presentation of themselves in Plenary together with all other candidates.

**Nomination and election of members for the International Board 2001/02**

This is your chance to go through a thrilling experience, taking ELSA into the most exciting future it has ever known. The current board's mandate will last until July 31<sup>st</sup> 2001. So prepare your CV, your ELSA CV, an action plan, and a motivation letter and apply for the International Board, and spend the craziest year of your life working for ELSA.

One year in Brussels?  
LONG LIFE ELSA!!!!  
GOOD LUCK to the bunch of DESPERADOS!!!!!!

7 people sharing a house for 365 days...  
Big Brother is NOTHING... If the WALLS of the ELSA HOUSE could talk... WE  
WOULD BE MILLIONAIRES... if we sold the Script!!!!!!!

Sharing a tiny fridge?  
Running after your colleagues to hunt down the person who left a dirty pan in the  
sink?  
Become that close that you can forgive everything...even sounds, smells and  
"noises"...

Scaring the cats from the neighbourhood, who decided that the ELSA house is the  
place to eat, breed and have sex (well...). GO AWAY!!!!!!

In one year YOU will have time enough to try the 700 different KINDS of beers in  
BELGIUM!!!

What about the BEST CHOCOLATE in the world??? You will need it for those long  
working nights... SO run and buy it before the shops decide to close at 6:00 p.m. all  
around the city!!!!

Share the washing machine, share the remote control, share the toilet, share the  
garden, share the kitchen, SHARE?  
OK.... SHARE WHATEVER you want!!!!!!  
But more over share YOUR MOTIVATION, KNOWLEDGE and EXPERIENCE with  
the NETWORK and SHARE your life in the International Board.

**Look, if you had one shot, one opportunity  
To seize everything you ever wanted... One moment  
Would you capture it or just let it slip?**

IB 2003/2004  
Who will be the LUCKY ONES????  
We will see!!!!!!

**You better lose yourself in the music, the moment  
You own it; you better never let it go  
You only get one shot do not miss your chance to blow  
This opportunity comes once in a lifetime  
(Eminem says YO, GO!)**

**And now for our future presentation...**

Every time tomorrow becomes yesterday...

it is harder to draw the line...

it is never 100%...

... is it white or black, right or wrong, fiction or fact, good or evil, life or death, male or female?

**Human Rights in ELSA?**

**Where does it end?**

IT DOESN'T

Concept, Content, Vision, Work, Fun, Dignity, Diversity, DHR, Networking, Education, Awareness, Newsletter, Database, COMMITMENT...

**THE DECISION IS YOURS!!! OR NOT???**

**Participate**

**Get involved**

**Take action**

**Enhance Your Human Rights**

**OR GET OUT OF THE WAY!!!**

Human Rights Training

Wednesday, 6<sup>th</sup> of November

10:00-12:00

# Where will you be on Tuesday afternoon?

*Thinking of what working group to join?*

We'll make the choice easy for you!

*Human Rights  
European Institutions  
United Nations  
The International Focus Programme  
The International Trainers' Pool  
The ELSA House Training Week  
The ELSA Moot Court Competition*

**ALL Together in a Fair you will never forget  
*Presentations, Marketing Materials,  
Fundraising Tips, babes and many other surprises***

**WHY?**

**To make your ELSA work a PLEASURE!!!**

## **Sponsors Fair**

**You will also have the opportunity to meet the corporate partners of ELSA  
International who will give a presentation of their firm and products.**

**Remember!  
Dress up for the fair!!!**

Tuesday the 18<sup>th</sup> of March from 15.30 to 18.30

Do you want to make an impact on society? Do you believe in a just world? Are you one of the persons who want to focus on human beings? A just world in which there is respect for human dignity and cultural diversity – ELSA's special commitment to Human Rights will be the "LADY IN RED" of the fair sharing kisses to those who read the activity report and input paper!!!!!!

Information that will help you know more about European Institutions funding programmes.... programmes, information, tips, USE IT, ABUSE IT!!!!!!!!!!!!

Seize the Day! Embrace the opportunity! Introduction to the work of the United Nations, a lightning tour of ELSA's relations with the UN to date and also a source of ideas for future involvement... does it sound interesting?  
No? Girls! Espen will make it interesting!!!

Project Management, Team Building, Transition, Marketing, Conflict Management and many other trainings... les Desperados of ELSA are looking forward to share the ELSA Spirit with you all...how? why? when? where? are only a few very important questions Jana will answer!!!!

If all these leave you still wanting for more, then you must focus. Focus Internationally and spread the ELSA Spirit around. Andrzej, will show you how to use the IFP to make an impact where it counts!

Thinking of improving your ELSA skills? Do you have fresh members that need a dose of ELSA spirit and knowledge. Come to Maria's stand and get information about the ELSA House Training Week. The best ELSA careers start at the ELSA House Training Week. Famous former participants – Bettina Kuperman, President ELSA International, Mark Refalo VP AA ELSA International, Irena Bojadziewska, VP S&C ELSA International... And the list continues.

The Moot Court is coming, and in the meanwhile we want to know more about WTO. Who will we see in Geneva!!!?. Only once in your lifetime you can be cool and "square" at the same time! Come to "MC<sup>2</sup> fair" and learn cool things about organising mo<sup>2</sup>t court competitions. Ieva Zebryte is ready to answer any questions you might have.



**The materials for the ICM start on the next page:**

Each section contains all the materials you will need for your workshop. However, no repetition of materials has been made and you are advised not to split the package into several parts as this will prejudice the efficiency of the Council Meeting.

**Each section normally contains the following chapters, in the following order:**

Commented Plenary Agenda  
Commented Workshop Agendas  
Activity Reports  
IB Proposals  
NB Proposals  
Input Papers  
Annexes

**The title of each section is indicated in the header of each page.**

Timetable

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
8.00	Registration of the participants payment of debts towards EI	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	
8.00								
9.00								
9.30								
10.00		Work shops	Work shops	Work shops	Work shops	Free day	Plenary	
10.30								
11.00								
11.30								
12.00								
12.30								
13.00								
13.30								
14.00	Lunch	Lunch	Lunch	Lunch	Gala Ball		Lunch	
14.30								
15.00	Opening Plenary	Workshops	Directors' & Sponsors' Fair	Plenary		Directors' Working Group	Plenary	
15.30								
16.00								
16.30								
17.00	Introductory Workshops		Departure of the participants					
17.30								
18.00	Approval of minutes			Free day				
18.30								
19.00	Dinner				Dinner	Dinner	Dinner	Dinner
19.30								
20.00								
20.30								
21.00								
21.30								
22.00	Welcome Party	Party	Party		Theme Party	Final Plenary ...lasts as long as someone remains awake!		
22.30								
23.00								
23.30								
0.00								
0.30								
1.00								
1.30								
2.00								
2.30								
3.00								

---

**Plenary**

Draft Agenda

Sunday 16<sup>th</sup> March

Morning:

- Arrival of participants
- Payments due to ELSA International and delivery of letters of authorisation.

Note to all National Groups:

Please bear in mind that there will be no time to do these things on Monday morning, so please make sure these duties are carried out on Sunday. **Better still, please, pleeeeeeeaaase, pay your debts BEFORE the ICM and bring a copy of the transfer papers as proof. Our treasurer will be sure to offer you drink.**

- |       |   |
|-------|---|
| 14,30 | Introduction of the Members of the International Board by the Head of the Organising Committee Melina Katsomiti   |
| 14,35 | Opening of the Council Meeting by the President of ELSA International<br>Bettina Kuperman   |
| 14,40 | Presentation of Directors and Co-ordinators of ELSA International<br>Bettina Kuperman   |
| 14,45 | Welcoming of Council Guests and External Representatives<br>Bettina Kuperman  |
| 14,50 | Presentation of the Organising Committee of the Council Meeting by Head of the OC.<br>Melina Katsomiti  |
| 15,00 | Announcement of the list of votes by the Secretary General of ELSA International<br>Fatma Zuhre AKINCI  |
| 15,10 | Presentation of the Council Meeting procedure<br>Reading of Agreement between ELSA Greece and ELSA Republic of Macedonia (Council Decision PLE 01/99 II).<br>Presentation of the criteria for electing the Chair of the Plenary Session<br>Fatma Zuhre AKINCI |

- 
- 15,20 Election of the officers of the Council Meeting: Chair, Vice-Chair, two Secretaries, two Tellers, three Members of the Nominations Committee  
Fatma Zuhre AKINCI and Chairman
- 15,30 Approval of the Council Meeting Agenda and presentation of the Council Meeting structure  
Chair
- 15,35 Welcome address by Externals
- 16,00 Approval of the Minutes of the Alanya Council Meeting  
Chair
- 16,05 Presentation of each area of activity by the Members of ELSA International  
Chair and Members of ELSA International

**DEADLINE FOR NOMINATIONS  
FOR CANDIDATES FOR THE  
INTERNATIONAL BOARD 2001/02**

**MONDAY 17<sup>th</sup> MARCH AT  
MIDNIGHT**

- 16,15 Presentation of EDF  
Ivan Mujovic
- 16,20 Report from the Vienna Presidents' Meeting  
Andreas Nagy, IPM Chair
- 16,30 Introduction to the Workshops (Please see WS Agendas)
- Board Management, External Relations and Expansion  
Bettina Kuperman
  - Internal Management  
Fatma Zuhre Akinci
  - Financial Management  
Ivan Mujovic
  - Marketing  
Andrius Vitkevicius

- Academic Activities  
Mark Refalo
- Seminars and Conferences  
Irena Bojadzievska
- Student Trainee Exchange Programme  
Jenny Piipponen

16,35 End of the Plenary Session

Tuesday, 18<sup>th</sup> March

22,00 Activity Reports from the National Groups (ELSAVISION CONTEST)  
ELSA Albania, ELSA Austria, ELSA Belgium, ELSA Bosnia and Herzegovina, ELSA Bulgaria, ELSA Croatia, ELSA Czech Republic, ELSA Denmark, ELSA Finland, ELSA France, ELSA Georgia, ELSA Germany, ELSA Greece, ELSA Hungary, ELSA Iceland, ELSA Ireland, ELSA Italy, ELSA Kazakhstan, ELSA Latvia, ELSA Lithuania, ELSA Republic of Macedonia, ELSA Malta, ELSA The Netherlands, ELSA Norway, ELSA Poland, ELSA Portugal, ELSA Romania, ELSA Russia, ELSA Slovakia, ELSA Slovenia, ELSA Spain, ELSA Sweden, ELSA Switzerland, ELSA Turkey, ELSA Ukraine, ELSA United Kingdom, ELSA Yugoslavia ... and ELSA Estonia!

Thursday 20<sup>th</sup> March

15,30 Revision of the list of votes  
Fatma Zuhre Akinci

15,35 Announcement of nominations  
Nominations Committee

15,45 Question and Answer time

16,30 Approval of the Final Accounts 01 Aug 2001 - 31 July 2002  
Presentation of the Interim Accounts 01 Aug 2002- 31 Jan 2003  
Auditors' Report  
Opinion of the Financial Management Workshop  
Approval of the Interim Accounts 01 Aug 2002 - 31 Jan 2003  
Chair, Auditors and the Financial Management Workshop Chair

17,30 Presentation by ICM Host Candidates, Spring 2004

17,40 Presentation by ICM Hosts Autumn 2004

17,50 Presentation by ICM Hosts Autumn 2003  
ELSA Montenegro

18,00 End of Plenary session

Saturday, 23<sup>rd</sup> March

10,00 Revision of the list of votes  
Fatma Zuhre Akinci

11,05 Announcement of nominations  
Nominations Committee

11,10 Presentation of Amsterdam Law School by Taco Hovius

11,40 Presentation by ELS  
Erik Vrij

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 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

Presentation of Summer IPM in Malta  
Chair and ELSA Malta

Election of the host of the Spring 2004 Council Meeting  
Election of the host of the Autumn 2004 Council Meeting  
Chair and applying ELSA Groups

Election of the International Board 2003/04, Auditors, and Council  
Guests for Autumn CM 2003.

Miscellaneous

Closing of the Athens XLIII Council Meeting

## Comments to the Draft Agenda

## Approval of the Minutes of the Alanya International Council Meeting

The Minutes were made available for downloading last December. So far, there has not been any correction has brought to our attention. Unless some are raised, we will hopefully have them approved.

## Activity Reports from the National Groups

The ELSAVISION Contest is having a re-run, and this time we look forward to seeing ALL National Groups participating. If your delegation is too small, then why not team up with a neighbouring country?!

Final Accounts August 2001 – 31<sup>st</sup> July 2002

Owing to the fact that the Final Accounts couldn't completed in time for the Alanya ICM, Council accepted the auditors' suggestion to postpone the approval of the accounts to the Athens ICM. Therefore the final accounts together with the auditors' report will be presented for your approval.

## Presentation by the ELSA Lawyers' Society (ELS)

Erik Vrij will give a brief presentation of the ELS, and how it can be put to practical use in assisting ELSA Groups at all levels. They will try to demonstrate realistic means and methods of how the seniors can provide contacts, support and funds for ELSA.

## Voting on application for Membership

ELSA Estonia has submitted an application for membership in ELSA. Voting on the application will occur as part of the presentation of the BEE proposals. It must be pointed out that in order for the application to be approved it must be met by a two-thirds majority of the votes.

## Budget 2003/04

The Budget for the term of office 1<sup>st</sup> August 2003 to 31<sup>st</sup> July 2004 will be presented in the FM Workshop, and will have to be approved by the Council after the WS has discussed it accordingly.

The vote on the budget will take place together with the vote on the FM Workshop Report and any other proposals forwarded by the FM Workshop.

## Election of Council Guests

The Council is entitled to elect up to three persons who would not otherwise have the right to attend the Coimbra ICM. This honour is usually given to persons who have dedicated lots of their time and energy to ELSA in the last year or so, and is a small way of saying "thank you".



#### Election of Auditor and Vice-Auditor

The job of the auditors is to check that ELSA International's finances are handled responsibly and in line with the budget set by the Council the preceding year. At this ICM we shall elect two auditors, whose job it will be to monitor the following financial year of ELSA, starting as of next August.

#### Election of the IB 2003/2004

Elections for the seven posts on the International Board will be held at this ICM. ELSA is looking for hard-working people who are prepared to dedicate one year working and living at the ELSA House ... simply for ELSA! If you've been playing with the idea in your head for some time, why not take the plunge and GO FOR IT!!

Nomination forms must be completed and handed to the Nominations Committee not later than Monday at midnight. You are more than welcome to approach any member of the IB to find out more what it's like to be on the IB.

**AA Workshop ICM Athens**

Date	16-Mar	17Mar	18Mar	19-Mar	20-Mar	21-Mar	22-Mar	
	Sun	Mon	Tues	Wed	Thur	Fri	Sat	
8.00								
8.30								
9.00								
9.30								
10.00								
10.30		Activity reports and state of the network	EMCC	Quality	JW Marketing		P L E N A R Y	
11.00								
11.30								
12.00					Studies Abroad	LRG		
12.30								
13.00			IFP		Closing time			
13.30								
14.00								
14.30								
15.00								
15.30								
16.00		TYTP						
16.30								
17.00	Introductory workshops							
17.30		EMCC Presentation						
18.00					Approval of Minutes			
18.30								
19.00								
19.30								
20.00								

**ACADEMIC ACTIVITIES**

Draft Agenda

*Sunday, 16<sup>th</sup> March*

17:00 – 18:00

**I. Workshop preparations**

Introductory workshop

Welcoming and introduction of the participants

Election of the WS officers

Expectations of the participants

**Aim:**

To get to know each other and elect WS officials.

**Means:**

Fun games, some voting, and maybe a couple of national drinks!!

18.05

Instructions to the workshop officers

Training on taking minutes and chairing for the workshop heroes by the ITP.

*Monday 17<sup>th</sup> March*

10:00 – 10:15

**I. Approval of the agenda**

Introduction to the structure of the workshop

Explanation of the agenda

Approval of the agenda

**Aim:**

Getting a clear picture of the idea behind the agenda.

**Comments:**

This session is to make sure everyone is clear on what will happen during the ICM and that everyone understands the idea behind the agenda.

10.15-10.30

**II Question and Answer time****Aim:**

To provide the network with answers to questions that do not relate to the points on the agenda.

**Comments:**

This is the time in which a general discussion can be held and any misunderstandings that might have occurred during the past 5 months of "communication" can be ironed out.

10:30 - 14:00

**III. State of the network****Overall aim:**

To accurately chart in a visible manner the situation in the countries regarding academic activities and thereby get an overview of the state of the network.

**Comments:**

At the Council meeting in Alanya this "state of the network" concept was introduced. The Council recommended ELSA International to continue developing the concept and keep it as a regular part of the agenda. The session have been improved by giving more time for reporting and sharing experience as well as using new tools for evaluating and analysing the results. This should help us to get a picture of the general strengths and weaknesses and thereby be able to set the right focuses for our work.

We will once again collect each group's activities on a map but this time everyone should also fill in their own result chart in order to be able to use it during the whole Council Meeting and as a reference later.

**Means:**

Filling in the AA activity report form see in annex;

Presentation of the activity report on a prepared chart;

Examine the state of the Network within each of YOUR local groups.

10.30-12.30

### **Activity Reports**

**Aim:**

To exchange experiences and ideas as well as giving the workshop a clear idea of the needs of the network.

**Comments:**

Here we perform the physical process of mapping each group's activities on a large chart, visible to all. During this process each country will be given the opportunity to explain their situation and ask questions to each other.

**Means:**

Fill in the AA activity report form in the annex. The activity reports will be presented on the basis of the filled in activity report forms. Group by group (including the IB) we will present out reports on a prepared chart hung up on the wall. All participants must also fill in the hardcopy result chart during the reporting time.

12.30-14.00

### **Evaluation of State of the network**

**Aim:**

To evaluate the current state of the network and conclude on some general strengths and weaknesses.

**Comments:**

The results from the State of the network will be compared to the previous results. This will allow us to determine whether any progress has been made over the past months. At the same time the analysis made will enable us to focus our efforts: maintaining our strengths and resolving our weaknesses.

**Means:**

The results of the reports will be made visual and on that basis we will analyse the state of the network in the AA area.

15:30 - 17:30

### **III. Two Year Tactical Plan**

**Aim:**

To present the new TYTP and establish whether the objectives are realistic.

**Comments:**

With the expiration and final evaluation of the last TYTP it is now time to approve a new TYTP for the association. Once the plan is presented we will examine whether it sets realistic goals and whether any modifications should be made.

**Means:**

Presentation of the new TYTP;  
Discussion on how realistic the goals of the plan are;  
Discuss the TYTP with YOUR Local Groups.

**ELSA Moot Court Competition:****Aim:**

To present the current status of the EMCC and to set the ground work for the second edition of the project.

**Comments:**

The EMCC is a project of the whole network these sessions will serve to both keep the network informed on the latest developments and to start the process of preparing for the next edition of the EMCC.

**Means:**

Presentation of the current state of affairs of the EMCC  
Discussions on the rules and the structure of the competition.

17:30 - 18:30

**IV EMCC I****Presentation of State of Affairs****Aim:**

To update the network on the state of affairs of the EMC2 and answer any questions on its development.

**Comments:**

Being the network's project, it is essential that all the groups are informed on the state of a development of the whole competition. Including that of the National Rounds which must all have been organised by the beginning of the ICM. For this reason this session will not only include a presentation from EI but also a report from the groups organising National Rounds.

**Means:**

Presentation by the VP AA (yours truly) and the director for moot court competitions;  
Answering any general questions that will not fall under the other discussions.  
Presentation by the 5 national groups on their events.

18:30 – 19:00

## V. EMCC II

### **Input Paper of ELSA Denmark, ELSA Finland, and ELSA Sweden**

**Aim:**

To discuss the input given by these 3 ELSA groups and come up with an action plan, if this is considered necessary.

**Comments:**

These three Nordic ELSA Groups must be congratulated for their inputs, being one of the few who have actually provided ELSA International with any feedback whatsoever as regards the EMCC. We shall discuss their inputs and see whether this can be translated into any specific actions.

**Means:**

Discussion  
READ the input paper

*Tuesday, 18<sup>th</sup> March*

10:00 – 12:00

## I. EMCC III

### **Discussion on the structure of the Competition**

**Aim:**

To start developing the structure of the EMC2 into one that can allow even more teams than applied this year.

**Comments:**

The EMC2's current structure has proved sufficient for the first year, however if we want to have more teams participating and to develop the competition into a highly respected one it is important that we develop the current structure to spread the administrative and financial responsibilities of the competition more evenly across the network.

**Means:**

Examination of the pros and cons of different possible structures.  
Read Input paper, and do a basic brain storming as requested in IP.

12:00 – 13:00

## **II EMCC IV**

### **The rules**

#### **Aim:**

To update the current structure of the rules in order to make them more flexible and to update them according to our experiences.

#### **Comments:**

Half way through the organisation of the first EMC2 the current set of rules is already showing its limitations. For this reason we shall be deciding upon the rules and look at methods in which to make them more flexible.

#### **Means:**

Discussion  
READ IB Proposal  
READ Current Rules

13:00 – 14:00

## **III. IFP**

#### **Aim:**

To examine methods of implementing the IFP within AA.

#### **Comments:**

Having selected the new theme for our IFP at the last ICM, we must now start working it on implementing it. For this reason the director of the IFP will give a presentation on the different possibilities of implementing this theme, this presentation will be followed by a general discussion where we will be able to exchange our ideas.

#### **Means:**

Presentation by Director for IFP.  
Discussion and implementation of the current IFP Projects  
Read the Feasibility study, plus IFP input papers.



*Wednesday, 19<sup>th</sup> March*

10:00 – 12:00

### **I. Quality in AA**

**Aim:**

To attempt to find means by which we can objectively measure the success of our activities.

**Comments:**

The Workshop will be divided into a number of working teams, which will look at the various projects within AA and attempt to set objective and measurable standards for each project. These teams will then present their results to the Workshop where they shall be discussed. This exercise will help us to fulfil our (EI AND National groups) as coordinators by giving us tools in which to evaluate the state of the network both internally and on an international level.

The working teams will be divided according to the experience or interests of the participants so as to ensure more efficient discussion.

**Means:**

Working teams that will discuss different projects;

Discussion on the results of these teams.

Know the AA policies

12:00 – 14:00

### **II. Joint Workshop with Marketing**

**Aim:**

To practice presenting AA events to our members and students

**Comments:**

During this session you VP AAs together with the marketers will practice presenting different AA projects to a class of law students. The WS will be divided into a number of teams each team will compete in giving the best presentation for a specific AA project (Eg. SPEL, or a project). In this manner you get to practice skills that will help you when presenting your projects to your fellow students.

**Means:**

Presentation by groups

Trawl the website and read the policies to learn about ELSA's AA activities

Thursday, 20<sup>th</sup> March

10:00 – 12:00

### **I. Studies Abroad (Reception Programmes) – Joint Workshop with STEP**

**Aim:**

To improve the quality of reception and to elaborate on the cooperation with STEP and the Studies Abroad Programme.

**Comments:**

At the last ICM, we spent a number of hours discussing Studies Abroad. During these discussions all the groups agreed to the importance of its implementation.

We have two programmes dealing with exchange and reception, and we should elaborate first on how to do quality reception and then on how to cooperate between the two programmes in order to make it as efficient and practical as possible. We are after all dealing with the same things.

**Means:**

Discussion on how to implement SA within the network;  
Read Paper on Studies Abroad (to be found in the ELSA ONLINE Archive)

12:00 – 13:00

### **II. Legal Research Groups**

**Aim:**

Presentation of Legal Research Groups organized throughout the network, and regional cooperation within the organisation of these projects.

**Comments:**

Inform groups about the current Legal Research Groups going on across the network and examining possibilities of the groups to help the work of the various LRGs.

**Means:**

Presentation of PINIL as an international LRG;  
Time for groups to present their own LRGs;  
Discussion on regional cooperation amongst groups through LRGs.

13:00 – 14:00

### **III. Closing of the Workshop**

Revision of the AA decision book;  
Miscellaneous;  
Evaluation of the Workshop;

Re-Establishing our reputation as the most Amazing Alcoholics around!

18.00

**IV. Approval of minutes**

Closing of the workshop

**S&C Workshop Agenda**

Date	16-Mar	17Mar	18Mar	19-Mar	20-Mar	21-Mar	22-Mar	
	Sun	Mon	Tues	Wed	Thur	Fri	Sat	
8.00								
8.30								
9.00								
9.30								
10.00		Activity reports and state of the network	Problem solving Session	Info grants on	IFP in S&C		P L E N A R Y	
10.30					Speakers' database	Marketing of S&C events		
11.00			Quality in S&C		ELS & S&C	EHTW		
11.30					Delegations	Closing of the workshop		
12.00								
12.30								
13.00								
13.30								
14.00								
14.30								
15.00								
15.30								
16.00		TYTP						
16.30								
17.00	Introductory workshops							
17.30		Add. Tools						
18.00		ELSA Online Archive			Approval of the minutes			
18.30								
19.00								
19.30								
20.00								

## SEMINARS&CONFERENCES

Draft Agenda

*16<sup>th</sup> March, Sunday*

17.00-18.00

### **I. Introductory workshops:**

Welcoming and introduction of the participants  
Election of the WS officers  
Expectations of the participants

#### **Aim:**

To get to know each other and elect WS officials.

#### **Comments:**

Fun games, some voting, and maybe a couple of national drinks!!

*17<sup>th</sup> March, Monday*

10.00-10.15

### **I. Approval of the agenda**

-Introduction to the structure of the workshop;  
-Explanation of the agenda;  
-Approval of the agenda.

#### **Aim:**

Getting a clear picture of the idea behind the agenda and the issues we would be working in the S&C workshop

#### **Comments:**

This session is to make sure everyone is clear on what will happen during the ICM and that everyone understands the idea behind the agenda.

10.15-10.30

## **II. Question and Answer time**

### **Aim:**

To provide the network with answers to questions that do not relate to the points on the agenda.

### **Comments:**

This is the time in which a general discussion can be held and any misunderstandings that might have occurred during the past 5 months of "communication" can be ironed out.

10.30-14.00

## **III. State of the network**

### **Overall aim:**

To accurately chart in a visible manner the situation in the countries regarding S&C and thereby get an overview of the state of the network.

### **Comments:**

At the Council meeting in Alanya this "state of the network" concept was introduced. The Council recommended ELSA International to continue developing the concept and keep it as a regular part of the agenda. The session have been improved by giving more time for reporting and sharing experience as well as using new tools for evaluating and analysing the results. This should help us to get a picture of the general strengths and weaknesses and thereby be able to set the right focuses for our work.

We will once again collect each group's activities on a map but this time everyone should also fill in their own result chart in order to be able to use it during the whole Council Meeting and as a reference later.

10.30-12.15

## **Activity reports**

### **Aim:**

To exchange experiences and ideas as well as giving the workshop a clear idea of the needs of the network.

### **Comments:**

Here we perform the physical process of mapping each group's activities on a large chart, visible to all. During this process each country will be given the opportunity to explain their situation and ask questions to each other.

**Means:**

Filling in the S&C activity report form in the annex. The activity reports will be presented on the basis of the filled in activity report forms. Group by group (including the IB) we will present our reports on a prepared chart hung up on the wall. All participants must also fill in the hardcopy result chart during the reporting time.

12.15-12.30

**Break**

12.30-14.30

**Evaluation of the state of the network****Aim:**

To evaluate the current state of the network and conclude on some general strengths and weaknesses.

**Comments:**

The results from the State of the network will be compared to the previous results. This will allow us to determine whether any progress has been made over the past months. At the same time the analysis made will enable us to focus our efforts: maintaining our strengths and resolving our weaknesses.

**Means:**

The results of the reports will be visual for everyone and on that basis we will analyse the state of the network in the S&C area.

15:30 - 17:30

**III Two Year Tactical Plan****Aim:**

To present the new TYTP and establish whether the objectives are realistic.

**Comments:**

With the expiration and final evaluation of the last TYTP it is now time to approve a new TYTP for the association. Once the plan is presented we will examine whether it sets realistic goals and whether any modifications should be made.

**Means:**

Presentation of the new TYTP;  
Discussion on how realistic the goals of the plan are;  
Discuss the TYTP with YOUR Local Groups.

17.30-18.00

#### **IV. Additional tools to achieve the set S&C goals**

**Aim:**

To inform about additional means to reach the S&C aims.

**Comments:**

The main aims and what we should focus on in the next period are stated in the TYTP. Still, there are some points that are not main priorities and therefore not part of the TYTP, but simply they are additional tools and recommendations on how to achieve our overall S&C goals.

**Means:**

Information given by ELSA International

18.00-19.00

#### **V. ELSA ONLINE Archive**

**Aim:**

To have an updated and useful archive.

**Comments:**

An updated and useful archive would positively reflect on the work of the S&C officers on all three levels. The only way the S&C archive can be useful is if you submit the information you find important to be in there. Besides the ideal picture of what the archive should consist, we will make an analysis of the current content of the archive and make a list of things which need to be put in as well.

**Means:**

Discussion and preparation of content list.

*18<sup>th</sup> March ,Tuesday*

10.00-12.00

#### **I Problem Solving session**

**Aim:**

To recognise and solve the main problems in S&C



**Comments:**

After setting our priorities in the S&C part of the TYTP and getting the overview of the weak points in S&C by the activity report session, we can try to recognise all the problems we have to deal with regarding our area and try to find as many solutions as possible in order to remove these obstacles on the way to achieving our goals.

**Means:**

The session will be held by an ITP trainer.

12.00-12.15

**Break**

12.15-14.00

**II Quality in S&C****Aim:**

To ensure the further implementation of the S&C policies and the decision book.

**Comments:**

As requested by the S&C WS participants at the Alanya ICM, we will spend some more time discussing the theoretical part of our area structure. We will go through the policies and the decision book to ensure that everyone is clear on the meaning of the structure. Every set of rules needs to be constantly evaluated and scrutinised. While going through the documents we will therefore also focus on ensuring the S&C rules being up to date and feasible.

**Means:**

Study the S&C policies and decision book and BRING them.

*19<sup>th</sup> March, Wednesday*

**I. Concrete means provided by EI****Aim:**

To provide the S&C officers with the information about the means provided by ELSA International.

**Comments:**

This is the time when the S&C officers can obtain useful information for their future projects by our international directors/coordinator and ELS.

**Means:**

Presentation by the Directors and co-ordinators

10.00-11.00

Contacts with European Institutions and information about grants

**Aim:** To obtain useful tips on which grants and co-operation possibilities you have to support your activities.

**Comments:** Many groups are co-operating with the institutions but still there is a big lack of knowledge about the opportunities we can offer our members through our co-operations with the European institutions.

**Means:** Presentation by ELSA International's director for the EHTW Maria Cruz Ferreira Costa

11.00-12.00

Creation of a Speakers' database (ELSA Online Archive)

**Aim:** To create a useful and updated speakers database.

**Comment:** Creation of a speaker's database is one of the oldest ideas when it comes to facilitate the experience and contacts of the organised events in the past. At the moment this is a non-existing project, except when it comes to the Human Rights database. Since we do not intend to limit our events in the topic diversity, the necessity of having a speakers' database is obvious. The WS will be introduced to the way this issue shall be carried out into a successful method.

**Means:** Presentation by ELSA International Director for Human Rights Iulia Vass

12.00-12.15

Break

12.15-13.00

ELS Cooperation regarding S&C events

**Aim:** To inform about the possibilities of working with the alumni to improve our events.

**Comment:**

At the Alanya ICM we were introduced to a new model/way of help that the LG organising an event can obtain by working with the alumni.

During this session we will hopefully get more information about this cooperation and the future aspects of it.

**Means:** Presentation by the ELS

13.00-14.00

Quality/Responsibilities regarding UN delegations

Aim: To send qualified delegations off to UN meetings.

Comments:

The consultative status ELSA was granted to many UN bodies enables us to be represented as an association and take part in the decision making process of many UN events. Therefore, sending a delegation on behalf of ELSA is quite a high responsibility. Unfortunately at the moment, we are not in a complete control of the quality of the delegates who are representing our association.

This session is meant to give the WS participants some tools on preparing the appointed delegates coming from their country.

The UN events where ELSA is being represented by network members are usually treated as ordinary S&C events. ELSA can't afford to jeopardise the status and the trust of these institutions, so the responsibility of the quality of the sending delegate has to be filtrated more than just by the IB.

The responsibilities of the LG/NG will as well refer not only to the quality of the sent delegate, but for his/her knowledge preparation as well.

Means: Presentation by ELSA International's director for United Nations Espen Rostrup Nakstad.

20<sup>th</sup> March, Thursday

10.00-11.00

International Focus Programme/IFP

Aim:

Implementation of the IFP topic within S&C

Comments:

The current IFP topic was selected at the previous ICM.

This session is meant to update us on how is the implementation process developing and the methods we should use to ensure the efficiency of the implementation strategy. A list of possible topics will be presented.

Means: Presentation by ELSA International director for IFP Andrzej Rataj

11.00-12.30

Presentation of the forthcoming S&C activities

Aim: To give an overview of the coming activities to enable proper planning and secure marketing.

Comments: This is your opportunity to present the events going on in your groups and to amend plans if they collide with other good activities. This session will hopefully also inspire regional co-operation and exchange of contacts and ideas.

Means: Presentations by the groups. Bring your marketing material!

12.30-13.00

ELSA House Training Week

Aim: To introduce the event.

Comments: The EHTW is a training event organised by ELSA International. The training event aims at giving mainly new members the opportunity learn about ELSA and acquire soft skills that will help them in their ELSA work.

Means: Presentation by the EHTW co-ordinator Maria Cruz Ferreira Costa

Aim:

13.00-14.00

Closing of the workshop

Revision of the S&C decision book

Miscellaneous

Evaluation of the workshop

18.00

Approval of minutes

Closing the workshop

**STEP Workshop Agenda**

Date	16-Mar	17Mar	18Mar	19-Mar	20-Mar	21-Mar	22-Mar	
	Sun	Mon	Tues	Wed	Thur	Fri	Sat	
8.00								
8.30								
9.00								
9.30								
10.00		Activity reports and state of the network	Joint WS with Marketing JW Marketing	Quality in STEP	Short TSF		P L E N A R Y	
10.30								STEP teams
11.00								
11.30					Joint WS AA			Evaluation Closing
12.00								
12.30				STEP proposal				
13.00								
13.30								
14.00								
14.30								
15.00								
15.30		TYTP						
16.00								
16.30								
17.00	Introductory workshops							
17.30		ISM						
18.00								
18.30		Responsibilities of the NB			Approval of minutes			
19.00								
19.30								
20.00								

## **STUDENT TRAINEE EXCHANGE PROGRAMME**

Draft Agenda

*Sunday the 16<sup>th</sup> of March*

### **Workshop preparations:**

17.00-18.00

#### **I. Introductory workshops:**

Welcoming and introduction of the participants  
Election of the WS officers  
Expectations of the participants

#### **Aim:**

To get to know each other and elect WS officials.

#### **Means:**

Some games, voting and maybe a national drink.

18.05

Instructions to the workshop officers

Training on taking minutes and chairing for the workshop heroes by the ITP.

*Monday the 17<sup>th</sup> of March*

10.00-10.15

#### **I. Approval of the agenda**

Introduction to the structure of the workshop;  
Explanation of the agenda;  
Approval of the agenda.

#### **Aim:**

Getting a clear picture of the idea behind the agenda.

10.15-10.30

## **II. Question and Answer time**

### **Aim:**

To provide each other with answers to questions that do not relate to the points on the agenda.

### **Comments:**

This is the time in which a general discussion can be held and any misunderstandings that might have occurred during the past 5 months of "communication" can be ironed out.

## **III. State of the network**

### **Overall aim:**

To accurately map the situation in the countries regarding the number of traineeships, applicants, and Certification, and to see what progress has been made in these fields since the last ICM.

### **Comments:**

At the Council meeting in Alanya this "state of the network" concept was introduced. The Council recommended ELSA International to continue developing the concept and keep it as a regular part of the agenda. The session have been improved by giving more time for reporting and sharing experience as well as using new tools for evaluating and analysing the results. This should help us to get a picture of the general strengths and weaknesses and thereby be able to set the right focuses for our work.

We will once again collect each group's activities on a map but this time everyone should also fill in their own result chart in order to be able to use it during the whole Council Meeting and as a reference later.

### **Means:**

Filling in the activity report form see in annex;  
Presentation of the activity report on a prepared chart;  
Examine the state of the Network within each of YOUR local groups

10.30-12.30

## **Activity reports**

### **Aim:**

To exchange experiences and ideas as well as giving the workshop a clear picture of the needs of the network.

**Comments:**

Here we perform the physical process of mapping each group's activities on a large chart visible to all. During this process each country will be given the opportunity to explain their situation and ask questions to each other.

**Means:**

Fill in the STEP activity report form in the annex. The activity reports will be presented on the basis of the filled in activity report forms. Group by group (including the IB) we will present out reports on a prepared chart hung up on the wall. All participants must also fill in the hardcopy result chart during the reporting time

12.30-14.00

**State of the network****Aim:**

To evaluate the current state of the network and conclude on some general strengths and weaknesses

**Comments:**

The results from the State of the network will be compared to the previous results. This will allow us to determine whether any progress has been made over the past months. At the same time the analysis made will enable us to focus our efforts: maintaining our strengths and resolving our weaknesses.

**Means:**

The results of the reports will be made visual and on that basis we will analyse the state of the network in the AA area.

15.30-17.00

**IV. TYTP:****Aim:**

To present the new TYTP and establish whether the objectives are realistic.

**Comments:**

With the expiration and final evaluation of the last TYTP it is now time to approve a new TYTP for the association. Once the plan is presented we will examine whether it sets realistic goals and whether any modifications should be made.

**Means:**

Presentation of the new TYTP;  
Discussion on how realistic the goals of the plan are;  
Discuss the TYTP with YOUR Local Groups.



17.00-18.00

## **V. ISM**

### **Aim:**

To provide the network with information on the results from the International STEP meeting in Maastricht.

### **Comments:**

Despite the great number of participants from 14 different countries at the ISM, we still have groups that did not participate. In order for the communication to the network of the results from this meeting, we conduct this session.

### **Means:**

Presentation from ELSA International

18.00-19.00

## **VI. Responsibilities of the NB**

### **Aim:**

To outline the responsibilities and tasks of the National VP STEP.

### **Comments:**

The tasks of the local VP STEP is quite clear, however the tasks of the national VP STEP can be a bit unclear. In this session we will define the tasks of the national VP STEP in order to make the work as efficient as possible. We will also make a timeline on when the different tasks need to be done.

### **Means:**

Discussion about the responsibilities, creating a timeline.

*Tuesday 18<sup>th</sup> March*

10.00-13.00

## **I. Joint Workshop with Marketing**

### **Aim:**

To ensure cooperation between STEP & Marketing officers in promoting STEP on a local and national level and create a marketing strategy for the STEP cycle.

**Comments:**

This session will build on the joint workshop with STEP and marketing in Alanya. We will look at what the results from the last session and what progress has been made with these results across the network. Building on these results, we should make a concrete marketing strategy for STEP over a year and outline what the marketers together with the steppers need to do over the course of a year when marketing STEP. The results from this session will be used to create guidelines for Marketing STEP that can be used by the local marketers and steppers.

**Means:**

Presentation by ELSA International on the problem solving session from the Alanya ICM. We will elaborate on the problems defined and evaluate, in groups, brainstorm and create a marketing strategy for the STEP cycle.

13.00-14.00

**STEP proposal****Aim:**

To discuss the issue of taking away “specialised” from the TSF.

**Comments:**

Please see and read the proposal with comments.

*Wednesday 19<sup>th</sup> March*

**I. Quality in STEP****Aim:**

To improve the quality in STEP.

**Comments:**

At this moment, we are not providing the employers and the students a quality programme. We have employers and students that are not satisfied with the programme and we are losing both employers and students trust in the programme. Therefore we need to track down why they are not satisfied, and what we need to do to raise the quality to the level it should be. One major part why we are losing employers is due to the lack of Certification across the network. Not only are we losing employers, which endangers STEP, but in general making ELSA look like an unprofessional organisation.

**Means:**

Outline the Certification process across the network.

12.00-14.00

**II. Joint workshop with AA**  
**Reception and studies abroad**

**Aim:**

To improve the quality of reception and to elaborate on the cooperation with STEP and the Studies Abroad Programme.

**Comments:**

We have two programmes dealing with exchange and reception, and we should elaborate first on how to do quality reception and then on how to cooperate between the two programmes in order to make it as efficient and practical as possible. We are after all dealing with the same things.

**Means:**

Discussion on how to implement SA within the network;  
Read the reception part of the STEP policies

*Thursday 20<sup>th</sup> March*

10.00-11.00

**I. Short TSF**

**Aim:**

To outline the need of a short TSF and what content it should have.

**Comment:**

At the last council meeting in Alanya it was outlined that there is too little information on the website in the available traineeships page to advertise the jobs. During the ISM in Maastricht an idea about having a short TSF with a little bit more information about the traineeship popped up. This information would be put in the ELSA ONLINE archive and be communicated over the list in order for the steppers and marketers to use when advertising the jobs.

**Means:**

Discussion on the content of the short TSF.

11.00-13.00

## **II. STEP teams**

### **Aim:**

To find a structure on how to create STEP teams in our respective countries.

### **Comment:**

Some groups around the network have managed to create successful jobhunting strategies by creating STEP teams. In this session we will elaborate more on this issue and go into details on how to structure a STEP team. The outcome will be a set of guidelines on how to create a STEP team to assist your groups in finding STEP jobs.

### **Means:**

Read the input paper.

13.00-14.00

## **III. Closing of the workshop**

Revision of the STEP policies

Miscellaneous

Evaluation of the workshop

18.00-18.30

## **IV. Approval of the workshop minutes**

Closing of the workshop

**BEE Workshop Agenda**

Date	16-Mar	17Mar	18Mar	19-Mar	20-Mar	21-Mar	22-Mar
	Sun	Mon	Tues	Wed	Thur	Fri	Sat
8.00							P L E N A R Y
8.30							
9.00							
9.30							
10.00							
10.30							
11.00							
11.30							
12.00							
12.30							
13.00							
13.30							
14.00							
14.30							
15.00							
15.30							
16.00							
16.30							
17.00							
17.30							
18.00							
18.30							
19.00							
19.30							
20.00							

**BOARD MANAGEMENT, EXTERNAL RELATIONS AND EXPANSION**

**Draft agenda**

*Sunday the 16<sup>th</sup> of March*

**Workshop preparations**

17.00-18.00

**I. Introductory workshops:**

Welcoming and introduction of the participants  
Election of the WS officers  
Expectations of the participants

**Aim:**

To get to know each other and elect WS officials.

**Means:**

Some games, voting and maybe a national drink.

18.05

Instructions to the workshop officers

Training on taking minutes and chairing for the workshop heroes by the ITP.

*Monday the 17<sup>th</sup> of March*

10.00-10.15

**I. Approval of the agenda**

Introduction to the structure of the workshop;  
Explanation of the agenda;  
Approval of the agenda.

**Aim:**

Getting a clear picture of the idea behind the agenda.

10.15-10.30

## **II. Question and Answer time**

### **Aim:**

To provide each other with answers to questions that do not relate to the points on the agenda.

### **Comments:**

This is the time in which a general discussion can be held and any misunderstandings that might have occurred during the past 5 months of "communication" can be ironed out.

## **III. State of the network**

### **Overall aim:**

To accurately map the situation in the countries regarding board management, external relations and expansion and thereby get an overview of the state of the network.

### **Comments:**

At the Council meeting in Alanya this "state of the network" concept was introduced. The Council recommended ELSA International to continue developing the concept and keep it as a regular part of the agenda. The session have been improved by giving more time for reporting and sharing experience as well as using new tools for evaluating and analysing the results. This should help us to get a picture of the general strengths and weaknesses and thereby be able to set the right focuses for our work.

We will once again collect each group's activities on a map but this time everyone should also fill in their own result chart in order to be able to use it during the whole Council Meeting and as a reference later.

### **Means:**

Filling in the BEE activity report form (see annex);  
Presentation of the activity report on a prepared chart.

10.30-12.15

## **Activity reports**

### **Aim:**

To exchange experiences and ideas as well as giving the workshop a clear picture of the needs of the network.

**Comments:**

Here we perform the physical process of mapping each group's activities on a large chart visible to all. During this process each country will be given the opportunity to explain their situation and ask questions to each other.

**Means:**

Fill in the BEE activity report form in the annex. The activity reports will be presented on the basis of the filled in activity report forms. Group by group (including the IB) we will present out reports on a prepared chart hung up on the wall. All participants must also fill in the hardcopy result chart during the reporting time.

12.15-12.30

**Break**

12.30-14.00

**Evaluation of the state of the network****Aim:**

To evaluate the current state of the network and conclude on some general strengths and weaknesses.

**Comments:**

The results from the State of the network will be compared to the previous results. This will allow us to determine whether any progress has been made over the past months. At the same time the analysis made will enable us to focus our efforts: maintaining our strengths and resolving our weaknesses.

**Means:**

The results of the reports will be visual for everyone and on that basis we will analyse the state of the network in the BEE area.

15.30-17.00

**IV. TYTP:****Aim:**

To decide on the new TYTP. To decide on the proposal regarding the duration of the new tactical plan.

**Comments:**

We will start by discussing the proposal for changing the duration of the tactical plan. The proposal effects the proposal for the tactical plan and should therefore be dealt with before the discussion on the proposed tactical plan. Thereafter we will discuss the



general and the BEE related part of the tactical plan. Once the plan is presented we will examine whether it sets realistic goals and whether any modifications should be made.

**Means:**

Presentation of the new TYTP;  
Discussion on how realistic the goals of the plan are;  
Discuss the TYTP with YOUR Local Groups.

17.00-19.00

**V. IFP:****Aim:**

To reach an implementation plan for the new International Focus Programme

**Comments:**

At the IPM in Vienna a working group consisting of ELSA Denmark, ELSA Georgia and ELSA Germany was created. The working group has prepared a working session on the implementation of the IFP. The session will be lead by Kristina Ravn, ELSA Denmark, Kate Aleksidze, ELSA Georgia and Jochen Hoerlin, ELSA Germany. We will be joined by ELSA International's director Andrzej Rataj who will give a report on the current status of the IFP.

**Means:**

Discussion session and working groups. Read the IFP input paper.

*Tuesday the 18<sup>th</sup> of March*

**I. Management****Overall aim:**

To become better managers to avoid problems in the network related to poor management.

**Comments:**

Any association or team needs clear management. Being the persons responsible for the overall co-ordination of our groups we in the end have the responsibility for the success or failure of our teams. This day aims at improving our management skills and exchange ideas on how our activities should be managed.

10.00-11.00

## **II. Definition of management**

### **Aim:**

To define management in ELSA and thereby get a clearer picture of the role of the president.

### **Comments:**

This session does not aim at getting a ready-steady-cook definition of our role but to break down some vital points that need to be addressed by any person taking up a management role. We will be taking a look at what management is in ELSA. Share our personal views on management as well as discuss different management concepts.

11.00-12.00

## **III Management tools**

### **Aim:**

To get an overview of some management tools.

### **Comments:**

After having discussed the role of the president we will now take a look at what tools a manager can use to improve the work of the team. The main focus will be on preparation and accountability sessions. Preparation is essential for efficient meetings both board meetings, national and international meetings. We will discuss how you ensure a high level of preparation. There have been many complaints that we all promise too much without keeping our promises. How do we hold our selves and our teams accountable?

12.00-13.00

## **IV. Motivation**

### **Aim:**

To get more motivated team members

### **Comments:**

A lot of our discussions at the previous ICM and the IPM regarded the lack of motivated people. In this session we will discuss and share the tools you use to motivate your team. Also we will discuss team structures. What structures do you use to motivate people to work?

13.00-14.00

**V. Quality****Aim:**

To get the best out of our teams

**Comments:**

The tasks of the ELSA officers are very clearly defined. It is obvious that the different positions require some kind of pre-soft skill. If you don't like speaking in front of people, maybe marketing is not the best position for you and so forth. Of course ELSA offers the opportunity to develop your soft skills but we have to recognise that the work will run more smoothly if the right people are in the right positions. Being a non-profit organisation where people are elected for positions we are not as companies able to hire or fire people. This leaves us with a very interesting management challenge. As board managers we have to assess the strengths and weaknesses of our team members and find possible solutions to fill in the gaps or stimulate/ enhance the strengths. This is naturally a very delicate matter for the board managers nevertheless it is a part of our task and has to be dealt with. We will discuss ways of dealing with these situations.

*Wednesday the 19<sup>th</sup> of March*

10.00-12.00

**I. Fundraising****Aim:**

To get more groups developing and using fundraising structures and strategies to secure a solid financial basis for their group.

**Comments:**

The results from the state of the network session at the Alanya ICM showed that despite many fundraising trainings most groups are still working without a proper plan when it comes to fundraising. It needs not to be mentioned how important it is to work with sponsors in a professional manner, but I just did it anyway. ELSA has to be more professional in our approach towards externals. Having a proper plan also opens opportunities for other kinds of co-operation than sponsorships. Finally having a long-term strategy secures continuity and enables the group to plan better. At the next IPM and the next ICM this session will be followed up and groups will report on the steps taken. However some groups are very active in fundraising and fundraising ideas. These groups will present their concepts.

**Means:**

Presentations of the different fundraising structures. Concrete examples from groups working with a clear structure. Hand outs.

12.00-13.00

**II Other student Association's****Aim:**

To learn more about other student's associations.

**Comment:**

We have guests from other student's associations present at the ICM. These will give a presentation of their association. The session will end with a general discussion on how we can co-operate with other student's associations on a mutual benefit basis.

**Means:**

Presentation and discussion.

13.00-14.00

**III. Members****Aim:**

To obtain all necessary information for the decisions concerning member application and expulsion.

**Comments:**

ELSA Estonia is applying for membership. See the proposal and relevant documents. ELSA Estonia will present their application. Being responsible for expansion it is the BEE workshop that votes on the proposal. ELSA International has proposed expulsion of ELSA Albania. See proposal with comments. Expulsion is also under the responsibility of the BEE workshop. ELSA International will present the proposal.

**Means:**

Read and discuss the proposals with your whole board.

*Thursday the 20<sup>th</sup> of March*

10.00-11.30

**IV. Alumni****Aim:**

To present and discuss the way towards a feasible alumni strategy.

**Comments:**

The co-operation with the ELSA alumni has been discussed at the previous international meetings. Many good points have been raised both by ELSA and the alumni. It was originally planned that an alumni strategy would be presented at this ICM, but knowing that ELS is working on some big changes in their structure has lead me to wait and instead closely co-operate with the ELS on an alumni strategy. This session aims at informing about the steps taken lately by ELSA and ELS and to continue the discussion on what should be done. The ELS will also join this session.

**Means:**

Presentation by ELSA International and ELS. Discussion.

11.30-13.00

**V. TYTP****Aim:**

To decide on the new TYTP.

**Comments:**

In this workshop we will have the final draft of the TYTP with comments and any amendments made by the other workshops. We will discuss the final draft and vote on the proposal.

**Means:**

Read the proposal carefully and discuss it with you whole board.

13.00-14.00

**VI. Closing of the workshop**

Revision of the BEE decision book

Miscellaneous

Evaluation of the workshop

**VII. 18.00**

Approval of minutes

Closing the workshop

**IM Workshop Agenda**

Date	16-Mar	17Mar	18Mar	19-Mar	20-Mar	21-Mar	22-Mar				
	Sun	Mon	Tues	Wed	Thur	Fri	Sat				
8.00							P L E N A R Y				
8.30											
9.00											
9.30											
10.00								Activity reports and state of the network	ELSA Estonia	Training on Train the Trainer	Training on the role of Sec. Gen
10.30									ELSA ONLINE		
11.00											
11.30											
12.00											
12.30											
13.00								Transition	Communication	Closing workshop	
13.30											
14.00											
14.30											
15.00											
15.30								TYTP			
16.00											
16.30											
17.00	Introductory workshops	SSO									
17.30											
18.00			Approval of the minutes								
18.30											
19.00											
19.30											
20.00											

## **INTERNAL MANAGEMENT**

### **Draft Agenda**

*Sunday 16<sup>th</sup> of March*

17:00 – 18:00

#### **Workshop preparations**

##### **I. Introductory workshop**

Welcoming and introduction of the participants  
Election of the WS officers  
Expectations of the participants

**Aim:**

To get to know each other and elect WS officials.

**Means:**

Fun games, some voting, and maybe a couple of national drinks!!

18.05

#### **Instructions to the workshop officers**

Training on taking minutes and chairing for the workshop heroes by the ITP.

*Monday 17<sup>th</sup> March*

10:00 – 10:15

##### **I. Approval of the agenda**

Introduction to the structure of the workshop  
Explanation of the agenda  
Approval of the agenda

**Aim:**

Getting a clear picture of the idea behind the agenda.

**Comments:**

This session is to make sure everyone is clear on what will happen during the ICM and that everyone understands the idea behind the agenda.

10.15-10.30

**II. Question and Answer time****Aim:**

To provide the network with answers to questions that do not relate to the points on the agenda.

**Comments:**

This is the time in which a general discussion can be held and any misunderstandings that might have occurred during the past 5 months of "communication" can be ironed out.

10:30 - 14:00

**III State of the network****Overall aim:**

To accurately chart in a visible manner the situation in the countries regarding Internal Management and thereby get an overview of the state of the network.

**Comments:**

At the Council meeting in Alanya this "state of the network" concept was introduced. The Council recommended ELSA International to continue developing the concept and keep it as a regular part of the agenda. The session have been improved by giving more time for reporting and sharing experience as well as using new tools for evaluating and analysing the results. This should help us to get a picture of the general strengths and weaknesses and thereby be able to set the right focuses for our work.

We will once again collect each group's activities on a map but this time everyone should also fill in their own result chart in order to be able to use it during the whole Council Meeting and as a reference later.

**Means:**

Filling in the IM activity report form see in annex;

Presentation of the activity report on a prepared chart;

Examine the state of the Network within each of YOUR local groups.



10.30-12.30

### **Activity reports**

**Aim:**

To exchange experiences and ideas as well as giving the workshop a clear idea of the needs of the network.

**Comments:**

Here we perform the physical process of mapping each group's activities on a large chart, visible to all. During this process each country will be given the opportunity to explain their situation and ask questions to each other.

**Means:**

Fill in the IM activity report form in the annex. The activity reports will be presented on the basis of the filled in activity report forms. Group by group (including the IB) we will present out reports on a prepared chart hung up on the wall. All participants must also fill in the hardcopy result chart during the reporting time.

12.30-14.00

### **Evaluation of State of the network**

**Aim:**

To evaluate the current state of the network and conclude on some general strengths and weaknesses.

**Comments:**

The results from the State of the network will be compared to the previous results. This will allow us to determine whether any progress has been made over the past months. At the same time the analysis made will enable us to focus our efforts: maintaining our strengths and resolving our weaknesses.

**Means:**

The results of the reports will be made visual and on that basis we will analyse the state of the network in the IM area.

15.30-17.30

### **IV. TYTP**

**Aim:**

To present the new TYTP and establish whether the objectives are realistic.

**Comments:**

With the expiration and final evaluation of the last TYTP it is now time to approve a new TYTP for the association. Once the plan is presented we will examine whether it sets realistic goals and whether any modifications should be made.

In 1992, when the TYTP 1993-1995 was drafted, to introduce the Internal Management (at the time Administration) part, these words were used:

“For years, several problems in the day to day running of ELSA have been identified. Just to take a few examples, things like lack of communication, not enough continuity, differences between the levels of the NGs, weak structure of the organisation and inefficiency at our meetings could be mentioned.

How do we ensure that, instead of talking about these problems, we actually do something that will reduce their effect and finally gets rid of them?

One very important factor is continuity. If we can ensure that the work performed by a Board (regardless if it is on the Local, the National or the International level) during one year is preserved and automatically handed over to the next board, then we have probably reduced the other problems that we are faced with to a minimum.

Furthermore we will have to make serious efforts in order to improve the communication between the different levels of ELSA, which also will help us in reducing the gap that sometimes can be felt between the different levels of ELSA.

Finally, it is our responsibility to strengthen the structure of ELSA as we now have reached a size that puts tremendous strains on ELSA International and has made it impossible for EI to have direct communication with all the LGs. The entire work of the organisation will in the years to come depend very much on the efforts made by the NGs if the activities are to be improved, and all new ideas are to be implemented.”

These were the words used in 1992 but they are unfortunately still valid. Although nowadays communication should be MUCH easier thanks to computers, internet and ELSA ONLINE we still seem to be in the same situation we were in 10 years ago. This plan aims at setting concrete goals in order to achieve a proper level of communication and a solid structure for the whole network. Where it can really be said that ELSA connects 25,000 law students.

In order to avoid 10 more years fighting with the same problems and using the similar wordings for the introduction of the next tactical plan the workshop should thoroughly study the new draft of tactical plan and discuss it.

**Means:**

Presentation of the new TYTP;

Discussion on how realistic the goals of the plan are;

Discuss the TYTP with YOUR Local Groups

17.30-19.00

## **V. Statutes and Standing Orders**

### **Aim:**

To approve proposed the Statutes and Standing Orders **as they are** in order to finalise the revision process at the next ICM.

### **Comments:**

After a lengthy review of the Statutes and Standing Orders groups agreed at the Alanya ICM on the draft that is presented. Furthermore at the IPM in Vienna there have been some minor changes, which were agreed upon by the groups present.

In the workshop we are going vote on the proposal as advised by the Notary in order to give the final status to the revision process. As the presented draft has been agreed upon both at the ICM and the IPM, there won't be discussions as regards the content but only the changes requested by the workshop at Alanya ICM will be gone through.

### **Means:**

As mentioned, since the content has been agreed upon there wont be a discussion on it. Therefore knowing the Minutes of the last ICM is necessary.

*Tuesday, 18<sup>th</sup> March*

10.00-11.00

## **I. Membership Application of ELSA Estonia**

### **Aim:**

To go through the membership application of ELSA Estonia.

### **Comment:**

During this session the representatives from ELSA Estonia will give a report on how they have been supporting the activities of ELSA. The Statutes of ELSA Estonia will be examined and the WS participants will have the opportunity to ask questions to the representatives of ELSA Estonia.

### **Means:**

Read Statutes and the activity reports of ELSA Estonia.

11.00-11.15

**Break**

11.15-13.00

**II ELSA ONLINE**

**Aim:**

Examining the reasons behind the improper use of ELSA ONLINE.

**Comments:**

The report, which has been sent to the list will be distributed and will be discussed thoroughly. The actions that the groups have taken will be asked and the questions to the problems will be replied.

**Means:**

Since we are going to go through the problems of implementation it is necessary to contact to your local groups in order to find out the difficulties they are facing with the implementation of ELSA ONLINE.

13.00-14.00

**III Communication**

**Aim:**

To find ways how to improve communication between all levels.

**Comments:**

One of the biggest problems that ELSA is facing today is lack of communication between all levels of our association. Solving this problem is also part of our new Tactical Plan. For this reason we shall discuss methods in which we can ensure a more effective communication.

*19<sup>th</sup> March Wednesday*

10.00-13.00

**IV. Training on Train the Trainer**

**Aim:**

To learn how to plan and how to give trainings.

**Comments:**

During this 3 hour training session we will define the training needs in groups and find a way to cover them. The training will provide you with knowledge about training settings, training methods and group dynamics. You, as the ones who are responsible for training in your country, will learn how to plan a training event and how give trainings yourself. By the end of the training you will be able to conduct an interesting and challenging training session for your group!

**Means:**

This session will be held by an ITP trainer.

13.00-14.00

**V. Transition****Aim:**

To follow up the Alanya ICM and share the transition experiences of the groups.

**Comments:**

During this session we will discuss what progress has been made after Alanya ICM and share the ideas on how the transitions have been conducted in different groups.

**Means:**

Presentation by the groups of their transition plans. Bring your all materials related to transition.

*20<sup>th</sup> March, Thursday*

10.00-13.00

**I. Training on the Role of a Sec Gen****Aim:**

To breakdown the tasks of a Secretary General in order to have a better overview and thereby becoming more efficient in our work.

**Comments:**

The training will aim to breakdown the tasks of a sec gen and will focus on how to improve these specific tasks. We will first have a short session where we determine the role of the sec gen. We shall then attempt the exercise of breaking down these roles into measurable points by which we can measure the quality of our functions.

**Means:**

This session will be held by an ITP trainer.

13.00-14.00

**II Closing of the workshop**

Revision of the IM decision book

Miscellaneous

Evaluation of the workshop

18.00

**Approval of minutes**

Closing the workshop

**Marketing Workshop Agenda**

Date	16-Mar	17Mar	18Mar	19-Mar	20-Mar	21-Mar	22-Mar
	Sun	Mon	Tues	Wed	Thur	Fri	Sat
8.00							
8.30							
9.00							
9.30							
10.00		Activity reports and state of the network	Joint workshop with STEP	Market research	Joint Workshop with AA		P L E N A R Y
10.30						Best local group competition	
11.00							
11.30				Thomas Dietrich	IFP	Closing workshop	
12.00							
12.30							
13.00							
13.30							
14.00							
14.30							
15.00							
15.30							
16.00		TYTP					
16.30							
17.00	Introductory workshops	Global Website Project					
17.30							
18.00					Approval of the minutes		
18.30							
19.00							
19.30							
20.00							

## **MARKETING**

### **Draft Agenda**

*Sunday, 16<sup>th</sup> March*

17:00 – 18:00

#### **Workshop preparations**

##### **I Introductory workshop**

Welcoming and introduction of the participants  
Election of the WS officers  
Expectations of the participants

**Aim:**

To get to know each other and elect WS officials.

**Means:**

Fun games, some voting, and maybe a couple of national drinks!!

18.05

Instructions to the workshop officers

Training on taking minutes and chairing for the workshop heroes by the ITP.

*Monday 17<sup>th</sup> March*

10:00 – 10:15

##### **I. Approval of the agenda**

Introduction to the structure of the workshop  
Explanation of the agenda  
Approval of the agenda

**Aim:**

Getting a clear picture of the idea behind the agenda.



**Comments:**

This session is to make sure everyone is clear on what will happen during the ICM and that everyone understands the idea behind the agenda.

10.15-10.30

**II Question and Answer time****Aim:**

To provide the network with answers to questions that do not relate to the points on the agenda.

**Comments:**

This is the time in which a general discussion can be held and any misunderstandings that might have occurred during the past 5 months of “communication” can be ironed out.

10:30 - 14:00

**III. State of the network****Overall aim:**

To accurately chart in a visible manner the situation in the countries regarding marketing and thereby get an overview of the state of the network.

**Comments:**

At the Council meeting in Alanya this “state of the network” concept was introduced. The Council recommended ELSA International to continue developing the concept and keep it as a regular part of the agenda. The session have been improved by giving more time for reporting and sharing experience as well as using new tools for evaluating and analysing the results. This should help us to get a picture of the general strengths and weaknesses and thereby be able to set the right focuses for our work.

We will once again collect each group’s activities on a map but this time everyone should also fill in their own result chart in order to be able to use it during the whole Council Meeting and as a reference later.

**Means:**

Filling in the marketing activity report form see in annex;  
Presentation of the activity report on a prepared chart;  
Examine the state of the Network within each of YOUR local groups.

10.30-12.30

### **Activity reports**

**Aim:**

To exchange experiences and ideas as well as giving the workshop a clear idea of the needs of the network.

**Comments:**

Here we perform the physical process of mapping each group's activities on a large chart, visible to all. During this process each country will be given the opportunity to explain their situation and ask questions to each other.

**Means:**

Fill in the marketing activity report form in the annex. The activity reports will be presented on the basis of the filled in activity report forms. Group by group (including the IB) we will present out reports on a prepared chart hung up on the wall. All participants must also fill in the hardcopy result chart during the reporting time.

12.30-14.00

### **Evaluation of State of the network**

**Aim:**

To evaluate the current state of the network and conclude on some general strengths and weaknesses.

**Comments:**

The results from the State of the network will be compared to the previous results. This will allow us to determine whether any progress has been made over the past months. At the same time the analysis made will enable us to focus our efforts: maintaining our strengths and resolving our weaknesses.

**Means:**

The results of the reports will be made visual and on that basis we will analyse the state of the network in the marketing area.

15:30 - 17:00

### **IV. Two Year Tactical Plan**

**Aim:**

To present the new TYTP and establish whether the objectives are realistic.

**Comments:**

With the expiration and final evaluation of the last TYTP it is now time to approve a new TYTP for the association. Once the plan is presented we will examine whether it sets realistic goals and whether any modifications should be made.

**Means:**

Presentation of the new TYTP;  
Discussion on how realistic the goals of the plan are;  
Discuss the TYTP with YOUR Local Groups.

17:00 - 19:00

**V. Global Website Project (Working Group)****Aim:**

To further discuss the Working Group's work on the Global Website Project.

**Comments:**

A report will be given on what has been done by the working group so far. We will also discuss the structure of this group as well as determine how to solve the communication issues we had over the past few months. Finally we will also establish a list of tasks to be accomplished by the working group over the next six months.

**Means:**

Presentation by Bartłomiej Flis (coordinator of the working group); evaluation of the working group; discussions; setting a plan.

*Monday, 17<sup>th</sup> March*

10:00 - 13:00

**I Joint WS with STEP****Aim:**

To ensure cooperation between STEP & Marketing officers in promoting STEP on a local and national level and create a marketing strategy for the STEP cycle.

**Comments:**

This session will build on the joint workshop with STEP and marketing in Alanya. We will look at the results achieved from the last session and what progress has been made with these results across the network. Building on these results, we should make a concrete marketing strategy for STEP over a year and outline what the marketers together with the steppers need to do over the course of a year when marketing STEP.

The results from this session will be used to create guidelines for Marketing STEP that can be used by the local marketers and STEPpers.

**Means:**

Presentation by ELSA International on the problem solving session from the Alanya ICM. We will elaborate on the problems defined and evaluate, in groups, brainstorm and create a marketing strategy for the STEP cycle.

13:00 – 14:00

**II Presentation by Thomas Dietrich ([www.elsaworld.com](http://www.elsaworld.com))****Aim:**

To present a project allowing ELSA groups to create websites easily.

**Comments:**

Over the past year, Thomas Dietrich (ELSA Austria) has created a website system to help those ELSA Groups without the technical knowledge to create websites. Thomas Dietrich will be giving a presentation on this project.

**Means:**

Presentation by Thomas Dietrich (ELSA Austria); discussions on the project.

*19<sup>th</sup> March Wednesday*

10:00 – 11:30

**I Market research****Aim:**

To present the results of the market research done by the network

Comments: Emily Bajll will give her presentation based on the results extracted from the questionnaires submitted to us by the network.

**Means:**

Presentation by Emily Bajll, evaluation on Market research, discussion.

11:30 – 13:00

**II. Best Local Group Competition Project**

**Aim:** To discuss the competition and its implementation

**Comments:**

At the last ICM in Alanya, the Marketing workshop was only able to discuss the project briefly due to a lack of time. This time we shall have a more extensive discussion. We will take a look at the time plan for the competition as well as setting the rules. Also we will work on an implementation plan.

**Means:**

Working groups.

13:00 – 14:00

**III. IFP****Aim:**

To establish a marketing strategy for the IFP

**Comments:**

Successfully implementing the IFP also requires an efficient marketing drive to ensure that our message is transmitted to all our potential members and externals. For this reason we will discuss methods in which we can better market the results of the last IFP theme and our projects with the new theme.

**Means:**

Presentation on the IFP; General discussion on how to market the specific theme.

*20<sup>th</sup> March, Thursday*

10:00 – 12:00

**I. Joint WS with AA****Aim:**

To practice presenting AA events to our members and students

**Comments:**

During this session the VP AAs together with the marketers will practice presenting different AA projects to a class of law students. The WS will be divided into a number of teams each team will compete in giving the best presentation for a specific AA project (Eg. SPEL, or a project). In this manner you get to practice skills that will help you when presenting your projects to your fellow students.

**Means:**

Presentation by working groups. Prepare by examining the website and read the policies to learn about ELSA's AA activities

12:00 – 13:00

## **II ELSA ONLINE Archive**

### **Aim:**

To develop the use of the ELSA ONLINE Archive as a source of marketing material for the entire network

### **Comments:**

The ELSA ONLINE Archive gives us a unique opportunity to share all our materials with the rest of the network. The sharing of computer files for posters, brochures, business cards etc. should save money for groups while also providing them with a lot of different ideas from different groups. For these reasons the use of the archive should be encouraged.

### **Means:**

ELSA International will present the structure of the ELSA ONLINE Archive, focusing on the section dedicated to Marketing. This will be followed by a discussion with the aim to come up with a the final structure and content of this part of the archive

13:00 – 14:00

## **III Closing of the workshop**

Miscellaneous;

Evaluation of the Workshop;

Re-Establishing our drinking reputation since the treasures beat us up at the last ICM!!!

## **IV. Approval of minutes**

The last get together before the end.

Closing of the workshop

**FM Workshop Agenda**

Date	16-Mar	17Mar	18Mar	19-Mar	20-Mar	21-Mar	22-Mar	
	Sun	Mon	Tues	Wed	Thur	Fri	Sat	
8.00								
8.30								
9.00								
9.30								
10.00		Activity reports and state of the network	Financial management training	Final accounts	Grants training		P L E N A R Y	
10.30						Interim Accounts		
11.00						Budget 2003/2004		
11.30				Closing workshop				
12.00								
12.30								
13.00								
13.30								
14.00								
14.30								
15.00								
15.30								
16.00		TYTP						
16.30								
17.00	Introductory workshops	EDF report						
17.30								
18.00					Approval of the minutes			
18.30								
19.00								
19.30								
20.00								

## **FINANCIAL MANAGEMENT**

### **Draft Agenda**

*Sunday, 16<sup>th</sup> March*

17:00 – 18:00

#### **Workshop preparations**

##### **I. Introductory workshop**

Welcoming and introduction of the participants  
Election of the WS officers  
Expectations of the participants

**Aim:**

To get to know each other and elect WS officials.

**Means:**

Fun games, some voting, and maybe a couple of national drinks!!

18.05

#### **Instructions to the workshop officers**

Training on taking minutes and chairing for the workshop heroes by the ITP.

*Monday 17<sup>th</sup> March*

10:00 – 10:15

##### **I. Approval of the agenda**

Introduction to the structure of the workshop  
Explanation of the agenda  
Approval of the agenda

**Aim:**

Getting a clear picture of the idea behind the agenda.



**Comments:**

This session is to make sure everyone is clear on what will happen during the ICM and that everyone understands the idea behind the agenda.

10.15-10.30

**II. Question and Answer time****Aim:**

To provide the network with answers to questions that do not relate to the points on the agenda.

**Comments:**

This is the time in which a general discussion can be held and any misunderstandings that might have occurred during the past 5 months of “communication” can be ironed out.

10:30 – 14:00

**III. State of the network****Overall aim:**

To accurately chart in a visible manner the situation in the countries regarding academic activities and thereby get an overview of the state of the network.

**Comments:**

At the Council meeting in Alanya this “state of the network” concept was introduced. The Council recommended ELSA International to continue developing the concept and keep it as a regular part of the agenda. The session have been improved by giving more time for reporting and sharing experience as well as using new tools for evaluating and analysing the results. This should help us to get a picture of the general strengths and weaknesses and thereby be able to set the right focuses for our work.

We will once again collect each group’s activities on a map but this time everyone should also fill in their own result chart in order to be able to use it during the whole Council Meeting and as a reference later.

**Means:**

Filling in the FM activity report form see in annex;  
Presentation of the activity report on a prepared chart;  
Examine the state of the Network within each of YOUR local groups.

10.30-12.30

### **Activity reports**

**Aim:**

To exchange experiences and ideas as well as giving the workshop a clear idea of the needs of the network.

**Comments:**

Here we perform the physical process of mapping each group's activities on a large chart, visible to all. During this process each country will be given the opportunity to explain their situation and ask questions to each other.

**Means:**

Fill in the FM activity report form in the annex. The activity reports will be presented on the basis of the filled in activity report forms. Group by group (including the IB) we will present our reports on a prepared chart hung up on the wall. All participants must also fill in the hardcopy result chart during the reporting time.

12.30-14.00

### **Evaluation of State of the network**

**Aim:**

To evaluate the current state of the network and conclude on some general strengths and weaknesses.

**Comments:**

The results from the State of the network will be compared to the previous results. This will allow us to determine whether any progress has been made over the past months. At the same time the analysis made will enable us to focus our efforts: maintaining our strengths and resolving our weaknesses.

**Means:**

The results of the reports will be made visual and on that basis we will analyse the state of the network in the FM area.

15:30 - 17:30

### **IV. Two Year Tactical Plan**

**Aim:**

To present the new TYTP and establish whether the objectives are realistic.

**Comments:**

With the expiration and final evaluation of the last TYTP it is now time to approve a new TYTP for the association. Once the plan is presented we will examine whether it sets realistic goals and whether any modifications should be made.

**Means:**

Presentation of the new TYTP;  
Discussion on how realistic the goals of the plan are;  
Discuss the TYTP with YOUR Local Groups.

17:30 - 18:30

**V. ELSA Development Fund****Aim:**

To give an overview of the state of the ELSA Development Fund.

**Comments:**

According to the FM policies the Treasurer of ELSA International has to give a written detailed report to be discussed in the FM workshop.

*Tuesday, 18<sup>th</sup> March*

10.00- 14.00

**I. Financial management and Corporate Governance in ELSA****Aim:**

To provide the treasurers with the skills to handle proper financial management, exchanging information, ideas and knowledge.

**Comments:**

This ICM we should take some time to go through the main fields of financial management. Due to different laws and the development of financial management many of us deal with finances in different ways. This session shall give us the possibility to exchange our experiences, our knowledge and tools.

The topics discussed will be:

Financial Management, the role of the treasurer in the team

Financial planning in ELSA

Financial controlling

Decisions in FM in ELSA, description of division of powers and legality of decisions

**Means:**

ITP

Moderated discussions

*Wednesday, 19<sup>th</sup> March*

10:00 - 10:45

**I. Final Accounts**

**Aim:**

To approve the final account for the financial year 2001/2002

**Comment:**

The approval of the final accounts is one of the controlling tools using on the international level of ELSA. Due to the fact that final accounts were not approved at the last Council meeting, then they will be presented in Athens followed by the Auditors' report.

**Means:**

Presentation of final accounts along with auditors' report

Decision on approving accounts

11.00 - 11.45

**II Interim Accounts**

**Aim:**

To approve the interim accounts for the financial year 2002/2003

**Comment:**

The approval of the interim accounts is one of the tools available to the Council to regulate the working of ELSA International. It allows the Council to ensure the proper use of the financial resource available to ELSA International. During the workshop we will have some time dedicated to discussing our current accounts along with an auditors' report.

**Means:**

Presentation of Interim Accounts

Presentation of Auditors Report

Decisions on accounts

12.00 – 14.00

### **III Budget**

**Aim:**

To approve the budget for the financial year 2003/04

**Comments:**

The budget sets the financial plan for the work of the next International Board. We will propose to propose a budget for the financial year 2003/04. Council must then examine and decide whether the proposed budget is feasible for the directions it gives for the future of ELSA.

**Means:**

Read the proposed budget.

*Thursday, 20<sup>th</sup> March*

10:00 – 13:00

### **I Grants training**

**Aim:**

To provide the treasurers with the skills to draft grants proposals.

**Comments:**

This training will focus on the world of grants. Besides some theory on grants we will also have a concrete training in drafting the actual proposal.

13:00 – 14:00

### **II Closing of the Workshop**

Revision of the FM decision book;  
Miscellaneous;  
Evaluation of the Workshop;  
Re-Establishing our reputation as the best drinkers!

### **III Approval of minutes**

Closing of the Workshop.

---

## ACTIVITY REPORTS

### **Academic Activities**

Mark Refalo, VP AA, ELSA International

My activity report starts where the last ICM ended... with me spending a week trying to recuperate. After which I was drowning with work, but lucky me I immediately got a glimmer of light for the EMCC when I finally received a qualified application to be director for moot courts: Ieva Zebryte, who was duly appointed.

#### IOC Trip to Geneva.

The IOC trip to Geneva was on the whole satisfactory. Where we met with the fabulous LOC as well as with the WTO. Our meetings were helpful in that they helped us clear the air and any misunderstandings we both had of each other. Finally we managed to decide on the hotels for the participants, we looked at a couple of places that will be used during the EMCC and created a plan for some of the major logistical headaches. And left the place with a workable agenda. With all this we were also able to create a number of documents with plans and tips on how to achieve the different requirements for the LOC.

#### EMCC Administration

My December revolved around administrative issues for the EMCC. In all we had 40 applications, though some were later cancelled; practically all of which arrived in the last 2 days of the registration period. These had to be processed with yours truly having to confirm applications, answer questions, the teams requesting it had to be given access to the Westlaw Internet Library service; and then there were a couple of misunderstandings with the national rounds.

In all we had 40 teams from 18 countries, At this point after processing all application we have 37 from 17 countries. 9 of the teams are participating in the national rounds while the other 28 are participating in the written selection rounds.

#### Italian NCM in Palermo

Before going home for the Christmas I was however able to regain my sanity by attending the Italian NCM in Palermo. Owing to typical Mediterranean methods of time keeping I was only able to give 3 hours of general AA & S&C training together with the new ITP Trainer, Rebeca Cenalmor Rejas rather than the planned 9. But I was so busy enjoying myself I didn't realize. I must take ELSA Italy for inviting me to the NCM since it was simply wonderful. Thaaaaaankss.

#### Back in the house

When I returned in January, I was soon staring into the eye of insanity: More administrative work to do. I had to contact the judges to ensure their availability, chase teams to ensure full payment of the application. The last week of January was spent helping fill in this EU Grant application which meant me having to enjoy the wonders of 3 sleepless nights looking at a monitor which seemed to be trying to compete with the

impressionist artists. Until I realized that the effect was only my eyes wanting to run away and drop themselves into some other energy drink.

Luckily for me, the last week of January saw the arrival of my moot court director, Ieva. She spent two weeks in this house and was an amazing help. Especially with getting the judges to correct 112 memorials. More information can be seen in her own activity report.

At the moment I am finalizing my part of the TYTP, the agenda and typing this Activity report. And wondering in how many days time I will be able to go to sleep.  
See you in Athens!

## Seminars & Conferences

Irena Bojadzievska, VP S&C ELSA International

The story was supposed to begin: "after such a good and motivating ICM I returned to Brussels and had a rest, cleared my mind settled my thoughts and went back to work"....But, it actually turned out to be different.

I had a nice 3 days in Antalya after the Alanya ICM, but the resting week in Brussels remained only a wish. With most of my board fellows we instantly drove off to Geneva in order to meet and help the Local Organizing Committee of the ELSA Moot Court Competition. It was a very successful trip which resulted in most inspired IOC and LOC who were already looking forward to the event itself.

The beginning of December was a nice working atmosphere and a planning period for the future activities to be undertaken. Of course, there were a lot of obligations we needed to fulfil after the ICM and a dozen of e-mails waiting to be replied since they reached ELSA International while we were gone.

The representatives of the PINIL project paid us a visit and we had a nice Pre-Christmas party together.

From the 10<sup>th</sup> till the 17<sup>th</sup> of December, along with Jenny, I went to the Kopaonik Law School and the NCM of ELSA Yugoslavia. It was a very well organized event, with a high-quality academic programme and a NCM which was in a perfect order. Jenny and me did some trainings, both for the fresh and the advanced members and tried to contribute in the creation of the ELSA spirit. I wouldn't say that we had to try hard, because it was already there, in the all- night- long ELSA parties and in all the activities you can imagine in having in 1 meter of snow.

After Christmas and New Year's holidays, the board gathered again, getting back into the working mood, the office hours, the board meetings and everything that begins with "ELSA International, how can I help you?..."

Setting our agendas and planning the package meetings was a process, which has already begun in January, and it was enforced in the beginning of February after Bettina and me returned from the IPM.

The IPM itself was a really good event, the presidents implemented their workaholic mood at once, but even the brainstorming WS turned out to be quite good as well. There is no need to talk about the organization of the event, it was clear from the moment I met the OC - they simply did a GREAT job.

After getting back to Brussels, the intensive package meetings have begun and while many of you might be reading this report, I am still in the finishing package phase when sleeping is synonym for sarcastic sense of humour.

Looking forward to seeing you all in Athens (where comments on my eye-bags won't be welcomed).



## **Student Trainee Exchange Programme**

**Jenny Piipponen, VP STEP, ELSA International**

### Jobhunting

The results from the State of the Network in the Alanya ICM showed that we have a very low number of jobs. We were aware of the fact that it was low, but it was in fact even lower than expected. Hence the focus of the workshop and for my term was to increase the number of jobs in the network. Apart from trainings on jobhunting strategies I went to Paris and London for meetings in January to look for negotiation possibilities. Negotiations in Brussels resulted in one step job.

### Studenthunting

One of the biggest problems in STEP at the moment is the marketing of the jobs for the students. One of the requests from the joint workshop with STEP and Marketing was that we need to have more information in form of news items on the official ELSA website about the STEP jobs in order for the students to see them. However apart from the news items I wrote myself, only two news items were received from the network even though we have 35 jobs at this moment in time.

### Communication

I have been assisting the network with answers to questions, many of them regarding ELSA ONLINE and about the STEP procedure. One request from the network was to have a newsletter sent out every week or every two weeks with news about the jobs that are being offered at the moment. It would be a perfect opportunity to advertise the jobs we have and get applications for the traineeships. However, no information was submitted to me despite several requests and a newsletter could not be created.

### Quality and Certification

In order to lead a successful exchange programme we need to make sure that we have high quality. Certification is something that needs to be done in every group in order to make sure that the applicants have the requirements they state to have in order to satisfy the employer. For the CMS job in London I conducted interviews in order to ensure Certification. I discovered that many of the CV's did not comply with reality. Hence, Certification is one of my focuses this year.

### ISM

The main project in this period has been the International STEP meeting. In order to raise the quality in the network we need trainings to raise the awareness of certain issues. It is important for the local steppers to get the international experience and to share the experiences they have. The ISM in Maastricht had 45 participants from 14 countries. Three marketers attended the event and we had some concrete solutions to marketing problems in STEP from the troubleshooting session of Marketing and STEP. Apart from that the participants got to discuss and be trained in Reception, Quality in STEP, Academic levels and language skills, Jobhunting and Studenthunting.

**Board Management, External Relations and Expansion**

Bettina Kuperman, President , ELSA International

The time after the last ICM has flown by and I am yet again sitting and preparing for our next meeting. These past months I have been working on the following things:

External relations:

Corporate partners:

I have met with the following partners in order to update them on our activities and plans and to talk about participation in the sponsors fair at the Athens ICM - K-Legal, Thomson, LexisNexis. At the Train the Trainer event in Amsterdam Fatma, Jana, Ivan and Andy met with Clifford Chance. Jenny has been keeping contact to CMS regarding STEP jobs. The negotiations with Linklaters are still pending.

Other sponsorship:

The contact with Picton Howell has been kept and we have introduced ELSA London to Mr. Picton Howell who has offered help to establish ELSA UK. A contact to Microsoft has been established and a meeting is set. The sponsorship proposal is mainly in kind but highly needed. Thanks to Maria Cruz Ferreira Costa we have established contacts to Virgin airlines and Fortis Banque for sponsorships. The fundraising for the EMCC is continuing and Isabelle Ginet-Kauders, IOC member, is negotiating with UBS for a sponsorship. We have also received a donation from the ELSA Lawyers Society - thank you very much!

Travels:

After the ICM in Alanya most of us went to Geneva to plan the EMCC, read more in the AA activity report. After a Christmas-break in Copenhagen I went to Paris and London for sponsor meetings. Shortly after I headed for Athens to meet the OC and talk about the organisation of the ICM. January also included a trip to Gottingen in Germany where the German NCM was held. The month ended in Vienna where the IPM was held.

IPM:

The main points on the agenda for the IPM were the Two Year Tactical Plan, The IFP and the Statutes and Standing Orders. The number of participants was good and it resulted in a very productive IPM. I returned to Brussels with a lot of good input.

Other student Associations:

Good relations have been established with other students associations. Aiesec has visited us. We also met with COLADIC, the Central and South American Law student Association. The Philippine Law Student Association will be attending the ICM in Athens.

The team:

Since last ICM the team was expanded with two new team members. Ieva Zebryte was appointed director for the EMCC and Maria Cruz Ferreira Costa was appointed coordinator the ELSA House Training Week.

## **Internal Management**

Fatma Zuhre AKINCI, Secretary General, ELSA International

It is hard to believe how everything happened so fast...I just remember myself fighting with the Alanya minutes and now it is again time for package preparations for another ICM and realised that so many things happened while time flew.

### Administrative Work

After we returned from the ICM I started with putting together and formatting the minutes of the Alanya ICM and the Decision Book. Even though I was told by the experienced sec gens that formatting the minutes is time consuming I was quite surprised and annoyed with the amount of time that they consumed. However I did managed to finalise them on time to give you all a Christmas present. I hope they served their purpose and will be used for your ICM preparation.

### Train The Trainers Weekend

The highlight of December was so called the Trainer the Trainers Weekend although it was during the week between 15th and 18th of December. Together with Andy, Ivan and Jana I participated to that impressive event in Amsterdam, which was as always organised with the great contribution of Clifford Chance Academy where all the ITP trainers are trained. I had the chance of meeting with our 10 new trainers (coming from 8 different countries) and some of the experienced ones and I was able to witness the enthusiasm and the eagerness of our new generation of trainers. You can all be convinced as well - just send a training request and experience it for yourself.

### The Network

Since the ICM, I have a lot of good news to report as regards our network. In October a training weekend was held in London with the participation of ITP. This motivated ELSA London such that they have started to work: having regular meetings, organising conferences and study visits and publishing a Members' magazine. It is extremely motivating for us to see such spectacular results to trainings. Not only London but also ELSA Liverpool, Plymouth, Newcastle, Norwich, Glasgow are on the way of getting established, promising to give a solid structure to ELSA UK once again.

While the requests kept coming from the UK, ELSA Trinity with the advantage of having 2 ITP trainers in Ireland first established themselves and are now working on setting up ELSA Ireland. We have similar good news from Belgium where they are going to have an NCM soon and Bulgaria where already the National Group is already working after a long break.

Nevertheless while the network is gaining strength we still have a number of loose threads: Unfortunately not having heard anything from ELSA Albania for more than 2 years despite constant attempts to contact them and ELSA Bosnia and Herzegovina's reluctant attitude towards ELSA's aims lead us to the unpleasant situation of having of losing two groups from our ELSA network.

ELSA ONLINE

An extensive report of ELSA ONLINE, with the details of implementation mistakes done by the groups, has been prepared which will be presented and discussed thoroughly at the ICM.

## **Marketing**

Andrius Vitkevicius, VP Marketing, ELSA International

### Global Website.

The Marketing Workshop established the Global Website working group during the 42<sup>nd</sup> International Council Meeting in Alanya, Turkey. ELSA International appointed a coordinator, Bartlomiej Flis. He will be giving a presentation of the achievements of the working group during the ICM in Athens.

### Market Research

As you know this year this has been the biggest marketing project and is meant to be a focus for the whole network

After the ICM, we made a couple of amendments to the survey. I am sure I do not need to describe these amendments since you must have all seen them and started filling them in after I sent them out to the groups.

Every local group was requested to fill in 50 copies of the survey, these started to reach us towards the end of January 2003.

The coordinator for this project is Emily Bajll who is currently working on the surveys. GMC Marketing Company in London is also supporting us in this project. Emily will be giving a presentation during the ICM.

### Promotion of ELSA International

During this year ELSA has been promoted in other law magazines such as The Lawyer2B both hard copy and website, Eurolawyer, the members magazine of the European Young Bar Association who all published articles about ELSA.

### Synergy

The main task after the ICM was to send Synergy to the ELSA National Groups by post. This was the first time we ever attempted this but unfortunately I don't think it was such a success: Although posting them means that the groups don't need to leave the ICM with a pile of Synergies breaking their backs, it does take too long for the groups to receive them and our treasurer was not very happy either since ELSA International covered the postage.

In sum: The next issue of Synergy will be distributed in Athens.

As regards the new Synergy (1-2003) I started hunting adverts for the magazine right after the New Year at the same time as studying for my exams. The advert hunting was a bit easier this time, and I have managed to cover all expenses and make a small profit on the side to cover other marketing material for ELSA International.

The real problem that I am faced with now is that it is very hard to get articles from the network. I hope that after these last issues, Synergy, will earn value and people will be more interested in it.

With this hope I have managed to get an agreement with our publisher in Lithuania so that groups can order extra copies of Synergies. These would be sent directly by the company to the groups. For more information please contact ELSA International.

#### Marketing Material

At the moment ELSA International has 5 different brochures, an introduction, and posters. In order to have improve quality, and save money at the ICM marketing workshop will discuss cooperation of the groups in their marketing. Actions, like sharing already made marketing material in e-format can really help us to market our organisation better.

## **Financial Management**

Ivan Mujovic, Treasurer, ELSA International

Dear network,

My work, as treasurer is not always visible because most of my responsibilities are administrative however they remain very important for our organisation. So besides, dealing with bills, invoices, bank, petty cash I did some other things that are in this report.

### EMCC

One of my main tasks was to deal with the financial planning of our EMCC: revising its budget, doing some grants research for this project and approaching different donors in order to get some funds for the EMCC in the future. Unfortunately most of the answers were negative, but some of the request should be considered these days.

### TTTW

In November I was in Amsterdam participating in the Training The Trainers Weekend.

### Grants

I can say that grants were my girls for December and January, with ELSA International applying for two:

Administrative grant from EU (Grant under article A-3029 of the general budget of the European Communities: " Support for International Non-Governmental Youth Organisations"),

And for the grant from Directorate-General for Education and Culture (DG EAC) No DG EAC/21/2000.

At the same time I also did some research with the help of Kristina Juth (Treasurer ELSA Finland) about other grant possibilities and sent this info on the list.

### Communication

Monitoring our cash-flow I realised that we spent more money on communication, this is reasonable since we find that our communication with you is most effective when it is made directly by phone, so after a couple of requests to the board of Belgacom we got a 27% discount on our phone bills.

My own personal communication with members has been based on questions about fees, debts, money transfers, ELSA Development Fund, etc. However I am not satisfied with the few e-mails sent on the FM list where we can discuss our matters.

### Bookkeeping.

I finally found a bookkeeping company in Brussels, with a good chance that we will make an agreement.

### FM Helpdesk



I created the FM Helpdesk list and together with the advisors made a plan for our activities which includes preparing training materials for the network.

EDF

As the administrator of the EDF I followed the WS' instructions to ensure that the results are more visible and better transitions are encouraged. We now focus on training events and use of EDF in this purpose.

**Directors Activity Reports****Ieva Zebryte, Director for Moot Court Competitions****ELSA International**

Starting out as the Director for Moot Court Competition ELSA International I had a clear idea on what to do - to help the IB (ups! I meant the IOC of ELSA Moot Court Competition on WTO Law - EMC2). Mark promised to explain to me exactly WHAT was to be done and HOW. It proved to be very simple - vork, vork, vork...☺ And so I did.

Firstly, as my task was to work on the Handbook for Judges of the EMC2, I have set out to do some research on the criteria for assessment of written memorials and oral arguments presented by moot court competition participants. Score-sheets for written and oral rounds of the EMC2 had to be created. They were to form an integral part of the Handbook for Judges along with short introduction to EMC2, scoring guidelines, bench memorandum on the material aspects of the EMC2 case and other things meant to help Judges of the EMC2.

Secondly, I have carried out research on the fees, structures, implementation methods etc. of prominent national and international moot court competitions. Though final stage of implementation of this year EMC2 was nowhere close, some major problems have become apparent by the end of January, and were more easily assessable in the course of action. So, it was decided not to wait until the evaluation. The problems had to be recognized and recorded, and search for possible solutions had to commence so that discussions could start at the nearest ICM.

I was being constantly updated by Mark on the matters going on with LOC and the Judges (and Advisory board), but my primary responsibilities concentrated on the communication with teams and interpretation of the Rules of EMC2, as well as preparation of materials for EMC2 as highlighted above.

Further, as I have planned my stay at the ELSA House for the time of arrival of the memorials, I had a taste of real international moot court administration first hand. It was busy throughout my two-week stay at the EH. First we started with some organization and paperwork, and in couple of days it was the time to start organizing Benches for the Final Oral Rounds of the EMC2. Phoning up, e-mailing Judges and settling their schedules took couple of days. Then the memorials started coming in and these (30 teams with two memorials each to be corrected twice) had to be registered and allocated to the Judges for correction. Then it was time to help out Mark to work out the proposals on the new structure of EMC2 Rules and draft some input papers for discussions on possible concepts of the future implementation of the EMC2.

Finally, I was back home continuing to do the work for EMC2, channeling my creative vibes towards new EMC2 article in Synergy, drafting Moot Court Competition Manual,

preparing for the ICM, watching over Mark (so that he wouldn't go mad during package week☺), missing EH and anticipating a productive meeting with the NETWORK representatives in Athens, Greece.

**Iulia Vass, Director for Human Rights,  
ELSA International**

**I. The Human Rights Newsletter.** After sending out the 1st Issue of the Human Rights Newsletter before the Alanya ICM, the 2<sup>nd</sup> Issue was sent out on 10<sup>th</sup> of December 2002. It included 9 ELSA Human Rights Events, one Funding Opportunity, 11 Upcoming Human Rights Events, 6 Other Announcements and 2 Human Rights Day UN Messages, as well as information about the Human Rights Speakers' Pool, about the National Directors for Human Rights and about the HR materials in the ELSA ONLINE Archive. It took me around 2-3 weeks of hard work to find and edit all the information.

As there was only one application for the position of Assistant Editor, and as January was for me an exams month, I had to postpone the 3<sup>rd</sup> issue of the Human Rights Newsletter, which will be sent out by the end of February 2003, in an improved HTML code.

**II. The ELSA Human Rights Speakers' Pool.** I sent about 35 invitations for the Human Rights Speakers' Pool, from which I received 18 confirmation replies. Therefore, at the moment we have 18 speakers, from which 6 speakers are from United Kingdom, 4 speakers from Romania, 1 from Switzerland, 1 from Germany, 1 from Canada, 1 from Hungary, 1 from Finland and 3 from Portugal. I would like to thank Ryszard Piotrowicz, Sussi, Sofia and Connie for their suggestions. The first ELSA group that "used" the HRSP was ELSA Malta.

**III. Human Rights Mailing List.** I appointed Patrick Zupansic from Utrecht, ELSA The Netherlands as responsible for sending on the Human Rights Mailing List a weekly Human Rights News Update. Support was also offered from the list for Death Penalty Book at the request of Robert Tremel, former Treasurer ELSA International. I have subscribed to the list around 10 new members during the past months.

**IV. ELSA ONLINE Human Rights Archive.** Since December 2002 you can find in the ELSA ONLINE Human Rights Archive 2 Flash Presentations and 1 Power Point Presentation, which were used during the Alanya ICM, as well as 1 Power Point Presentation from 2001, the Human Rights Handbook, the Human Rights Flyer, Suggestions for Topics for Human Rights Events and the Human Rights Newsletters.

**V. Human Rights Database.** We are still working on repairing the code, as there still are a few code errors. Hopefully, by the end of February it will be in the ELSA ONLINE Archive.

**VI. The International Legal Research Group on Human Rights.** As there was not enough interest from ELSA members for such a LRG, I decided to postpone this project.

**VII. International Team Responsibilities.** I tried to keep a good communication with the other members of the team; I worked on the Minutes of the Alanya ICM, S&C WS, as regards the Human Rights Presentation and on an ELSA Human Rights Report for the past 3 years.

**VIII. Communication with the Network.** Since the last ICM, I have sent hundreds of emails to ELSA members, trying to find more information on local and national Human Rights Events, on Directors for Human Rights, or contact details of good HR speakers who already lectured in ELSA events. Unfortunately, I received about 1 reply for 10 emails. The most disappointing was the complete lack of reply from the 6 National Directors for Human Rights whom I know were appointed last year. However, I had a better communication with former DHRs.

**IX. Support for ELSA Human Rights Projects.** I have tried to support as much as possible all ELSA members or Local Groups who asked for my help. Therefore, I offered support by giving names and contact details of speakers or ELSA Human Rights Enthusiasts, by sending Human Rights pictures for Human Rights posters or by simply giving suggestions, to the following projects: The Project on the International Criminal Court National Implementation Legislation (PINIL); "The International Criminal Court - all you need to know about the Court and its' Statute", organized by ELSA Malta; Human Rights Moot Court, organized by ELSA Georgia; Human Rights Day, organized by ELSA Bucharest.

**Jana Behlendorf, Director for Training,  
ELSA International**

Incredible how fast time went since the last ICM. This is what happened as regards training the last four months.

## Trainings held

From the month of November until the end of February 12 different training events took place during which app. 40 different training sessions were held with the involvement of ITP trainers.

1.11.02	Alanya ICM	BEE WS	<b>External relations in connection with Moot Court; Planning</b>
1.11.02	Alanya ICM	IM WS	<b>Transition; Organising cross-border training events</b>
1.11.02	Alanya ICM	FM WS	<b>Proposal writing; Fundraising</b>
1.11.02	Alanya ICM	Marketing WS Marketing+S&C	<b>Best local group of the year competition; Global website</b>
1.11.02	Alanya ICM	WS	<b>Marketing of S&amp;C events</b>
1.11.02	Alanya ICM	AA WS	<b>Studies Abroad Programme</b>
1.11.02	Alanya ICM	S&C WS	<b>Project Management</b>
1.11.02	Alanya ICM	STEP WS	<b>Negotiation skills</b>
23.11.02	Austria Innsbruck/ Geneva/	Freshers' Camp	<b>Moot Courts in general and EMCC</b>
30.11.02	Switzerland Copenhagen/	LG/NG	<b>Project Management for the EMCC final round</b>
30.11.02	Denmark	NCM	<b>General ELSA training based on the decision book</b>
10.12.02	Dublin/Ireland	LG/NG	<b>General ELSA training</b>
15.- 18.12.02	Amsterdam/N L	TTTW	<b>What makes a good trainer?; Preparing a training session; Project management; Transition; Teambuilding; Negotiation skills/Fundraising</b>
24.-26.1.02	Milan/Italy	NB	<b>Transition moderation</b>
31.1.03	Vienna IPM	BEE WS Non-presidential	<b>Planning; Chairing</b>
31.1.03	Vienna IPM	WS	<b>Presentation skills; Project Management</b>
8./9.2.03	Naples/Italy	LBs	<b>Teambuilding; General ELSA training</b>
13.-16.2.03	Maastricht ISM	STEP WS	<b>STEP</b>
27.2.- 1.3.03	Moscow/Russi a	NCM	<b>Fundraising; Financial Management; Marketing; ELSA knowledge; Time</b>

			<b>management; Transition</b>
27.2.-	Novi Sad/	Motivational	<b>General ELSA training; Project management;</b>
2.3.03	Yugoslavia	Seminar	<b>Personal skills</b>

Unfortunately one training request was not fulfilled. The request for a training by ITP in Kyiv/ Ukraine came on very short notice. Due to that and due to the fact that travel expenses could not be covered by the OC, we were not able to send a trainer to Ukraine.

#### Train the trainers' weekend (TTTW)

The third TTTW was actually not a "weekend". It was held from 15-18 December in Amsterdam, once again at the premises of Clifford Chance.

10 participants from 8 different countries (Italy, Malta, Norway, Poland, Russia, Spain, Sweden and Switzerland), 4 of which were not yet represented in ITP, spent four rainy days in the Dutch capital following a rather ambitious programme.

The working program consisted of app. 28 hours of training.

The first part of the program focussed on improving the participants' personal skills. For the third time these trainings were provided by Mr. Arie Gelderblom, a psychologist and professional trainer. His trainings gave a deeper insight into the different learning styles and social styles in communication and raised the participants' attention to the importance of listening and interviewing skills. Furthermore presentation skills and problem solving were addressed.

The second part of the training focused on the training topics to be covered by ITP trainers during ELSA trainings. Three current ITP trainers prepared sessions on the topics "What makes a good trainer?" and "How to prepare a training". In groups we discussed and concluded training methods and games to be used for trainings on the subjects project management, negotiation skills/fundraising, teambuilding/board management and transition/planning.

The program was rather intense and the participants went home loaded with material on the different topics. Having "digested" all the information during the Christmas holidays they are now ready to put their newly acquired knowledge into practice and fulfil your training requests!

#### Current composition of ITP

After the ten TTTW participants were appointed, ITP now consists of 34 members from 18 different countries. By chance we have a neat balance of 17 male and 17 female ITP members.

#### Plans for the remaining term in office

The first main goal as regards training was to find ten additional ITP members, especially from Southern and Eastern Europe and it has been reached.

The second and remaining goal is to refresh and deepen the training knowledge of the other ITP members. Therefore I am currently putting effort into organising a refreshment meeting in May.

Finally the promotion of ITP and the trainings ITP can provide as well as funding opportunities for trainings still deserves a lot of attention in order to make sure that your training requests are successfully answered.

In any case ITP is waiting for your training requests and ready to support your local/national ELSA work. Interested? - Just contact me at [jana\\_behlendorf@hotmail.com](mailto:jana_behlendorf@hotmail.com) and we'll tailor training according to your needs.



**Andrzej Rataj - Director for the International Focus Programme  
ELSA International**

Dear ELSA World!

The period after the previous ICM in Alanya has already passed and the Athens ICM is around the corner. During this four months between November 2002 and February 2003 I have focused my work on two main issues, namely: 1. Recapitulation of the previous IFP Topic (mainly work on the IFP Book). 2. Implementation of the new IFP Topic. Below I will give you some information on what has happened as concerns these issues.

1. IFP 2000-2002 and IFP Book "Information Society - the Legal Challenges"

While working on the recapitulation of the previous IFP Topic, the most important point is to prepare and edit IFP Book – an academic publication with articles, lectures and reports from the IFP projects between 2000-2002. It was not an easy job, since I had only a few materials when I entered into the office. In autumn 2002 I started collecting materials from the Network by contacting ELSA people, some academics and others. We got some papers, however until now we still do not have sufficient material. That is why the edition of the IFP Book, firstly planned for the ICM in Athens, will be several weeks later. I also prepared a list of IFP Projects 2000-2002 and gained some reports from the previous projects. Additionally the International Board is already negotiating with the possible editor of the IFP Book.

2. New IFP 2003-2005 - Implementation "Trade Law - a Way for Sustainable Development"

After ICM was finished, I also started work on the implementation. After some consultations with National Groups and with some experts (academics, practitioners), I have prepared detailed materials to distribute to the Network. Great support was given by Mrs. Prof. Letizia Raschella Sergi, who provided us with some outline, analysis and detailed proposals. All these materials are a useful tool for organising future IFP projects. You will get it during the ICM as "The IFP Implementation Materials" - a kind of IFP handbook.

To ensure proper implementation, a good and direct contact with the Network is essential. Therefore, in November 2002 I attended the NCM of ELSA Poland in Pieczyska and then, in January 2003 I was at the NCM of ELSA Germany in Goettingen. During these meetings I gave some presentations and trainings on the IFP Implementation. I also got some invitations for NCMs of other National Groups. However I haven't managed to attend them. Do not worry - eventually I will come to you later - I promise ☺.

So, officially we are starting with the new IFP in Athens. Nevertheless some National Groups have already begun organising IFP projects. Thank you for this - you are the pioneers!

Do zobaczenia w Atenach!

**Espen Rostrup Nakstad - Director for United Nations  
ELSA International**

Dear friends,

ELSA comprises some 25.000 European law students. The United Nations comprises a whole network of offices, programmes and commissions that are of vital importance to governments and citizens in many countries. These institutions connect to civil society organisations through the UN Economic and Social Council (ECOSOC), which offers a variety of activities and information that law students can benefit from. ELSA has been granted special consultative status with the Council as well as with the UN Commission on International Trade Law (UNCITRAL), The UN Educational, Scientific and Cultural Organisation (UNESCO) and the UN High Commissioner for Refugees (UNHCR).

During my first five months as ELSA International Director for UN, groups of European law students have attended UN related meetings in Europe and the United States. In September, a delegation of eight students attended the first annual meeting of the ICC Assembly of States Parties at UN Headquarters, New York City. A detailed report from this historic meeting has been compiled and is available in the ELSA ONLINE archive.

In September we also had the opportunity to visit the DPI office (UN Department of Public Information, New York), which provides ELSA with material and information about scheduled meetings in 2003.

The autumn meeting of the CICC steering committee, which is the advisory board of the NGO Coalition for the International Criminal Court, was attended by representatives from ELSA International. The Coalition has recently set up an office in The Hague, The Netherlands, in addition to its European office (Brussels) and main office at 777 UN Plaza New York. Our contacts at the CICC are very useful when it comes to planning and structuring of other UN events.

From 18 - 22 December an ELSA delegation of six students attended the International Criminal Law Network Conference in The Hague, NL. A special discount was negotiated for ELSA students at this high-profiled convention, and I hope to see more students at the next annual meeting in December 2003.

One of the new activities that relate to ELSA and UN activities this year is the new "PINIL" legal research group. After the coming into force of the Rome

Statute on 1 July 2002, the focus of academics, governments and the NGO community has shifted to the implementation of the Rome Statute in domestic jurisdictions. In recognition of this fact ELSA has created its legal research “Project on ICC National Implementation Legislation” (*PINIL*) to examine the conformity of national criminal laws with the Rome Statute. The website [www.elsa-pinil.org](http://www.elsa-pinil.org) will provide you with further information.

Some new UN events are in the pipeline as well. A call for applicants for the UNCITRAL Commission at UN Headquarters in March has already been made. The 2<sup>nd</sup> annual meeting of ASP in New York (September) has been advertised on [www.elsa.org](http://www.elsa.org) and the S&C calendar of events. ELSA International will also consider sending a delegation to the resumed ASP meeting at UN headquarters in April 2003.

If you have questions regarding UN activities in ELSA, please don’t hesitate to get in touch or simply check out the “UN handbook” in ELSA ONLINE’s archive. It provides you with all the information you need – and a little more.. ;-)

With regards,

**Maria Cruz Ferreira Costa., Coordinator of the ELSA House Training Week  
ELSA International**

When I decided to apply for Coordinator of the EHTW, I thought that it would be a nice way to become more active during 2003, and it really become an amazing way to become active when I learnt that I had been appointed.

Joining ELSA International was my first step as Coordinator, and during these weeks I have accomplished several things concerning the EHTW. It is planned to be held from the 20<sup>th</sup> to the 27<sup>th</sup> July 2003. I have drafted an agenda and I have designed the general plan and schedule of how the whole project will be developed. And have started to prepare a list of possible participants at the Careers fair. I have also prepared the first presentation for the event with PowerPoint.

These past months I have been working on the following things:

External relations:

I have met with the Representatives for the Youth movements of several political parties, in order to arrange the programmed visit to the European Parliament.

I have also made contacts in the European Commission, in order to plan our visit and a possible conference in the European Commission. For the moment I have contacted persons at the DG Education & Culture, DG Information Society, and DG Consumers and Health (specifically the unit for Consumers).

I have also fixed an appointment for the end of this month with the person in charge of the Public Relations at the College of Europe in Brugges, with the aim of arranging a reception on our day trip to the city of Brugges.

Some "potential" sponsorships:

Regarding food & drinks:

I have contacted Coca & Cola, Pepsi, Red Bull and Heineken, I have also contacted Matutano, and Chupa Chups, all of them at International level.

As regards the Belgium market I have already contacted the brewery Hoogarden and chocolates maker Leonidas.

Other contacts:

Virgin Airlines, Fortis Bank, KBC, Proximus and Levis have already been contacted.

Travels:

I have assisted at the NCM of ELSA Germany, held in Gottingen, with the aim of promoting the event among the freshers ELSA Germany. As well as at the ISM in Maastricht where I made my first Official presentation of the EHTW 2003.

I have helped to complete a Call for Expression of Interest, for the DG EAC of the European Commission and I am also studying others Calls for Expressions that could be a potential help for ELSA.

The Call for applicants as OC of the EHTW 2003 will be sent at the end of February, so good luck!!! (be nice and sweet in order to be hunted!!!) ☺.

Currently I am preparing the best advertisement “never ever” to promote the best event “never ever”.

Looking forward to see you all in Athens, and HOPE to enjoy together in the BEST ELSA House training week. **EHTW 2003: “Fun for all tastes”**

**IB PROPOSALS****Principles of the Moot Court Competition**

The IB proposes to the Council the following:

**Principles of the Moot Court Competition**

- |     |   |
|-----|---|
| 1   | <b>Organisation</b>   |
| 1.1 | The ELSA Moot Court Competition on the Law of the World Trade Organization (EMCC) is the annually organised international moot court competition of The European Law Students' Association (ELSA).  |
| 1.2 | <b>The International Organising Committee</b><br>The International Organising Committee (IOC) is responsible for the overall organisation including drafting the case, nominating the bench, issuing and interpreting the rules of the EMCC, advertising the EMCC, organising the applications of the teams, organising the clarifications to the case, setting up the timeline of the EMCC and supporting the Local Organising Committee according to the Memorandum of Understanding. |
| 1.3 | <b>The Local Organising Committee</b><br>The Local Organising Committee (LOC) is responsible for all logistical aspects related to the organisation of the Final Oral Rounds of the EMCC.   |
| 1.4 | <b>Relations between the IOC &amp; LOC</b><br>Between the IOC and the LOC a Memorandum of Understanding shall be established determining all aspects of the organisation of the EMCC.   |
| 1.5 | <b>Timeline</b><br>The IOC will issue a detailed timeline for the EMCC.   |
| 2.  | <b>Rules</b>  |
| 2.1 | <b>Issuing the rules</b><br>The IOC shall issue the rules for the EMCC when issuing the case.<br>The rules shall be written in accordance with the principles contained herein and shall take into consideration all recommendations made in the Council.   |
| 2.2 | <b>Language</b><br>The EMCC shall be conducted entirely in the English language.  |
| 2.3 | <b>Scores</b><br>The scores of both Rounds will be kept on official scoring sheets. They shall be kept confidential.  |
| 3   | <b>Structure</b>  |
|     | The EMCC shall be divided into two principle rounds: a Selection Round and a Final Oral Round   |
| 3.1 | <b>Selection Round.</b><br>This round shall have the aim of selecting teams for the final oral round.   |

- The IOC shall have the discretion to choose any mixture of the following methods for the selection of the finalist teams:
- 3.1.1 **Written Round**  
Where every team shall have the opportunity of being selected if they send two written memorials, one for the claimant and one for the respondent that shall be assessed by a bench of competent judges.
- 3.1.2 **Oral Round**  
Where the winning team of a moot court competition on international trade law organised pursuant to a written agreement with the IOC shall be selected for the final oral round.  
The IOC shall decide whether this moot court will involve only teams from one country (national round) or from various countries (international round). In doing so, however, the IOC shall strive to maintain a clear structure for the EMCC.
- 3.1.3 **Oral Round**  
Where the winning team of a moot court competition on trade law involving the participation of a number of teams from different countries and organised pursuant to an agreement with the IOC shall be selected for the final oral round.
- 3.1.4 The IOC shall declare what method(s) shall be used for the selection rounds when issuing the case. When doing so, the IOC will keep in mind the nature of the competition and the need to encourage ELSA groups to organise moot courts.
- 3.2 **The Final Oral Rounds**
- 3.2.1 **Contents**  
The Final Oral Rounds consist of a number of sessions where paired teams will plead their arguments in front of a bench.  
The IOC shall determine the number of teams being admitted to the Final Oral Rounds of the EMCC each year.
- 3.2.2 **Venue**  
The venue for the Final Oral Rounds of the EMCC shall be selected by the IOC after consulting with various ELSA groups. The best location shall be chosen taking into account the logistics, suitability of the location and the financial resources.
- 3.2.3 **Time**  
The IOC will fix the dates of the Final Oral Rounds in cooperation with the LOC.
- 
- 4 **Case**  
WTO law experts, upon request of the IOC, shall draft the case. The case shall be published according to the timeline of the EMCC.
- 
- 5 **Bench**
- 5.1 The judges forming the bench shall be WTO law experts nominated by the IOC.
- 5.2 **Fairness**  
The IOC shall endeavour to ensure that the bench is perceived as being neutral and fair.

---

## 6 Participation

### 6.1 Team Composition

Each team shall be composed of two to four members. There shall not be more than one team per law faculty.

### 6.2 Team Members

Any student enrolled at a law school, accredited under national law, that awards a degree that permits to its graduates to enter in a legal profession is eligible for team membership. This includes students of postgraduate programmes.

### 6.3 Grounds of Exclusion

Persons that are engaged in the practice of law or any work of a nature that would provide them a significant or unfair advantage and persons that have previously participated in the Final Oral Rounds of the EMCC are not eligible for team membership. Persons involved in the organisation of the EMCC or of any moot court connected to it are excluded from participation.

### 6.4 Team Assistance

Teams shall be encouraged to receive outside assistance that does not overly interfere with their work.

### 6.5 Registration

Teams are to register with the IOC within the specified time.

### 6.6 Fees

Every team will pay an administration fee on registration.

Teams participating in Oral Rounds may also be required to pay an additional participation fee. Where this is charged, this will include an academic and social programme, accommodation, meals, and administration costs.

The treasurer of ELSA International shall establish both the administrative and participation fee taking into account the budget and the nature of the event.

The participation fee for an Oral Round shall be established together with the OC for that oral round.

### 6.7 Team Identification and Anonymity

The organisers shall take all necessary measures in order to assure the anonymity of the participants.

---

## 7 ELSA Groups

ELSA groups are to be involved in finding participants for the EMCC making their members aware of the case and the rules.

Where they are actively involved in finding participants and fundraising for them, they must ensure that the team members are satisfactory representatives of their university and group. For this reason they should ensure the proper coaching of teams.



Comments:

The current rules for the EMCC as decided by council have a number of disadvantages: It is both an internal and an external document: containing rules regarding both the organisation of the event (that are the interest of the ELSA Groups) and those concerning participants. At the same time a number of mechanical rules are regulated by appendices. This makes the whole rules a rather messy jumble.

At the same time since the EMCC rules are a council decision then they can only be amended during an ICM. This however is a very bad timeline for the EMCC – after all the best time to amend the rules is after the final oral rounds have taken place in Geneva however ICMs generally take place in March and in October. March is too early and October is too late.

This proposal aims at solving both issues: it allows the International Organising Committee (IOC) to make more ‘participant-friendly’ rules and makes the process of updating them more efficient and precise. At the same time however Council will still exercise a regulatory control since it will decide on the principles upon which the rules are based. The rules will be updated and these will be done in collaboration with the judges and advisory board, at the same time the opinions both of participants and ELSA groups will also be considered.

In drafting this proposal I have taken into account all the discussions that have been held over the past years as regards the moot court.... These discussions never concerned the mechanics of the competition:

Warsaw, 2000: Topic, general discussion on location, rules, structure.

Oresund, 2001: General discussion on marketing, logistics and structure.

Vienna, 2001: Concrete discussion on the rules: necessity that rules are clear and simple; discussion on how teams are chosen – per faculty or per group; Location of competition, language to be used.

Coimbra, 2002: Discussion on rules 2.2 & 2.3 –who can participate in the competition and grounds for excluding team members. Number of teams that can participate in the EMCC. Procedure for selecting teams. Discussion on the implementation and responsibilities of the groups.

Corunna, 2002: Possibility of National Rounds, whether electronic copies are allowed. Financing the competition.

Taking all these discussions into account, the proposal attempts to set the basic principles of the competition including the basic organisational set up of the EMCC, the structure of the competition, who may participate, principles for establishing a fee, responsibilities of the ELSA groups, basic quality control measures. In effect it would be similar to a constitutional document allowing maximum flexibility while leave council with a controlling role.

It should be noted that the proposal also includes some changes from the previous rules. These are:

The updated rules, timeline and case will all be issued at the same time. This ensures that participants are given all necessary information on time. The timeline will be established by the IOC together with LOC since the date of the Final Oral Rounds exerts a large influence on them.

The principles only state that there will be a selection round and a final oral round. However the final structure of these selection rounds is to be established by the IOC. The structure of the competition will be discussed during the workshop, therefore please be prepared and read the input paper on the structure of the EMCC. The IOC will definitely be taken into account the results from the workshop in deciding on the structure of the selection rounds.

The Venue and the number of teams participating will also be chosen by the IOC and stated at the same time as the case is issued. The Venue will be chosen after a proper feasibility study can be made together with ELSA groups wanting to organise the final oral rounds. During this study the IOC would also determine the number of participating teams since this can set a number of logistical requirements.

The fee will be decided upon by the treasurer of ELSA International – since this will be highly dependent on the location of and number of teams participating in the final oral rounds. As it can be seen in the Input paper on the different Fees charged by the various international moot courts the EMC2 is the cheapest one around. And yet if we want to keep expanding the competition we should consider the fee structure used. This issue will also be discussed during the workshop. However it should be noted that the Venue chosen might have an influence on the fee that would be charged for participants for this reason the final decision on the fee is left to the Treasurer of ELSA International to determine after having set the budget for the competition.

Since these document is a purely internal document it also sets some obligations on the ELSA groups who are now responsible for finding teams and assisting them, in this manner ensuring a high quality competition.

Oral rounds must be held either on the same case as the EMC2 or on *International Trade Law*. Allowing national rounds to be held on Trade Law was decided in Corunna, however considering that trade law is such a vast topic and that we have an international moot court we have decided to restrict the possible cases to international trade law.

**Revision of the AA Decision Book**

The IB proposes to the Council the following:

*'AA 02/01 II shall be set out of force (Rules for the ELSA Moot Court Competition)'*

Comments:

The 'Principles for the ELSA Moot Court Competition' are proposed as a replacement of the current EMCC rules. Therefore the current rules shall be set out of force if the proposed principles are approved by Council.

**Amendments to STEP forms**

ELSA International proposes to the Council the following:

“From the Traineeship Specification Form and the Student Application Form the option “specialized” is to be removed”

Comments:

After the ICM in Coimbra a STEP working group was created. One of the main topics worked on was to find a common set of criteria for the specifications in the different STEP forms. This turned out to be a very difficult task. Given that the law educations are still very different in Europe the working group could not come up with criteria to ensure uniformity and fairness in the selection/matching procedure. Having this in mind we started looking for other solutions. During this work we realised that the STEP officers around were facing the same kind of problems. The problems were the following:

The matching:

Much of the STEP communication has been regarding the low amount of matches. The system performs a 100% matching this means that the requirements set by the employer and the information in the student’s CV’s have to match completely. This gives the security for the employer that the right student gets the job as well as the student getting a job that serves his/hers abilities. We took a deeper look into what the reasons for the low amount of matches could be and realised the following:

Job negotiations:

People promise too much to the employer. When the employer asks for a student with very specialised skills both academic and language the “job hunter” tends to promise this fearing that the employer might not take a trainee if they cant provide it. As the specification form is at the moment it increases the risk of the employer asking for too much. We give the impression that we can provide them with very specialised students, which we can in some cases, but we have to admit that most STEP applicants are undergraduates and therefore are not specialised in any legal fields. To avoid unprofessional situations where we do not fulfil the expectations of the employer the specialised requirement should be removed form the TSF.

Wrong information in the SAF’s:

Many applicants wrongly think that they wont be able to get a job if they don’t write that they are specialised in some legal field. Also since there is no common interpretation of the field “specialised” some applicants fill in their CV wrongly because of it. This again causes the aforementioned unprofessional situation but also the STEP experience being unsuccessful for the student, since they do not manage to perform as expected. Groups have lost STEP jobs because the student wasn’t as skilled as needed

and as promised. This destroys not only the possibility of further STEP jobs but also the reputation of the association and thereby the chances of obtaining other kinds of co-operations with externals, like sponsorships.

Conclusion:

The low amount of matches is many times caused by misunderstandings in the job hunting process and the certification process. Training is the long-term solution for the problem but while working hard on that we experience the need for a solution now. While recognising that this proposal has consequences for the student's who are actually specialised in an area of law, we do not see another possibility of decreasing the risk of losing STEP jobs as well as increasing the number of correct matches.

For the students who are specialised the STEP officers when doing certification should advise the applicant to write this point in the comment line. But only if it is certified that the student is specialised.

This proposal also aims at fulfilling the obligation of quality in STEP.

Having the abovementioned points in mind we encourage you to support the proposal.

**Expulsion of ELSA Albania**

ELSA International proposes to the Council the following:

"Whereas ELSA Albania is currently a member of ELSA, in terms of Article 9 of the Statutes;

Whereas since the 39th ICM of ELSA in Vienna in March 2001, the International Board has made repeated attempts to establish communication with the National Board of ELSA Albania or any other functioning ELSA group in Albania, which attempts have all proved to be unsuccessful;

Whereas there exists no visible indication that there currently exists a functional National Board of ELSA Albania, or of any other ELSA group in Albania;

Therefore ELSA International proposes to the Council that:

- (1) ELSA Albania be declared defunct; and consequently
- (2) ELSA Albania be expelled as a member of ELSA in accordance with Article 14 iii and iv of the Statutes;
- (3) All rights and obligations currently existing between ELSA International and ELSA Albania be hereby rescinded."

**Comments:**

Point 1, 2 and 3 are interlinked and dependent on each other. Therefore approving any one of the points necessarily requires the others to be approved. The proposal must be approved by a two-thirds majority of the Council according to art. 14 of the Statutes.

### **Duration of Tactical Plan**

ELSA International proposes to the Council the following:

‘That the 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.”

### **Statutes and Standing Orders**

ELSA International proposes to the Council the following:

“To approve the Statutes and the Standing Orders as they are presented below in order to send them to the Notary for translation and notarization as required by Dutch Law. The translated version will be proposed at the Autumn ICM 2003.”



---

**Final Draft of Statutes and their contents:**

---

## Preamble

WHEREAS ELSA, the European Law Students' Association, is an independent non-political, and non-profit-making international organisation of law students and young lawyers which was founded on 4th May 1981 in Vienna, Austria;

WHEREAS the members of ELSA are now through representatives assembled in Council in ....;

GUIDED by the ELSA Philosophy Statement adopted in October 1992, in Brussels, Belgium;

### **Vision**

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

### **Purpose**

To contribute to legal education, to foster mutual understanding and to promote social responsibility of law students and young lawyers.

### **Means**

To provide opportunities for law students and young lawyers to learn about other cultures and legal systems in a spirit of critical dialogue and scientific co-operation.

To assist law students and young lawyers to be internationally minded and professionally skilled.

To encourage law students and young lawyers to act for the good of society.

THEREFORE the Members of ELSA adopt the following Statutes and Standing Orders in order to execute and regulate the above principles and aims.

## Scope of Association

---

### **Article 1 - Name**

---

The name of the association is "ELSA", which stands for "the European Law Students' Association".

ELSA has its domicile in Amsterdam, the Netherlands and also has office in Brussels, on 239 Boulevard General Jacques, 1050 Brussels, Belgium.

---

**Article 2 - Aims and Activities**

---

ELSA is a non-political, independent, non-profit-making association the aims of which are to promote, establish and develop mutual understanding, co-operation and personal contacts between law students and young lawyers from different states and legal systems, thereby equipping them for professional life in an international environment.

In order to reach its aims as set out in the Preamble and above ELSA's main fields of activity are:

- The Student Trainee Exchange Programme (STEP), providing opportunities for law students and young lawyers to gain work experience in a foreign legal system while learning about other cultures.
- Seminars and Conferences (S&C) involving the acquisition of knowledge through exposure to professionals and foreign cultures.
- Academic Activities (AA) involving the development of legal knowledge through guided practical activities.

---

**Article 3 - Organisation**

---

To achieve the said aims and activities ELSA is organised on three levels local, national and international.

On a local level ELSA is organised in local groups, in conformity with the legal order permitted by national laws and subscribing themselves to the aims and activities of ELSA. Local groups are bound to respect any decisions taken in accordance with these Statutes.

On a national level ELSA is organised in national groups being the organisations, which confederate local groups present in each respective country. They represent ELSA nationally and represent their local groups in the international network. National groups are members of ELSA in the context of these statutes.

Internationally ELSA is represented by the International Board.

---

# Members and Observers

---

## Article 4 - Observers

---

A national organisation, with members being local groups present at law faculties, or law students and young lawyers, which supports the aims and activities of ELSA may become an Observer of ELSA provided the following requirements are met:

- (i) in the country of the organisation that is applying for observership there is no existing Member or Observer; and
- (ii) a written application for observership is submitted to the International Board in which the national organisation states that it supports the aims and activities of ELSA; and
- (iii) the national organisation submits its statutes and standing orders to the International Board and these statutes and standing orders are compatible with those of ELSA; and
- (vi) the application for observership is approved by Council with a two thirds majority.

---

## Article 5 - Members

---

Membership of ELSA is open to Observers of ELSA that have proved to support and work for the aims and activities of ELSA providing the following conditions are met:

- (i) the Observer can apply for membership no earlier than at the end of the fourth Council Meeting immediately following the Council Meeting where the status of Observership was attained.
- (ii) a written application for membership is submitted to the International Board in which the observer states the methods and means by which it has been supporting the aims and activities of ELSA thus far; and
- (iii) the observer submits its statutes and standing orders to the International Board and these statutes and standing orders are compatible with those of ELSA; and
- (iv) the application for membership is approved by Council with a two thirds majority.

---

**Article 6 - Termination**

---

Membership or observership immediately ends if:

- (i) an observer did not apply for membership or was rejected as member for 4 consecutive Council Meetings following the Council Meeting where the observer can apply for membership.
- (ii) a member or observer notifies the International Board in writing that it wishes to terminate its membership or observership.
- (iii) a member or observer is expelled in accordance with Article 7 of these Statutes.

---

**Article 7 - Expulsion**

---

A Member or Observer can be expelled from ELSA on a two-thirds majority vote by the Council if that Member or Observer has either:

- (i) violated these Statutes, the Standing Orders, decisions taken by Council or the interests of ELSA; or
- (ii) not paid any fees or amounts due to ELSA International for two consecutive Council Meetings.
- (iii) caused considerable harm to ELSA, any of its Members or Observers or anyone within their responsibility; or
- (iv) ceased to support the aims and activities of ELSA or to otherwise satisfy the requirements of Article 4 and 5 above; or
- (v) ceased to take appropriate measures in case anyone within the Member's or Observer's responsibility violates point i, iii, and iv above.

## Organs

---

**Article 8 - Organs**

---

The principal organs of ELSA are:

- The Council
- The International Board.

---

**Article 9 - Council**

---

### 9.1 Role of the Council

The Council represents the members of ELSA and is the supreme decision-making body of ELSA the decisions of which are binding on the entire organisation as defined in Article 3.

The Council shall decide on any questions or matters within the scope of the present Statutes and Standing Orders except for those assigned to other organs by these same Statutes and Standing Orders.

#### 9.2 Summoning of Council

The Council shall meet twice a year, in spring and in autumn, at a time fixed by the International Board. Extraordinary meetings can be requested by the International Board or by at least one-third of all the Members.

The Council shall be summoned by means of written invitations sent by the International Board to all Members, Observers, Auditors, and any person appointed by the International Board or Council to carry out a specific task at least 42 days before the opening of the Council Meeting in question.

#### 9.3 Right to make proposals

The following have the right to make proposals to the Council:

- a. The International Board
- b. Members
- c. The Presidents' Meeting

#### 9.4 Quorum and validity of decisions

The Council in plenary session is only fully competent when it has been summoned in accordance with Article 9.2 of these Statutes and when at least one-half of the Members are represented and able to vote.

Unless these Statutes specify the contrary, decisions by the Council shall be determined by an absolute majority of the votes cast by a competent Council. Abstentions shall not be included in the number of votes cast with the exception of elections, as provided for in Article 12.5 paragraph 3.

#### 9.5 Voting rights

Each Member has three (3) votes in Council, irrespective of the number of delegates or representatives attending the Council Meeting.

The voting rights of a member are suspended if a member has not fully fulfilled its financial obligations towards ELSA International.

---

### Article 10 - The International Board

---

#### 10.1 The Role of the International Board

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

The International Board consists of the President, the Secretary General, Treasurer, Marketing Manager, the Vice President in charge of Academic Activities, the Vice President in charge of Seminars and Conferences, and the Vice President in charge of the Student Trainee Exchange Programme.

#### 10.2 Elections

The Council shall elect the International Board members during the Spring Council Meeting for a period of one year, starting the 1st of August in the year of election and terminating 31st of July of the following year.

#### 10.3 Composition

There may not be more than two persons with a substantial connection to the same member on the International Board.

#### 10.4 Dismissal

An International Board member may be dismissed by the Council by a majority of two-thirds of the votes cast if the International Board member violates these Statutes, the Standing Orders or the interests of ELSA.

## Presidents' Meeting

---

### Article 11 - Presidents' Meeting

---

#### 11.1 The Role of the Presidents' Meeting

The presidents' meeting is a horizontal meeting of the Presidents of the Members and Observers which meets twice a year and aims to exchange experience, information and ideas existing in the National Groups, to learn from other National Groups and to contribute to the implementation of the Council Meeting decisions and to prepare for the Council Meeting.

#### 11.2 Right to attend

The President or his substitute of each Member or Observer has the right to attend the Presidents' Meeting.

The President of the International Board or his substitute must attend the Presidents' Meeting.

#### 11.3 Voting Rights

Each President or his or her substitute, of each member, has one vote irrespective of the number of the representatives attending the Presidents' Meeting.

The voting rights of a member are suspended if the member has not fully fulfilled its financial obligations

#### 11.4 Right to submit proposals

The Presidents' Meeting has the right to submit proposals to the Council.

A qualified majority of two-thirds of the Members present at a Presidents' Meeting must approve such a proposal.

## Finance

### Article 12 – Source of Funding

---

#### 12.1

The costs of running the activities of ELSA are to be funded by annual membership fees, and special activity fees, sales and advertisement revenues, fundraising from private and public bodies and organisations, public subsidies and donations whether in cash or in kind, provided however that such funds must not be accepted if they are tied to conditions contrary to the aims and principles of ELSA or if they are otherwise not in the interests of ELSA.

#### 12.2

Each Member of ELSA is obliged to pay an annual membership fee for each financial year of membership to ELSA, the amount of which is decided by the Council from time to time.

### Article 13 Accounts

---

The financial year of ELSA is from the 1<sup>st</sup> of August until the 31<sup>st</sup> of July.

The audited final accounts shall be submitted to the Council Meeting in the financial year immediately following the year to which they refer.

The audited interim accounts covering the first six (6) months of each of ELSA's financial years shall be submitted to the Council Meeting following the 6 months period in the financial year to which they refer.

### Article 14 Audit

---

Two Auditors and one Vice Auditor shall be elected by Council for a period of one year starting the 1st day of August and terminating with the final decision of the Council on the financial accounts. The term shall not expire until the financial accounts are approved. The Auditor shall be a person independent from the International Board and with necessary experience in accounting and finance or a society of chartered auditors. In the case of selecting a society of chartered auditors, the society of chartered auditors shall announce the person responsible for carrying out the audit.

The Auditors shall examine the accounts of all revenue and expenditure of ELSA and the financial management of ELSA, according to the generally accepted auditing standards. The Auditors shall provide a certification as to the reliability of the accounts

and the legality and regularity of the underlying transactions. The Auditors shall present their auditing report and certification concerning the final accounts to the Council.

## Statutes and Standing Orders

### Article 15 - Standing Orders

---

The Council will further regulate internal affairs of ELSA, the rights and obligations of the Members towards ELSA and such other affairs that may appear to the Council in its discretion to require further regulation in its Standing Orders. In the event of conflict, these Statutes shall take precedence over the Standing Orders.

### Article 16 - Amendments

---

Any amendment to these Statutes may be made if supported by two-thirds of the votes cast by the Council and provided the proposed amendment was sent out to everybody referred to in Article 9.2 at least 28 days before the opening of the Council Meeting.

Any amendments to the Statutes take effect only when a notarial deed containing the amendments has been executed. Every member of the International Board is entitled to have such a notarial deed signed and executed.

Any amendment to the Standing Orders may be made by the Council Meeting if supported by two-thirds of the votes cast.

### Article 17 - Arbitration

---

Any dispute or difference arising out of or in connection with these Statutes shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules as may be currently in force.

## Dissolution

### Article 18 - Dissolution

---

ELSA may be dissolved by unanimous decision of the Council.

The Council shall upon a decision to dissolve ELSA elect 2 liquidators and shall subsequently decide about the destination of the net assets and property of ELSA, if any.

In order to be valid, a decision by the Council to dissolve ELSA must be preceded by a proposal to that effect on the Council Meeting agenda.



Comments:

After a lengthy review of the Statutes and Standing Orders groups agreed at the Alanya ICM on the draft that is presented. Furthermore at the IPM in Vienna there have been some minor changes, which were agreed upon by the groups present.

What you see here is the final draft of the Statutes and Standing Orders. However it is not the final proposal. All proposals to the Council as regards amending the Statutes and the Standing Orders have to be made in Dutch according to Dutch law and Article 57 of the Dutch version of the Statutes. This was only very recently pointed out to us by the Notary who went on to mention that there would be no time to translate the documents within the time limits prescribed under Article 18 of Standing Orders. Since we are unable to convert this draft into our actual Statutes and Standing Orders we will, on the advice of the Notary, be voting on them as the definitive version to be translated and send to the Notary.

**Final Draft of Standing Orders and their contents:**

In order to further clarify and explain the Statutes of ELSA, the Members agree to adopt the following Standing Orders.

## Scope of Association

**Article 1 - ELSA as a faculty-based association**

---

Local groups of ELSA can only be established in the presence of a law faculty. The term "Law faculty" shall be interpreted as meaning an educational institution offering courses that enable the students enrolled thereto to enter a kind of legal profession. The education shall contain a substantial amount of law thus enabling students to carry out the aims of ELSA

## Members and Observers

**Article 2 - Application for Membership or Observership**

---

2.1 Any application for Membership or Observership as referred to in Articles 4 and 5 of the Statutes must be submitted to the International Board at least 35 days prior to opening of a Council Meeting.

An application for Observership must include:

i) the documents referred to in Article 4 of the Statutes;

The written application referred in paragraph. ii of Article 4 of the Statutes must include:

- i.) a declaration by means of which the applicant group expresses its commitment to the aims and activities of ELSA and its will to become an Observer ;
- ii.) a report stating by whom the state of the organisation that is applying for observership is recognised.

An application for Membership must include:

i.) The documents referred to in Article 5 of the Statutes;

The written application referred in paragraph ii of Article 5 of the Statutes must include:

- i.) a declaration in which the applicant group expresses its commitment to the aims and activities of ELSA and its will to become a Member;

- ii.) a report stating the applicant group's activities during its period as an Observer;
- iii.) a report on the organisational structure of the Observer that is applying for Membership, including guarantees for continuity;
- iv.) a report stating by whom the state of the organisation that is applying for Membership is recognised.

2.2 Observership or Membership is open to organisations established in a state that is recognised as such by a formal act of a United Nations Body and under the same name

The International Board shall recommend to the Council whether to accept or decline an application for Observership or Membership. The International Board shall consider the organisation's statutes compliance with the statutes and standing orders of ELSA and shall present a report regarding this to the Council.

---

### **Article 3 - Termination & Expulsion**

---

3.1 A termination as referred to in Article 6 (ii) of the Statutes shall be effective when the International Board receives either:

a) written notification, signed by all elected board members, of the decision stating the intention of termination taken in accordance with the member's or observer's Statutes and the Domestic Law of the country in which the group is based;

Or

b) notification of the member's or observer's dissolution, as decided by the National Council of the member or observer in accordance with its Statutes and the domestic law of the country in which the group is based;

Or

c) notification of the member or observer's dissolution, as decided by a supreme domestic decision-making instance whereby the dissolution takes effect according to domestic law.

3.2 In order for an expulsion to be valid in accordance with Article 7 of the Statutes, the Member or Observer must be given adequate opportunity to explain its acts and to reply to any allegation made against it.

The International Board must prove to Council that the respective letter of invitation according to the Article 9.2 of the Statutes was sent to the Member or Observer, thereby giving it adequate opportunity.

# The Council

## Article 4 - Council Meeting Host

4.1 The International Board is responsible for choosing the date and for the organisation of each Council Meeting. The Council shall however elect a council meeting host responsible for the practical organisation of the Council Meeting.

### 4.2 Eligible applicants

Any national or local ELSA group is eligible for applying to host a Council Meeting.

### 4.3 Application to host a Council Meeting

A written application to host a Council Meeting shall be handed in to the International Board. The application shall contain name of venue, a draft budget, a draft programme and can be supplemented with other relevant material. The application shall be handed in to the International Board not later than the third day of the council meeting where a vote on the application in question is scheduled to take place.

No decision can be taken upon the application earlier than eighteen months before the Council Meeting the group has applied to host.

4.4 An election of a council meeting host shall be taken by means of an absolute majority of votes, including abstentions in accordance with Article 9.4 of the Statutes.

4.5 Each Council Meeting host shall sign a contract with the International Board that is agreeable to both parties under the following headings:

Dates of the Council Meeting

Venue and logistics

Financial implications

Responsibilities of both parties

Discharge of Council Meeting host.

This contract shall be signed upon acceptance of application to host a Council Meeting.

### 4.6 *Force Majeure*

In case of *force majeure* the International Board has the right to delegate the practical organisation of a Council Meeting to a national group, local group or an organising committee. This decision by the International Board can in such cases overturn a Council decision to delegate the organisation.

The venue stated in the application to host a council meeting can only be changed upon agreement with the International Board in case of *force majeure*.

### 4.7 Presentation of Council Meeting accounts

Every Council Meeting host<sup>7</sup> shall submit a financial report to the Treasurer of the International Board upon request.

Within six weeks after the Council Meeting, the Council Meeting host shall present a report listing all the income and expenses of the Council Meeting to the International Board and the Members and Observers.

---

**Article 5 - Requested Information**

---

**5.1 Invitations**

The written invitation to the Council Meeting referred to in Article 9.2 of the Statutes shall specify the date, venue, participation fee and any other relevant information concerning the Council Meeting.

**5.2 Submitting proposals and other information to the Council**

All proposals, activity reports, financial documents and other materials that are to be submitted to Council must be sent to the Secretary General of the International Board to in Article 9.2 of the Statutes at least 35 days before the opening of the Council Meeting.

**5.3 Working materials**

The Secretary General of the International Board shall send to all those referred to in Article 9.2 of the Statutes the agenda of the Council Meeting, information about organisations applying for Observership or Membership and the activity reports of all International Board members at least 28 days before the opening of the Council Meeting.

**5.4 Letters of authorisation**

To be allowed to participate in the Council, the delegates representing the Members must be duly authorised to vote in Council on behalf of the Members and must therefore present to the Secretary General of the International Board letters of authorisation duly issued and signed by two (2) board members of their respective national group.

The letters of authorisation shall be accompanied, with a list of local groups that are currently members or observers of the respective national group.

**5.5 Number of delegates**

Members and Observers have the right to send nine delegates to each Council Meeting. The host of the Council Meeting in agreement with the International Board may increase this number.

**Article 6 - Council Meeting General Procedure**

---

**6.1 Opening of the Council Meeting**

The President of the International Board shall open the Council Meeting.

The Secretary General shall announce the Members and Observers represented, and shall announce those Members entitled to vote following due authorisation.

The President shall announce any guests and Council Guests present.

**6.3 Election of Council Meeting officers**

After the opening of the Council Meeting the following officers of the Council Meeting must be elected:

- a) Chair
- b) Vice-chair
- c) Two (2) to four (4) secretaries
- d) Two (2) tellers
- e) A nomination committee consisting of three (3) persons.

**6.4 Approval of the Council Meeting agenda**

The agenda of the Council Meeting shall be approved by the Council after the opening of the Council Meeting and the election of the Council Meeting officers. It may be amended by the Council upon a seconded proposal.

6.5 Proposals not sent to the Secretary General of ELSA International in accordance with Article 5.2 of these Standing Orders will only be allowed to be submitted to Council at the absolute discretion of the Chair of the Council.

6.6 A revision of the list of votes shall be taken at the commencement of all sessions and adjournments of the Council Meeting. Should national groups subsequently leave/join the session, they shall inform the Chair of their absence/presence and this shall be recorded in the minutes.

6.7 At the commencement of all sessions of the Council Meeting, the Chair shall inform delegates of these procedures and about the possibility for a Member to be represented by proxy according to article 8 of these Standing Orders.

**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 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. 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, the votes against and abstentions. 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.

## 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 by the Chair and the tellers.

---

## Article 8 Rules for Proxies

---

### 8.1 General rules

8.1.1 In order for a Member to be able to proxy another Member it has to have fulfilled its financial obligations towards ELSA International, either through agreement or by settling its debts.

8.1.2 A proxy vote has to be correctly signed by two (2) board members of the Member, clearly stating the date of signature and the Member, which is appointed as well as the ICM for which the proxy is valid.

8.1.3 Only a Member can act as proxy; it will be its delegates who have the right to speak and vote on behalf of the proxy-giver. Delegates are to be understood as the delegates stated in the Letter of Authorisation of the Member acting as proxy.

8.1.4 A delegation can only hold the votes of one (1) other Member in addition to its own.

8.1.5 A Letter of Authorisation cannot be used as proxy.

### 8.2 Submission

8.2.1 A proxy vote has to be addressed directly to the Secretary General of ELSA International.

8.2.2 A proxy vote can only be used in Council when it has been received and the Secretary General of ELSA International has confirmed its receipt.

- 8.2.3 When submitting a proxy vote by fax or letter the proxy vote shall state the phone number to be used to confirm its receipt. The Secretary General has to confirm receipt of the proxy vote as soon as it reaches him or her.
- 8.2.4 A proxy vote can be submitted by fax, letter, e-mail with a scanned document attached or handed in directly.
- 8.2.5 A proxy vote can be withdrawn at any time following the same procedure as for submission.

### 8.3 Proof in Case of Doubt

In case of doubt of the authority of the signatories of the proxy vote, the International Board shall request proof from signatories of the proxy vote that they have been duly elected for the National Board of the relevant Member.

### 8.4 Relations between the Proxy and the Represented Group

8.4.1 The Member acting as proxy must follow any instructions, oral or written, given by the Member represented by proxy. For this reason the proxy vote should explicitly state the content and instructions given to the proxy.

8.4.2. The voting of the Member acting as proxy is valid, independently whether the instructions were followed or not.

8.4.3 Any misuse of a proxy vote is a matter between the Member acting as proxy and the Member represented by proxy.

8.4.4 If a delegate is temporarily unable to vote, his vote may be used by a fellow delegate.

---

## Article 9 - The Council Meeting Officers

---

### 9.1 The Role of the Council Meeting Officers

- i.) 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.
- ii.) The role of the Vice-chair is to assist the Chair and stand in for the Chair in the event of his absence.
- iii.) The role of the Secretaries of the Council Meeting is to take the minutes of the meeting. The secretaries are responsible to the Secretary General of the International Board.
- iv.) 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.



- v.) The role of the nomination committee is to receive nominations for the elections and to announce the nominations to the Council.

#### 9.2 Dismissal of Council Meeting Officers

A Council Meeting officer may be dismissed by the Council upon a seconded proposal by a majority of two-thirds of the votes cast if the officer does not satisfactorily perform his/her tasks. Abstentions shall be included in the number of votes cast.

---

### Article 10 - Decision Book and Minutes

---

#### 10.1 The coming into force of Council decisions

Council decisions come into force when the updated decision book has been made available to the network, unless the Council decides otherwise.

#### 10.2 Decision Book

The decision book is an official record of all decisions currently in force taken by the Council. When taking new decisions Council must state which decisions are put out of force or amended. The updated decision book shall be made available to the network no later than 60 days after the council meeting.

#### 10.3 The minutes

The minutes of the Council Meeting shall be drawn up by the Secretary General of the International Board from the draft minutes prepared by the Secretaries of the Council. The minutes shall be sent out to all those mentioned in Article 9.2 of the Statutes no later than 6 weeks from the end of the Council Meeting.

The minutes shall be approved, with amendments if necessary, by the next Council Meeting and then be signed by the Secretary General of the International Board.

The minutes are not to be regarded as an incontrovertible record of Council Meeting decisions until they are signed by the Secretary General.

The following shall be included in the minutes:

- a) All proposals submitted to Council and amendments thereto, together with the results of the voting process;
- b) The Auditors' report;
- c) Budget,
- d) A list of the nominations received, together with the results of the voting process;
- e) Any other relevant documents the Secretary General of the International Board judges necessary to include in the minutes.

---

### Article 11 - Council Guests

---

11.1 The Council at each Council Meeting shall elect a maximum of three individuals as Council Guests for the next Council Meeting.

11.2 The International Board may invite guests to attend Council Meetings.

## The International Board

### Article 12 - Elections

12.1 To be eligible for a post on the International Board, a person must be nominated by a Member and seconded by another Member. The nomination must specify who is nominated for which post and contain the names and signatures of the nominator, the seconder and the nominee.

12.2 To be taken into account at the elections, nominations must be received by the nominations committee before midnight on the second day of the Council Meeting. The time when the nomination was received shall be recorded on the nomination sheet. If there is no candidate for one or more posts on the International Board, the Council can with a two-thirds majority reopen the nomination for these posts.

12.3 The nominee must prepare a personal presentation in writing and distribute this to the Members before midnight on the day before the final Plenary session. This presentation must include a personal curriculum vitae, an ELSA curriculum vitae and a programme of action.

12.4 The elections start with the reading out of all nominations received in accordance with this Article of these Standing Orders by the nomination committee.

Each candidate for a post on the International Board shall be given five (5) minutes for a short presentation to the Council. After each presentation, the Council shall be given ten (10) minutes to question the candidate. Candidates standing for the same board position must leave the meeting room during the presentation and hearing of their fellow candidates. During the presentation and hearing, no person shall leave the meeting room.

After the presentation and hearing of all candidates, the delegates shall be given considerable time to discuss how to vote.

12.5 A person will be elected to the International Board if he/she obtains an absolute majority of the votes cast.

If after the first election for a post on the International Board no person obtains an absolute majority of the votes cast, another election shall be held for which only the two candidates who obtained the most votes in the first election shall be eligible.

If, in the second election, no person obtains an absolute majority of the votes cast, a third election shall be held in which abstentions shall not be included in the number of the votes cast.

If, at the first election there was only one candidate for the post, new candidates can be nominated for election.

12.6 If a post on the International Board remains vacant after regular elections, the other newly elected International Board members will be jointly responsible for the activities of the vacant International Board post until the next Council Meeting when an election to fill in the vacant post must take place. Such election will last until the end of the term.

---

**Article 13 - Role of the Board Members**

---

**13.1 The President**

The President is in charge of the overall co-ordination of ELSA work, execution of expansion, planning and direction of the work of the Council and the International Board.

**13.2 The Secretary General**

The Secretary General is responsible for directing, organising and maintaining the internal structure of the Association, and shall consequently be responsible for ensuring that decisions to this effect are implemented and respected by all ELSA groups. The Secretary General shall also be responsible for identifying any non-observance in this field, and shall make all necessary resources available so as to correct any inconsistency.

**13.3 Treasurer**

The Treasurer is in charge of the financial management of ELSA being responsible among other things for the accounting, property, and payments pursuant to Article 13 of the Statutes and Article 19 of the Standing Orders and for the arrangement of internal financial control.

The Treasurer is responsible for billing and collecting the annual membership fees together with any special fees, levies or other amounts due to ELSA from the Members, Observers or any third parties.

The Treasurer shall present interim accounts and the final accounts to the Council according to Article 19 of the Standing Orders.

**13.4 The Marketing Manager**

The Marketing Manager is responsible for promoting ELSA and its activities as well as ensuring uniformity, investigating and analysing the relevant markets.

**13.5 The Vice Presidents**

The Vice Presidents are responsible for the overall planning, co-ordination and supervision of their field of activity; they are responsible for the stimulation and

execution of the specific programmes and projects that the Council initiates within their field of activity.

---

**Article 14 -Representation**

---

ELSA is represented by the members of the International Board jointly and severally. Furthermore the President of the International Board is authorised to represent ELSA.

The International Board or the President of the International Board can authorise one or more persons to represent ELSA by means of a limited or unlimited power of attorney.

The International Board may appoint any person to carry out a specific task under its responsibility. The International Board shall be accountable to the Council for the activities of this person.

---

**Article 15 -Quorum and Decisions**

---

Each member of the International Board is to have one vote within the International Board.

The International Board is only fully competent when at least four members are present after the entire Board has been duly summoned.

Decisions will be implemented by means of a simple majority. If a simple majority is not reached, a second vote will take place. If the draw persists, the President's vote will prevail.

---

**Article 16 - Resignation or termination of office**

---

If an International Board member resigns before or during his or her period of office, the International Board will be collectively responsible for the activities of the vacant International Board post and may immediately collectively appoint an interim replacement to hold office until the next Council Meeting when an election must take place. The afore-mentioned interim replacement will not become a member of the International Board.

If an international Board member resigns during a Council Meeting, an election to fill the vacant post must take place at that same Council Meeting.

# The International Presidents' Meeting

---

## Article 17 - Role and Procedure of the International Presidents' Meeting

---

### 17.1 Right to attend

The members of the International Board, their Directors and Secretaries are permitted to attend the Presidents' Meeting and have shall enjoy the right to address the Meeting.

### 17.2 Right to Submit Proposals

Any proposal by the Presidents' Meeting to be submitted to the Council must be sent to the Secretary General of ELSA International in accordance with Article 5.2 of the Standing Orders of ELSA.

Any proposal submitted by the Presidents' Meeting to the Council shall detail the number of the votes in favour, against or abstentions.

### 17.3 Venue

During each President's Meeting, the venue of the following Presidents' Meeting shall be chosen.

The presidents of the national groups or their representatives may gather at the council meeting in order to change the venue of the Presidents' Meeting.

In the event of force majeure following the Council Meeting, the International Board shall reserve the right to change the venue of the Presidents' Meeting.

### 17.4 Presidents' Meeting Host

The Presidents' Meeting host group will be responsible for providing all participants with accommodation and a social programme.

Wherever possible, the host group in co-ordination with the International Board shall provide training for the participants.

## Finance

---

## Article 18 - Responsibility of the Members and Observers

---

18.1 The Members and Observers may organise their finance independently and are not in any respect responsible to, or under the supervision of, the Treasurer of the International Board other than as provided for in the Statutes and these Standing Orders and the Decision Book.

### 18.2 Special fees

Members and Observers that participate, or whose individual members participate, in any of the activities of ELSA and for which a special fee is payable (as

determined by the Council) or for which other moneys are due, are obliged to pay such fees to ELSA.

#### 18.3 Payment of the membership fee

The annual membership fee must be paid before the 31st of July of the year preceding the year for which the membership fee is due.

#### 18.4 Delaying and waiving amounts due

The International Board may agree to delay receiving payment of any fees or other amounts due under Article 13 of the Statutes or agree to receive payment other than in cash, in which case the value of the non-cash payment must be at least equal to the amount of cash that would have been received.

The Council may agree to waive or reduce any amounts due by member or observer groups under Articles 13 of the Statutes.

---

### **Article 19 - Budget and Audit**

---

19.1 The Council decides on the budget of the next following financial year submitted by the Treasurer of ELSA International during the Spring Council Meeting.

19.2 The Auditors shall be elected according to the electoral procedure of the International Board, but will not be required to provide a programme of action.

19.3 All funds raised for the benefit of, or payable to, ELSA shall be paid into the ELSA International account and be properly and accurately accounted for by the Treasurer of the International Board.

---

### **Article 20 - Liquidation**

---

The liquidators shall make an account of all assets, property, debtors and creditors of ELSA, claim outstanding debts and pay debts due. They shall thereafter divide the net assets and property, if any, equally between ELSA's Members unless the Council decides otherwise.

**Audited Final Accounts 01/02**

The IB proposes to the Council the following:

“The audited final accounts for the period from 1st of august 2001 to 31st of July 2002 shall be approved.”

Comments:

The final Accounts will be presented after auditing together with the auditors report

**Audited Interim Accounts 02/03**

The IB proposes to the Council the following:

“The audited interim accounts for the period 1<sup>st</sup> of July 2002 to 31<sup>st</sup> of January 2003 shall be approved.”

Comments:

The interim accounts will be presented after auditing together with the auditors report.



**Budget 03/04**

The IB proposes to the Council the following:

The budget for the financial year 2003/04 shall be as follows:

<b>General Income</b>	
Externals	95000
Membership Fee and Administrative Fee	15200
ELSA ONLINE Fee	10000
Income from Area (Saldo Area)	4500
Miscellaneous	2000
<b>General Income total</b>	<b>126700</b>
<b>Overheads</b>	
ELSA ONLINE Administration	20000
Allowance	8400
Representation	2300
Directors	7500
International Trainers Pool	4000
Auditing	2200
Council Meeting	7800
International Presidents' Meeting	1350
Travels	15500
The ELSA House	24000
Heating, Electricity and Water (repairs, etc.)	6300
Office Equipment (incl. Depreciation)	4500
Communication	8800
Copying	400
Accounting	2000
Bank Charges	650
Posters, Flyers	4900
The ELSA Development Fund	4500
Miscellaneous	1600
<b>Overheads total</b>	<b>126700</b>
<b>General SALDO</b>	<b>0</b>

<b>Area Income</b>	
ELSA House Training Week	15000
Synergy	13600
Annual Report	5000
ELSA Moot Court Competition	61000
STEP Application Fee	7500
<b>Area Income total</b>	<b>102100</b>
Area Expenditure	
ELSA House Training Week	15000
Synergy	13600
Annual Report	8000
ELSA Moot Court Competition	61000
<b>Area Expenditure total</b>	<b>97600</b>
<b>Area SALDO</b>	<b>4500</b>

Comments.**GENERAL:**

**Support and donations in kind are not included** in the budget. The board members (working full time) and the directors (working part time), the persons involved in the projects and activities of ELSA **do not get any payments up to now, contribute a lot of effort and work in the association.** Only the International Board gets an allowance. An estimation of the value would be a several times higher than this budget. The same goes for the support by our partners and especially by our network.

**INCOME****Externals**

The planned sponsorships are the following:

Clifford Chance	15,000
CMS	15,000
KLegal	15,000
LexisNexis	15,000
Thomson	15,000
EC grant	20,000
Total:	95,000

(The EC grant is not taken into consideration when the payment for the ELSA Development fund is due).

**Membership Fee & Administration Fee**

Membership Fee	15,000
Administration Fee for Observer Countries	200
<b>Total</b>	<b>15,200</b>

The membership fee is calculated according to the decision in force. The same goes for the administrative fee, based on the number of observers, at the moment four. However it has to be kept in mind that one observer group is applying for membership and another being watched for dissolution.

**EO Fee**

The ELSA ONLINE Fee has to be calculated according to the decision book.

**Areas Saldo**

Profit from the Area

**Miscellaneous**

Bank Interest	2000
---------------	------

**Miscellaneous Total** **2,000**

The cash flow situation of ELSA, the capital reserves and the provisions give us the possibility to use our money also as a source of income. Already in the year 2002 there was some money made only by interest of the normal bank account and now we have saving account with bigger interest. Some care by the treasurer by moving this money to more effective interest bringing methods of storing would make a profit of about 2000 Euro.

## **EXPENDITURE**

### **ELSA ONLINE Administration Fee**

ELSA ONLINE has to be administrated, updated and amended permanently to support the needs of the network.

### **Allowance**

Every IB member shall be supported with an allowance of 100 Euro per month. Having 12 months and 7 board members the total amount is 8400, - Euro.

### **Representation**

This is to have the possibility for small presents when the International Board is visiting partners or persons and groups working for and on the behalf of ELSA International.

### **Directors**

Directors are appointed by the International Board and act from their respective home countries. Their travel costs and administration cost are dealt under this heading. It is very important, that the directors can come to the ICM and to the ELSA House. Communication and regular updates are very important to have a constructive cooperation with the directors.

### **International Trainers Pool**

The International Trainers Pool is an important tool for the association and for the development of our network. Since it is a priority for this board to focus on training the amount should be increased to give sufficient and problem orientated trainings at the international meetings. Like every groups using the ITP ELSA International should cover their expenses as well.

### **Auditing**

The expenses for the auditors and the costs for their participation at the International Council Meeting are covered here.

### **Council Meetings**

The travel expenses of the International Board members and the cost for the stay at the venue before the ICM are included in this heading of the budget. It is very important that the International Board has the possibility to stay at the venue a few days earlier, in

order to prepare and to foster the cooperation with the Organising Committee. The costs of the participation are covered in the project budget of the Organising Committee.

**International Presidents' Meetings**

The president of the International Board takes part in 3 Presidents Meeting, whereas one of those is during the transition with the new president. The participation costs is covered in the budget of the Organising Committee.

**Travels**

The International Board has 15,500 Euro for travels. It is on the International Board itself to set the priorities where and who to go. Nevertheless many member groups of ELSA invite the International Board members on their costs and support the work of the International Board.

**The ELSA House**

Rent of the ELSA House, where the International Board works and lives.

**Heating, Electricity and Water (repairs, etc)**

All the running costs related to the house itself are approximately 6300 Euro per year. This includes water, heating, electricity and smaller repairs (like broken windows).

**Office Equipment (including depreciation)**

The stationary, but also the equipment of the office, that has to be depreciated is included here.

**Communication, Copies**

These are the running costs of the office. It includes two phone lines, a fax line and cable connection for the Internet. Furthermore the postage of the International Board is covered under this heading. Copies are most of the time, especially if there are bigger amounts, done by the firms of our advisory board members.

**Accounting**

Accounting is done by professionals .

**Bank Charges**

These are the cost of our bank accounts and the transfer costs we have. The amount is pretty high, especially since many of our transaction are to foreign countries.

**Poster, Flyers**

This amount is to produce the events poster and other posters. From this amount also other posters and flyers to promote ELSA events can be produced.

**The ELSA Development Fund**

Every ELSA member group and ELSA International has to pay the equivalent of 6% of the fundraised amount of the general income in the ELSA Development Fund. This funds aims on training and development of the network.



---

**NATIONAL BOARDS' PROPOSALS****Proposal by ELSA Sweden, ELSA Finland and ELSA Denmark****Amendment of EMCC Rules Art. 4.2.**

ELSA Sweden, ELSA Finland and ELSA Denmark proposes to the Council the following:

*"Art 4.2 of the Rules for the ELSA Moot Court Competition should be amended as follows:*

*"Where a national ELSA group organizes a national MCC on trade law pursuant to an agreement with the IOC, the winning team of this round shall in case of equal points from the judges on the memorial be favored for participation in the final oral rounds."*

**Comments:**

Art 4.2 second paragraph now gives the IOC the ability to decide which teams will go directly to the final oral rounds when winning a national round. The proposed amendment avoids the situation when there are many teams arranging national pre-rounds and there are a limited number of places in the oral finals. It will probably get out of hand and not feasible. It should be up to the judges to decide what teams should participate. This will also safeguard the quality of the EMCC as the best teams will advance. This will also be fair to the teams coming from non-member countries since at this moment only national ELSA groups can arrange oral pre-rounds.

National rounds shall still be favored; this is good for the network as being an event, activating ELSA members, getting sponsorships and also training for the teams. But it shall not be a guarantee to advance to the final oral round. However it should be some advantages for those teams who have participated and won a national round. Therefore, in the event of equal point from the judges on the memorials, the team who won a national round should be favored.

**Proposal of ELSA Finland  
Seconded by ELSA Germany**

**Membership Application of ELSA Estonia**

ELSA Finland, seconded by ELSA Germany, proposes to the Council the following:

“In view of the fact that ELSA Estonia, currently an Observer of ELSA, has fulfilled all the statutory requisites for membership of ELSA and has submitted all necessary documents to ELSA International, it shall be admitted as a full member of ELSA in accordance with Article 11(vi) of the Statutes of ELSA.”

Comments:

The relevant documentation required by the Statutes and Standing Orders in relation to this application for membership are to be found in this package. Please note that according to the Statutes a vote on this proposal requires a two-thirds majority in order to be approved.



**IB INPUT PAPERS****Structure of the EMCC.**

If we want to establish a well respected, international moot court competition it is very important that the EMC2's structure is such that any number of teams can participate. However at this point we can notice that the current competition structure, although workable, does need quite a bit of fine-tuning.

Our present structure tries to limit the financial burdens imposed on our competition by setting a limit to the number of teams that will participate in the final oral rounds – only 12 teams can participate. The way these teams are chosen is by a selection round: either a national round organised by the ELSA group or through having the best memorials.

However this selection round gives rise to a number of issues:

1. National rounds – the issue that arises is that these rounds sit rather uncomfortably with written rounds. The reason being that when participation in the final oral rounds is limited to 12 teams then the number of national rounds cannot be greater than 6. Which of course creates a problem if you have more than 6 groups applying to organise these rounds. A possible solution here would be to set very high standards and maybe establish some sort of national round application fee to ensure the quality of the national rounds.
2. On the other hand the written selection round imposes quite an administrative burden on the IOC. Just imagine each team sends in 2 memorials and each one has to be corrected twice. Therefore 32 teams participating in the written rounds would require  $32 \times 4 = 128$  corrections to be made. 64 teams would require 256 corrections. And of course communication has to be maintained with the teams. The solution here would be to have one person (working full-time during the busy months) in the IOC charged with handling all team-related tasks, at the same time a sizeable or very dedicated bench of judges must be found.

An easier solution could be basing the selection round solely on oral rounds. Only the memorials of the winning teams would have to be assessed in these cases, greatly reducing the burden on the bench. However with the current organisation of the EMCC this can be very dangerous: this year the participating teams came from 18 different countries. Very large oral rounds also create a strain on the organising committee as regards administration work, logistics, and finances. If we want to maintain the ELSA spirit in the event we are unable to accommodate so many teams without greatly increasing the participation fee or following the example of the Jessup moot court and making the teams have to find and pay for their own accommodation and food.

It is for this reason that we have to decide exactly what we want to achieve out of this competition, with the most important thing being to create a realistic balance of the administrative and financial burdens.

Different possible solutions are to:

1. Maintain the current structure with maybe some slight modifications - but is that really a solution?
2. Selection round based solely on the written memorials
3. Selection round based solely on national rounds
4. Selection Round based around regional rounds.

Each one of these options has its own advantages and disadvantages, and each will be discussed during the workshop. During the workshop we will also search for other possible solutions. The aim of this paper is to help people prepare themselves for the discussion at the ICM. It discusses the concept of regional rounds as the IOC understands them and tries to list the various advantages and disadvantages.

The other possible solutions are not discussed in this paper, rather YOU are asked to prepare yourself for the discussions by brainstorming on the issues that can arise as well as the advantages and disadvantages of each possible structure. You can also feel free to try and develop your own possible solution to the situation.

However this discussion is not aimed towards arriving at any definitive conclusion simply because there has been no time to consult with the advisory board and the current teams as to what they would find most attractive. This discussion is necessary if we want this competition to grow into a global standard for moot courts. At the same time many of the solutions would be very difficult to establish in time for the next edition of the EMC2. Therefore a concrete decision will be delayed until the Autumn 2003 ICM in Buddva, Montenegro.

#### Regional Rounds.

The current structure of the EMCC has 12 teams participating in the final oral rounds in Geneva - chosen either by way of written memorial or by way of national round. This makes for a pretty impressive final round however at the same time 12 teams in Geneva has given rise to some logistical and financial issues.

One quick fix to resolve these issues would be to simply reduce the number of teams present during the final oral rounds to 6 or 4 teams. This would immediately make the final oral rounds more manageable. However doing so while retaining the current structure would make the EMC2 highly unattractive for participants. This year we had a total of 40 applicant teams. With these numbers it makes a big difference whether 6 or 12 teams participate. Especially when you consider that 5 of the 12 teams are chosen through a national round.

Therefore a decrease in the number of teams present in Geneva MUST involve a change in the structure of the competition. One possible structure would be to have **regional rounds**. With only the winners of these rounds being present in Geneva.

Regional Rounds would have the other advantages of giving more teams the opportunity to participate in an oral round as well as giving ELSA groups themselves the possibility to be actively involved in the organisation of the EMC2.

The way we would envisage the regional rounds would be to have:

Depending on the number of teams, a maximum of 4 regional rounds organised by the ELSA Groups.

Also, since we had 2 teams participating from the USA and will have an increased interest among US faculties probably have a team from Australia next year. There would be another 2 regional rounds outside Europe: 1 in America and 1 for Asia/Australia. These could be organised by universities who would also be able to try marketing the EMC2 in their own regions to attract more participants for their rounds (and giving us more of a name).

A maximum of 12 teams would participate in each regional round. Should there be more teams applying then the teams will be selected through a written round (as is done currently). This would mean that you have 4 large moot courts taking place across ELSA each year and a grand finale taking place in Geneva.

In effect it would split the costs of organizing the competition across the whole network. In this manner it would truly be a project of the whole network and not simply an event of ELSA International and ELSA Switzerland: With the responsibilities involved better distributed across the whole network.

Issues still to be resolved:

- Would ELSA International have to provide groups with a portion of the application fee (which is for administrative expenses)?

If ELSA International keeps the whole of the administrative fee then we should consider whether we can afford to remove the participation fee for the teams participating in the final oral rounds. IE. These teams would only need to pay themselves the travel expenses required to arrive to Geneva along with the costs for the regional rounds of course.

- Should the participation fee for these regional rounds be the same as the S&C participation fee? Can it be higher?
- Would there be 4 groups ready by the first week of August to organise regional rounds?

Pointless saying that you will have regional rounds if no group is ready to organise them. And the other issue that arises here is on what criteria will the IOC

- Would the universities currently participating in the competition have a positive reaction to this change?

This last point is especially important when you consider the fact that practically half of the teams applied outside of ELSA and sidestepped ELSA groups completely.

- Would this change in structure damage continuity for the EMC2?

Though this is the first year the EMC2 is being organised.

The **Pros** of this structure would be

1. More teams get to participate in an oral round
2. Limits the number of participants in Geneva
3. Some local groups can be actively involved in the EMC2.
4. Costs are spread more evenly amongst the groups and ELSA International.

The **Cons** of this structure would be:

1. Less teams participate in the finals in Geneva
2. The IOC would have an increased administrative burden to provide advice and assistance for 4 regional rounds.
3. Judges would have to be spread all over.

### Conclusion

Until the issues pointed out in this paper can be answered, we will not be in a position to take a definitive decision as regards this structure.

The most important issues to be determined before any possible structure can be selected are:

- a) Whether the ELSA groups would be ready to accomplish the responsibilities falling upon them because of the structure; and
- b) Whether teams would be just as or more willing to participate than the current structure.

## **Fees International Moot Court Competitions**

The issue of the fees charged for the ELSA Moot Court Competition on WTO Law (EMC2) is a very common issue at ICMs. Therefore in order to allow for better prepared discussions this paper will familiarise the Council with the current situation of International Moot Court Competitions (MCC) worldwide. The paper examines the competition ELSA's MCC on the WTO Law (EMC2) faces and presents information on the financial structure of various International Moot Court Competitions. Allowing us to consider future possibilities for the successful development of the EMC2.

### **Philip C. Jessup International Law Moot Court Competition**

#### Jessup Registration Fees

The Registration Fees and Late Fees of the teams are determined referring to the nation and region the team comes from:

- I. United States - 925 USD (Around 860 Euros);
- II. Andorra, Australia, Austria, Belgium, Bermuda, Canada, Denmark, Faroe Islands, Finland, France, Germany, Greece, Holy See, Iceland, Ireland, Israel, Italy, Japan, Liechtenstein, Luxembourg, Malta, Mexico, Monaco, Netherlands, New Zealand, Norway, Portugal, San Marino, South Africa, Spain, Sweden, Switzerland, Turkey, United Kingdom (In ELSA terms, practically all of the non-favoured countries, and even a couple of favoured ones) - 420 USD (Circa 390 Euros);
- III. All Other Countries and Territories - 160 USD (Around 150 Euros).

The Registration Fee applies to each team sending a Registration Form to the Jessup OC. If more than one Team per country (territory) registers, then a National Round of Jessup MCC is organized in that particular country. The Registration Fee is not restored to the teams, which are not selected to represent their country at the International Rounds.

#### Jessup Late Fees

A Late Fee of 30 to 60 USD is added to the Registration Fees if Registration Forms and Fees are not sent by the deadline (postmark date). This deadline is generally in late November. All European teams would have to pay an extra 30 USD as late fee.

#### Other expenses incurred by the participants

A Jessup team must cover its own travel, accommodation and meal costs. In case the team cannot afford to pay for the hotel booked by the Jessup OC, then they have a choice of finding their own accommodation and pay their own inner-city (public, taxi) transportation.

European Law Moot Court Competition
-------------------------------------

Registration fee

Firstly, entering the European Law Moot Court Competition (ELMCC) Teams have to pay an entrance fee of 50 EURO per team. It should be noted, that last year it was 100 EURO, but due to the overwhelming participation (200 teams registered) it was reduced.

Participation fees – what you see is what you get

After paying the registration fee the top 40 teams are selected to participate in regional finals (10 teams in each final). The winner of each regional round then proceeds into the All European Final. Teams must pay a participation fee for both the regional rounds and the finals. This fee is the same in both cases:

Each student (up to 4 students per team): 200 EURO

Each coach (maximum 1 per team): 250 EURO

Each Guest: 300 EURO

The teams, coaches and guests are entitled to the following:

Regional Final	All European Final
Welcome reception; 3 nights hotel accommodation of the whole team; Access to the full programme; Coffee Breaks; Final gala dinner; Administrative costs; Certificates.	Welcome reception at Hotel Nobilis; 3 nights hotel accommodation with your team at Hotel Nobilis; Access to the full programme; Lunch at the Court on Friday; Farewell cocktail at the Court on Friday; Final Gala Dinner at "Le Grand Café"; Administrative costs; Certificates.

Some details

Each Regional Final Organising Team (there are usually 4 Regional Final Rounds) is required to arrange and finance accommodation for the members of competing teams (up to 40 students over three or four nights), the Judges (at least 8) and two members of the central Organising Team. The Regional Team is also required to arrange Court room premises for the moot, arrange a welcome reception and other social events.

The All European Final takes place in Luxembourg in March at the Court of Justice of the European Communities. The winning teams and the best Advocate Generals or Commission Representatives from each regional final participate before the Members of the Court of Justice of the European Communities and the Court of First Instance of the European Communities.

---

Willem C. Vis International Commercial Arbitration Moot
---

Registration Fee

Registration fee – 500 USD or 560 EURO (payable by check). Each team registering for the competition pays the said fee.

What you see is what you get

For the registration fee indicated above teams are entitled to the Welcoming party and Certificates.

The oral arguments take place in Vienna. The general rounds of the oral arguments take place at the Law Faculty of the University of Vienna (Juridicum). Elimination rounds among the highest ranking teams culminate in the final argument. The Moot closes with an awards banquet following the final argument. In conclusion, the participating team pays 500 USD just to breath the air of Vienna.

Additional expenses

Other than that, the team members and coaches have to cover their own travel, accommodation, inner-city (public, taxi) transportation and food costs. Also, it should be noted that accommodation has to be found in Vienna by the teams themselves.

---

Telders International Law Moot Court Competition
--

Registration fee

Registration fee – 1250 EURO.

All in all, half of the operational budget is covered by the registration fee paid by the participating teams. The other half of the budget is covered by sponsors, such as the Leids Universiteits funds and the Municipality of The Hague. Furthermore, donations of the Swiss Government and major publishers make it possible to offer the teams awards in the form of books and reviews on international law.

What you see is what you get

The Registration fee indicated above covers accommodation and meals.

The Telders Organizing Office (TOO) is responsible for the organisation of the Competition. The Office consists of a director, an office manager, and of four law students. The TOO staff, office and office means are sponsored separately.

Manfred Lachs Space Law Moot Court Competition
--

Registration fee

Registration fee for the Asia-Pacific Round – 400 USD.

Registration fee for the North American Round – 250 USD.

The Registration fee varies year to year and depends on the location of the Regional Rounds.

What you see is what you get

The Registration fee covers registration for both the Asia-Pacific Round and the World Finals, should the team advance to them. This fee may be reduced or waived for teams from developing countries.

The Registration fee for the North American Round covers registration for both the regional and international rounds.

ELSA Moot Court Competition on WTO Law - EMC2
---

Registration fee

Registration fee – 200 EURO.

Participation fee

Participation fee – 27 EURO per day per person. Participation fee only applies to the teams and their coaches if they make it to the Final Oral Rounds, taking place in Geneva.

Services included

Accommodation, 3 meals per day (3 days), receptions and parties, prizes.

Details

With 40 teams registering and 12 to be selected to participate in the Final Oral Rounds the amount obtained from the teams accounts for 9 percent of the total budget of the EMCC.



## COMPARISON CHART

INTERNATIONAL MCC	FEES	SERVICES INCLUDED	
P.C. Jessup International Law MCC	Registration fee 925 USD 420 USD 160 USD  Depending on a country of origin.	None, except for the fact that participants do not have to pay an entrance fee at reception.	Late fees apply in accordance with the rules. Fee is not restored if team is not selected to represent the country in the International Rounds.
European Law MCC	Registration 50 EURO  Participation 200 EURO	Welcome reception; 3 nights hotel accommodation of the whole team; Access to the full programme; Coffee Breaks; Final gala dinner; Administrative costs; Certificates.	The Regional Rounds are organised around Europe and teams are allocated to the RR regardless of their state of origin. Finals of the Competition take place in Luxembourg.
W.C. Vis International Commercial Arbitration	Registration 500 USD	Welcoming party; Certificates.	Participants have to find accommodation on their own, as well as pay for their meals.
Telders International Law MCC	Registration 1250 EURO	Accommodation and meals.	
ELSA MCC on WTO Law	Registration 200 EURO  Participation 27 EURO	Accommodation; meals; receptions; parties; inner-city transportation.	27 EURO participation fee is payable per person per day by the teams participating in the Final Oral Rounds, as well as attending coaches.

Summary of the fees charged by the major International Moot Court Competitions

MCC	Fee	Participation (Euros)	Services								Length	Dates	Location of Finals	Teams in final	Total No. of Teams
			Accomod.	Meals	Transport	Receptions	Social/Party	Coffee Break	Gala dinner	Certificates					
Jessup	320/150 <sup>1</sup>	-	N	N	N	N	N	N	N	Y	6	30-5 Apr	Washington D.C, USA	60+	Lots
ELMC <sup>2</sup>	50	200	Y	N	N	1 <sup>3</sup>	Y	Y	Y	Y	3	6-9 Feb	Luxembourg <sup>4</sup>	4	200
Vis	560	-	N	N	N	1	N	N	N	Y	8	10-18 Apr	Vienna	128	128
Telders	1250	-	Y	Y	-	-	N	N	N	Y	3	9-12 Apr	Leiden	25? <sup>5</sup>	40?
EMC2	200	27 per day	Y	Y	Y	Y	Y	?	N	Y	4	23-27 Apr	Geneva	12	37

<sup>1</sup> This would be the typical fee that would have to be paid by an ELSA group participating in the competition - using the current currency exchange rates.

<sup>2</sup> This only refers to the Regional Finals. The Final rounds, however follow the same structure and the 4 participating teams have to pay the participation fee again. The Final round lasts 3 nights and 4 days.

<sup>3</sup> Participants attend an opening reception.

<sup>4</sup> The location of the Grand Finals

<sup>5</sup> Numbers taken from Last year

**Establishing a STEP Team – a step by step guide**

BY SUSANNA METHONEN, VP STEP 2001-2003 ELSA INTERNATIONAL

What is a STEP Team?

The STEP Team of ELSA Finland was put together in the spring of 2000. The purpose of the team was to connect VP STEPS with lawyers by creating a team, a network, of lawyers working in different fields of law. It has proven to be an irreplaceable tool not only in job hunting, but also for achieving overall quality in STEP.

A STEP Team is beneficial for job hunting, raises the image of STEP and motivates individual ELSA members to start working for STEP. A STEP Team can also be beneficial for practical things, such as copying or helping out with facilities when you organise the STEP Team event or a training session.

A STEP Team does not in any case substitute traditional job hunting. It is a good supporting tool, but you should have all your basics working properly; enough knowledge, soft skills training, motivation and successfully led job hunting campaigns. In other words, the STEP Team is something for those of you who know that your basics are working properly or for those of you who just need a little push to get the number of traineeships you have been aiming for.

This is a shortened version of a paper I have written earlier about the STEP Team of ELSA Finland. In case you have not read it, I strongly suggest that you do since it explains more in-depth the background, benefits and hands-on results of the team we created.

Creating a STEP Team

## Preparations

## Defining the purpose and means of the team

Before contacting anyone you should define what you are about to establish, the goals of the team and the tasks of the team member. Do not start to contact prospective members before you have settled this. It does not look good when approaching someone with a half-finished product. The team cannot understandably be done and ready when you do approach the prospective members but the frames for the team should be well deliberated and settled. I encourage you to contact a former ELSA member or an ELS member who could give you input on what kind of a team could work in your country. The goals of the STEP Team of ELSA Finland are to raise awareness of STEP and ELSA among professionals and to create bridges between VP STEP:s and the legal professionals. None of the members have specific tasks, they have only borrowed their name for the team, but they are offered possibilities to help the team in concrete ways.

## Composition of the team

Since lawyers work in a number of fields and there are also STEP jobs outside the traditional law firm you should compose your team with this in mind. Aim at

covering the legal professionals of your country like an umbrella. Yet you should keep the number of members reasonable at a maximum of 30 persons. To attain this, you should compose the team of persons not only representing different professions, but also different generations. Do not only invite persons who work for firms that you would like to see as STEP employers. Aim to invite persons who have a thick address book and are well connected. Even though these persons often work for large or high-profile firms or associations, this is not necessarily always the case. One further criteria is that the person should be internationally minded or genuinely interested in supporting ELSA. A prospective member could be a former ELSA member or a person who knows and supports ELSA from other engagements.

#### Mapping prospective members

When starting out, contact an ELSA senior, alumni, ELS or another person who has supported ELSA and STEP. This person can help you with mapping the field of legal professionals and can suggest whom you should invite to become members. You can compose the team on your own as well, but then you should definitely have a good insight into “who’s who” and “who knows who” in the legal circles of your country. Naturally, you should also coordinate this with the President of your board.

#### Preparing materials

When we established our team, we contacted the prospective members by letters and called the members that we knew well from before. Sending an email is just as good, but do remember to find out the direct email address of the person you are contacting. In the letter you should present the idea of the team. It's good to also write in some of the benefits of being on the team and also mention what is expected of a team member. Remember to keep the text short and easily legible. Enclose a STEP Brochure with the letter or email (a general ELSA brochure is fine as well).

#### Contacting prospective members

##### Spending time on the phone

Once you have sent the letter/email, call the persons. The purpose of the phone-call is to find out whether they want to become members or not. Be prepared to explain your matter on the phone, lawyers get hundreds of letters and emails per week and do not remember all of them by heart. Besides, it's nice to have a short introduction of the matter as a basis for the conversation. Ask them what they think of your proposal and do they want to join the team? In case they would like to meet you, you should be prepared for that too. None of the members we contacted wanted to meet us to discuss their membership, they gave an answer on the phone. Remember that the same rules apply here as always when being in contact with externals. Be confident yet grounded, polite yet ambitious and well-prepared yet natural. You want to give a good impression of yourself and ELSA.

##### Who's afraid of hotshot lawyers?

Don't be afraid to contact even high-profile persons. You are asking them to support a good cause and the worst thing that can happen is that they say no. We got a lot of positive feedback from the persons we contacted. They thought the team was a good way to support ELSA in a concrete, yet not time-consuming way.

In case someone would not want to become a member, don't let yourself be put off by this. If you do get any rejections it is probably not because of the team but due to time limitations.

Why should anyone want to be on the team?

Contacts are valuable to everyone. Therefore people can find it very beneficial to be on a team like this. Especially if it is well composed of different kinds of professionals. It is definitely a valid reason for someone to join the team (although it should not be the main reason, since the main reason is to support STEP). Being on the team does not consume any time. Many lawyers are very busy and cannot afford to spend time on this. Make it clear that they do not need to spend extra time for it, only be aware of STEP and borrow their name for the team. Additionally it is good promotion for the team members employer since being engaged in a matter like the STEP team profiles the firm as an internationally minded organisation.

Input from the members

It's good to have some of the team members also give some input on whom to invite to the team. They might know someone who would be suitable for the team. You can also ask these team members to contact the prospective members especially if they are likely to be busy or might not know of ELSA.

#### Administrating the team

Address list

Make an internal address list for the team with the names, professions, employment details and contact details of each member. Update the list when someone changes his or her address or job. Its good to send this list to all the members since it is a concrete way for them to benefit from the network. If you create materials for marketing purposes, for instance a flyer containing the names of the members, remember to ask their permission and send for instance the final product to them so they can review it.

Good cocktail parties are best when informal, but well-organised!

Organise one annual event for the team. The purpose of it is to put a face to each name and also to let the team members become familiar with the ELSA people. In order to benefit from the event you should be able to talk with the members face to face, get to know them better and find out how they would like to support the team. Personally, I think a cocktail party or a similar relaxed event is the best one for this purpose. We invited all the members plus the local and national boards to our cocktail party. Be on time when planning the event, settle a date, place and theme at least four-five months beforehand and inform the members.

Activate

Now we get once again one reason for having a diverse team. Different persons are able to help you in different ways. Someone might have contacts with the media while another one can help you with brochures. This is a role that will be defined with time. But it is in your hands to start it, by asking for help when you need it, and by being specific in your requests.

Update

Keep your team up-to-date by sending them newsletters with recent developments and news about STEP. You can for instance write about the traineeships you've raised and insert small stories from trainees who've been to your country.

A Thank You only takes that much time!

Remember to thank your team members if you know that their actions have helped you raise a traineeship or have otherwise supported STEP or ELSA.

Time is precious and limited, use it well!

Team members can also be good persons to contact for other ELSA related purposes such as fundraising and speakers. However, do not over-use the team members. They are already doing valuable work for ELSA by supporting STEP and can find it intimidating to be contacted for every single project and key area.

Ensure continuity

Continuity of the team is vital; introduce your successor to the team once you know who it will be. Remember to give transition in managing the team to your successor.

Remember that this is all based on something we once did in ELSA Finland, you can and should elaborate this and make a support network which is suitable for your country and culture.

In short, this is how establishing a STEP Team looks like step by step:

Composition of the team

Map prospective members

Prepare letters/emails for contacting the members

Send letters/emails

Call/meet prospective member

Write a list of all members

Organise a meeting

Activate the team

Administrate

Ensure continuity

**Articles of Association of ELSA Estonia**

As adopted on 7 February 2001 and revised on 10 April 2002.  
[Translation – the official version being in Estonian.]

## Section I. Name, domicile, duration and aims

## Article 1: Name

The name of the non-profit association is “ELSA Estonia”, which is an abbreviation of “The European Law Students’ Association – Estonia” (hereinafter also “Association”).

## Article 2: Domicile

The office of ELSA Estonia is in Kaluri tee 5, Haabneeme, Viimsi vald, 74001 Harjumaa, Estonia.

## Article 3: Duration

The Association will be established for an indefinite duration. In case of dissolution of the Association, the National Board of ELSA Estonia will determine the destination of the properties in accordance with the Estonian Non-profit Associations Act.

## Article 4: Aims

(1) The Association will have the following aims:

To promote and defend the aims of the international network named “The European Law Students’ Association” as defined in Article 4 of its Statutes: “ELSA is a non-political, independent, non-profit making association whose aims are to promote, establish and develop mutual understanding, co-operation and personal contacts between law students and young lawyers from different states and legal systems, thereby equipping them for professional life in an international environment.”

To inform and to give law students in Estonia an opportunity to participate in various programs organized by ELSA in general;

To participate in the management of the various levels of ELSA.

(2) The Association can perform any activities directly or indirectly linked to its aims. The Association may show its interest in any activity that is compatible with its aims. The activities of the Association are limited to the Estonian territory.

## Article 4bis: Structure

(1) The Association shall form departments, called local groups, to attain its aims.

(2) A local group shall be formed by the decision of the National Board at a university and it shall be composed of the members studying at that university.

(3) A local group shall operate under the provisions of its statute which shall be adopted by the members of the local group and approved by the National Board.

(4) Each local group shall have a board, elected by the members of the local group. The general principles of composition and activities of the National Board shall apply, *mutatis mutandis*, to the local group's board.

## Section II. Members and membership

### Article 5: Members

(1) Every law student who complies with the requirements of the Articles of Association of ELSA Estonia may become a member.

(2) Law student wishing to become a member of the Association shall submit an application to the local group which operates at the university, at which the applicant studies. If there is no local group at that university then the application shall be submitted to the National Board.

(3) Member of honour status may be awarded for outstanding contribution to development of ELSA Estonia by the National Board.

### Article 6: Membership

(1) The board of the local group decides on membership. If, pursuant to Article 5(2), the application was submitted to the National Board then the National Board decides on membership.

(2) The decision upon membership has to be taken within one month after receiving an application letter from a potential member.

### Article 7: Rights and obligations of members

(1) The member of ELSA Estonia is entitled:

To take part in National Council Meetings with the right to vote;

To be elected to ELSA Estonia National Board;

To receive information about the activities of the Association.

(2) The member of ELSA Estonia is obliged:

To follow the Articles of Association, the Statute of his/her local group, and common principles;

To participate in activities of the Association and fulfil his/her obligations decided by the board of the local group, National Board or National Council Meeting.

(3) Each member of the Association has the same rights and obligations towards the Association.

### Article 8: Non-transferability of membership

Membership in ELSA Estonia or exercise of the rights of a member cannot be transferred.

### Article 9: Resignation

A member of ELSA Estonia has the right to leave ELSA Estonia on the basis of a written petition.

### Article 10: Exclusion of member



(1) A member may be excluded from ELSA Estonia by the National Board due to failure to adhere to the Articles of Association or for significantly damaging the Association.

(2) A member who is excluded from ELSA Estonia shall be promptly notified in writing of the adoption of a decision by the National Board of ELSA Estonia to exclude the member from the Association and of the reasons therefor.

#### Article 11: Effects of resignation or exclusion

After resignation or exclusion from the Association the member's rights and obligations are terminated.

### Section III. National Council Meeting

#### Article 12: Composition

All members of the Association will compose the National Council Meeting. Each member will have one vote. The National Council Meeting will elect a chairman with a simple majority. The chairman will lead the debates in accordance with the agenda and verify the respect of the procedural rules of ELSA in co-operation with the Secretary General of ELSA Estonia.

#### Article 13: Quorum

The National Council Meeting will legally deliberate if half of the members are present. If the quorum is not reached, a new National Council Meeting will be noticed within 15 days with the same agenda. This National Council Meeting will legally deliberate regardless of the number of effective members present.

#### Article 14: Voting

Simple majority of the present members of the Association is needed to adopt a resolution. In case of equality a new voting must occur. In case of equality of the second vote, the President's vote is decisive.

#### Article 15: Competence

The National Council Meeting has exclusive competence for:

The nomination and dismissal of the members of the National Board;

The modification of the Articles of Association;

The introduction of a membership fee;

#### Article 16: Publicity

All the decisions of the National Council Meeting, as well as the official reports will be posted in a register at the seat of the Association. Any member can consult this register at this place.

### Section IV. National Board

#### Article 17: Composition

(1) The National Board shall consist of up to seven members:

The President;

The Secretary General;

The Treasurer;  
The Vice President for Academic Activities;  
The Vice President for Marketing;  
The Vice President for Seminars and Conferences;  
The Vice President for Student Trainee Exchange Programme.  
(2) The National Board may appoint any person to carry out a specific task under its responsibility.

#### Article 18: Quorum

The National Board will legally deliberate if half of its members are present. In case the quorum is not reached, a re-scheduled National Board Meeting will be noticed without delay and with the same agenda.

#### Article 19: Vote

The decisions of the National Board are taken with a simple majority of the present members or represented members. In case of equality of the vote, the President deliberates.

#### Article 20: Duration and salary

The mandate lasts one year. It can be renewed. The man-date is not paid.

#### Article 21: Competence

(1) The National Board is competent for the administration and governance of the Association and the co-ordination of the activities of local groups.  
(2) The National Board of ELSA Estonia in their activities shall take into consideration the Non-profit Associations Act of the Republic of Estonia.

#### Article 21bis: Appeals

The decisions of the local group's board can be appealed to the National Board. The National Board's decisions can be appealed to the National Council Meeting.

### Section V. Other provisions

#### Article 22: Dispute settlement

All disputes arising from these articles shall be resolved according to the Non-profit Associations Act of the Republic of Estonia.

**Activity Report Elsa Estonia 15.02.2003**President

We have had regular board meetings at least once per two weeks and we have quite effective routine. I have had some useful training during the IPM in Krakow and back here in Estonia. The main objective is to train our successors and make nice transition. So that ELSA Estonia would flourish during the next years.

What concerns expansion, we have now members from the University of Tartu (which is the oldest and enjoys the best reputation in Estonia). We have two national board members from Tartu (VP AA Rosa Rotko and VP STEP Ivan Kuznetsov). Many people are interested in ELSA in Tartu and we are going to make presentations and trainings for them. We have also new members, beside the old ones, in the University of Concordia and in the Institute of Law (where we have our only local group). We can say that we have covered the three best law faculties in Estonia. I am very satisfied with the expansion and I think that it is hard now for ELSA Estonia to fade away during the following years. There are enough human resources, who are motivated and anxious enough to carry on the good work in ELSA Estonia.

External relations. We have good relations with the University - Institute of Law, which supports actively our events. Estonian Lawyers' Union is aware of us and it is very willing to cooperate with us. We are also preparing documents to apply for membership in the Estonian National Youth Council. Although we don't have general sponsors yet, we have good relations with number of law firms (who might sponsor our projects in the future) and we have already received money from the Ministry of Justice for one of our events.

We are also having good relations with ELSA Helsinki, we are going to organize joint seminar in March. We are also cooperating with ELSA Vilnius with their project "ELSA Vilnius Summer School 2003". So we have quite a lot of cooperation with the neighbouring ELSA groups.

Secretary General

The most important development in ELSA Estonia with regard to internal management has been the restructuring of the organization into local groups. When ELSA Estonia was founded in 2001, its members were drawn from just one university. During the year 2002, as the interest in ELSA grew, quite a large number of new members from different universities joined the organization. This called for local groups to be founded.

Currently, one local group - ELSA Tallinn - is working successfully and has more than 50 members. Another local group is due to be founded within the next few months. In the long run we anticipate that there will be a total of three local groups in Estonia.

The Articles of Association of ELSA Estonia had to be amended to facilitate the formation of local groups. After a thorough discussion of the various options it was decided that local groups, at least for the time being, will legally be branches or divisions of ELSA Estonia, the latter being a legal entity. This should reduce the

bureaucracy involved in founding the local groups, but still provide sufficient independence for the groups. In a longer perspective, as the local groups become stronger and have more members, they should become separate legal bodies.

As for financial management the key changes were the implementation of a more comprehensive accountancy system as well as the introduction of a membership fee. The fee should serve two objectives. First, it will provide funds for administrative costs for the organisation, more specifically for the fees paid to ELSA International. On the other hand, a membership fee creates a small but concrete obligation for a member, thus determining who is really interested in the work of the organisation and who is simply going along with the flow.

### Academic Activities

This far we didn't have proper VP for Academic Activities. But this year we hope to break the ice. In the year of 2002 we had very successful lawyers at Work event, it actually made ELSA very well known among law students in Concordia and in the Institute of Law.

### STEP

We had a director for STEP and on the 20<sup>th</sup> of December 2002, when we had our National Council Meeting new VP for STEP was elected. We have some plans, which include concrete law offices we are going to approach.

### Seminars& Conferences

Within the S&C field ELSA Estonia's main event during this year is only approaching. It will be the international seminar organized together with ELSA Finland on the matters related to the International Criminal Law and International Criminal Court (ICC). The title of the seminar is "Men and the Abstract Entities. The Project of International Criminal Justice". The seminar will take place from 3-7 March this year in Helsinki, Finland and one day - 5th March will be spent in Tallinn, Estonia and we hope it will be a great success.

Except for this seminar, ELSA Estonia did not have any major projects within S&C, however it is worth mentioning that several informative meetings were organized with the aim to help our new local board members to take up their responsibilities. I also would like to mention that people working under S&C co-operated with our AA people organizing the "Lawyers @ Work" event.

### Marketing

When the new board started to work last year, our main objectives were internal structure and publicity in National Level. My first mission was our new website and other Internet related services.

## Retrospect

### Website

When I was elected as VP Marketing our website was old and out of date. Major changes were needed. It was decided that our website should look professional and give as much information about us as possible. To keep the site up to date special solution was needed. The sponsoring contract was signed with one ISP company and now its possible for every board member to update the site without need for technical skills. Whole summer I was working on the design and structure. With SecGen and President we worked out the new structure for the web and at the beginning of new study year, we finally managed to bring the site online. Constant update and changes have improved it constantly and now it's a marketing tool we can be proud of.

### E-mail addresses

For marketing purposes and for clarity as well, we decided that we need general e-mail addresses like [president@elsa.ee](mailto:president@elsa.ee) etc. All National Board members and directors have aliases to their real e-mail addresses, which means, that if the person in board leaves, all we need to do is change the alias and all mails will be forwarded to the new person.

### Mailing lists

Just as ELSA International had problems with mailing lists, our lists were also in Yahoo. Working together with SecGen, we manage to make quite many mailing lists, one for every local group and local group boards, one for all members and one for National Board. Just like our board members had aliases, we decided to make nice aliases for our mailing lists as well. For example our national board lists has address [estonia.board@elsa.ee](mailto:estonia.board@elsa.ee). Tallinn local group has alias [tallinn.list@elsa.ee](mailto:tallinn.list@elsa.ee) etc.

### Business cards

Working together with SecGen and President we managed to get at low cost business cards for all board members. My duty there was to control that all ELSA design rules are followed.

### Events

There have been some successful events, which have needed marketing. Posters were done and e-mails sent out and for our surprise, we got so many participants, that in one event we had to send some of them back home. There was Lawyers at Work in ELSA Tallinn local group and university of Concordia.

### Outlook

Completing the website is one of the tasks in my schedule. Getting general sponsor is important, but time will show if we manage to get it before our time ends. One big marketing event has already been started. We are collecting money from different companies to buy new law related books to our National Library. And there are some more interesting ideas, which should not be published yet.

With best wishes,

ELSA Estonia

[www.elsa.ee](http://www.elsa.ee); [elsa@elsa.ee](mailto:elsa@elsa.ee)

Tallinn, 11th February, 2003

### **Application for Full Membership**

ELSA Estonia has been an Observer in ELSA International for almost two years and we believe we are now ready for Full Membership.

On the 20th of December 2002 our National Council Meeting decided that ELSA Estonia should apply for Full Membership in ELSA International at the International Council Meeting held in Athens 2003.

ELSA Estonia fully supports the aims and activities of ELSA International as stated in its Statutes and Standing Orders. We further confirm that there is no existing member organisation in our country and our national organization is headed by a National Board elected in a democratic and free manner as regulated in the Articles of Association of ELSA Estonia.

Therefore, on behalf of ELSA Estonia, we hereby apply for Full Membership in ELSA International.

Respectfully submitted,

Rait Kaarma  
President of ELSA Estonia

Rain Liivoja  
Secretary General of ELSA Estonia

**NB INPUT PAPERS****Input Paper on the Member Education Cycle.**

On almost every meeting the Human Resources problem of ELSA is mentioned. This was also done on the IPM in Vienna. It was also set as one of the priorities for the next TYTP.

Therefore one has to ask how to get people into ELSA and also how to get them activated.

There are different factors how to motivate the people to join and get involved into ELSA work.

There is one aspect which people are not fully aware of. These are the soft skill one acquires when doing active ELSA work. They are also part of trainings on every level, but people are on the one hand not aware how useful they are also for the later career.

On the other hand these trainings are not promoted enough as an ELSA service especially for people working in ELSA.

What is also part of the problem is that these trainings are by no way structured or otherwise coordinated, so that you could get to a certain level of education by attending certain training event.

This has lead to the idea of a coordinated education program by ELSA all over Europe.

**How does this work for our Human Resources Problem?**

One of the key decisions of ELSA history was to introduce trainings to ensure a high level in our ELSA work. The concept of such a programme is to keep up the work is to introduce high quality training on a wider scale, which are also promoted. Thereby we also create an increased interest in ELSA.

Skills can be trained or acquired by actually doing projects. ELSA provides the possibility to use the skills obtained by the ELSA trainings - a possibility which is hardly offered within ones studies. This is one of the key points in this concept. To get training is one thing, the other one is to use it, which gives you the definite advantage later on. I also do not see the problem of getting the wrong career-minded people. Still, to be involved in an organisation like ELSA needs a lot of personal commitment, which just does not fit into the personal agenda of these people.

**What should be the form of such a programme?***Content*

Cycle I

Project Management

Self-/ Timemanagement

Free Speech

Negotiation Skills  
Communication for project teams

Cycle II  
Presentation techniques  
Moderation/Chairing  
Communication within a group  
Team Management  
Planning (by this we strategic management: 1.planning for a year or more and 2. also controlling/montoring of the progress on a plan)

Length  
2 Years

One of the core problems of ELSA is continuity. Usually, people in Germany stay in a position for just one year. This creates the problem, that these people tend to leave ELSA behind and their contribution to the network is rather limited.

To counter this problem people should be encouraged to spent more time in ELSA. If a two year programme is introduced they have exactly this incentive to stay longer than nowadays. Therefore also a distinction between key areas and supporting area skills makes sense. So every member has the possibility to get trainings in every area and also have different positions to practise these.

ELSA knowledge so far is not included in that concept. The reason being, that we should discuss as well if such a training is mainly aimed at developing members or getting new members.

#### **What could be the resources for such a program?**

First of all an evaluation should be done what training resources exist within the network. Namely these could be the ITP and the NTPs of Germany and Poland. Supposedly there are other cooperations with training companies that could be integrated.

*Other resources for training could be:*

Council of Europe  
European Union  
United Nations  
Training departments of sponsors  
Other student organisations

This also means that these resources should be approached and hopefully integrated in the new training concept.

#### **How should coordination work?**

One important point for the success of the programme will be that it is coordinated with other events and trainings that already exist. As said before there are already



quite some training events in the network. These should be integrated in the education cycle. Especially the international events should be used as starting point for the further development.

As a long term perspective training events, at its best international, should be available all over Europe with a high member turnout that is dominated by local and not national board members.

### **How is it financed?**

The question of financing the trainings is rather open right now, as long as there is now finished concept. But there is quite some potential in the institutions, law firms and government, because we are doing education at its best which cannot be provided like that by any other organization or even university.

Herewith ELSA would create a high-profile product, that can be easily sold, because we are a lot cheaper than it would be later in the professional world. And we are also a lot more practical than any university regarding the application of soft skills.

### **How is Marketing concerned?**

Basically there are two aspects for Marketing. First of all the attractiveness of ELSA will be increased, because with such a programme the advantages of ELSA engagement become more obvious.

At the same time motivation will rise among members, because they will be better skilled.

By making more regional events and international trainings, the international aspect of ELSA will gain even more importance and especially participants.

### **Coordination of Trainings?**

The regional and time coordination should be subject to some planning that should be started on national as well as international level. Events there already exist. F.e. the EHTW or the Austrian/Croatian Freshers Camp

Training regions, but also periods when trainings take should be fixed.

### **Where do the problems lie?**

Here I just want to name a few problems that will occur while implementing such a concept

Keep the ELSA touch / no sell-out to companies

Funding of events

Acceptance of the programme and participants

Time/local coordination

Regional Differences

Motivated participants for training

**ACTIVITY REPORT FORMS****AA Activity Report Form 2003**

Please include information for both national and local groups  
Activities From Alanya ICM till Athens ICM

**Studies Abroad**

1. Do you have a reception programme for International students?  
Number of foreign students it involved
2. Do you inform students of possibilities to study abroad? Yes  No

**Bridging Theory and Practice**

3. Organised a National Moot Court? How many teams participated?
4. Number of Local Moot Courts organised?
5. Number of Legal Debates held?
6. Number of Lectures / Panel Discussions held?

**Legal Writing**

7. Do you hunt for Articles for ELSA SPEL?  
Number of articles found
8. Number of Essay Competitions organised?

**Legal Research**

9. Number of Legal Research Groups Held?
10. Number of Lawyer @ Work events organised?

**The Commitments**

11. Number of AA events having a Human Rights theme held?
12. Number of AA events having the IFP theme held? (Old / New)

**Working for Quality**

13. Number of AA Trainings Conducted/Arranged for LGs
14. Number of teams used for different projects?

**S&C Activity Report Form 2003**

Please include information for both national and local groups  
Activities From Alanya ICM till Athens ICM

Number of Events held	National	International	Total	Reported to EI
Seminars	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Conferences	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Law Schools	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Study Visits	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

5. Do you organise Institutional Visits Yes  No   
If yes, with which of these institutions

Council of Europe       European Institutions       UN

6. Number of Human Rights events

7. Number of IFP events

8. Number of Specification Forms submitted

9. Number of Speaker's Forms submitted

10. Number of Evaluation Forms submitted

11. Number of Study Visit Evaluation Forms submitted

12. Number of Study Visit Agreements filled

**STEP Activity Report Form 2003**

Please include information for both national and local groups  
Activities From Alanya ICM till Athens ICM

- |                                    |                      |
|------------------------------------|----------------------|
| 1. Number of Jobs found            | <input type="text"/> |
| Jobs found in:                     |                      |
| 2. Medium sized firms              | <input type="text"/> |
| 3. Small firms                     | <input type="text"/> |
| 4. Companies                       | <input type="text"/> |
| 5. Institutions                    | <input type="text"/> |
| 6. National traineeships           | <input type="text"/> |
| 7. Unpaid traineeships             | <input type="text"/> |
| 8. Number of applicants            | <input type="text"/> |
| 9. Number of realised traineeships | <input type="text"/> |

**BEE Activity Report Form 2003**

Please include information for both national and local groups  
Activities From Alanya ICM till Athens ICM

**Fundraising:**

1. How many general sponsors do you have?
2. How many project sponsors did you have?
3. How many approaches do you have planned/pending?
4. Do you have contact to any international sponsors?
5. Do you work with a fundraising model? Yes  No
6. If yes which is your main?
  - A) Sponsor Circle Model (All sponsors are Equal)
  - B) Sponsor step model (Different steps, *quid pro quo*)
  - C) Premium sponsor model (A super sponsor and a pool of equals!)
  - D) Anarchy model (Everybody contributes what he wants and gets what he can!)
  - E) Project model (A sponsor is partner of a specific programme)

**Expansion:**

7. Has your number of local groups increased over the last year? Yes  No

**Planning:**

8. Do you do a one year operational plan? Yes  No
9. If no, have you planned to do it with your successors? Yes  No
10. Do you do tactical/ strategic planning? Yes  No

**Alumni:**

11. Do you have contact to the alumni in your country? Yes  No
12. Do you have a structured co-operation with the alumni? Yes  No
13. Are you planning to develop a structured alumni co-operation? Yes  No

**IM Activity Report Form 2003**

Please include information for both national and local groups  
Activities From Alanya ICM till Athens ICM

## Communication

1. Do you have email lists? Yes  No   
2. Do you send newsletters to members? Yes  No

## Internal Structure

3. How many of your Local Groups are Active out of total number?   
4. Average number of Board Members in your Local Groups?   
5. Number of Board Members in your National Groups?   
6. Are they all registered in ELSA ONLINE? Yes  No   
7. Start of your office turn?   
8. Do you have decision books? Yes  No   
9. When was it last updated?   
10. Is your Group formally registered as an Association? Yes  No   
11. Do you have an office? Yes  No   
12. Do you have internet connection in the office? Yes  No

## Administration

13. Do you take minutes? Yes  No   
14. Do you have an Archive? Yes  No   
15. Do you have transition? Yes  No   
16. Do you use any pre-prepared transition material? Yes  No

## Training

17. Do you organise any training events for your Local Groups? Yes  No   
18. How often?   
19. Do you use the ITP / National Trainers Pool? Yes  No   
20. Do you use Alumni? Yes  No

**Marketing Activity Report Form 2003**

Please include information for both national and local groups  
Activities From Alanya ICM till Athens ICM

1. Do you do Market Research? Yes  No

2. Do you have a web page? Yes  No

3. What is the Domain Name?

4. Does your Website have information in English? Yes  No

4. Are the email address of your officers uniform? Yes  No

4. Do you have a members' magazine? Yes  No

5. Do you use Media when promoting events/ ELSA? Yes  No

Which Types:

Newspapers

Radio

TV

6. Who is your primary target group when distributing Synergy? Why?

Active Members

New Members

Externals

7. How many articles you submitted for Synergy 1-2003? Why?

8. Please bring along your marketing material so that we can all be amazed by each other's

**FM Activity Report Form 2003**

Please include information for both national and local groups  
Activities From Alanya ICM till Athens ICM

1. Do you do Budgets? Yes  No

If yes, who approves it and when?

If not, what are the reasons for not doing the budget?

2. Do you have audited accounts? Yes  No

If yes, who does the auditing and when?

If not, what kinds of control mechanism do you use?

3. Do you have professional bookkeeping? Yes  No

4. Do you apply for grants? Yes  No

kind of grants	name of donor	amount applied for

5. Number of General Sponsors:

Names of the sponsors, amounts and dates of sponsorships

6. Number of Project Sponsors?

Names of the sponsors, projects, and amounts

7. What kind of financial relations do you have with your local groups?

Specify the income/expenditure:

(Please give detailed report with No of LG, amounts of income and expenditure)



## I. Introduction

Following the decision in the BEE policies regarding the two year tactical plan of the association an evaluation of the previous tactical plan was done at the Alanya ICM autumn 2002. This evaluation showed that even though we have created many good tools and structures to enable an effectively running association these tools have little sense unless the level of activity is high. The number of activities and especially the number of STEP jobs is not satisfactory for an association with the size and reputation of ELSA. A more strategic issue occurred when discussion on the quality of our events and especially the quality of our international meetings arose. Here it was detected that there is an obvious lack of knowledge even on the national level of our association. It is not acceptable that our international meetings are ineffective because of a lack of preparation or training among the participants. This lead to a demand of a focus on member education especially a deeper focus on ensuring that the managers of the association ie. the board members have the motivation and knowledge to fulfil their tasks.

The proposed tactical plan is following the motto "a little less conversation a little more action", meaning that we need to focus on the things we are here for which is providing opportunities for law students! We have developed many good administrative tools but that can never be an aim in itself. The focus has to be on our main activities and good administration a way to secure them.

We are all responsible for fulfilling the tactical plan and responsible for our successors continuing our work. This tactical plan sets realistic aims for our work aims that should be part of any operational plan on all levels of ELSA. Let's show that we are a strong network and get to work.

All the best

The International Board 2002/2003

## II. General Part

During the evaluation of the previous tactical plan and the discussion on the new there were three points that kept arising. These three points are described below and are put in to a general part to underline that they are not just the responsibility of one board member but all.

### Transition

Having detected that there are many groups that still do not have a proper transition period between outgoing and incoming boards it is an aim for all areas to have an efficient transition

#### Aim:

- To ensure continuity, uniformity and progress within the network and the respective ELSA groups.

#### Target:

- All groups having access to transition material in the ELSA ONLINE archive. All groups using operational plans (see also the target for planning)

#### Means:

- Plan fixed time for transition
- Have general and individual transition
- Use the ITP
- Use the alumni
- Create and update international, national and local archives with transition material

### Quality

Having detected a low level of knowledge about the basics of the association it is necessary to focus on more member education.

#### Aim:

- More qualified members on board positions

#### Target:

- All board members must have participated in a general ELSA knowledge training and have had a transition session

#### Means:

- Annual national training events
- Regional training events
- Learning by doing - value organisation experience high

**Communication**

Having detected a complete lack of communication in the network between all levels in ELSA it is an aim for all areas to ensure a high level of communication.

Aim:

- To have all relevant information as specified in the special part of the tactical plan reaching all levels of ELSA

Target:

- Fulfilment of the targets set in the special part

Means:

- Use the existing communication tools
- Seek professional assistance

### III. Academic Activities

#### Moot Courts

Given the large number of activities in AA, in order to achieve anything as a network and establish a reputation as a top source for international legal education we must focus our activities. Moot Courts are already recognised the world over as one of the prime vehicles in providing practical legal education, for this reason we should aim to organise these competitions across the whole network. With special focus being given to the EMCC which has to be developed into a permanent, high quality event giving us an International reputation

#### Aim 1:

- Organisation of Moot Courts across the whole network

#### Target:

- 25 National Moot Courts.

#### Target:

- A Moot Court Competition organized by all local groups.

#### Means:

- Encourage participation in the EMCC
- Organise local rounds to select teams participating in the EMCC;
- Organise small, fun moot courts that increase the general interest in moot courts;
- Research the interests of ELSA members to be able to organise popular moots;
- Help prepare participants of Moot Court Competitions and promote team spirit;
- Share experiences and information (eg. rules and cases) of different moot courts organised;
- Ensure proper training on both national and local level
- Create and update functional training materials

#### Aim 2:

- The EMC2 on WTO Law developed into a High Quality international moot court competition of the whole network

#### Target:

- Good number of teams, a solid pool of qualified judges and advisors; a solid financial basis and a reputation of quality to ensure its continuity.

#### Sub Aim:

- A solid administrative Structure

#### Target:

- By 2005, the IOC is to be a separate organization from the IB.

Means:

- Appoint a director for moot courts in coordination with the board elect, at the conclusion of the Final Oral Rounds;
- Create an 8<sup>th</sup> Board position dealing specifically with the EMCC;
- Organise an IOC that does not comprise more than 3 IB members at most;
- Organise an IOC whose term of office runs in tandem with the natural cycle of the EMCC;
- Have IOC meetings at least twice a year (after publication of case and during collection of memorials);
- Find an institutional partner that can help the development of the EMCC.

Sub Aim

- Solid Financial Basis

Target:

- At least one major partner for the competition

Means:

- Research firms interested in WTO Law;
- Research possibility of grants / foundations;
- Approach Governmental Institutions such as the EU, WTO, UNCITRAL;
- Establish target fees that keep the EMCC attractive but cover a bigger percentage of the budget.

Sub Aim:

- Solid Bench

Target:

- A bench dedicated to the competition

Means:

- Approach the experts in International Trade Law in Faculties across Europe;
- Have a pool of judges equal in size to the number of teams;
- Focus on a core of dedicated judges;
- Contact institutions to provide judges for the correction of written memorials;
- Maintain and Improve current contacts with academics and experts;
- ELSA Delegations to Trade Law conferences are to forward contacts to the IOC.

Sub Aim:

- Finalised Competition structure

Target:

- Create a structure that balances the administrative and financial liabilities.
- Comment: The current structure used for the competition has shown to have certain weaknesses that might create difficulties as it grows. For this reason we should develop a strong and final structure over the next 2 years.

Means:

- ELSA Groups to look into the possibility of organising rounds for the EMCC as requested by the IOC;
- Research, with the help of coaches and judges as to the possible different structures the EMCC can adopt.

Sub Aim:

- More Teams from more countries

Target:

- At least 60 teams from at least 35 countries participating.

Target:

- 1 team per National Group, preferably supported.

Means:

- Find academic assistants to assist in selection of teams;
- Use teams that already participated to market the competition;
- Prepare teams participating in the EMCC to ensure the ELSA spirit of the event.
- Create a fundraising strategy to support teams;
- Constant Evaluation of the organisation of the competition;
- Evaluate with teams their performance in the competition;
- Restart the EMCC's cycle as early as possible after completion of the final oral rounds;
- Create a more efficient, global marketing drive.

**Studies Abroad**

Through the Studies Abroad Programme we can provide our members with access to international students and to different cultures. It allows us to meet the aims of our philosophy statement.

Aim 1:

- Foreign students coming to a university where ELSA is present are aware of ELSA at arrival

Sub Aim:

- A proper functioning Studies Abroad Programme

Target:

- 50% of all International Law Students become ELSA Members

Means:

- Organise social activities for foreign students giving them the potential to meet local members;
- Exchange of experiences;
- Cooperation with institutions/ associations.

Sub Aim:

- To continue publishing the Guide to Legal Studies in Europe.

Target:

- At least 400 updated universities in the GLSE.

Means:

- Collection and Processing of Data;
- Evaluation of data found in the GLSE;
- Improve the updating system in order to ensure as correct information as possible;
- Publish the GLSE.

Sub Aim:

- To ensure a widespread distribution of the Guide

Target:

- At least one copy of the GLSE in every law faculty.

Means:

- To assist the publisher in marketing the Guide through our network;
- To find methods of promoting the Guide among students from outside Europe.

**Legal Research Group**

Legal Research Groups are a prime example in which different groups can cooperate together in AA and strengthen ELSA's image as a provider of international legal education.

Aim:

- To encourage the use of Legal Research Groups across the network

Target:

- 25 LRGs across the network of which 5 involving more than 1 local group.

Means:

- Cooperation amongst groups on their LRGs;
- Encourage regional cooperation amongst LRGs;
- Exchange of experiences and creation training materials;
- Internal marketing of LRGs organised by the Network.

**Selected Papers in European Law**

ELSA SPEL gives our members the opportunity to publish their works. It is one of the best ways of showing the academic credentials of our individual members to externals.

Aims:

- A professional publication giving students the opportunity to be published professionally

Target:

- The editor has a choice of 20 articles per issue – to maintain quality.

Means:

- Hunt for articles;
- To use the essay competitions, lectures and/or outcomes and declarations of the ELSA seminars and conferences as articles;
- Professional marketing;
- Select the best articles;
- Publish SPEL.



#### **IV. Seminars and Conferences**

After evaluation the state of S/C it occurred that there is activity going on in the network. However the number of events should be increased to ensure that more members get the opportunity to participate in our activities.

Aim:

- Increase the number of S/C events

Means:

- Project management trainings
- Planning in advance
- Communication on the international mailing lists
- Area co-operation with the presidents to secure sufficient financial means
- Area co-operation with the marketers to secure proper promotion
- Increasing the use of grants by sharing information about the possibilities

#### **Seminars and conferences**

Target 1:

- 50 international seminars and conferences a year (open for foreign students regardless working language)

Target 2:

- Out of the 50 organised seminars and conferences 25 in English

Means:

- Use the network to get international speakers
- Use the alumni to get international speakers (ELS Directory)
- Prepare the academic programme in English
- Regional co-operation

#### **Law schools**

Target:

- 5 International law schools

Means:

- Seek co-operation with academic and institutional partners

#### **Study visits**

Target:

- 1 international study visit pr. local group

Means:

- Use the international mailing lists and ELSA ONLINE to seek study visit partners.
- Use grants that support regional and international exchange to obtain financial support.

**Quality in S&C events**

The evaluation showed that many groups are facing the same problems every time an event is organised. These problems can be minimised by ensuring continuity through proper handover of experience.

Aim:

- To ensure continuity in event organising

Sub aim:

- Increase the number of annual events

Target:

- 10 annual events

Means:

- Encourage groups who are centrally placed to organise an event on an annual basis.
- Grant special marketing options for the organisers
- Create a time plan

Sub aim:

- An updated S/C archive

Target:

- 100 contact details to speakers
- 30 academic programmes
- 30 project descriptions

Means:

- Submit the information to ELSA International to be put in the ELSA ONLINE archive
- Collect information from local and national archives to be put in the ELSA ONLINE archive
- Promote the use of the archive to the organising committees

## V. Student Trainee Exchange Programme

### Jobs

The last couple of years the number of STEP jobs have fallen drastically and we are in a position where we have to take effective measures to increase the number of jobs in the network in order to offer a good trainee exchange programme to our members.

#### Aim:

- To increase the number of STEP jobs

#### Target:

- 400 jobs

#### Means:

- Use the alumni to establish contacts
- Area co-operation with the marketers and presidents
- Trainings on external relations and negotiations
- Create STEP teams to obtain help from professionals to increase awareness about employing ELSA members

### Applicants

Over the last couple of years the number of applicants have fallen and we need to increase the number of applicants in order to satisfy the employers.

#### Aim:

- To increase the number of STEP applicants

#### Target:

- 1500 applicants

#### Means:

- Area co-operation with the marketers
- Create a marketing strategy

### Quality

STEP is a quality exchange programme and according to our policies the most successful trainee exchange programme in the world. In order to meet these requirements we need to fulfil a few tasks.

#### Aim:

- To ensure a high quality exchange programme

Sub aim 1:

- Obligatory certification

Target:

- All ELSA members participating in the STEP programme

Means:

- Constant accountability sessions at ICM's

Sub aim 2:

- Ensure cultural exchange through a reception programme

Target:

- Reports showing a 75 % satisfaction with the reception.

Means:

- Information material sent out to applicant before arrival
- Evaluations forms collected and analysed at national NCM's
- Reports presented at ICM's

Sub aim 3:

- Keeping STEP jobs

Target:

- To keep 50% of the existing STEP jobs.

Means:

- Company evaluation forms collected and analysed at NCM's
- Reports presented at ICM's

## **VI. Human Rights**

By committing to human rights we commit to raising awareness about the topic. Most of the legal issues we deal with have a human rights aspect and it should be an aim to pin point and explore these.

### Aim:

- To have human rights issues as an integrated and natural part of our academic programmes.

### Target:

- To have the human rights aspect as a part of 65 % of the academic programmes of our events and activities.

### Means:

- Approach Human Rights institutions and organizations in order to obtain information on the possibilities of financial and professional support for Human Rights related projects
- Use the international Human Rights mailing list
- Update and develop the Human Rights Speakers' Pool
- Use and develop the Human Rights Database
- Publication of the Human Rights Newsletter

## VII. International Focus Programme

### Aim:

- To have the International Focus Programme “Trade Law - a Way for Sustainable Development” as a focal point for the AA, S&C and STEP projects within the whole Network

### Target:

- To implement the new IFP Topic so that every National Group organises at least two bigger IFP projects (e.g. Moot Court, seminar).
- to gather at least one article from every IFP projects where the lectures were held in order to have good materials for the future IFP Book

### Means:

- promote new IFP in National Groups and in Local Groups of ELSA
- encourage IFP implementation by providing concrete ideas and topics for the projects
- planning the IFP events in cooperation with ELSA International and other National Groups
- Create an IFP calendar in order to have good structured IFP events
- To combine new IFP Topic with the EMCC
- Provide with ideas for sponsoring possibilities for the IFP projects
- publish the IFP Book for the IFP 2000-2002
- elect a host of the IFP Final Conference
- Prepare and distribute IFP promotion materials

## VIII. Board management, external relations and expansion

### Management

It is the responsibility of the presidents to ensure that the board is motivated and works efficiently towards fulfilling the aims of the association. However seeing that many of the basic obligations are not fulfilled by the officers the presidents have to acknowledge their responsibility for this and work on improving their management skills.

#### Aim:

- High quality board management

#### Target:

- Fulfilment of the tactical plan

#### Means:

- Regular reports on all levels
- Exchange of information and experience
- Accountability sessions at ICM's and NCM's

### Planning

When analysing the problem areas of the association it is noticed that a lack of planning results in overlapping activities as well as non-realistic timelines. This causes disappointment and gives the association an unprofessional outlook.

#### Aim:

- Well co-ordinated activities throughout the network

#### Target:

- All groups using operational plans

#### Means:

- Have a planning session during transition
- Use the ITP to facilitate the sessions
- Use the alumni to facilitate the session
- Evaluate and adjust plans at the ICM's and NCM's

### External relations

ELSA should constantly work to improve our relations to professional life and institutions this has to be done in a professional manner to keep ELSA's good image.

### General sponsorships

It is still a reality that many board members have to pay for administrative and travel costs by them selves. Being active in ELSA should not depend on personal financial situations but on motivation.

Aim:

- To ensure a solid financial basis for all groups on all levels

Target:

- To have the administrative costs covered by partners

Means:

- Planning
- A fundraising structure
- A fundraising strategy
- Area co-operation with the marketers
- Use the alumni for contacts
- Use the network, ELSA ONLINE organisation menu, for help to establish contacts

**The United Nations**

Aim:

To provide law students with activities through cooperation with the United Nations and its subsidiary bodies UN ECOSOC, UNCITRAL, UNHCR, UNESCO as well as the CICC.

Target:

- Promote ten high-quality events each year that go to the core of ELSA's activities.
- Raise awareness of ELSA-UN cooperation through updated material and ICM presentations.
- Establish contacts that benefit local groups, national groups and ELSA International.
- Maintain ELSA's position on the CICC Steering Committee and use contacts at 777 UN Plaza
- Update the ELSA "UN handbook" every six months and distribute a UN calendar of events once a year.

Means:

- Distribute ELSA reports and material from all UN meetings attended by ELSA representatives (ELSA ONLINE). Promote the use of ELSA's "UN Handbook".
- Provide the network with updated information and facilitate training on issues such as:
- (Academic Activities;)** UN in relation to ELSA Law Web, Legal Research Groups, articles for SPEL, financial support for ELSA publications
- (Seminars & Conferences;)** UN conferences on the international level, Institutional Study Visits, Co-hosting of events, Law Schools (guest speakers, funding)



- (Financial Management;)** Funding for conferences and international/national events
- (BEE;)** Internships at various UN offices through external contacts, attendance at external meetings, how to provide the network with academic contacts at ECOSOC, UNCITRAL, UNESCO and UNHCR and continue to cooperate with non-governmental organizations present at UN.

### European Institutions

ELSA has been co-operating with the EU for several years. However the co-operation has not been defined and there are still many possibilities for expanding the co-operation.

#### Aim:

- A well-defined co-operation with the EU

#### Target:

- Involvement in the Erasmus programme (the studies abroad programme), Traineeships at the institutions.

#### Means:

- A co-operation concept
- A well functioning reception programme

### Alumni

It is obvious that ELSA has everything to gain by co-operating on a regular and structured base with the alumni. A lot of work is still to be done in tracking down former members as well as raising the awareness about the possibilities of co-operation.

#### Aim:

- Fulfilment of the alumni strategy.

#### Target:

- 50 % of all national groups and local groups working on a regular basis with alumni.

#### Means:

- Defining and tracking down former members
- Keeping in contact with outgoing members
- Close co-operation with ELS
- Use the ELS directory
- Establishment of national alumni associations

## IX. Internal Management

### Internal Structure

Although ELSA claims to be network it is obvious that there are huge differences in structures of the NGs and LGs themselves. In order to ensure that uniform structure in the whole network working on the internal structure has to be a priority.

#### Aim:

- To have a uniform and solid structure of ELSA in all member Countries.

#### Target:

- 50 % realisation of the means set below in every group.

#### Means:

- To have uniform statutes and Standing Orders in all National and Local Groups respecting basic principles and basic requirements set up by the Council, i.e. democratic elections, proper accounting.
- To have a functioning NG in every member country, which acts as the link between ELSA International and the LGs.
- Ensure that ELSA International, NGs and LGs have the same Board positions, through similar/co-ordinated job descriptions.
- Encourage elections and transition periods to take place around the same time on the international, national and local level.
- Encourage and support the efforts of the NGs and LGs to have offices with office facilities.

#### Aim:

- Continuity at all levels of ELSA.

#### Target:

- Fulfilment of this TYTP

#### Means:

- Have effective transition periods between old and new Boards at all levels.
- Have a good an updated filing system as well as the archives to assist the new board member to take over the work.
- Ensure that NGs and LGs have offices with office facilities.
- Use alumni for any kind of support and advice.
- Train the Board members and the individual members

#### Aim:

- Diminishing the gap between ELSA International and the NGs and LGs.

#### Target:

- Fulfilment of the above mentioned targets.

Means:

- Ensure that NB members attend the ICMs and that information will be submitted to the LGs.
- Emphasise the training of the NB members at the ICM so that they can train their LG members.

**Communication**

(International, National and Local Level)

Having detected a complete lack of communication in the network between all levels in ELSA it is an aim for all areas to ensure a high level of communication.

Aim:

- Have an effective communication between ELSA International and the NGs.

Target:

- Having the estimation of ELSA International to comply with the results of the state of the network in the IM workshop.

Means:

- Having all board members registered in ELSA ONLINE at all levels.
- Ensure that ELSA International sends newsletters to the NGs regularly.
- Ensure NGs to inform ELSA International about their activities the latest once every two months.
- Ensure that National Boards attend the International Meetings.

**International Meetings**

One of the main problems that ELSA has at the moment is, not having effective International Meetings mainly because of not having well prepared groups present. In order to have truly representative International Meetings the participation with preparation should be a priority.

Aim:

- To ensure that the ICMs are efficient.

Target:

- To have all groups prepared at the ICMs.

Means:

- ELSA International and the NGs to send out concise and easy-to-read CM working materials well in advance.
- Do not overload the Council with proposals.
- To inform and train the ICM delegates about the ICM rules and procedure before and during the ICM
- To have good co-ordination within the National Delegations during ICMs.

Aim:

- To have all Member and Observer NGs attend CMs.

Target:

- To have participation of 2/3 of groups with full board members.

Means:

- Stress the importance of the ICM as the most important internal event. Members and Observer States should aim for being able to cover the travel and the participation costs of their delegates.

Aim:

- To ensure that ELSA International, NGs and LGs are aware of and implement CM decisions.

Target:

- All Council decision to be implemented in every area.

Means:

- ELSA International to remind about the CM decisions (e.g. with reference to the Decision Book) in all its newsletters.
- To ensure that the NGs inform their LGs of the CM decisions.

**Training**

In order to increase the number and the quality of the events as well as the competences of the active ELSA members training is vital. By broadening the personal skills of individual members through training the network will be composed of equally developed groups.

Aim:

- To increase the awareness on the benefits of training and the effective use of ITP.

Target:

- At all levels receiving at least two trainings per year.

Means:

- Promotion of training and providing information at the ICMs.
- Allocate money from ELSA Development Fund for trainings rather than the ICM participation costs of the groups.
- Encourage groups to organise regional trans-national training sessions

## **X. Financial Management**

### **Budgets**

*Aim:*

- Ensure proper financial planning.

*Target:*

- All groups having a feasible budget both general and projects.

*Means:*

- Financial planning trainings
- Financial management manuals
- Budget templates available in the ELSA ONLINE archive
- Budget presentations at the NCM's and ICM's

### **Grants**

*Aim:*

- To increase the use of grants to support the activities.

*Target:*

- Creating a grants database with links and information about possible grants

*Means:*

- Collect information
- Share information between the groups
- Examples of grants applications available in the ELSA ONLINE archive

### **Debtors**

*Aim:*

- To collect outstanding debts from debtors

*Target:*

- All debts being settled, by payment, agreement or cancellation

*Means:*

- Contact to debtors through:
- Email, phone or snail mail and if necessary meeting them in order to make agreements for payment.

### **Creditors**

*Aim:*

- To solve the creditors situation and avoid giving rise to new creditors

Target:

- All credits being settled, by payment, agreement or cancellation

Means:

- Contact to creditors through
- Email, phone or snail mail and if necessary meeting them in order to make agreements for payment.

## **XI. Marketing**

### **Market Research**

Only through proper market research can we ensure that ELSA is a dynamic organisation that follows the interests and need of our members and future members.

Aim:

- Incorporation of market research as a quality insurance tool

Target:

- 50 % of all National Groups and 50% of all Local Groups.

Means:

- Create tools for the groups
- Training by ITP and professionals

### **STEP**

One of the main problems in STEP is the lack of proper marketing both towards students and potential employers. The marketers have to focus on supporting the STEP officers in reaching their aims to ensure a quality exchange programme.

Aim:

- Promote STEP among law students.

Target:

- 7 applicants pr. local group

Means:

- Create a marketing strategy

Aim:

- Promote STEP among potential employers

Target:

- 2 STEP jobs pr. local group

Means:

- Research the market for potential employers
- Assist the STEP officer in creating STEP teams

### **Events**

During the evaluation of our events it was recognised that lack of proper marketing results in cancelled events and diminishes ELSA's academic profile.

Aim:

- Ensure ELSA's academic and social profile among students and professionals

Target 1:

- 100 events on the events part of ELSA International's website

Means:

- Submit information to ELSA International about all seminars and conferences, law schools, moot courts, regional training events to be posted on the website.

Target 2:

- Having a circulation of 3000 law students attending international events.

Means:

- Submit information on the international mailing lists.
- Promote events on national and local mailing lists.
- Circulate marketing materials around the network.
- Involve the faculties in the marketing.