



The European Law Students' Association

Proudly Presents

# THE XLIV INTERNATIONAL COUNCIL MEETING



BUDVA, SERBIA & MONTENEGRO  
18<sup>TH</sup> - 26<sup>TH</sup> OCTOBER 2003

CORPORATE PARTNERS:

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**GENERAL INFORMATION****FOREWORD**

Dear All:

We are delighted to announce the “birth” of the first “baby” of the International Board 2003/2004. Despite being amongst the most premature in ELSA’s history, we are glad to inform the IB delivered a healthy “package” with 297mm and weighting 163 pages.

Despite the intense and rather “painful” labor, the mothers/fathers are well and doctors report they should be fully recovered by the ICM in Budva. Till then, we are confident that all of you will adopt him at your homes and ELSA offices, providing him with proper care and attention. You will be able to find the Statutes and Standing Orders, the Council Decision Book and the minutes from the Athens ICM in the Archive, indispensable tools to duly take care of our “new born package”.

One last word of appreciation towards the Organising Committee of the Budva’s ICM, who is engaging all possible efforts to ensure that our “baby” will be raised under the most perfect of all the environments.

Looking forward to see you all in Budva,



Tiago Moreira Alves  
Secretary General  
ELSA International

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**REMINDERS****General**

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

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

- ❑ Read these Working Materials from cover to cover.
- ❑ Read the minutes of at least two last ICMs (you may find them in the EO Archive).
- ❑ Read the Statutes and Standing Orders of ELSA carefully.
- ❑ Read and bring with you a copy of the Decision Book.
- ❑ Read the last four points once again, and promise yourself not to ignore them...
- ❑ Make travel arrangements to be in Budva in time for the opening of the ICM at 14.00 of Saturday 18<sup>th</sup> of October.
- ❑ Check out the ICM Website at <http://www.icm-budva.cg.yu> and make sure you have taken note of *all* the Organising Committee's instructions.
- ❑ Before you leave for the ICM, interrogate your predecessor for advice.
- ❑ Bring a box of diskettes with you.
- ❑ Bring smart clothes for the plenary and sponsor's fair.
- ❑ Enjoy the alternative spirit of the theme party with appropriate attire!
- ❑ Rehearse your performance for the ELSA VISION CONTEST!
- ❑ Bring your Marketing Materials so that you can show off in the Marketing Workshop.
- ❑ No need to mention your NATIONAL DRINKS!
- ❑ Good mood and sunny smiles!
- ❑ Decide to be a workshop secretary.
- ❑ Consider being a Plenary hero.
- ❑ Consider hosting the International STEP Meeting next February or ICM in Spring 2005.
- ❑ Double check on your National Drinks.

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

Then please visit the ICM Website at:

[www.icm-budva.cg.yu](http://www.icm-budva.cg.yu)

Or write an e-mail to the Organising Committee:

[ocicm@cg.yu](mailto:ocicm@cg.yu) or [ocicm@yubc.net](mailto:ocicm@yubc.net)

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

**YES?!**

This time the International Board has a REAL gift for you!





The European Law Students' Association

At first I was afraid, I was petrified  
But thinking I could never live without you by my side  
And then I've spent so many nights thinking how you did me wrong  
Without an ICM I can't go on!

**WINTER ISM 2004  
SPRING ICM 2005**

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

**And contribute to the success of the biggest  
international events in ELSA!**

→ *Think...*

RESPONSIBILITY   HUMAN   SOCIETY  
JUSTICE   EDUCATION   LAW   RESPECT  
DIVERSITY   DIGNITY

*... and enjoy yourself !* ←

**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 the 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 Training provided by ELSA International on Saturday evening to acknowledge the detailed guidelines for your task

.

**What is a Council Meeting officer?**

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

**What is the role of the Chair?**

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

**What is the role of the Secretaries?**

The role of the Secretaries 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 authorization to the Secretary General of ELSA International. Please complete the letter of authorization that was sent to all national boards together with the ICM invitation.  
This letter must include:
  - ❑ The contact details of your national group
  - ❑ The names of the delegates of your national group who are allowed to raise the voting cards during voting
  - ❑ The names of all other delegates
  - ❑ The list of local groups that are currently members or observers of your national group (please indicate which groups enjoy what status)
  - ❑ Two signatures from the National Board members authenticating the letter

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

**Reporting Time**

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

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

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

**ELSA Vision Contest**

Don't you think that everyone can read your (no doubt very interesting) activity report in writing? So, why don't you come up with something thrilling and enthusiastic? We expect you to prepare a presentation of your country or if you decide a sketch about anything funny that happened during the year. The imagination is yours and the spotlight as well. This time we will have a repeat performance of The ELSA Vision Contest for the activity reports. So strike a pose and grab the limelight!

**Joint Workshops**

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

**Election of Host for the Spring 2005 Council Meeting**

The host for the forthcoming two ICM's have been elected and will be ELSA France in March 2004 and ELSA Bucharest (Romania) in October 2004. Therefore, if you are thinking about organizing an ICM in your country in March 2005, 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 are distributed to the national groups 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 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.

## AGENDAS AND TIMETABLES

## ICM TIMETABLE

Time	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
08:00	Arrival and registration	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	
08:30										
09:00										
09:30										
10:00		Workshops	Workshops	Workshops	Workshops	Directors' morning	Workshops	Final plenary session	Departure of Part.	
10:30										
11:00										
11:30										
12:00	Report. time									
12:30										
13:00	Lunch	Lunch	Report. time	Report. time	Lunch	Lunch	Lunch	Lunch		
13:30			Lunch	Lunch						
14:00	Opening plenry	Free time	Lunch	Lunch	Free time	Sightseeing and cultural visits	Conference part I	Final plenary session		
14:30		Workshops	Free time	Plenary session	Sports afternoon		Workshop			Conference part I
15:00										
15:30										
16:00										
16:30										
17:00										
17:30		Intro WS								Sponsors fair& ELS cocktail
18:00	Training									
18:30	Free time	Free time			Free time		Conference part II			
19:00		Reporting time						Reporting time		
19:30										
20:00	Dinner	Dinner	Dinner	Dinner	Dinner	Dinner		Dinner		
20:30										
21:00	Welcome party	Mask ball night club Movie 	Party in the ancient city of Kotor	Theme party	Party in the night club Castelo, Petrovac	ELSA Vision contest, night club Movie	Gala Ball	Farewell pool - party		
21:30										
22:00										
03:00										

**PLENARY****Agenda****Saturday, 18<sup>th</sup> of October (Morning; 14:30-18:30)**

Morning	Arrival of participants
Morning	Payments due to ELSA International and delivery of letters of authorisation.
14:30	Introduction of the members of the International Board by the President of ELSA Serbia and Montenegro <b>Miroslav Nikolic</b>
14:35	Opening of the Council Meeting by the President of ELSA International <b>Isabelle Ginet-Kauders</b>
14:40	Presentation of Directors of ELSA International <b>Isabelle Ginet-Kauders</b>
14:45	Welcoming of Council Guests and External Representatives <b>Isabelle Ginet-Kauders</b>
14:50	Presentation of the Organising Committee of the Council Meeting Presentation of ELSA Serbia and Montenegro <b>Miroslav Nikolic</b>
15:00	Announcement of the list of votes by the Secretary General of ELSA International <b>Tiago Moreira Alves</b>
15:10	Presentation of the Council Meeting procedure Reading out of the agreement between ELSA Greece and ELSA Republic of Macedonia (Council Decision PLE 01/99 II) <b>Tiago Moreira Alves</b>
15:15	Election of the chair of the plenary <b>Tiago Moreira Alves</b>
15:20	Election of the other officers: vice chair, two secretaries, two tellers, three members of the nominations committee <b>Chair</b>
15:30	Approval of the Council Meeting agenda and presentation of the Council Meeting structure <b>Chair</b>
15:35	Welcome address by externals

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15:50	Approval of the minutes of the Athens Council Meeting <b>Chair</b>
15:55	Presentation of each area of activity by the members of ELSA International <b>Chair and International Board</b>
16:00	Report from the Malta International Presidents' Meeting Malcom Falzon
16:10	Presentation of the ELS <b>Eirk Vrij</b>
16:20	Break
17:00	Introductory Workshops <ul style="list-style-type: none"><li>• Academic Activities <b>Ieva Zebryte</b></li><li>• Seminars and Conferences <b>Iulia Vass</b></li><li>• Student Trainee Exchange Programme <b>Emin Şanlı</b></li><li>• Board Management, Expansion and External Relations <b>Isabelle Ginet-Kauders</b></li><li>• Internal Management <b>Tiago Moreira Alves</b></li><li>• Financial Management <b>Maurizio Sorbello</b></li><li>• Marketing <b>Maria Cruz Ferreira Costa</b></li></ul>
17:30	Workshop Officers and Delegates Training <b>ITP Trainers</b>
18:30	End of the plenary session

<p><b>DEADLINE FOR NOMINATIONS FOR COUNCIL GUESTS, SPRING ICM 2005, COUNCIL MEETING HOST, SPRING ICM 2005 IS SUNDAY, 19<sup>th</sup> OF OCTOBER AT MIDNIGHT</b></p>
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**Monday, 20<sup>th</sup> of October (15:00-19:50)**

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15:00	Revision of the List of Votes <b>Tiago Moreira Alves</b>
15:05	Announcement of Nominations <b>Nominations Committee</b>
15:10	Question and Answer Time
15:50	Presentation of the Interim Accounts 2002/03 Auditors' Report Opinion of the Financial Management Workshop <b>Chair, Auditors and the Financial Management Workshop Chair</b>
16:25	Presentation of the Final Accounts 2002/03 Auditors' Report Opinion of the Financial Management Workshop <b>Chair, Auditors and the Financial Management Workshop Chair</b>
16:50	Presentation by ICM Host Candidates, Spring 2005 <b>Chair and Candidates</b>
17:10	Presentation by ICM Host, Spring 2004 <b>ELSA France</b>
17:30	Presentation by ICM Host, Autumn 2004 <b>ELSA Bucharest</b>
19:50	End of the Plenary Session

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**Thursday, 23<sup>rd</sup> of October (21:00-...)**

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21:00	Activity Reports from the National Groups (ELSA Vision Contest)  ELSA Austria, ELSA Belgium, ELSA Bosnia and Herzegovina, ELSA Bulgaria, ELSA Croatia, ELSA Czech Republic, ELSA Denmark, ELSA Estonia, 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 Serbia and Montenegro, ELSA Slovakia, ELSA Slovenia, ELSA Spain, ELSA Sweden, ELSA Switzerland, ELSA Turkey, ELSA Ukraine, ELSA United Kingdom.
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**Saturday 24<sup>th</sup> October (10:00-...)**

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10:00	Revision of the List of Votes <b>Tiago Moreira Alves</b>
10:05	Announcement of Nominations <b>Nominations Committee</b>
	Presentation and Approval of the AA Workshop Report and related proposals and recommendations <b>Chair and Workshop Chair</b>
	Presentation and Approval of the S&C Workshop Report and related proposals and recommendations <b>Chair and Workshop Chair</b>
	Presentation and Approval of the STEP Workshop Report and related proposals and recommendations <b>Chair and Workshop Chair</b>
	Presentation and Approval of BEE Workshop Report and related proposals and recommendations <b>Chair and Workshop Chair</b>
	Presentation and Approval of the IM Workshop Report and related proposals and recommendations <b>Chair and Workshop Chair</b>
	Presentation and Approval of the FM Workshop Report and related proposals and recommendations <b>Chair and Workshop Chair</b>
	Presentation and Approval of the Marketing Workshop Report and related proposals and recommendations <b>Chair and Workshop Chair</b>
	Election of the host for the Spring ICM 2005 <b>Chair</b>
	Election of the Council Guests for the Spring ICM 2004 <b>Chair</b>
	Miscellaneous Closing of the XLIV International Council Meeting <b>The International Board</b>



## ACADEMIC ACTIVITIES

## Timetable

	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
08:00							
08:30							
09:00							
09:30							
10:00		State of the Network	Joint WS with Marketing (EMC2 and Publications)	Analysis of the State of the Network	EMC2	Directors' Morning	Decision Book
10:30		Joint WS BEE					
11:00							
11:30							
12:00			Q&A	Joint WS FM EMC2 Budget		Reporting Time	
12:30			Miscellaneous				
13:00			Report. Time	Report. Time			
13:30							
14:00							
14:30		Joint WS FM AA Publications/ MCC Training					
15:00							
15:30							
16:00							
16:30							
17:00	Intro WS						
17:30	Training				EMC2		
18:00							
18:30							
19:00		Reporting Time			Reporting Time		
19:30							

## Agenda

**Saturday 18<sup>th</sup> of October 2003 (17:00-18:30)**

17:00 - 18:30

### **Introductory Workshop**

#### Aims

To get to know the officers attending the AA WS, assess their level of preparation and select our WS officers – Chair, Vice-chair and two Secretaries, as well as approval of the AA Workshop Agenda.

#### Means:

- Introduction of the workshop participants;
- Election of the workshop chair and vice-chair;
- Election of two workshop secretaries.
- Introduction to the structure of the workshop;
- Explanation of the workshop agenda;
- Approval of the workshop agenda.

17:30 - 18:30

### **Officers and delegates' Training**

#### Aim

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

#### Means:

- Training delivered by ITP members.

**Sunday 19<sup>th</sup> of October 2003 (10:00-13:00; 14:30-18:30)**

10:00 - 11:00

### **State of the Network**

#### Aim

To collect information on the “status quo” of all the Groups present at the ICM, to be analysed and discussed further in the week;

#### Means:

- Filling out forms to be delivered by the IB.

11:00 – 11:15

### **Break**

11:15 – 13:00

**Joint WS with BEE****Aims**

To familiarise ourselves with the Report on the EMC2 2002/ 2003 and obtain a clear picture on the EMC2 2003/ 2004. Clarify the role of Presidents in the organisation of a Moot Court Competition.

**Means:**

- Presenting the Report on the EMC2 2002/ 2003 and the “status quo” of the EMC2 2003/ 2004.
- Open discussion on variety of externals in a Moot Court Competition and on the Presidents’ tasks concerning these externals.

**Comments**

Importance of externals in Academic Activities is enormous: financial means may be obtained through selling advertisement space in publications and finding academics who lend their names to our projects, judges in MCCs dedicate valuable amount of time to score memorials, essay competitions may serve as recruitment tool for institutions, legal research is something law firms are interested in etc. To sell or obtain any of this AA needs the support of the Presidents. So, we will go through all the structure of the ELSA Moot Court Competition in order to ensure proper knowledge for Vice Presidents for Academic Activities and Presidents and then go through how Presidents can support Vice Presidents for Academic Activities concerning externals.

13:00 – 14:30

**Lunch**

14:30 – 18:30

**Joint WS with FM: the financial structure of AA Projects and MCC training****Aims**

This session will contain two separate aims. Firstly, we will seek to present and discuss the financial structure of Academic Activities projects, with particular emphasis on AA Publications. Further, the aim of the MCC training will be to give an overview of three important aspects of MCC (i) project planning, (ii) financial planning and management and (iii) financial support through grants.

**Means:**

- The budgets of AA publications will be shortly presented;
- Some guidelines on structuring a budget for a publication will be given;
- Introduction of the Moot Court Organiser’s Manual;
- Project management simulation on MCC;
- Financial planning (financial structure) and management training;
- Presentation by Kristina Juth, Director for Grants ELSA International.

**Comments**

Financial structure of Academic Activities projects at large was overlooked for sometime. Taking into account the increase in numbers of AA projects across the network, officers have to be provided with knowledge of finances of the projects. To develop an important project like Moot Court Competition a good cooperation between Treasurer and Vp Academic Activities is essential. The training will include all the sides of Moot Court Competition including the financial aspect and the possibility to apply for grants. In general, this session has been prepared to encourage MCCs independent of the EMC. Yet it is aimed at acquiring experience, which would generate ELSA National Rounds or ELSA Regional Rounds in the future, and provide the freshly proclaimed National/Regional Rounds organisers, including the supportive FM officers with necessary skills.

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**Monday 20<sup>th</sup> of October 2003 (10:00-13:00)**

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10:00 – 12:00

**Joint WS with Marketing: Publications and EMC2****Aims**

First and foremost, this session shall be used to produce new ideas on how to market Academic Publications in ELSA, also on how to make them attractive to the externals. Then, the obligations of National and Local ELSA groups in marketing of the EMC2 shall be discussed, and the ways to help them will be derived.

**Means:**

- Working groups;
- Presentations;
- Fun.

**Comments**

Marketing AA publications and projects has to be a common effort of both AA and Marketing officers. This joint workshop will teach AA and Marketing officers to work in unison to achieve publicity of and greater attention towards Academic Publications in ELSA, and Academic Activities' projects, such as EMC2, across the network.

12:00 – 12:15

**Break**

12:15 – 12:30

**Question and Answer time****Aim**

To give the opportunity to the Workshop participants to clarify issues not included in the Workshop Agenda regarding the Academic Activities.

12:30 – 13:00

**Miscellaneous**

## Comments

This part of the workshop is dedicated to the issues unresolved during other sessions.

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**Tuesday 21<sup>st</sup> of October 2003 (10:00-13:00)**

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10.00 - 11.45

**Analysis of the state of the network**

## Aim

To have a clear general picture of our Association.

## Means:

- To face responsibilities;
- To compare the results to the Two Year Tactical Plan adopted in Athens (March 2003).

## Comments

The state of the network is a necessary step for an Association starting a new year. Remarks were brought up concerning the previous states of the network because results were not clearly identified in supporting areas. We will try a new "formula": we will do the state of the network and then dedicate two hours to the analysis of the results and conclusions we can bring up. Please, read the Two Year Tactical Plan.

11.45 - 12.00

**Break**

12:00 – 13:00

**Joint WS with FM**

## Aims

This session shall concentrate on taking a decision on the Budget of the EMC2 2003/04. Officers are encouraged to use this workshop to gain knowledge and provide input as to the structure and contents of the EMC2 2003/04 Budget.

## Means:

- Presentation of the Budget of the EMC2 2003/ 2004;
- Taking a workshop decision on the Budget of the EMC2 2003/ 2004.

## Comments

This session shall concentrate on taking a decision on the Budget of the EMC2 2003/ 2004. Officers are encouraged to use this workshop to gain knowledge and provide input as to the structure and contents of the Budget of the EMC2 2003/ 2004.

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**Wednesday 22<sup>nd</sup> of October 2003 (10:00-13:00; 14:30-18:30)**

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10:00 – 13:00

**EMC2 II (Future of the EMC2)**

**Aim**

To address the issues of the future of the EMC2.

**Means:**

- Presentation of the current situation of the EMC2 2003/ 2004 (IOC, National Rounds and Regional Rounds due to take place, other updates);
- Presentation by the National Groups of the status of their responsibilities pertaining to the EMC2 2003/ 2004;
- Discussion on the direction of development of the Competition (geographical extent and in ELSA) of the EMC2 (IB Proposal, other proposals);
- Discussion on the structure of the Competition;
- Discussion and input on the list of the changes to be made to the Principles of the ELSA Moot Court Competition on WTO Law at the Spring ICM in Paris.

**Comments**

ELSA Moot Court Competition on WTO Law (EMC2) remains the focus of our association. Several decisions on the EMC2 are pending. In order to take the next logical step of revision of the Principles of the ELSA Moot Court Competition on WTO Law at the Spring ICM in Paris, we have to make final decision on the direction of development and structure of the EMC2.

13:00 – 14:30

**Lunch**

14:30 – 16:30

**GLSE**

**Aim**

This session shall be aimed at presenting new form and financing structure of ELSA GLSE.

**Means:**

- Working groups;
- Discussion on the new, online, form of GLSE;
- Discussion on responsibilities of LGs, NGs, ELSA International and universities (faculties, law schools) as regards the updating the information in the GLSE;
- Discussion on the financing of the GLSE.

**Comments**

To make ELSA Guide to Legal Studies in Europe (GLSE) more attractive to externals we have to find a new form for this project and redefine the responsibilities of ELSA groups, as well as the role of universities (law schools, law faculties) in development and viability of this publication. Also, participants will be invited to suggest new possibilities

for updating system, as well as to produce input as to how to make GLSE more useful to ELSA and its members.

16:30 – 16:45

**Break**

16:45 – 18:30

**EMC2 II (Continued)**

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**Thursday 23<sup>rd</sup> of October 2003 (10:00-13:00)**

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10:00 - 13:00

**Directors' Morning**

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**Friday the 24<sup>th</sup> of October 2003 (10:00-12:00)**

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10:00 - 10:30

**Revision of the Decision Book**

10:30 - 12:00

**Closing Workshop**

**Aim**

To make the evaluation of the Workshop and approve the minutes.

## SEMINARS AND CONFERENCES

## Timetable

	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday		
08:00									
08:30									
09:00									
09:30									
10:00		Agenda	Q&A	Analysis of the State of the Network	Joint WS FM Training in Grants and Event’s Budgeting	Directors' Morning	Miscellaneous		
10:30		State of the Network	S&C Tools				WS Closing		
11:00		HR							
11:30		UN		Teamwork & Network			Reporting Time		
12:00		Training							
12:30			Report. Time	Report. Time					
13:00									
13:30									
14:00									
14:30		Annual Events			Joint WS BEE Fundraising				
15:00									
15:30					Joint WS Marketing				
16:00									
16:30									
17:00	Intro WS								
17:30	Training								
18:00									
18:30									
19:00		Reporting Time			Reporting Time				
19:30									



## Agenda

### Saturday 18<sup>th</sup> of October 2003 (17:00-18:30)

17:00 - 18:30

#### **Introductory Workshop**

##### Aim

To get to know each other and elect our workshop heroes: two secretaries, a chair and a vice-chair.

##### Means:

- Round table and icebreaker for introduction of the workshop participants.

##### Comments

In order to have an efficient workshop we will start by introducing ourselves and electing the ones who will keep the order in the workshop and the ones who will make sure that “words don’t fly”, but stay on paper.

17:30 - 18:30

#### **Officers and delegates’ Training**

##### Aim

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

##### Means:

- Training delivered by ITP members.

### Sunday 19<sup>th</sup> of October 2003 (10:00-13:00; 14:30-18:30)

10:00 – 10:15

#### **Approval of the agenda**

##### Aim

To make sure that all the participants understand the general aim and each of the points included in the agenda; to approve the Workshop Agenda.

##### Means:

- Brief presentation;
- Voting.

10:15 - 11:15

**State of the Network**

**Aim**

To collect information on the “status quo” of all the Groups present at the ICM to be analysed and discussed further in the week.

**Means:**

- Filling out forms to be delivered by the IB.

11:15 – 11:30

**Break**

11:30 – 12:00

**Presentation by Patrick Zupansic, Director for Human Rights ELSA International**

**Aim**

To implement the Human Rights Commitment in S&C.

**Means:**

- Presentation;
- Discussion.

**Comments**

Human Rights is the main commitment of ELSA, for this reason groups should make an effort to implement Human Rights in their events. Patrick Zupansic, Director of Human Rights ELSA International, will give the workshop participants some insights into the Human Rights Commitment and how local groups can implement it.

12:00 – 12:30

**Presentation by Espen Rostrup Nakstad, Director for United Nations ELSA International**

**Aim**

To present and discuss the various manners of collaborating with the United Nations.

**Means:**

- Presentation;
- Discussion.

**Comments**

ELSA has NGO consultative status in a number of UN bodies. On the international level ELSA also sends representative delegations at a number of events, such as the ICC Assembly of States Parties. At the same time Espen Rostrup Nakstad, Director for United Nations ELSA International, will present the possibilities of collaborating with the UN on the local level.

12:30 – 13:00

**Presentation by Nina Klotz, Director for Training ELSA International**

## Aim

To present and discuss how we can use training in S&C.

## Means:

- Presentation;
- Interactive discussion.

## Comments

Nina Klotz, Director for Training ELSA International will make a presentation on how we can use the ITP and other trainers in our area. One of the main aims of ELSA International this year is to increase the number and quality of Regional Training Events. Therefore, another point of the discussion will be how S&Cers can contribute to the organization of Regional Training Events.

14:30 – 17:30

**Training on International Annual Events**

## Aim

To provide the S&C officers with useful skills for organising International Annual Events.

## Means:

- Training session.

## Comments

Many local and national events are taking place throughout the network each year. Last year the focus was on making events annual, as once you organize an event it is much easier to approach the same people or take over the same actions. This year we have to make a step further, in making our events not only annual, but also international. The training will provide the S&C officers not only with the skills, but also with the understanding of the necessity and advantages of organizing International Annual Events.

17:30 – 18:30

**Presentation of Annual Events and Law Schools taking place throughout the Network**

## Aim

To have an insight into reality.

## Means:

- Presentations. Please bring your Marketing Materials!

## Comments

There are a few International Annual Events and Law Schools taking place throughout the network. Some of these are: the Bucharest Law School, the Dubrovnik Law School, the Kopaonik Law School, the Vilnius Law School, the Copenhagen Annual Seminar and the Helsinki Annual Seminar. Some of the organizers of these events will share their experience with all of us.

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**Monday 20<sup>th</sup> of October 2003 (10:00-13:00)**

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10:00 - 10:15

**Question and Answering time****Aim**

To give the opportunity to the Workshop participants to clarify issues not included in the Workshop Agenda regarding Seminars and Conferences.

10:15 – 13:00

**S&C Tools****Aims**

To have a general overview of the existing S&C Tools, such as:

- S&C Policies
- S&C Forms
- S&C Newsletter (Speakers' Database, Study Visits Offers, Fundraising Opportunities)
- S&C Poster and Brochure
- S&C Certificates of Participation
- S&C in the ELSA ONLINE Archive
- Implementation of S&C in the ELSA ONLINE;

To encourage the S&C officers to use the listed S&C Tools.

**Means:**

- Presentation;
- Discussion on the matter.

**Comments**

There are many S&C Tools already existing. Before going into their improvement and into creating new ones, we have to make sure that S&C officers know about their existence and that they make use of them. We will further discuss the importance of submitting information to ELSA International in order to have an updated S&C ELSA ONLINE Archive and the possibility to implement S&C in the ELSA ONLINE.

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**Tuesday 21<sup>st</sup> of October 2003 (10:00-13:00)**

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10:00 – 11:45

**Analysis of the state of the network**

**Aim**

To have a clear general picture of our Association.

**Means:**

- To face responsibilities;
- To compare the results to the Two Year Tactical Plan adopted in Athens (March 2003).

**Comments**

The state of the network is a necessary step for an Association starting a new year. Remarks were brought up concerning the previous states of the network because results were not clearly identified in supporting areas. We will try a new “formula”: we will do the state of the network and then dedicate two hours to the analysis of the results and conclusions we can bring up. Please, read the Two Year Tactical Plan.

11:45 – 12:00

**Break**

12:00 – 13:00

**Teambuilding – Communication – Networking – Coordination – Cooperation**

**Aim**

To raise the awareness of the importance of these principles in our work;  
To find solutions for us to improve in these matters.

**Means:**

- Discussion.

**Comments**

One of the causes of the difficult situation of S&C is the lack of awareness and responsibility of S&C officers towards these principles. Therefore, we will analyze the actual situation and how we can improve. This is our only chance to have by the end of this year an S&C RELOADED!

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**Wednesday 22<sup>nd</sup> of October 2003 (10:00-13:00; 14:30-18:30)**

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10:00 – 13:00

**Joint Workshop with FM: Grants for Law Schools and Events Budget**

**Aim**

To provide the S&C and FM officers with the necessary information and skills to apply for grants.

Means:

- Presentation and Training by Kristina Juth, Director for Grants ELSA International.

Comments

One of the most important fundraising opportunities for S&C events is Grants from public and private institutions. For a first insight please read the Input Paper on Grants. During these 3 hours, not only that you will receive the general information about what Grants are available for our events and the general tips for having successful grants applications, but we will also go into how to write a budget and how to fill in the grants Application Forms.

14:30 – 16:30

**Joint Workshop with BEE: Fundraising for S&C Events (the Achilles' heal of our splendid events)**

Aim

To build a strategy for fundraising for Annual S&C Events in cooperation with our Presidents.

Means:

- Presentations, followed by a discussion on the matter.

Comments

One of the main reasons for the small number of International Annual Events identified by the S&C workshops during the previous ICMs was fundraising. Therefore, we are meeting our distinguished presidents in order to find the solution to solve this problem and build a fundraising strategy for S&C events.

16:30 – 16:45

**Break**

16:30 – 18:30

**Joint Workshop with Marketing: Marketing of the S&C Events**

Aim

To improve the marketing of S&C events.

Means:

- Presentation followed by a discussion on the matter.

Comments

Another reason for the small number of International Annual Events is the lack of participants. As the cooperation with marketers is essential for promoting our events, we will follow the tradition of previous Joint Workshops S&C & Mkt, trying to build effective strategies to market our events.

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**Thursday 23<sup>rd</sup> of October 2003 (10:00-13:00)**

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10:00 - 13:00

**Directors' Morning**

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**Friday the 24<sup>th</sup> of October 2003 (10:00-12:00)**

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10:00 – 11:00

**Miscellaneous**

11:00 - 12:00

**Closing Workshop****Aim**

To make the evaluation of the Workshop and approve the minutes.

**STUDENTS' TRAINEE EXCHANGE PROGRAMME****Timetable**

	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
08:00							
08:30							
09:00							
09:30							
10:00		Agenda	ISM	Analysis of the State of the Network	Joint WS Marketing	Directors' Morning	Miscellaneous
10:30		Network	Regional Meetings				WS Closing
11:00		Training	National TS				
11:30				Problem Solving			Reporting Time
12:00			Q & A				
12:30			Report. Time	Report. Time			
13:00							
13:30							
14:00							
14:30			Evaluation			Reception	
15:00			Quality in STEP			Preparation for the Joint WS BEE	
15:30			Working Group				
16:00							
16:30							
17:00	Intro WS	Short TSF			Joint WS BEE		
17:30	Training						
18:00		DB & TYTP					
18:30							
19:00		Reporting Time			Reporting Time		
19:30							



## **Agenda**

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### **Saturday 18<sup>th</sup> of October 2003 (17:00-18:30)**

17:00 - 18:30

#### **Introductory Workshop**

##### **Aim**

To get to know each other and elect WS officers.

17:30 - 18:30

#### **Officers and delegates' Training**

##### **Aim**

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

##### **Means:**

- Training delivered by ITP members.

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### **Sunday 19<sup>th</sup> of October 2003 (10:00-13:00; 14:30-18:30)**

10.00 – 10.30

#### **Approval of the Agenda**

##### **Aim**

To get a clear picture of the idea behind the agenda and to approve it.

10:30-11:15

#### **State of the Network**

##### **Aim**

To collect information on the “status quo” of all the Groups present at the ICM, to be analysed and discussed further in the week.

##### **Means:**

- Filling out forms to be delivered by the IB.

11:15 – 11:30

#### **Break**

11:30 – 13:00

**Training: WHAT IS STEP? WHY STEP? (Focus on Soft Skills)****Aim**

To increase the knowledge of the STEPpers (especially the fresher) and their soft skills.

**Comments**

We will have a training session about STEP – starting from the basics.

A special focus will be put on the role of a STEPper on the local and national boards and on job hunting and student hunting. The importance of the passing on of knowledge that one gains at ICMs, once he/she gets back home will be discussed.

14:30 – 14:45

**Evaluation of Training****Aim**

To evaluate the training session and get feed back from all the Workshop participants.

14:45 – 16:00

**Quality in STEP****Aim**

To improve the quality in STEP.

**Means:**

- Read the quality in STEP part of the STEP Policies;
- Round table discussions about implementations.

**Comments**

We aim at providing employers and our members with a quality programme and for this to occur it is very important to improve the skills of steppers and to find a way of providing what we are actually offering. We will discuss the importance of Certification and the best way in which this can be 'controlled'.

16:00 – 16:15

**Break**

16:15 – 16:45

**Working Group: General Guidelines for LGs and NBs****Aim**

To provide LGs and NBs with a set of guidelines that can be followed and that can be used for means of training and transition.

**Comments**

At the Athens ICM a working group was set up which was meant to come up with a set of guidelines for Local Groups. The terms 'general' and 'advanced' had to be defined. Since this idea did not work out we are going to work on it during this ICM.

16:45 – 17:15

**Short TSF****Aim**

To have a standard format for the short TSF.

**Means:**

- Short TSF included in the Annex of these working materials.

**Comments**

Following a decision taken by the STEP WS during the last ICM, ELSA International is presenting you with a standard format of the Short TSF.

17:15 – 18:00

**Decision Book****Aim**

To go through the STEP Decision Book and assess efficiency of its implementation.

**Means:**

- Analysis of the STEP Decision Book;
- Discussion on this topic.

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**Monday 20<sup>th</sup> of October 2003 (10:00-13:00)**

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10:00 – 10:30

**Hosts for the next ISM****Aim**

To decide on who will be hosting the next ISM and also ideas on which topics should be focused on.

**Comments**

The International STEP Meeting is the biggest opportunity after ICMs, to discuss problems and to solve them. So this is a high priority project for us.

10:30 – 11:15

**Regional STEP Meetings (IB Input Paper)****Aim**

To discuss the possibility of having Regional STEP Meetings.

**Means:**

- Reading of the IB Input paper;
- Discussion on the topic.

11:15 – 11:30

**Break**

11:30 – 12:30

**National Traineeships****Aim**

To find out how the situation stands at the moment in the different countries.

**Comments**

This issue was discussed during the Athens ICM and changes were made to the Decision Book.

12:30 – 13:00

**Question & Answer Time****Aim**

To give the opportunity to the Workshop participants to clarify issues not included in the Workshop Agenda regarding STEP.

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**Tuesday 21<sup>st</sup> of October 2003 (10:00-13:00)**

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10:00 – 11:45

**Analysis of the state of the network****Aim**

To have a clear general picture of our Association.

**Means:**

- To face responsibilities;
- To compare the results to the Two Year Tactical Plan adopted in Athens (March 2003).

**Comments**

The state of the network is a necessary step for an Association starting a new year. Remarks were brought up concerning the previous states of the network because results were not clearly identified in supporting areas. We will try a new “formula”: we will do the state of the network and then dedicate two hours to the analysis of the results and conclusions we can bring up. Please, read the Two Year Tactical Plan.

11:45 – 12:00

**Break**

12:00 – 13:00

**Problem Solving Session****Aim**

We will have a round table to figure out what the individual problems being faced are and try to come up with solutions to these problems.

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**Wednesday 22<sup>nd</sup> of October 2003 (10:00-13:00; 14:30-18:30)**

---

10:00 – 13:00

**Joint WS with Marketing****Aim**

To improve the student hunting and job hunting process in STEP in co-operation with marketers.

**Comments**

This is when we join the marketers and have a presentation of the different marketing tools available. Focus is going to be on the different tools that are being used and that can be used in job hunting, student hunting and on the importance that should be given to the International STEP Day.

13:00 - 14:30

**Lunch**

14:30 – 15:30

**Reception****Aim**

To discuss the Reception Programs implemented by the different countries and to exchange ideas.

**Comments**

Reception is a very important part of the STEP program. The satisfaction of our trainees should be a priority.

15:30 – 15:45

**Break**

15:45 – 16:45

**Preparation for the Joint Workshop with BEE****Aim**

To discuss what we expect from our presidents and how far these two posts should interact (this discussion will also be held in the BEE workshop and the conclusions reached will then be discussed in the joint WS with BEE).

**Comments**

STEPpers tend to work alone on a board but there are various aspects of a steppers job that could be done better if the work is done with the contribution of other board members.

16:45 – 17:00

**Break**

17:00 – 18:30

**Joint Workshop with BEE**

**Aim**

To discuss the conclusions reached in the Workshops held earlier. We will also discuss with the presidents when and how the 2 posts can concur and the concept of STEPper + President = TEAM; to discussion will be the creation of STEP Teams.

**Means:**

- Presentation of the conclusions brought from both Workshops;
- Training on ELSA ONLINE by Susanna Mehtonen, Director for ELSA ONLINE;
- Discussion on the above issues.

**Comments**

This session is aimed at giving a full overview of ELSA ONLINE to STEPpers and Presidents. We feel that it is important for both parties to know exactly how the system works when it comes to STEP.

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**Thursday 23<sup>rd</sup> of October 2003 (10:00-13:00)**

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10:00 - 13:00

**Directors' Morning**

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**Friday the 24<sup>th</sup> of October 2003 (10:00-12:00)**

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10:00 - 11:00

**Miscellaneous**

**Comments**

This part of the workshop is dedicated to the issues unresolved during other sessions.

11:00 - 12:00

**Closing Workshop**

**Aim**

To make the evaluation of the Workshop and approve the minutes.

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

	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday			
08:00										
08:30										
09:00										
09:30										
10:00		State of the Network	Legal aspects FR	Analysis of State of the Network	Training on Board Management	Directors' Morning	EO Org. Menu			
10:30		JWS with AA	Sponsors' Struct. & follow up				Miscellaneous			
11:00			Q. & A.				Planning	Training IP	Closing of WS	
11:30									Reporting Time	
12:00				Report. Time						
12:30										
13:00										
13:30										
14:00										
14:30		Training FR Strategy							JWS with S&C	
15:00										
15:30										
16:00										
16:30										
17:00	Intro WS								JWS with STEP	
17:30	Training									
18:00										
18:30										
19:00		Reporting Time							Reporting Time	
19:30										

## Agenda

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### Saturday 18<sup>th</sup> of October 2003 (17:00-18:30)

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17:00 - 18:30

#### **Introductory Workshop**

##### Aim

To get to know each other, elect WS officers and approve the Workshop Agenda.

17:30 - 18:30

#### **Officers and delegates' Training**

##### Aim

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

##### Means:

- Training delivered by ITP members.

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### Sunday 19<sup>th</sup> of October 2003 (10:00-13:00; 14:30-18:30)

---

10:00 - 10:45

#### **State of the Network**

##### Aim

To collect information on the "status quo" of all the Groups present at the ICM, to be analysed and discussed further in the week.

##### Means:

- Filling out forms to be delivered by the IB.

10:45 - 11:00

#### **Preparation for the Joint Workshop with AA**

11:00 - 11:15

#### **Break**

11:15 - 13:00

#### **Joint Workshop with AA**

##### Aim

To get a clear picture on the ELSA Moot Court Competition on WTO law 2002/ 2003 and what is to be expected of the ELSA Moot Court Competition WTO law 2003/ 2004, and to clarify the role of Presidents in the organisation of a Moot Court Competition.



## Means:

- Presentation by ELSA International on the ELSA Moot Court Competition on WTO law 2002/ 2003 and 2003/ 2004;
- Open discussion on variety of externals in a Moot Court Competition and on the Presidents' tasks concerning these externals.

## Comments

We will go through all the structure of the ELSA Moot Court Competition on WTO law in order to ensure proper knowledge for Vice Presidents for Academic Activities and Presidents and then go through how Presidents can support Vice Presidents for Academic Activities concerning externals.

13:00 - 14:30

**Lunch**

14:30 - 17:30

**Training: Fundraising strategy**

## Aim

To learn how to make a good strategy and how to stick to it. We will concentrate the last 45 minutes of the day to resume what we've just learned and come up hopefully with a draft strategy.

## Means:

- Training session.

## Comments

Having a strategy to fundraise each year and follow it up from year to year eases our work to fundraise. This training should embrace strategies to fundraise a project or a general sponsorship.

17:30 - 17:45

**Break**

17:45 - 18:30

**Build up a strategy for Fundraising**

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**Monday 20<sup>th</sup> of October 2003 (10:00-13:00)**

10:00 - 10:45

**Legal aspects of Fundraising**

## Aim

To be more professional when cooperating with our partners and to earn the legal basis in order to avoid delicate situations.

## Means:

- Going through an anonymous copy of a contract from ELSA International with one of its corporate partners (see Annex ...);
- Analyse the different legal steps and obligations which fall on ELSA and our partners.

## Comments

We are The European Law Students' Association and therefore we are the ones supposed to know our obligations and rights. Apparently we don't. It harms our work, but it also harms our image as wearing the name of ELSA. We definitely have to improve on this field.

10:45 - 11:00

**Break**

11:00 - 12:45

**ELSA International's and National Groups' sponsors and sponsors' pool structures and follow up on sponsors**

## Aim

Each country should have a clear picture of ELSA International's sponsors and should know a little bit more how our members cooperate with their partners. Share our ideas and "tactics" for sponsors to be so attached to ELSA they don't want to leave us anymore...How to make them faithful to ELSA?

## Means

- Presentation on the current situation of ELSA International (after the meetings in September);
- Share of experience between all the participants (including presentations from two National Groups);
- Brainstorm on the means we use and we can use to keep our sponsors.

## Comments

In order always to improve our knowledge, it is necessary to share experience amongst each other and share problems and solutions which would resolve them. A country might encounter a problem and another country has the solution.

Please, find in the Annexes the first letter from ELSA International to approach a potential general sponsor and a project one.

This topic is not meant to stick to general sponsorships but to embrace as well a project sponsorship from a year to another. We can get very good inputs from all types of Groups, small as big ones.

12:45 – 13:00

**Question & Answer time****Aim**

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

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**Tuesday 21<sup>st</sup> of October 2003 (10:00-13:00)**

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10:00 – 11:45

**Analysis of the state of the network****Aim**

Have a clear general picture of our Association.

**Means:**

- Face our responsibilities;
- Compare the results to the Two Year Tactical Plan adopted in Athens (March 2003) and conclude if we are on the good way or not.

**Comments**

The state of the network is a necessary step for an Association starting a new year. Remarks were brought up concerning the previous states of the network because results were not clearly identified in supporting areas. We will try a new “formula”: we will do the state of the network and then dedicate two hours to the analysis of the results and conclusions we can bring up. Please, read the Two Year Tactical Plan.

11:45 – 12:00

**Break**

12:00 - 12:30

**Planning****Aim**

To create awareness of planning.

**Means**

- Presentation on planning.

**Comments**

In accordance to the results which we will have observed and concluded on previously, we can go on in creating awareness on planning.

12:30 - 13:00

**Revision of the Decision Book****Aim**

To approve the amendments to the BEE Decision Book as proposed by the International Board.

**Means:**

- Presentation by the International Board followed by a question and answer time and voting.

**Comments**

With the eminent approval of the new Statutes and Standing Orders, is essential to make the Decision Book compatible with the mentioned bodies of law. The proposed amendments do not perform any material change in the Decision Book, only updating it according to the Statutes and Standing Orders to be approved.

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**Wednesday 22<sup>nd</sup> of October 2003 (10:00-13:00; 14:30-18:30)**

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10:00 - 13:00

**Training on board management: role of a President, when to be a President? When not to be a President?****Aim**

To learn when to use our authority as Presidents and when not to use it.

**Means**

- Training session.

**Comments**

It is our role to deal with board management. One of the most difficult task we have to fulfil and what is the most complex one, is to know when to use our authority as presidents and when to be a board member. Going through the training we will hopefully be more skilled in order to have a more precise idea on how to conceive our role within the team.

12:40 - 13:00

**International Board Input Paper on Training****Aim**

To implement a common Training strategy across the entire network, in order to promote quality of the network, one of our priorities for this year.

**Means**

- Presentation by Nina Klotz, Director for Training of ELSA International's.

**Comments**

To make all of us aware of the necessity of a higher coordination on the field of training, through the use of tools such as regional cooperation.

13:00 - 14:15

**Lunch**

14:15 - 14:30

**Preparation for the Joint Workshop with S&C**

14:30 - 16:30

**Joint Workshop with S&C**

**Aim**

To build a strategy for fundraising for Annual S&C Events in cooperation with our Vice Presidents for Seminars and Conferences.

**Means:**

- Presentations;
- Discussion.

**Comments**

One of the main reasons for the small number of International Annual Events identified by the S&C workshops during the previous International Council Meetings was fundraising. Therefore, we are meeting Vice Presidents for seminars and Conferences in order to find the solution to solve this problem and build a fundraising strategy for S&C events.

16:30 - 16:45

**Break**

16:00 - 17:00

**Preparation for Joint Workshop with STEP**

17:00 - 18:30

**Joint Workshop with STEP: cooperation between the two areas and ELSA ONLINE**

**Aim**

To get the Presidents to work hand in hand with VP STEP in order to get the programme running properly.

**Means:**

- Discussion on the conclusions reached in the previous WS regarding the problems the VP STEP are facing, analysing to which extent the Presidents can help;
- Discussion on when and how the 2 positions can concur and (introduction of the concept *STEPper + President = TEAM*);
- Discussion on the of STEP Teams;

- Training session in ELSA ONLINE regarding STEP, delivered by Susanna Mehtonen, Director for ELSA ONLINE of ELSA International.

#### Comments

We need, as responsible persons for one of the supporting areas, to actually help our STEP officers in their everyday work. Regarding the ELSA ONLINE training our aim is to give a full overview of ELSA ONLINE to both VP STEPers and Presidents. We feel that it is important for both officers to know exactly how the system works in order to implement and develop the programme.

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#### Thursday 23<sup>rd</sup> of October 2003 (10:00-13:00)

10:00 - 13:00

#### **Directors' Morning**

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#### Friday the 24<sup>th</sup> of October 2003 (10:00-12:00)

10:00 - 11:00

#### **ELSA ONLINE - Organisation Menu**

#### Aim

To get us to know more about the Organisation Menu and to use it!

#### Means:

- Presentation by Susanna Mehtonen, Director for ELSA ONLINE of ELSA International.

#### Comments

Going through the organisation menu of most of the countries, the conclusion was we don't use it. So two solutions: either we don't know how to use it, then find its relevance; or we don't have time, it is not interesting, then we will orientate the discussion on the utility of the Organisation Menu after the presentation.

11:00 - 11:30

#### **Miscellaneous**

#### Comments

This part of the workshop is dedicated to the issues unresolved during other sessions.

11:30 - 12:00

#### **Closing Workshop**

#### Aim

To make the evaluation of the Workshop and approve the minutes.

**INTERNAL MANAGEMENT****Timetable**

	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday		
08:00									
08:30									
09:00									
09:30									
10:00		Part. Expect.	Training on Drafting Statutes	Analysis of the State of the Network	Training on the Role of the Sec Gen	Directors' Morning	Miscellaneous		
10:30		Agenda					WS Closing		
11:00		State of the Network							
11:30									
12:00		Training IP Presentation		Communication			Reporting Time		
12:30			Q&A						
13:00			Report. Time	Report. Time					
13:30									
14:00									
14:30		Training IP Brainstorming and Discussion			EO "Status Quo"				
15:00					EO Development				
15:30									
16:00									
16:30		Reg. Trainings Events							
17:00	Intro WS	Transition			Decision Book				
17:30	Training								
18:00									
18:30									
19:00		Reporting Time			Reporting Time				
19:30									

## Agenda

### Saturday 18<sup>th</sup> of October 2003 (17:00-18:30)

17:00 – 17:30

#### **Introductory WS**

##### Aim

To give all participants a general insight on the WS and elect the WS officers.

##### Means:

- Brief presentation by the IB, round table and voting.

17:00 - 18:30

#### **Officers and delegates' Training**

##### Aim

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

##### Means:

- Training delivered by ITP members.

### Sunday 19<sup>th</sup> of October 2003 (10:00-13:00; 14:30-18:30)

10:00 - 10:30

#### **Introduction and expectations of the delegates**

##### Aim

To allow all participants to know each other and acknowledge their expectations.

##### Means:

- Round table;
- Ice-breaker.

##### Comments

Knowing that many delegations are only able to arrive to the ICM by late afternoon/evening of the first day, this point will be postponed to the second WS session, to allow the presence of the large majority of the participants.

10:30 - 11:00



**WS Agenda****Aim**

To give a clear picture of the Agenda and its aims, as well as to approve it.

**Means:**

- Brief presentation and discussion;
- Voting.

**Comments**

This point is essential to ensure all participants have a clear picture on the Agenda and all the topics to be on the table, allowing a more common starting point among all delegates for all the discussions.

11:00 - 11:50

**State of the Network****Aim**

To collect information on the “status quo” of all the Groups present at the ICM, to be analysed and discussed further in the week.

**Means:**

- Filling out forms to be delivered by the IB.

11:50 - 12:00

**Break**

12:00 - 13:00

**International Board Input Paper on Training - Introduction****Aim**

To prepare the following session on the matter, to be held in the afternoon, by introducing the ideas behind the Input Paper on training presented by the International Board (see page ...)

**Means:**

- Presentation by the International Board and Nina Klotz, Director for Training of ELSA International.

13:00 - 14:30

**Lunch**

14:30-16:15

**International Board Input Paper on Training – analysis and discussion****Aim**

To set the basis of a new training strategy common to the entire network.

**Means:**

- Broad discussion on the IB Input Paper;
- Brainstorming.

**Comments**

In the past years, training has been playing a more and more important role in the development of our Association, as well as has proved to be one of the best marketing tools to attract new members. Despite the increasing number of training events being organised across the entire network, we are still far from fulfilling all the Association's needs in this area. More than quality, the key words to move training a step forward are quality and effective coordination in the area.

This outcome of this session will be the basis for an extensive Input Paper on the matter to be presented at the Spring ICM.

16:15 - 16:30

**Break**

16:30 - 17:25

**Regional Training Events****Aim**

To promote the organisation of Regional Training Events.

**Means:**

- Presentation by ELSA Russia and ELSA, Austria on the Baltic Training and Austrian Freshers Camp respectively;
- Brief discussion on the topic.

**Comments**

In the past couple of years, regional cooperation has lead to a more efficient and effective use of all available training tools, as well as to higher participation levels at training events. Through the analysis of the pros and cons of organising regional training events, the benefits of a higher coordination and co-operation across the entire network in this matter will be stressed and the organisation of such events promoted.

17:25 - 17:35

**Break**

17:35 - 18:30

**Transition**

**Aims**

To raise awareness in the vital need of the implementation of proper transition habits to ensure continuity in ELSA.

**Means:**

- Presentation by 3 National Boards on their transition sessions;
- Brief discussion on the topic.

**Comments**

Transition was one of the main focus on IM in the last year, which lead to an increase of the number of National Boards performing proper transition. However, this number is still far from being satisfactory. Moreover, the situation on the local level it's even of more concern. Therefore, there is still the need to underline the essentiality of proper transition as the only effective mean to ensure continuity and sustainable development of the Association in all its levels.

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**Monday 20<sup>th</sup> of October 2003 (10:00-13:00)**

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10:00 - 12:15

**Drafting of Legal Documents****Aims:**

To learn the basic principals of Statute drafting.

**Means:**

- Training session.

**Comments**

As Secretary Generals, tasks such as writing, amending and redrafting Statutes fall under our responsibility. Through a relaxed training session, all participants will be given the opportunity to acknowledge the basic rules of legal drafting and get the needed skills to duly perform such tasks.

12:15 - 12:30

**Break**

12:30 - 13:00

**Question and Answer time.****Aim**

To give the opportunity to the Workshop participants to clarify issues not included in the Workshop Agenda regarding Internal Management.

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**Tuesday 21<sup>st</sup> of October 2003 (10:00-13:00)**

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10:00 - 11.45

**Analysis of the state of the network****Aim**

Have a clear general picture of our Association.

**Means:**

- To face our responsibilities;
- To compare the results to the Two Year Tactical Plan adopted in Athens (March 2003).

**Comments**

The state of the network is a necessary step for an Association starting a new year. Remarks were brought up concerning the previous states of the network because results were not clearly identified in supporting areas. We will try a new “formula”: we will do the state of the network and then dedicate two hours to the analysis of the results and conclusions we can bring up. Please, read the Two Year Tactical Plan.

11:45 – 12:00

**Break**

12:00 - 13:00

**Communication****Aim**

To increase the level of communication between EI and the National Boards.

**Means:**

- Brief presentation by the IB;
- Broad discussion on the topic.

**Comments**

The feedback given by the National Groups through the International Mailing lists is almost inexistent, situation which handicaps in large extent the work of the International Boards. The resolution of this problem falls as well under our responsibility as Secretary Generals. But as well here it is necessary to first build a strong basis before aiming at higher jumps, so our first concern should be to dramatically increase the level of communication on the Internal Management international e-mailing list. During this sessions all the participants will have the opportunity to deeply analyse the causes of such a low flow of communication outside the ICM's and to set a new strategy to overcome the current problems.

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**Wednesday 22<sup>nd</sup> of October 2003 (10:00-13:00; 14:30-18:30)**

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10:00 - 13:00

**Training on the Role of the Secretary General**

**Aim**

To clarify the role of the Secretary General according to the ELSA structure, in particular inside the board.

**Means:**

- Training session.

**Comments**

A similar session was held in the IM Workshop at the last ICM. Though only 6 months have passed since then, there is again the need for such a training, as many of the Workshop participants are starting their term in office as National Secretary Generals for the first time.

13:00 - 14:30

**Lunch**

14:30 - 15:20

**ELSA ONLINE "Status Quo"****Aims**

To analyse the status of the implementation process of EO;

To clarify possible existent doubts regarding the systems' functioning and further discuss new strategies to overcome the remaining problems regarding this matter.

**Means:**

- Presentation by Susanna Mehtonen, Director for ELSA ONLINE;
- Errors reporting time;
- Discussion on the matter.

**Comments**

ELSA ONLINE is now more and more by our Groups, proving to be a tool which leads to an easier and more efficient administrative work. The efficiency of the system is as higher as closer we are from its full implementation. As this status wasn't yet achieved, we shall look for new strategies to promote its use.

15:20 - 16:15

**ELSA ONLINE development****Aim**

To discuss the development of the system.

**Means:**

- Presentation by Susanna Mehtonen, Director for ELSA ONLINE of ELSA International;
- Discussion on the matter.

**Comments**

Though ELSA ONLINE is undeniably an effective administrative tool for all the levels of the Association, there is still room for developing the system, in order to make it more user friendly and rise even more its levels of efficiency. The inputs to be taken from this session will be the basis of an extensive system's development strategy, to be presented at the Spring ICM.

16:15 - 16:30

**Break**

16:30 - 17:30

**Statutes & Standing Orders****Aim**

To approve the proposed Statutes in Dutch and the proposed Standing Orders, according to the Decision IM 01/03 I made in the last ICM.

**Means:**

- Brief presentation by the International Board;
- Question and answer time;
- Voting.

**Comments**

According to the Council Decision IM 01/03 I taken in the Athens, the International Board presents a proposal of Statutes in Dutch and the Standing Orders in English to be approved and enter into force at the end of this ICM.

17:30 - 18:30

**Revision of the Decision Book****Aim**

To approve the amendments to the IM Decision Book as proposed by the International Board.

**Means:**

- Presentation by the International Board;
- Question and answer time;
- Voting.

**Comments**

With the eminent approval of the new Statutes and Standing Orders, is essential to make the Decision Book compatible with the mentioned bodies of law. The proposed amendments do not perform any material change in the Decision Book, only updating it according to the Statutes and Standing Orders to be approved.

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**Thursday 23<sup>rd</sup> of October 2003 (10:00-13:00)**

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10:00 - 13:00

**Directors' Morning**

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**Friday the 24<sup>th</sup> of October 2003 (10:00-12:00)**

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10:00 - 11:00

**Miscellaneous**

Comments

This part of the workshop is dedicated to the issues unresolved during other sessions.

11:00 - 12:00

**Closing Workshop**

Aim

To make the evaluation of the Workshop and approve the minutes.

**FINANCIAL MANAGEMENT****Timetable**

	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday		
08:00									
08:30									
09:00									
09:30									
10:00		Agenda	Interim Accounts 02/03	State Network II	Joint WS with S&C: Grants Training	Directors' Morning	STEP Fee		
10:30		State Network							
11:00		Q&A					Miscellaneous		
11:30		Fin. Struct. EI	Final Accounts 02/03	Joint WS with AA EMC2 Budget			WS Closing		
12:30		EDF					Reporting Time		
13:00			Report. Time	Report. Time					
13:30									
14:00									
14:30		Joint WS with AA: a) AA publications b) MCC Training							
15:00					Membership Fee				
15:30									
16:00									
16:30									
17:00	Intro WS				Revision Budget 03/04				
17:30	Training								
18:00									
18:30									
19:00		Reporting Time			Reporting Time				
19:30									



**Agenda**

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**Saturday 18<sup>th</sup> of October 2003 (17:00-18:30)**

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17:00 - 18:30

**Introductory Workshop**

17:30 - 18:30

**Officers and delegates' Training****Aim**

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

**Means:**

- Training delivered by ITP members.

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**Sunday 19<sup>th</sup> of October 2003 (10:00-13:00; 14:30-18:30)**

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10:00 – 10:15

**Approval of the agenda****Aim**

Getting a clear picture of the idea behind the agenda.

**Means:**

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

10:15-11:00

**State of the Network****Aim**

To collect information on the “status quo” of all the Groups present at the ICM, to be analysed and discussed further in the week.

**Means:**

- Filling out forms to be delivered by the IB.

11:00 - 11:15

**Break**

11:15 – 11:30

**Question and Answer Time****Aim**

To give the opportunity to the Workshop participants to clarify issues not included in the Workshop Agenda regarding Financial Management.

11:30-12:15

**Financial Structure of ELSA International****Aim**

To introduce clearly the Financial Structure of ELSA International.

**Means:**

- Handout regarding the Financial Structure of ELSA International to be distributed to the participants.

**Comments**

The Financial Structure of ELSA International is not well known through the network. A good knowledge about the Financial Structure of ELSA International will help the participants through all the workshop. Part of the time will be dedicated to explain the division of powers and the legality of decisions.

12:15 – 13:00

**ELSA Development Fund****Aim**

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

**Means:**

- Written report to be presented to the participants;
- Handout regarding ELSA Development Fund to be distributed to the participants.

**Comments**

According to the FM policies the Treasurer of ELSA International will give a written detailed report to be discussed in the FM workshop. Besides, it will be presented to the participants the structure of ELSA Development Fund.

13:00 - 14:30

**Lunch****Joint WS with AA: the financial structure of AA Projects and MCC training**

### Aims

This session will contain two separate aims. Firstly, we will seek to present and discuss the financial structure of Academic Activities projects, with particular emphasis on AA Publications. Further, the aim of the MCC training will be to give an overview of three important aspects of MCC (i) project planning, (ii) financial planning and management and (iii) financial support through grants.

### Means:

- The budgets of AA publications will be shortly presented;
- Guidelines on how to structure a budget for publication;
- Introducing Moot Court Organiser's Manual;
- Project management simulation on MCC;
- Financial planning (financial structure) and management training;
- Presentation by Kristina Juth, Director for Grants ELSA International.

### Comments

Financial structure of Academic Activities projects at large was overlooked for sometime. Taking into account the increase in numbers of AA projects across the network, officers have to be provided with knowledge of finances of the projects. To develop an important project like Moot Court Competition a good cooperation between Treasurer and VP Academic Activities is essential. The training will include all the sides of Moot Court Competition including the financial aspect and the possibility to apply for grants. In general, this session has been prepared to encourage MCCs independent of the EMC2.

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## Monday 20<sup>th</sup> of October 2003 (10:00-13:00)

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10:00-11:15

### **Interim Accounts 2002/2003 - Auditors' report**

#### Aim

To approve the Interim Accounts 2002/2003 for the financial year 2002/2003.

#### Means:

- Presentations of the Interim Accounts 2002/2003;
- Presentation of the Auditors' report;
- Voting.

#### Comments

The approval of the interim accounts is one of the tools available to the Council to regulate the working of ELSA International. Due to the fact that interim accounts were not presented to the last Council Meeting, then they will be presented in Budva followed by the Auditors' report.

11:15 – 11:30

### **Break**

11:30 - 13:00

**Final Accounts 2002/2003 – Auditors' report**

**Aim**

To approve the Final Accounts 2002/2003.

**Means:**

- Presentation of the audited Final Accounts 2002/2003;
- Presentation of the Auditors' report;
- Voting.

**Comments**

The approval of Final Accounts is one of the controlling tools using on the international level of ELSA.

**Tuesday 21<sup>st</sup> of October 2003 (10:00-13:00)**

10:00 - 11:45

**Analysis of the state of the network**

**Aim**

To have a clear general picture of our Association.

**Means:**

- To face responsibilities;
- To compare the results to the Two Year Tactical Plan adopted in Athens (March 2003).

**Comments**

The state of the network is a necessary step for an Association starting a new year. Remarks were brought up concerning the previous states of the network because results were not clearly identified in supporting areas. We will try a new "formula": we will do the state of the network and then dedicate two hours to the analysis of the results and conclusions we can bring up. Please, read the Two Year Tactical Plan.

11:45 - 12:00

**Break**

12:00 – 13:00

**Joint WS with AA**

**Aim**

To present the Budget of the EMC2 2003/ 2004.

**Means:**

- Presentation of the Budget of the EMC2 2003/ 2004 by ELSA International;
- Taking a workshop decision on the Budget of EMC2 2003/ 2004.

**Comments**

This session shall concentrate on taking a decision on the Budget of the EMC2 2003/04. Officers are encouraged to use this workshop to gain knowledge and provide input as to the structure and contents of the EMC2 2003/04 Budget.

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**Wednesday 22<sup>nd</sup> of October 2003 (10:00-13:00; 14:30-18:30)**

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10:00 - 13:00

**Joint Workshop FM - S&C: Training on Grants****Aim**

To provide the Treasurers with the skills to draft grants proposals with a special emphasis on Law Schools.

**Means:**

- Training session delivered by the Treasurer and Kristina Juth, Director for Grants of ELSA International.

**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. A special eye will be dedicated to Law Schools, including a little session on how to structure a budget.

13:00 – 14:30

**Lunch**

14:30 - 16:00

**Membership Fee****Aim**

To introduce a new formula for the calculation of the Membership Fee.

**Means:**

- Presentation of the IB Proposal (see page...);
- Voting.

**Comments**

The actual International Board faced some technical problems with the calculation of the Membership Fee. The formula stated in the FM Policies presents some technical

problems and some incoherencies. The IB proposal tries to solve the technical problems not changing the principles that are behind the formula.

16:15 - 16:30

**Break**

16:30 – 18:30

**Revision of the Budget 2003/ 2004**

**Aim**

To get an accurate revision of the Budget.

**Means:**

- Analysis of the revised Budget proposed by ELSA International;
- Voting.

**Comments**

The Athens ICM budget has to be revised since the financial situation has changed.

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**Thursday 23<sup>rd</sup> of October 2003 (10:00-13:00)**

10:00 - 13:00

**Directors' Morning**

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**Friday the 24<sup>th</sup> of October 2003 (10:00-12:00)**

10:00 – 10:50

**STEP Fee**

**Aim**

To increase the awareness about STEP Fee.

**Means:**

- Discussion on possible solutions.

**Comments**

It's more than one year that ELSA International does not invoice the STEP fee to the countries. This situation is harming ELSA International sensibly. A solution to the problem is needed.

10:50 – 11:00

**Break**

11:00 - 11:30

**Miscellaneous**

Comments

This part of the workshop is dedicated to the issues unresolved during other sessions.

11:30 - 12:00

**Closing Workshop**

Aim

To make the evaluation of the Workshop and approve the minutes.

**MARKETING****Timetable**

	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday				
08:00											
08:30											
09:00											
09:30											
10:00		Agenda	Joint WS AA AA Publications and EMC2	Analysis of the State of the Network	Joint WS STEP	Directors' Morning	Miscellaneous				
10:30		State of the Network					WS Closing				
11:00											
11:30		IT Tools	Q&A	Role of a Marketer			Reporting Time				
12:00											
12:30											
13:00			Report. Time	Report. Time							
13:30											
14:00											
14:30		Marketing Materials			Public Presentation Skills Training						
15:00		Public Relations									
15:30		Joint WS S&C									
16:00											
16:30											
17:00	Intro WS										
17:30	Training										
18:00											
18:30											
19:00		Reporting Time			Reporting Time						
19:30											



**Agenda**

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**Saturday 18<sup>th</sup> of October 2003 (17:00-18:30)**

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17:00 - 18:30

**Introductory Workshop****Aims**

To get to know the officers attending the Marketing Workshop, assess their level of preparation and select the workshop officers – Chair, Vice-chair and two Secretaries.

**Means:**

- •Introduction of the Workshop participants;
- •Election of the Workshop chair and vice-chair;
- •Election of two Workshop secretaries.

17:30 - 18:30

**Officers and delegates' Training****Aim**

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

**Means:**

- Training delivered by ITP members.

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**Sunday 19<sup>th</sup> of October 2003 (10:00-13:00; 14:30-18:30)**

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10:00 – 10:15

**Approval of the Agenda****Aims**

To decide on our timetable and the issues which will be discussed in the Marketing Workshop throughout the ICM.

**Means:**

- •Introduction to the structure of the Workshop;
- •Explanation of the Agenda;
- •Approval of the Agenda.

10:15-11:15

**State of the Network****Aim**

To collect information on the “status quo” of all the Groups present at the ICM, to be analysed and discussed further in the week.

**Means:**

- Filling out forms to be delivered by the IB.

11:15 – 11:30

**Break**

11:30 – 13:00

**IT Tools****Aim**

To take a decision on the future of the Global Website Project; to formulate priorities for the development of ELSA website; to familiarise Marketers with the EO, and to discuss IT tools available for development of ELSA ONLINE and its marketing.

**Means:**

- Presentation of the results of the working group presentation on the Global Website Project;
- Analysis of these results;
- Discussion on the Links project as a priority in the development of the ELSA’s website;
- Presentation on ELSA ONLINE;
- Considering the option of including new IT tools to make ELSA website more attractive.

**Comments**

The aim of the first part of the Workshop will be to take a decision on the future of the Global Website Project and to formulate priorities for the development of ELSA website, such as choosing the profitable possibilities to generate income for later use. Also, other IT tools available for development ELSA ONLINE and its marketing will be discussed. In addition, a guest speaker shall present ELSA ONLINE. The aim of this session will be to familiarise Marketers with the EO in order to find better ways of promoting it.

13:00 – 14:30

**Lunch**

14:30 – 15:15

**Marketing Materials**

**Aims**

To generate news ideas on the new forms of marketing materials attractive both for law students and externals;

To discuss the usage of the EO Archive for swapping marketing materials and information.

**Means:**

- National Groups' presentations of marketing materials and know how;
- Brainstorming to generate news ideas on the new forms of marketing materials;
- Brainstorming on the usage of the EO Archive for swapping marketing materials and information.

**Comments**

The following points will be covered during this session: (i) Marketing tools and the "know - how", (ii) new Marketing materials and (iii) usage of ELSA ONLINE Archive by Marketers.

15:15 – 15:30

**Break**

15:30 – 18:30

**Media****Aims**

To consider the ways to make ELSA more present among NGOs (youth Associations) and known to media; to emphasise the need to develop public relations of ELSA; to present the grant possibilities in marketing and media access of the NGOs.

**Means:**

- Presentation of the World Grad Tour project and brainstorming on its development;
- Presentation of available EU grants for marketing and media access of the NGOs;
- Discussion on our lobbying possibilities;
- Discussion on possible collaboration with other youth Associations and participation in NGO Forum and the Conferences arranged by other NGOs to retrieve contacts and develop public relations of ELSA.

**Comments**

The relations of ELSA International with the media have improved a lot over the last year. It is time to reassess our status in this respect and see what we can do to be more present among other NGOs and in society in general.

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**Monday 20<sup>th</sup> of October 2003 (10:00-13:00)**

10:00 – 12:00

**Joint Workshop with AA: Publications and EMC2****Aims**

To produce new ideas on how to market Academic Publications in ELSA and on how to make them attractive to the externals; to come up with the ways to help National and Local ELSA Groups with their obligation to marketing of the EMC2.

**Means:**

- Working groups
- Presentations
- Fun

**Comments**

Marketing AA publications and projects has to be a common effort of both AA and Marketing officers. This joint workshop will teach AA and Marketing officers to work in unison to achieve publicity of and greater attention towards Academic Publications in ELSA, and Academic Activities' projects, such as EMC2, across the Network.

12:00 – 12:15

**Break**

12:15 – 13:00

**Question & Answer time****Aim**

To give the opportunity to the Workshop participants to clarify issues not included in the Workshop Agenda regarding Marketing.

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**Tuesday 21<sup>st</sup> of October 2003 (10:00-13:00)**

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10:00 – 11:30

**Analysis of the state of the network****Aim**

To have a clear general picture of our Association.

**Means:**

- To face responsibilities;
- To compare the results to the Two Year Tactical Plan adopted in Athens (March 2003).

**Comments**

The state of the network is a necessary step for an Association starting a new year. Remarks were brought up concerning the previous states of the network because results were not clearly identified in supporting areas. We will try a new "formula": we will do

the state of the network and then dedicate two hours to the analysis of the results and conclusions we can bring up. Please, read the Two Year Tactical Plan.

11:30 – 11:45

**Break**

11:45 – 13:00

**Marketing Policies**

**Aims**

The aims of this session will include: (i) assessment of the role of a Marketer in a comprehensible way and (ii) subsequent analysis of Marketing Policies and preparation for Revision of the Decision Book in the next ICM.

**Means:**

- Discussion on what ELSA is for you. What Marketing represents for you;
- Brainstorming on the role of a Marketer in a LG/ NB.

**Comments**

The Marketers have, for a long time, been considered to be running a printing shop or a publishing division in ELSA. But it is time to see that Marketing is not only about printing posters and the correct usage of ELSA and sponsors' logos. We are the soul of the team, and everybody should know it. As supporting area, Marketing needs to be develop not only in the Internal part of the Association, but also, and especially in the external one.

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**Wednesday 22<sup>nd</sup> of October 2003 (10:00-13:00; 14:30-18:30)**

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10:00 – 13:00

**Joint Workshop with STEP**

**Aim**

To improve the student hunting and job hunting process in STEP.

**Means:**

- Presentation of marketing tool usable in student hunting and job hunting;
- Introduction and implementation of the International STEP Day;
- Marketing of the ISM.

**Comments**

This is when we have a presentation of the different marketing tools available to attract attention to the work Steppers do for us, ELSA members, and our externals. Focus is going to be on the different tools that are being used and that can be used in job hunting,

student hunting and on the importance that should be given to the International STEP Day. Help to market the International STEP Meeting.

13:00 – 14:30

**Lunch**

14:30 – 16:15

**Public Relation skills**

**Aim**

To learn about the professional approach towards Marketing in ELSA. We need to be more prepared in order to develop our area and the whole structure. Quality need always to be improved.

**Means:**

- Training session on soft skills;
- Presentation of the rules of Marketing for NGO.

**Comments**

The Public Relations skills are not a totally abnormal or exceptional quality. This quality to a large degree is a learned behaviour, and that it is within the grasp of the many, and not just the few. If Marketers want to learn how to behave in any possible situation, a good place to begin is in studying others who have mastered the art. The marketers are the support of the team, but should be a strong and well based support.

16:15 – 16:30

**Break**

16:30 – 18:30

**Joint Workshop with S&C**

**Aim**

To improve the marketing of the S&C events.

**Means:**

- Presentations;
- Discussions.

**Comments**

One of the reasons for the small number of International Annual Events is the lack of participants. As the cooperation between marketers and S&C officers is essential for promoting our events, we will follow the tradition of previous Joint Workshops S&C & Marketing, trying to build effective strategies to market our events.

**Thursday 23<sup>rd</sup> of October 2003 (10:00-13:00)**

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10:00 - 13:00

**Directors' Morning and a very nice Marketing surprise! The ELSA DAY!**

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**Friday the 24<sup>th</sup> of October 2003 (10:00-12:00)**

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10:00 - 11:00

**Miscellaneous**

Comments

This part of the workshop is dedicated to the issues unresolved during other sessions.

11:00 - 12:00

**Closing Workshop**

Aim

To make the evaluation of the Workshop and approve the minutes.

## ACTIVITY REPORTS

### INTERNATIONAL TEAM 2002/03

#### Mark Refalo, Vice-President for Academic Activities

**February – March:** Between February and April most of my responsibilities were necessarily focussed around the EMC2: All the written memorials had to be sent off for corrections to be done in time; some communication was held with the organisers of the national rounds in order to facilitate their work; and of course amongst all the other administrative tasks involved I kept in touch with the LOC for the organisation of the events. As was expected, the actual workload (both administrative and logistical) of the EMC2 increased as the event came closer to completion – logistical details had to be finalised with the judges and with the finalist teams, necessitating a lot of emails to a large number of externals, the logistics of Geneva had to be completed; etc etc. The scores of the written memorials had to be finalised and receiving the results from the judges resulted in me having to miss the pre-ICM preparation period in Athens, and actually arriving a bit late for the Opening Plenary!

Of course apart from the EMC2 other responsibilities had to be met: preparations had to be made for the ICM; SPEL was business as usual with work being done on trying to find articles for our publication; and general office and administrative work had to be done.

**April:** April was an especially important month in that it saw the actual Final Oral Rounds of the EMC2. Enough has already been said about this before, so I will limit myself to saying that it worked.

**May:** Once the EMC2 was organised what was left was some follow up evaluation and other general responsibilities. However to be honest I took a bit of a break from ELSA: trying to recover some of my previous social life (without much success) and academic life (a bit more successfully). On the other hand I was unable to take a complete break from ELSA both because of follow up matters and because of general administrative tasks (such as proof reading documents to be sent, sending letters, etc).

**June:** After finishing off my thesis in the early days of June, I proceeded with SPEL: having gathered enough articles for the next edition and sending them off to Richard Crowe, the Editor. To edit. Preparations also had to be done for the training week and transition.

**July:** Our final month in the house was spent with training week, transitioning and being emotional. During this month I also managed to finalise the EMC2 report, while Ieva Zebryte (then the Director) prepared the EMC2 manual, some headhunting was done to find people for the IOC and SPEL also had to sent to Chord9 to be published.



**Irena Bojadzievska, Vice-President for Seminars and Conferences**

**EMCC:** The period after the Athens ICM was rather hectic due to the fact that we had to neglect our tiredness from the hard work around the second ICM and go on with even more energy into the biggest storm called ELSA Moot Court Competition, a very special event to the whole network, especially to my board as the first EMCC in the history of ELSA. It was a project that literally sucked out the last drop of blood from all of us, especially from my dearest Mark. Anyhow, it was THE event of the year. Absolutely amazing. It really meant a lot to me hearing from all those big names and top legal minds how well this Moot Court was organized and compared to many others they had attended, this one was on a really high level. People say you forget all the bad things and the stress once you see great results from your work. The EMCC was the highlight of my year as an IB member.

**EHTW:** With a great co-coordinator as Maria, the IB didn't have many tasks to do for the ELSA House Training Week. Or at least this is what we hoped for:) Personally, I must say that it was a rather "enjoyable" experience handling the visa issues for many of our participants. I really had a chance to test my smooching skills trying to convince so many Embassies that the ELSA House Training Week is the most important event in the world and that ELSA does not take NO for an answer. I think we all did what we had to do, so the preparations for the EHTW went perfectly fine. As the fabulous OC took over "the stage" we could peacefully leave the work to them and focus on the transition for the new International Babes.

**Transition:** That was actually the only relaxed part after Athens since the new board had a lot of knowledge and experience. We had been working with each one of them in different occasions, which actually contributed a lot to the smooth transition atmosphere. I can mostly speak of the individual transition I had with my successor Iulia and all I can say is that I could even leave the house in July, because I was absolutely certain that I was leaving my S&Ceers in great hands.

**The End:** Leaving Brussels became a dream. We were all counting the days. Although we were aware of how much we were going to miss each other, we really needed time to freshen up and have a proper rest so that we could have a clear picture when we looked back and realize that this was the best year of our lives.

**Jenny Pipponen, Vice-President for Students Trainee Exchange Programme**

It's been a few months since I left the ELSA house and my position as VP STEP of ELSA International. One year in the house passed very quickly and it is time to get back to normal student life. It's a year that none of us will surely forget, full of work, hard discussions, but also a lot of fun. Here follows my activities of my last months in office:

**EMCC:** After the Athens ICM, there was no time to rest: all of us had to rush into the work of the ELSA Moot Court Competition that was about to happen for the 1<sup>st</sup> time. Mark and Ieva who spent all their time for this project were unable to deal with every single detail of the project on their own, and we were all involved in different tasks in order to ease their work and to make the competition run smoothly and problem free. During the moot court itself, many practical things also had to be dealt with of course.

**Administrative Work:** After the last ICM and the Moot Court the task load decreased. Hence, our tasks centred on the running of the office and all the tasks that that involves.

**ELSA Sweden Alumni Meeting:** In April I went to Sweden to attend to their alumni meeting. Together with the director for alumni, we set an alumni strategy for the group, which lead the group to develop some great work in the area. k with their alumni.

**Working Groups:** The communication with the groups was something that we discussed in the workshops over the year, but despite this, many groups kept their silence. Although many promises were made in Athens, few groups sent information regarding the working groups, which made it impossible to achieve the aimed goals.

**Transition:** To prepare the new board in the best way possible, we had to organise all different files in digital and paper format beforehand. To allow them a good overview, a detailed Stated of the Network, with information on all the groups was prepared

**STEP Handbook:** During the process of sorting the different files and cleaning out old things and putting them into order, I was collecting information in order to start on a new handbook for STEP. The process started, but due to exams I was unable to finish this project and the work done has now been transferred to my successor.

**ELSA ONLINE:** Together with the daily running of the office, comes of course the supervision of ELSA ONLINE and all the things that that involves. I spent quite some time going through the system and managing it whenever something popped up. I also had extensive communication with Chord 9.

The year in Brussels passed very quickly. It has been an incredible experience to work with all of you, and I would especially like to thank Bettina, Fatma, Irena, Andy, Mark and Maria for this great experience. I appreciate you as colleagues and not to forget as friends. I would also like to wish all the best to the new board, Isabelle, Tiago, Maria, Maurizio, Emin and Ieva. I am confident that they are going to do a great job.

**Bettina Kuperman, President**

**EMCC:** The first task after the ICM was to finalise the preparations for the EMCC. Since Ivan Mujovic, treasurer ELSA International 2002/2003 decided to resign after the ICM in Athens I took over the financial management of the event. This task was shared with Gian Carli Fioroni Staubli, ELSA Switzerland. The event was a huge success. For more information read the EMCC report.

From an external relation point of view, prizes to the winners were sponsored by Microsoft and Lexis Nexis and Microsoft also attended the event. A lot of good contacts were established, to be followed up for the next moot court.

**Finances:** Lacking a treasurer meant that a lot of my time was spent working on the finances. I can only suggest that future boards look into having some kind of human resource risk management since the board and the tasks that have to be done suffer extremely from lacking a board member. With a lot of help from the financial help desk unclear procedures were made more transparent and my everyday work was eased.

**Communication:** Since the Council stated that the International Board did not communicate enough I started sending out reports on a weekly basis. This however did not seem to matter. I only received very few answers. I suggest that whenever action statements are made in Council they are to be reciprocal otherwise the message and aim will not be fulfilled. Communication has to be two ways!

**External relations:** The work with our partners continued and meetings for July were set up. A meeting with a company responsible for promoting Masters education resulted in ELSA getting free add space in their magazine that goes out to universities and students all over the world. They are interested in cooperating with ELSA on promotion of a Tour promoting master educations. Information has been sent out to the relevant groups. Also the work on creating a communication portal with Microsoft was continued and a draft idea was developed and sent to Microsoft. A meeting with Linklaters resulted in a sponsorship for the ELSA House Training Week and a training and opened the door for negotiations on a corporate partnership to be followed up by the new board.

**Transition:** Transition started at the beginning of July and was mainly given by Fatma and me. We worked hard with the new board and hope that they got something out of it.

Thank you all for an exciting and unforgettable year. I wish all the best to the new board and hope they will learn just as much as I did. For the old bastards – Copenhagen is waiting for you – COME!!!

**Fatma Z. Akinci, Secretary General**

**General:** Right after we returned from Athens, we started to work on the final touches of the EMCC. Although Mark and Ieva spent all their time on the project it was difficult for them to deal with every little detail of the event. At that stage we were there and we spent all our energy and time making sure the event ran smoothly, without any problems.

After the ICM and the EMCC, the work in Brussels was not as hectic as before, since the Council Meetings were over, and these comprise quite a large part of the Secretary General's tasks. The Statutes and the Standing Orders were sent to the Notary for translation as was decided in Athens. After I did the formatting of the Minutes and prepared the updated decision book, my main work was focused on the daily running of the office and the preparation of the Transition and the trainings for the EHTW 2003.

**Training:** In the second half of May the Refreshment Meeting for the ITP trainers was held in Copenhagen. The trainers met in order to refresh their training skills and to provide the Trainers' Pool with more training modules to be used in the trainings that you will request. I attended the meeting and had the chance to answer the questions of the trainers. In June, we decided on the trainings that were going to be delivered during the EHTW. The new board was also involved in the preparation of the trainings and they also assisted us in delivering the trainings during the actual event.

**Transition:** This year the EHTW was in the last week of July which meant that we only had very limited time for the transition and we prepared our agenda accordingly. Before the new board arrived we had organised the computer files and the hard copy ones. Each board member has prepared a state of the network report with the information received both at the ICMs and out of the ICMs, which we later on compiled and delivered to the new board members in order to provide them with a good understanding of the network. An agenda filled with the hot topics in the history of the ICMs, all the necessary knowledge in order to run the office and the ELSA House, the individual transition could only be finished with intense work which we did.

**Final Words:** The year in Brussels was intense in everyway through out the whole year. Since this is my officially last chance, I would like to thank my team members but especially to Bettina, Andy, Jenny, Mark, Irena, Ivan, Maria and Jana, without them it would have been impossible to cope with everything. Lastly, I would like to wish the very best of luck to Isabelle, Maurizio, Maria, Iulia, Ieva, Emin and Tiago who I am very confident that he will take good care of everything.

**Andrius Vitkevicius, Vice-President for Marketing**

After the 43<sup>rd</sup> International Council meeting in Athens I had a full agenda of daily tasks. But they had to be postponed as I got sick and had to go back to Lithuania for couple of weeks to get better.

**EMCC:** Right after the ICM all tasks were dedicated to the ELSA Moot Court Competition which was close and required a lot of preparations. Taking care of sponsors as well as making a plan for the marketing strategy was not hard as I had some practice after the few ICMs as well as, other events and sponsor meetings. The big banner with ELSA International sponsors had already been created. Also posters "What is ELSA" were corrected by the printer and distributed in Geneva during the event. A couple of magazines wrote news items about ELSA as well. A great cooperation has now been established with WORLDGRAD magazine. It was also quite interesting being an International Board member and performing the tasks I did when I used to be on the local level such as taking care of transportation (Airport – Geneva – Airport 10 times a day) etc.

**Administrative tasks:** After EMCC, I started fulfilling my tasks as a marketer and took care of recreating the structure of ELSA ONLINE archive etc. Also, hunting for Synergy ads was started.

As the treasurer of ELSA International resigned (unfortunately) the other board members had to share the tasks of treasurer as well. I was involved in this process. Together with my colleagues I had to put invoices in order, check if they were paid or not, sort them out etc.

**EHTW:** ELSA House Training Week was a great and the final experience. Again, taking care of externals was passed to me. But giving the amount of trainings I gave that week was the first and most unbelievable experience. There I understood that I want to become an ITP trainer and to pass my knowledge if needed.

**Transition:** During the last few months the main focus was on transition. As Miss Maria Cruz Ferreira Costa was already appointed as the Coordinator of ELSA House Training Week 2003 it was much easier to teach her what I had learnt. On the other hand, while the others were giving and taking experience, Maria had to coordinate ELSA House Training Week, so at that time I made a plan for Maria and we sat down for three days (and some night time) and we made sure that she understood everything that I wanted to tell her. Also, Maurizio Sorbello (Treasurer ELSA International 2003-2004) was involved in some projects such as "Links project" or Synergy as they have a direct connection with the finances.

**Final Words:** Having said that, I would like to thank everyone, including the International Board 2003 – 2004 and the whole Network, who worked with me and I hope you have a great and successful ICM in Budva.

**Ieva Zebryte, Director for Moot Court Competitions**

After the ICM in Athens the rocks started rolling, the clock started ticking and every single indication that we are running out of time appeared. It was the time for the Final Oral Round in Geneva.

**Moot Court Competition Organiser's Manual:** The MCC Organiser's Manual was nearly finished in March, yet required some attention from professionals of the MCC organization. Since preparations for the Final Oral Round of the Moot Court Competition in Geneva preoccupied 100% of my directorship time, I did not get back to the Manual until after May. By mid July the MCC Organiser's Manual was ready and published in the ELSA ONLINE Archive. It should be noted that MCC Organiser's Manual cannot, though it is over 30 pages long, be regarded as complete. It lacks YOUR input, so please find some time to write to the next Director for the MCCs and necessary updates will be included.

**ELSA Moot Court Competition on WTO Law:** I left Lithuania on 15th of April 2003, and for the next 5 days intensive preparations for the Final Oral Round were taking place in Brussels. The teams' welcome packages had to be prepared, certificates had to be ordered, allocation of judges to the panel had to be completed, and another huge pile of tasks had to be addressed. The International Organising Committee left for Geneva on Sunday and settled in a hostel. 21st through 23rd of April the IOC was joined by LOC and familiarisation with surroundings took place. A meeting with WTO was still tense, but we settled the logistic for semifinals and the final. Then we visited the hotel where the cocktail was scheduled to take place on the first day. Among other things, the detailed schedule of the next 4 days had been prepared and the OC (IOC + LOC) had been briefed as to their tasks and whereabouts.

I was responsible for the OC and the entire team ran the show as never seen before. It was highly admired by the judges and appreciated by the teams. Even the losing teams were happy. Problems related to the procedures of the moot court were solved quickly and externals have generously supplied us with advice for further competitions, fund raising possibilities and opportunities to offer this Competition to more teams from more regions of the world. Needless to say, the OC was inspired.

After the final and the final party the IOC got back to Brussels. Talks about the Moot Court were forbidden. Two fanatics VP AA ELSA International and I quietly wrote down the thoughts on "things to be improved", and embraced a long awaited vacation. The Follow up was scheduled for May. The Report on the EMC2 2002/ 2003 was written, reviewed and corrected. It was published in July. The delay was due to the transition both the VP AA ELSA International and I had to be involved in. the work on the Rules was started at the end of July.

**Leaving the office::** On the 1st of August I said my goodbyes to you as Director for Moot Court Competitions ELSA International.

**Maria Cruz Ferreira Costa, Director for ELSA House Training Week**

Start organising an event and wanting to make a success of it are ideas that obviously go together. As Coordinator of the EHTW 2003, this was not only an idea but a reality. Today I feel that like a person who tried to do her best and who has achieved more than was thought possible. The results were good, and even if the experience was hard, given the chance I would do it again, only thanks to the wonderful people who I met along the way. As a result of these achievements, I feel that I have improved my Project management skills, and earned the right to a Masters in Social and Human Psychology.

**EHTW Preparations:** The EHTW, this time seemed to be the biggest ELSA International training event, and I wanted to offer the best possible keeping in mind the ELSA resources. I guess with the lowest budget in the history of ELSA, I managed to offer the best event ever. The EHTW 2003 comprised quality and quantity, with 70 participants. One of the first steps was to choose an IOC; finally composed of 7 different, very experienced and strong people from 7 different fantastic countries. Providing them accommodation for a month in Brussels, trying to motivate them and keep them happy was more difficult than satisfying 70 different people from 35 different countries during one week. But only thanks to them everything was possible. The majority of the IOC members arrived in Brussels later than expected, and due to this fact, in the weeks prior to the event, we were busier than we should have been, in the final lap of the marathon. Next time that someone tells me that Spanish people are not punctual, I will sue them directly. The days before the EHTW were the best possible to foresee who could withstand the pressure and the stress during the EHTW and who couldn't. The promotion was done in "my way" and it was more than satisfactory. Since all previous records were broken with hundreds of Applications received; the selection procedure was really difficult. Fundraising and the magic numbers, the administrative part and the thousands of e-mails to answer came later. Then followed promotion, agenda, logistics and the final action. Always great motivation, strength and dynamism.

**The event:** If I think about the whole week now, I think it went smoothly, but looking back to those days, I think it was a big emotional earthquake. I have to admit that the fact of having Red Bull as sponsor, helped to cheer us up. We offered all that had been promised and even more: the best Hostel in Belgium, abundance and variety of food, institutional visits, good and fruitful trainings, a trip to Bruges and also a wonderful and diverse Social Agenda. My pride lies in the fact that the participants really enjoyed it.

**The thanking notes:** With the following list of thanks, I will try to give you a general overview of the event. Thanks to our Corporate Partners, especially this time to Clifford Chance and Lexis Nexis. Thanks to the Advisory Board of ELSA International, to the ULB, to the European Parliament, the Committee of the Regions and the European Commission; to AIJA, ELS and Linklaters. And of course thanks to both International Boards for supporting me before, during and after the EHTW. I should thank the ones who helped during the previous months and especially the ones who assisted during the EHTW. They know who they are.

**Iulia Vass, Director for Human Rights**

**Athens ICM:** Presentations in the S&C and AA Workshops and Human Rights Working Group.

**Human Rights Newsletter:** Started collecting information for the 4th Issue of the Human Rights Newsletter.

**Human Rights Newsflash:** Patrick Zupansic, the new Director for Human Rights ELSA International, has been publishing the Human Rights Newsflash on the Human Rights Mailing List for the past six months, on weekly basis.

**Communication:** Communication via e-mail and MSN Messenger with local and national Directors for Human Rights, as well as with other Human Rights Enthusiasts across the ELSA network.

**Human Rights Speakers' Pool:** Sent invitations to new speakers to join our ELSA Human Rights Speakers' Pool. New high profile speakers have accepted our invitation.

**Human Rights Law Schools:** As founder of the Bucharest Law School *Law is Better Than Law*, I hunted down a Head of OC for its second edition, I made the Academic Programme (10 courses and 3 days Moot Court), I renewed the cooperation with the Romanian Red Cross Society and recommened lecturers from the Human Rights Speakers' Pool (4 have accepted the invitation).

**Transition:** Transition with the new Director for Human Rights, Patrick Zupansic, started via email. I also took some time to arrange and update the Human Rights Archive in order to hand it over to the new Director for Human Rights. We will meet at the ELSA House for a one week transition by the end of September.



**Jana Behlendorf, Director for Training**

**Trainings held:** From the beginning of March until the end of July, 4 different training events took place during which 10 different training sessions were held with the ---- involvement of ITP trainers. 10 trainings within 5 months is not enough! This is definitely something, we can improve, especially considering the fact, that in December 10 new ITP members were appointed in order to fulfil your training requests!

**Refreshment Meeting for ITP trainers (RM):** The second Refreshment Meeting for ITP trainers was held from 12-15 June 2003 in Copenhagen. 14 out of 34 ITP members spent three sunny days in the Danish capital following a rather ambitious programme, which was divided into three parts: creation of new training materials, refreshment and evaluation/ discussion on the future of ITP.

During the first day a training module on transition and a training module on STEP were drafted. They contain promising training programs for improving your competences in STEP and ensuring a smooth transition and are ready to be put into practice as soon as you request a training on these topics!

The second day was fully dedicated to refresh the trainers training competences. The first half of the day was filled with numerous contributions of new training ideas, methods, games and icebreakers introduced by the trainers. During the second half of the day the trainers had the opportunities to discuss difficult situations they faced during trainings with a professional trainer.

The third day of the meeting was reserved to evaluating the achievements of ITP since its establishment in 2000 and possible steps to take in order to improve in the future.

**Looking back...**at what has been achieved regarding training in 2002/03, we can say that the first main goal to find ten additional ITP members, especially from Southern and Eastern Europe has been reached.

The second goal was to refresh and deepen the training knowledge of the other ITP members. Even though only 14 out of 34 ITP members attended the meeting, the results of the meetings were made available for the other trainers, therefore I think, we can say that new knowledge has been added to the competences of the trainers.

ITP is ready to provide qualified trainings on all levels in ELSA- the main focus for next year should be on promoting training events and the funding opportunities for trainings.

**Looking into the future...:** A new director for Training has been appointed and transition has been completed. Nina Klotz is looking forward to answering your questions regarding training and will help you to tailor the right training program according to your needs. I wish Nina and all of you an exciting and successful year and hope, that training will continue to become an integrated part of member education within ELSA.

**Andrzej Rataj, Director for the International Focus Programme**

As a Director for the International Focus Programme at the International Board 2002-2003, I would like to present you my report for the period between the Athens ICM and July 2003.

**IFP hot topics in 2002/03:** Two main points were on the IFP Agenda this year: Firstly, the adoption of the new IFP Topic "Trade Law - a Way for Sustainable Development" followed by its implementation and secondly, the recapitulation of the previous IFP Topic "Information Society - the Legal Challenges".

**Current IFP Topic:** After some trainings and presentations made in the time of the Athens ICM, our Network got some ideas on the projects in the scope of Trade Law. Every National Group was provided with "The IFP Implementation Materials". I hope this handbook is a useful tool for organising IFP projects. Although presently ELSA International does not pay so much attention to the IFP issues as it was earlier, many National Groups do implement the IFP Topic by organising projects within AA, S&C and STEP. I would like to express my gratitude to these Groups and additionally, I encourage the others to organise IFP projects! As regards my personal activity, in Spring 2003 I had not so much time to work on the IFP. Therefore, I did not attend several NCMs I was invited to.

**IFP Topic 2000-2002:** The second issue – the recapitulation of the IFP Topic for 2000-2002 became a more complicated problem. The main point was an IFP Book - an academic publication with articles, lectures and reports from the IFP projects between 2000-2002. Some of you might remember that when entering office, I had only a few materials for the IFP Book. During my tenure, we have made some call for articles, but unfortunately, there were not so many articles and consequently we could not issue this publication. Nevertheless, I would like to finish this work and publish this Book. And of course, all depends on the consent and cooperation of the current International Board and also on some other factors.

**Espen Nakstad, Director for United Nations**

**STOP!! Dedicate 5 minutes to your members:** I know. There are about 200 pages in this package so why the heck should you care about reading the "UN activity report"??? The answer is quite simple: The United Nations represents some of the most high-profiled, most wanted and most welcomed activities that ELSA offers European students. And that is why local students totally depend on YOUR marketing and knowledge in order to benefit from the activities and events we offer.

**UN is everywhere:** The United Nations is not only a delegated "BEE area" within ELSA International. It very much involves S&C, AA and Marketing within all levels of our organisation. That is why you should get as much information at the Director's fair as possible during the ICM!

**UN in ELSA in 2002:** The year 2002/2003 has been eventful at the United Nations and likewise for the European Law Students' Association. A total of ten ELSA delegations have attended UN commissions, meetings and working groups in the past twelve months. These were primarily UNCITRAL commissions in Johannesburg/ New York and meetings related to the new International Criminal Court in The Hague. As a result of this work both local and international "legal research groups" have been established in ELSA. The Project on ICC National Implementation Legislation (PINIL) is probably the best known research group at present. Its latest reports are available at [www.elsa-pinil.org](http://www.elsa-pinil.org).

**Promoting UN in ELSA:** ELSA has also produced great amounts of material from its many meetings in New York over the past years. The April report of the ICC Assembly of States Parties is currently available in ELSA ONLINE. An increasing number of students take interest in UN events, yet there is a considerable lack of marketing on the national and local levels of ELSA and little awareness of external events among local groups in many countries. As a result almost all applicants were appointed ELSA delegates in the academic year 2002/2003 and many delegations had less than six members.

We have to do something about it!

**Melina Katsimiti, Director for European Institutions**

No report was submitted

**INTERNATIONAL TEAM 2003/04****Ieva Zebryte, Vice-President for Academic Activities**

Between August and October, inclusively, the three months in the ELSA Office (House) and it already feels that not enough has been accomplished. Especially, much more could have been done in preparing the International AA Team for the year. So far I have only a Coordinator for LRGs who started his work with “online” transition and an article in Synergy, as well as some action planning.

**Moot Court Competitions:** Director for the Moot Court Competitions ELSA International, Dalma Dudas, has been appointed. Also, the transition was through various internet services, but it was hardly needed as far as the “moot court” section. I have updated her on the situation with the EMC2 and she started running the IOC with me. Other than that she is preparing the Moot Court Competition training for the ICM and is plotting strategies of how to increase the number of moot courts throughout the network.

ELSA Moot Court Competition on the law of the World Trade Organisation (the EMC2) has, again, proven to be the biggest time-consumer. The IOC had to be assembled and so it was. With just a couple of applications arriving to pledge full commitment the rest of the IOC had to be hunted down. Now the IOC lacks but one member – a person responsible for Fund raising on an International level.

**Guide to Legal Studies in Europe (GLSE):** A new concept is being developed. The framework will be presented at the ICM. Currently, the plans on approaching potential partners are being made. In addition, I am trying to find a person to do some formatting for the upcoming hard copy issue of the GLSE 2001/2002. The position of the Coordinator for the GLSE is still open at this point. And it seems that AA e-mailing list is not reacting. So, the “hunting down” efforts shall be continued by me on a personal level.

**Selected Papers on European Law (ELSA SPEL):** The First edition of the ELSA SPEL in 2003 was published just at the beginning of August. The news was announced to the network along with the invitation to start hunting for articles for the Second edition of ELSA SPEL in 2003. In accordance with the IB OYOP 2003/ 2004 the work on finding professional ways to market SPEL and make it more attractive to externals and increase use by ELSA members, has started. The Coordinator for SPEL has not been found yet. But the ideas of having advertisements in SPEL have been generated and Chord 9 has been contacted to enquire into the costs in order to make a budget for the new and improved ELSA SPEL. For now, there is one problem left to solve – FIND ARTICLES FOR ELSA SPEL. The national/local ELSA groups are invited to join the efforts.

**Other:** The load of administrative tasks was overwhelming at the beginning: OYOP sessions, Package meetings, various e-mails, House cleaning and News Items. I also attended the 4<sup>th</sup> Central Eastern Meeting in Poland.

**Iulia Vass, Vice-President for Seminars and Conferences**

**Transition and EHTW:** My arrival to the ELSA House in Brussels, on 3rd of July 2003, was followed by transition and intense activity during the EHTW - trainings on Project Management, Public Speaking and negotiation skills.

**Delegation of ELSA International to the ICC Assembly of States Parties:**

Writing e-mails, updating the News on the ELSA International website, sending visa invitations and recommendation letters to the appointed delegates, setting up their Mailing List and trying to give them all the information they requested for.

**Archive:** I actually enjoyed going through the old files of 1986 or 1995 or 1997. It is always true that in order to decide on the future, one first has to know a little bit of history. Even if it might sound strange, I discovered this month that in many respects, our area was much more developed 10 or 15 years ago.

**One Year Operational Plan:** For more than one week we focused on setting the priorities for the next year. For the first time in many years Seminars and Conferences is one of the first three priorities of the International Board.

**Communication - S&C Mailing List:** Improving the communication on the S&C Mailing List is one of the priorities of my work. ELSA International sent on the S&C Mailing List 22 e-mails during the month of August. Considering the fact that there are around 80 members subscribed to the list, the number of replies is disappointing: 7.

**Events and News on the ELSA International Website:** I updated the ELSA International website with around 6 News items and with over 10 Events items.

**Package:** I had to postpone almost all my plans for our area for the after ICM period, as the package occupied the second half of August and beginning of September. Even if the first package is one of the toughest periods of the year, it is extremely exciting and challenging to build and develop the S&C Workshop Agenda. Therefore, I hope that you will all find it useful and that we will have an effective ICM!

**Synergy:** I sent a big amount of personal e-mails for collecting articles for Synergy about the international events that took place this year. I also wrote the S&C column.

**S&C Calendar and Brochure:** Collecting information on events to be included in the Synergy Events Calendar and the S&C Brochure. According to our Decision Book I should publish the events Brochure for the IPMs and ICMs. As we only had information about 5 events in the end of July, the next Brochure will be in the ELSA ONLINE Archive for the Budva ICM.

**S&C Newsletter:** Discussions on the S&C Mailing List about its content; work on the layout; call for information. The first issue should be out before the Budva ICM.

**Emin Şanlı, Vice-President for Students Trainee Exchange Programme**

**Arrival to the House:** I landed in an intensive preparation period of the ICM Package after leaving the Zaventem Airport. However I needed time to shop, to clean and to organize my new room, to find some way to eat something at least “similar” to my mummy’s delicious cooking... Never mind, forget about it!

First of all, I want to send my special thanks to Sara Meli, the Director for STEP of ELSA International, who helped me during my absence and during my adaptation period in the House. She is a valuable member of the International Team with her personality and a source of energy with her smile.

**Package:** My first task was to prepare the Package with Sara for the Budva ICM and to choose important topics to put in. I believe that we have lots of things to discuss in workshops.

**State of STEP:** The current state of STEP is the following: ELSA ONLINE problems have been exceeded more or less, but lack of knowledge is still threatening implementation of ELSA ONLINE and the Quality in STEP.

**Quality of the Network:** The Quality of the Network is the key of the Quality in STEP. The International Board 2003 – 2004 is stressing on this point, determined in the One Year Operational Plan. I have no doubts that we will reach the aims we set as long as we work together and express our ideas in the network and I am sure that will also help us to consolidate our knowledge.

We can offer the employers quality trainees only if we work professionally in our area. So, our priority is reducing the lack of knowledge existing in the network by trainings at all levels: ELSA International will set up trainings in the International Council Meetings, in the International STEP Meeting and will help to provide regional and national trainings.

**Communication:** STEP e-mail list has been updated and most of the National Groups are now subscribed to the list.

**Last word:** To increase the number of applicants, the number of jobs and to improve Quality in STEP are our main aims. As they are clearly measurable we do not have any other possibility than to reach them. While performing your tasks, keep always in mind that you are playing a key role on providing highly valuable opportunities to employers and to students.

**Isabelle Ginet-Kauders, President**

**International Presidents' Meeting:** From the 31st of July, I attended the International Presidents' Meeting in Malta until the 8th of August. It was very nice and apart from the great organisation, discussions were fruitful and useful to start off my term.

**One Year Operational Plan meeting:** We had our OYOP meeting with our dear Leander Palleit as moderator, who we thank again for his patience and work. By the end of this week-end, the International Board had identified its common goals for the year and had come up with a plan.

**Belgian administration:** I had to deal with the Belgian administration regarding different matters.

-The Commune: I had to deal with them and managed to get a file opened in the name of ELSA which should be useful in the future. This procedure had to go through the Ministry of Internal Affairs. We are waiting for an official answer.

- The Tax administration: I dealt with the taxes administration too, in order to try and explain to them that students do not have their own revenues as professionals so we shouldn't be treated as such. I tried to explain that we were seven people living in the same house and that we couldn't all be householders and all pay the tax falling on householders. It was difficult but finally we managed to understand each other...

**Contact with the Advisory Board:** For all the issues which I couldn't handle alone at first, I had to contact our Advisory Board to ask for some advice. Unfortunately, none of them is specialised in Belgian law.

**House expertise:** I started to investigate and find information about experts who could come to the ELSA House and certify that the minimum security standards are respected.

**Externals' archives:** During the same period, I went through the archives of externals and established the first contact with them. We, María and I, will meet them in September.

**Package:** As soon as I had clarified things with the Belgian administrations and with our partners, we had to start with the package. Since then, we are all working on it in order to fulfil your and our expectations.

**The Landlord:** We had the pleasure to meet our Landlord. We agreed on the work he had to do before I should sign any official papers. After our first meeting, he came back the next day with the painter and before end of September, we will have one bedroom, one bathroom and the kitchen painted!!!

**From now to the International Council Meeting:** Before the ICM in Budva, I will concentrate mostly on the meetings which we will have with our partners and prepare the new agreements.



**Tiago Moreira Alves, Secretary General**

**Transition:** I came to the House in the 1st days of July. After 5 quiet days spent getting used to the House and the city, we jumped into transition. This was the exclusive topic for the rest of the month, with the exception of the ELSA House Training Week.

**EHTW:** The already mentioned, ELSA House Training Week was our only diversion from transition during July. In the week prior to the event we all tried to give our Maria a hand and the outstanding OC. During the “Big Happening” I, together with the old IB and some of my fellow board members, had the pleasure to deliver some very fruitful Training sessions. After many hours of brainstorming, working groups, presentations and, of course, partying, a bunch of highly motivated elsanians left Brussels. People, watch out: follow the flow or move away! ELSA Spirit is on the move all over Europe!!!

**“Start of the Term in Office” Party:** 11.59 55’, 56’, 57’, 58’, 59’...00:00, 1ST of August 2003. We are officially IB. It was time to celebrate and believe me: we did it!

**ICM Follow Up/Transition of ELSA Serbia and Montenegro:** Still recovering from the prior night’s/morning’s celebrations, I caught the plane to Belgrade, where 3 huge and insane guys were waiting, while shouting and dancing in the crowded airport. That was the start of an 8 days highly profitable visit to Serbia and Montenegro. The first four days were dedicated to the ICM follow up, during which I had the pleasure to meet almost all the OC members, deeply analyse all the information regarding the organisation of the ICM and, finally, visit the facilities where the event will take place. In between, time for Ivan and me to have a Press Conference gathering all Montenegro’s media, from radio to TV. Well, you’ve all seen the pictures. During the rest of my stay, I went with the old and new NB of Serbia & Montenegro to “Little Stup”, an amazingly relaxing spot in the Montenegro Mountains, for a very, very productive transition and OYOP sessions. Huge thanks to Ivan and the rest of the gang for the perfect hospitality, for the crazy parties, for your “healthy” insanity and, of course, for the remarkable achievements on the ICM, transition and OYOP, for my orthodox baptism (Radovan). Very well done!!!

**OYOP:** Back to Brussels, we immediately started our OYOP session, chaired by Leander Paillet, whom I sincerely thank. You’ve all seen the result: hope you like it.

**Package:** this is something I am still “fighting” with as I write. As always, package is demanding from the IB almost full dedication, raising substantially (sometimes even dramatically) our work loads. In advance, I apologise for any eventual delays in e-mail communication during this period. Once again, I hope the final result will please you all.

**General Administrative Work:** As Secretary General a great deal of my time in the office is spent performing daily administrative work, such as answering e-mails, mail log in/log out, statutory formalities, EO... The unseen, but indispensable work for the day to day running of an Association.

**Maurizio Sorbello, Treasurer**

At the beginning of August I started my term as Treasurer of ELSA International, after the traditional period of transition. My work as Treasurer includes the following:

**Administration:** My main task during the last period was to follow the daily financial running of the association. Dealing with bills, invoices, bank, petty cash, claim forms is my daily job. A lot of attention has been dedicated to the consolidation of the financial structure of ELSA International, with a special eye on the bank accounts. Presently I am updating the situation concerning debts and credits in order to have a clear picture.

**Membership Fee:** My work has included the calculation of the Membership Fee for the financial year 2003/2004. Some technical problems have been discovered in the formula stated in the Decision Book. I have worked on drafting a new formula to be submitted to this International Council Meeting in order to solve the situation.

**Communication:** The Financial Management mailing list has been updated. I started the communication with most of the countries. The communication with members mainly regards requests of information about fees, debts, money, transfers, ELSA Development Fund and everything concerning Financial Management area. The communication with the IB members is on a high level.

**ELSA Development Fund:** As the administrator of the ELSA Development Fund I am following all the needs required. The situation of reports has been updated and the payments have been started again.

**Corporate Partners:** The financial relations with the Corporate Partners of ELSA International has been cleared out and followed up.

**ELSA Moot Court Competition:** In cooperation with the VP AA the budget for the ELSA Moot Court Competition on the law of the World Trade Organisation 2003/ 2004 has been prepared.

**Grants:** A special attention has been dedicated to the world of Grants. I started a good cooperation with Kristina Juth, Director for Grants of ELSA International. Special attention was devoted to the different possibilities to apply for grants.

**Maria Cruz Ferreira Costa, Vice-President for Marketing**

Everything can be put into five words, 'such an amount of work'. I always thought that being on the IB was a lot of work, but never that much. Being VP Marketing is not an easy task, and such a big challenge. You are everywhere, every day, and till you feel it in your skin and bones; you really do not know what it is all about.

**Post-EHTW and OYOP:** After the EHTW, I needed and I deserved a rest, so I went home for only five days, not enough to recover. The OYOP session was waiting for me: a taught weekend, full of work, but with a very positive outcome.

**Daily administrative work:** Writing e-mails and more e-mails, phone calls and board meetings; have to be combined with updating the News on the ELSA website every day. I was as well responsible for the Business cards for the Directors.

**Package:** Days spent reading the transition binders, preparing the Agenda and myself for the ICM in Budva. More long meetings, studying and preparing materials for the Workshop. Since this is one of the earliest ICM's ever. All this was done while we were still adapting to our new environment, to the work, to each other and to ourselves and to the reality (well, if there is still reality outside the 239, Boulevard General Jacques...).

**Synergy and Posters:** Really long nights hunting for advertisements, and when I say e-mailing, here it means amounts with three zeros. Long days hunting for articles and always trying to make the Marketing list a bit more active. I did all this hard crusade alone, next time I would like to call for a team to help me. It is not healthy at all to do all this alone. Regarding the posters, I've prepared a big one about STEP, and small one about EVENTS 2003 / 2004. Both very nice.

**Externals:** Isabelle and I started planning new strategies regarding the approach of new Sponsors and the development of the relations with the existent ones, at the same time we were studying all the files, contracts and agreement of cooperation. I dealt with our welcome presentation sent to the Externals and started the creation of an Externals' database already aiming at the future creation of the externals e-mailing list. Another activity on our agenda is the visiting of sponsors, in Paris and London.

**World Grad Tour:** An external Marketing project to be developed with ELSA in London, Paris, Madrid, Munich, Frankfurt, Milan, Moscow, Istanbul and Athens.

**Council of Europe's Grant:** Together with Maurizio we've applied to the CoE grant regarding Synergy and posters.

During September I've faced one of the toughest periods of the year, having to deal with Synergy and package, on the top of the daily administrative work. For the sake of my own spiritual inner peace, I would like (better, I need to) thank Sara Meli for everything she has done for me and for the team since her arrival to the House. Thanks Sara: you've made my way easier and sweeter.

**Dalma Dudás, Director for Moot Court Competitions**

**The Start of the Directorship and the Beginnings of the IOC:** Starting my term of directorship in ELSA came as a surprise in August and all of a sudden I found myself directly in deep water, an incredible load of work was waiting for me. Slowly but surely things started to look better. VP AA ELSA International had prepared the task descriptions for the IOC and me, and I started to get to know the wonderful IOC of the EMC2 2003/ 2004.

**Rules and Scoring:** The most pressing need was the revision and the publication of the set of Rules for the 2<sup>nd</sup> edition of the EMC2. Having successfully over come this obstacle we could start concentrating on the teamwork part of the IOC's tasks.

**The Website:** Updating the website was high on the agenda. A news section on last year's round was prepared and all the relevant information about this year's round has been upgraded and after a short delay was put online.

**National Rounds of the EMC2:** At the beginning of September the Call for Applications for organisation ELSA National or Regional Rounds was issued and contacts with the interested national groups were established.

**Marketing Contacts:** The IOC managed to collect the list of contacts intended for Thomson for the distribution of the marketing materials of the EMC2 and we have started working on the image of this year's Competition to reflect, as much as, possible its dynamism and the subject of the Case. Unfortunately, Thomson has delayed its answer as to this years co-operation on the EMC2. So, marketing of the Competition took an "emergency route" by issuing the first "EMC2 Newsletter" for promotion of the event. It has become a happy newcomer among the marketing tools this year, aimed at providing participants and anyone interested with up-to-date information on the Competition. The concept is already clear and by the time you read this report the result must have been seen.

**Judges and Advisors:** The IOC has also been in contact with the Judges and Advisors and has updated the information regarding them.

**Other MCC issues:** In the meantime, I have been assisting VP AA with inputs in her preparation of the Package for this ICM. Also, there are general training on Moot Courts planned to be carried out during the year but since no certain arrangement have been made yet, I will save it for the future report. Obviously, there remains a lot to be done and we are only at the beginning of the road but I am sure we are on the right track. With the supervision by VP AA ELSA International, our task descriptions and plans Aino, Charlotte, Gian, Jonathan, Maria, Melina, Paula, Umut and Wendy will make a superb team and will do the work for the benefit and on behalf of the entire Association.

**Nina Klotz, Director for Training**

As my name is one of the many new names on this years' ELSA International Team I will first introduce myself before I give a review of training during the next year.

My name is Nina Klotz and I joined the team from the big country in ELSA – Germany. Active since 2001 I was Director for Moot Courts, VPAA and Treasurer of ELSA Trier, Director for Training of ELSA Germany in 2001/2002 and SecGen of ELSA Germany in 2002/2003 where I was also responsible for the german Trainer Team. But after the end of my term of office in Germany I thought that without ELSA there would be a lack in my life so I decided to apply as Director for Training of ELSA International.

As my colleagues, I was appointed at the end of August so there was not much time to get things going. However there are two trainings planned: the Baltic training to be held from the 25<sup>th</sup> to the 28<sup>th</sup> September in Kaliningrad and the Austrian Freshers Camp which will take place in February 2004.

For the next month my tasks will be:

**Supporting the Groups:** As you see above at the moment there are just two training events planned. This number is by far not high enough. So I will give you all the information you need to decide for organising trainings. And when it comes to the planning I will support you by helping you with the programme and conveying the best trainer for your need. So if you have questions about training or you are interested in arranging trainings please do not hesitate to contact me at [ninaklotz@hotmail.com](mailto:ninaklotz@hotmail.com).

**Supporting ITP:** ITP consists of 34 members out of 17 countries now. All of them wish to give the best trainings to the groups. For that constant refreshment in training issues, as well as, in ELSA issues is necessary. My assignment is to ensure this.

**Finding new training opportunities:** Training is not only a field of activity in ELSA but also of many other associations as well as institutions. To find new opportunities for both the groups and the ITP will be the third challenge during my term.

At the end I would like to thank my predecessor Jana Behlendorf for her great work last year and the fantastic transition. I'm ready to start off the work and I'm waiting for you to give me some.

**Patrick Zupansic, Director for Human Rights**

**HR Newsflash:** I have composed and published the HR Newsflash, every week around Sunday.

**Human Rights News:** I searched for news for the HR Newsflash and HR Newsletter, and also for activities and events.

**Human Rights Newsletter:** I have been also collecting information on activities to be published in the next HR Newsletter. The HR Newsletter will be published once every two months.

**Directors for Human Rights:** I searched in the ELSA ONLINE which groups have a Director for Human Rights and which do not, in order to set up a list with all Local and National Directors for Human Rights.

**ELSA ONLINE Archive:** As the first step of my transition, I have been going through almost all documents in the ELSA ONLINE Archive. It contains a lot of useful information and of course I recommend to all of you the Human Rights Folder.

**Transition:** Transition in the ELSA House (Brussels) with former Director for Human Rights of ELSA International is planned for the end of September, beginning of October.

**Short Term Plans:** Sending lots of emails, establishing contacts with Directors for Human Rights, motivating Local Groups to organise more activities related to Human Rights and lastly, but not least, intensive preparation for the Budva's ICM.

**Budva's ICM:** I am looking forward to meet old and new Human Rights Enthusiasts during the Directors' Morning and during the Workshops.

**Espen Nakstad, Director for United Nations**

As regards “urgent business”, a set of new reports for the UN is among most critical issues to be addresses in autumn 2003.

**ELSA consultative status:** ELSA has been granted special consultative status with the Economic and social Council as well as with the UN Commission on International Trade Law (UNICTRAL). The UN Educational, Scientific and Cultural Organisation (UNESCO) and has a cooperation agreement with the UN High Commissioner for Refugees (UNHCR). It has been more than four years since a report was last submitted to these bodies in accordance with consultative status requirements. It must therefore be a top priority in the coming months.

**Assembly of the State Parties:** Just recently a delegation to the second annual Assembly came home from New York with a finalised update just around the corner.

**Promotion of the UN in ELSA:** Yet..., there is still a considerable lack of UN marketing in ELSA, and very little knowledge about ELSA's UN activities in many ELSA member groups. As a result of this, the number of applicants to UN events is sometimes too low. Thus, many students actually never get an opportunity to attend UN meetings because the local marketing within ELSA fails as well as the marketing at the various faculties.

**Your responsibility:** YOU can do something about this. All it takes is a glance at [www.elsa.org](http://www.elsa.org) every now and then and a quick look at the "UN emails" regularly sent on [ELSA-INFO@LISTSERV.ELSA.ORG](mailto:ELSA-INFO@LISTSERV.ELSA.ORG)  
Difficult??? Not at all.

**Sara Meli, Director for the Students Trainee Exchange Programme**

After many years on the National Board in Malta, this year I decided that it was time to move on and so I applied for the post of Director for STEP. I was appointed for the post in August.

**Arrival to Brussels:** I got to Brussels at the end of August and after a few days of adjusting to things, like the weather, which I might add was a shock to my system! Coming from stifling hot Malta to cold and rainy Brussels took some getting used to. But this was not my first visit to Brussels this summer - I formed part of the OC for ELSA House Training Week 2003 so I spent the month of July here too. Meaning that, being optimistic, I had 1 month of summer this year, but so far I have enjoyed every minute of it, helped immensely by the fact that the rest of the International team, are just fantastic!

**Package:** I had heard all about package meetings but little did I know what I was in for! The fact that due to problems with his VISA Emin was not in Brussels did not make things any easier.

The first thing I did was to go through an endless amount of files, working materials, and minutes from past ICMs to see exactly what has been happening in STEP and to try and figure out why STEP is passing through such a bad phase. I believe that I managed to get some answers, lack of communication being at the top of my list. Lack of communication on a local, national and international level, which leads to transitions which leave a lot to be desired and so people who although are willing to work, have a very weak foundation or none at all.

Keeping this in mind and after a couple of conversations with Jenny Pipponen (former VP STEP EI), I started working on the agenda for the STEP Workshop. I tried to focus on training and on discussing the various areas of STEP, giving an all round view of the work and duties of the Stepper. Hopefully by having basic trainings we can then move forward towards making STEP work as it should.

**Communication:** Regarding communication I also sent out quite a few emails on the list to try and get this going once again - I can say that I managed to a very limited extent. We did get a few replies on the list but very few.

**Synergy:** Being the only English native speaker in the house I also got the chance to practise my proof reading skills! So after working on the ICM, I'm now helping out with Synergy, which I found out takes up lots of time and energy!



**Susanna Mehtonen, Director for ELSA ONLINE**

Since this package will be out before I've even been to Brussels for transition, I won't have that many things to report on. So far, I have mainly been planning what I will do during this year.

**The plan for the year:** Roughly, what we will be focusing on this year, apart from continuing implementation, is to enhance the user-friendliness of the current system. If time and money allows, we will also look into developing the system further. We also aim at setting a plan for the future development of the system, in order to make it easier for the future generations to keep the development of ELSA ONLINE consistent and systematic, both technically and financially.

In late August I submitted a paper on comments and propositions for the future development of ELSA ONLINE. The issues have been a major topic for my discussions and emails with Tiago and will also be our basis when we will meet in Brussels in the beginning of October.

**Pre-transition preparations:** In order to get updated on what has happened with the system since August 2002, I've been reading up on the things in Extranet, our communication device with Chord9. I've also been checking the system and getting used to having full access again.

I have also done some small online research on potential grants for ELSA ONLINE, but handed over this task to Kristina.

**Transition:** My transition will take place in the beginning of October where me and Tiago will draft up a complete plan and the EO OYOP. After that we will both be able to start working with more concrete EO issues. I will report further on my activities at the ICM, I look forward to seeing you there!

**Kristina Juth, Director for Grants**

Hello! Lovely to be part of the International Team again! I like the feeling of being like a spider in an international web, to receive inquiries from ELSA groups all over Europe, and best of all, to help ELSA groups to find the ultimate tool for a successful project – money.

**Staying at the House:** I was in Brussels in the ELSA House for 10 days in September. During my stay I got to know the International Board, the financial needs of the key areas and had a lot of brainstorming. It was some crazy 10 days with the International Board.

**ELSA International:** I have started to do research for information on grants and I have passed on parts of my findings to the network. My priority at the moment is to find funding possibilities for ELSA International. ELSA International has for several years been granted financial support in the form of the grant A-3029 of the European Commission. But the grant awarding criteria of this grant has changed and thus ELSA did not receive it in year 2003. I thus aim to find another grant for the running costs of ELSA International. There is for instance a similar grant, the grant C of the European Youth Foundation, and that grant might be the funding possibility that ELSA International is longing for.

**The network:** My focus though is very much on the needs of the network. ELSA groups all around Europe arrange fabulous events, but the lack of money is often an obstacle for implementing great ideas of projects. Even though I now concentrate on ELSA International, I always inform the network when I find a grant eligible for other ELSA projects other than those of ELSA International.

**Grants Opportunities:** There are a lot of grants, believe me, a lot. I want to motivate the ELSA groups to apply for grants, train them in the skill of grant application. Applying for a grant is not difficult; it just takes a bit of time and some thinking ;) . But, if the reward is up to 2/3 of the projects expenses covered, then I think it is worth sacrificing a couple of hours one evening to write the application.

So, I continue to do research and inform about my findings. Feel free to contact me whenever you have questions related to grants. I will create an ELSA handbook on grants, but until it is ready, the information will be displayed on the ELSA e-mail lists.

**PROPOSALS****INTERNATIONAL BOARD****ELSA Guide to Legal Studies in Europe (GLSE)**

The International Board proposes to the Council de Following:

*Part 2, ELSA Guide to Legal Studies in Europe (GLSE), of the section on Studies Abroad in the Decision AA 01/02 of the AA Policies shall be amended as follows:*

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**2. ELSA Guide to Legal Studies in Europe (ELSA GLSE)**

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2.1 *The ELSA GLSE is a detailed collection of relevant information about law studies at European universities.*

2.2 *Arranging publication of and update of information in the ELSA GLSE is the responsibility of ELSA International.*

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**Responsibilities in ELSA GLSE**

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*Responsibilities of the Local Groups*

- *Make sure universities update the information for the ELSA GLSE within the deadline set by ELSA International*
- *Promote the ELSA GLSE as the database and the publication to the universities, various university libraries and institutions, as well as to law students and young lawyers*
- *Provide the national groups with the necessary information to update the country and city information in the ELSA GLSE*

*Responsibilities of the National Groups*

- *Update the country information for the ELSA GLSE within the deadline set by ELSA International and submit it to ELSA International*
- *Collect the updated information on the cities from all local groups and submit it to ELSA International within the deadline set by ELSA International*
- *Provide the local groups with information on how to obtain a copy of the ELSA GLSE or access the GLSE database through ELSA ONLINE*

*Responsibilities of ELSA International*

- *Provide the national and local groups, as well as universities with the necessary information and links to the update forms on the internet*
- *Ensure that the ELSA GLSE is published when sufficient funds are acquired for a quality publication and its marketing*

- *Provide the national and local groups with information on how to obtain a copy of the ELSA GLSE and access the GLSE database through ELSA ONLINE*
- *Develop and maintain contacts with universities and serve as an intermediary between them, as well as other relevant institutions and the partner for the GLSE*

**Future of the ELSA Moot Court Competition on WTO Law**

The International Board proposes to the Council the following:

*The following shall be inserted into the AA Decision Book:*

## *Future of the ELSA Moot Court Competition*

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**1. Geographical Scope and Goals of the Competition**

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*Henceforth the Moot Court Competition of the European Law Students' Association (ELSA) on the law of the World Trade Organisation (WTO) Law (EMC<sup>2</sup>) shall seek to become an international moot court competition assisting law students in Europe and around the globe in becoming professionally skilled and internationally minded. The EMC<sup>2</sup> shall be open to all WTO member states, unless grave circumstances deem it unfeasible.*

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**2. The International Organising Committee**

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*International Organising Committee of the EMC<sup>2</sup> (the IOC) is to act as an autonomous but not independent organiser of the EMC<sup>2</sup>. The IOC safeguards the interests of ELSA members throughout the organisation of the EMC<sup>2</sup>. The IOC is primarily responsible for maintaining the autonomous organisational structure and financial sustainability of the Competition.*

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**3. The Competition and ELSA Members**

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*In conjunction with the above, through the EMC<sup>2</sup> ELSA shall strive to provide its members and the entire law student body in Europe with an opportunity to effectively study international trade law in surroundings which call for dedication, active research and development of basic skills and knowledge on behalf of law students; involvement of various ELSA groups; beneficial cooperation with relevant externals etc.*

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**4. Concluding Provisions**

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*Goals and objectives stated herein shall be sustained throughout the years to come via the work of the IOC and evaluation of the implementation of the Two Year Tactical Plan 2003/2005, as well as by including provisions, relevant to implementation of this Council Decision, in the Two Year Tactical Plan 2006/2008.*

**Structure of the ELSA Moot Court Competition on WTO Law (EMC2)**

The International Board proposes to the Council the following:

*The following shall be inserted into the AA Decision Book:*

## *Structure of the ELSA Moot Court Competition*

*Hereby the Council determines the structure of the ELSA Moot Court Competition on the law of the World Trade Organisation (the EMC2). Terms and abbreviations as set forth in the Rules and Principles of the EMC2 shall forthwith bear the same meaning in this IB Proposal.*

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**1. Selection Rounds**

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- 1.1 *The EMC2 shall have two forms of Selection Rounds: Written Round and Oral Rounds.*
- 1.2 *The Written Round*  
*The Written Round of the EMC2 shall be employed to select teams for the Final Oral Round where the selection through Oral Round shall not apply.*
- 1.3 *The Oral Rounds*  
*Oral Rounds of the EMC2 shall bear the form of Regional Rounds. There shall be ELSA and non-ELSA Regional Rounds.*

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**2. ELSA Regional Rounds**

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- 2.1 *There shall be four ELSA Regional Rounds organised for each year's EMC2. The geographical scope of the ELSA Regional Rounds shall be limited to the European continent and the territory of the ELSA member countries. No less than eight and no more than twelve teams shall participate in each ELSA Regional Round. The IOC may choose to reduce the number of ELSA Regional Rounds in the first two years on implementation of this Structure of the EMC2.*
- 2.2 *The Applicants for the Regional Organising Committees may be national or local ELSA groups. ELSA Regional Rounds shall be organised subject to the signing of an agreement with the IOC at least 12 months prior to the date of the ELSA Regional Round. The IOC together with Applicants for the Regional Organising Committees shall determine, inter alia, the deadline for organisation and the terms of financing of such ELSA Regional Rounds.*

- 2.3 *Team selection for the ELSA Regional Rounds shall take the form of either selection through assessment and ranking of the written memorials or organisation of national rounds. The planned organisation of the National Round of the EMC2 shall be communicated to the IOC within one month after the Rules and the Case of the IOC are issued. The IOC shall register such National Round of the EMC2 and allocate the winning team of that National Round to a particular ELSA Regional Round. The national/local ELSA group which shall undertake to organise the National Round of the EMC2 shall be bound by its decision to select a team for the ELSA Regional Rounds of the EMC2 as agreed with the IOC.*
- 2.4 *Where no National Round of the EMC2 is held, the teams shall be accepted for the selection to the ELSA Regional Rounds through the assessment and ranking of the written memorials.*

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**3. Non-ELSA Regional Rounds**

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- 3.1 *Non-ELSA Regional Rounds shall be organised, subject to agreement with the IOC signed at least 6 months before the deadline for organisation of such Oral Round, to select teams for the Final Oral Round from these geographical areas:*
- 1) North America (US and Canada);*
  - 2) Central and Southern America;*
  - 3) Africa;*
  - 4) Asia I;*
  - 5) Asia II;*
  - 6) Oceania (Australia, New Zealand and others).*
- 3.2 *For the purposes of the EMC2, the IOC shall issue a list of countries, WTO members, prescribed to each of the above listed geographical areas. Teams of law students from all universities based and functioning in these WTO member states shall be eligible for participation in the EMC2, subject to relevant rules.*
- 3.3 *The non-ELSA Regional Round organisers shall be selected by the IOC on a yearly basis upon invitation or application. The criteria for selection of the non-ELSA Regional Round organisers shall be reliability, extent of relations with ELSA, ability to financially sustain the organisation of the non-ELSA Regional Round, apparent experience of the Applicants for the non-ELSA Regional Organising Committees in the organisation of similar events, academic credibility and other relevant issues.*

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**4. The Final Oral Round**

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*The number of teams coming through to the Final Oral Round from the Written Round, ELSA and non-ELSA Regional Rounds shall be determined by the IOC on a yearly basis depending on the availability of human and financial resources within ELSA available for the EMC2.*

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**5. Closing provisions**

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*The gradual implementation of the stated Structure of the EMC2 shall commence with the transfer of the above provisions in the Principles of the EMC2 as embedded in the AA Policies in the Spring ICM 2004. Accordingly, all relevant changes to the Principles of the EMC2 shall be made to accommodate the Structure of the EMC2 as agreed herein.*



**Amendments to the BEE Decision Book**

The International Board proposes to the Council the following:

*The BEE 01/02 II shall be amended as following:*

***Fundraising Sanctions***

*“Point 4: Sanctions*

*[...]*

*A sanction can in no case exceed the amount fundraised. The sanction shall be paid to the ELSA Group whose rights were violated. If the rights of ELSA International were violated, the sanction shall be paid to ELSA International. Until the payment is made, the debt will be considered a debt towards ELSA International for the purpose of art. 9.5 of the Statutes” [...]*

*Comments:*

*With the eminent approval of the Dutch version of the New Statutes of ELSA International and their entering into force together with the new Standing Orders, it is necessary to update the Decision Book accordingly.*

*Point 4 of the Fundraising Regulations:*

*The new Statutes do not foresee a suspension status as the current ones do. According to the idea behind this rule, the International Board proposes to link this point with art. 9.5, according to which any member which does not fulfil its financial obligations towards ELSA International will have its voting right suspended.*

*Current Wording:*

*[...]*

*A sanction can in no case exceed the amount fundraised. The sanction shall be paid to the ELSA Group whose rights were violated. If the rights of ELSA International were violated, the sanction shall be paid to ELSA International. Until the payment, the debt will be considered a debt towards ELSA International in virtue of article 13 of the Statutes.*

*[...]*

**Dutch version of the Statutes**

The International Board proposes to the Council the following:

*To approve the Statutes of ELSA as translated by the Notary in accordance with the Dutch Law as annexed hereto (Annex V to these Working Materials).*

**Comment**

In accordance with the Council Decision IM 01/03 I, the Council has to approve the version of the Statutes translated into the Dutch language to be notarized as required by the Dutch Law. As this version of the Statutes shall form the notarized deed, it has been annexed to these working materials as a separate document.

## **Standing Orders**

The International Board proposes to the Council the following:

*To approve the Standing Orders of ELSA as annexed hereto (Annex VI to these Working Materials).*

### Comment

In accordance with the Council Decision IM 01/03 I, the Council has to approve the version of the Standing Orders as approved by the Council in the Athens ICM.

**Amendments to the IM Decision Book**

The International Board proposes to the Council the following:

*The IM Decision Book shall be amended as following:*

***“BEE 07/92 I (Interpretation of Article 2 of the Standing Orders)***

*In the context of Article 2 of the Standing Orders of ELSA the word “State” is taken from the United Nations definition.”*

[...]

## *Internal Management*

***General***

*Deletion of point 1.*

[...]

## *Council Meetings*

[...]

***5. Starting Quorum in Council Meetings***

---

*Members according to Article 9.4 of the Statutes is to be interpreted as all members of the association regardless of their suspension status.*

[...]

## *Rules for Proxies*

*Deletion of this part*

***Comments:***

*With the eminent approval of the Dutch version of the New Statutes of ELSA International and their entering into force together with the new Standing Orders, it is necessary to update the Decision Book accordingly.*

*Interpretation of Article 0 of the Standing Orders of ELSA:*

*The matters regarding the application for membership and observership, ruled in the current Standing Orders by Article 0, are ruled by Article 2 of the new version. Besides, the content of this Article regarding the recognition of the State of the organisation that is applying for observership or membership changed substantially. It is now linked only to the recognition "by a formal act of a United Nations Body", and not anymore to the recognition by the "absolute majority of those states who are Members of ELSA". Therefore, the reason for the part proposed to be deleted no longer exists.*

*Current wording:*

***"Interpretation of Article 0 of the Standing Orders***

*In the context of Article 0 of the Standing Orders of ELSA the word "State" is taken from the United Nations definition and the words "absolute majority" mean a majority of all the (governments of the) States that are members of ELSA and not just those states that have taken a decision whether or not to recognise the State of the applicant."*

*Point 1 of Internal Management, General:*

*The point 1.1 will no longer have reason to exist according to the Article 1 of the New Standing Orders, as it repeats the exact same content of this Article.*

*The IB sees no logic behind point 1.2. This rule transmits the idea that is more notorious for an applicant group to violate the future Article 1 of the Standing Orders than if it is a member, which is not the case. Besides, logically an applicant organisation which violates such a basic rule is clearly not fulfilling the basic criteria to become neither a member nor an observer of ELSA International. Therefore, the IB considers point 1.2 irrelevant.*

*Current wording:*

***"1. ELSA as a Faculty based organisation***

*1.1 Local Groups of ELSA can only be established in the presence of a law faculty.*

- Law Faculty shall be interpreted as an educational institution*
- The educational institution shall offer courses which enable the students to enter a kind of legal profession.*
- The education shall contain a substantial amount of law.*
- The education shall enable students to carry out the aims of ELSA*

*1.2 Observership and membership of ELSA shall not be open for national organisations whose Local Groups are not established in the presence of a law faculty."*

*1.3*

*Point 5 of Council Meetings:*

*Article 19 of the current Statues is Article 9.4 in the new Statutes.*

*Current wording:*

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**5. Starting Quorum in Council Meetings**

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*Members according to Article 19 of the Statutes is to be interpreted as all members of the association regardless of their suspension status.*

*Rules for Proxies:*

*According to the decision IM 01/02 II, this point is to be added in the new Standing Orders. Therefore, it shall be deleted from the Decision Book, as its presence is nothing but pleonastic.*

*IM 01/02 II*

*“The following shall be inserted as article 8 of the Standing Orders.”*

**Audited Interim Accounts 2002/ 2003**

The International Board proposes to the Council the following:

*"The audited Interim Accounts for the period from the 1<sup>st</sup> of August 2002 to the 31<sup>st</sup> of January 2003 shall be approved."*

Comments:

The Interim Accounts will be presented after auditing together with the auditors report.

**Audited Final Accounts 2002/ 2003**

The International Board proposes to the Council the following:

*"The audited Final Accounts for the period from the 1<sup>st</sup> of August 2002 to the 31<sup>st</sup> of July 2003 shall be approved."*

Comments:

The Final Accounts will be presented after auditing together with the auditors report.



**Revision of the Budget**

The International Board proposes to the Council the following:

*"The budget for the financial year 2003/04 shall be revised as follows:*

<b>General Income</b>		<b>Budget Athens</b>	<b>Revision</b>	<b>Difference</b>
<i>Externals</i>		100.000	65.000	-35.000
<i>Membership Fee and Administrative Fee</i>		15.200	17.530	+2.330
<i>ELSA ONLINE Fee</i>		10.000	10.000	0
<i>Income from Area (Saldo Area)</i>		7500	12.500	+5.000
<i>Miscellaneous</i>		2.000	1.000	-1.000
<b>General Income total</b>		<b>134.700</b>	<b>106.030</b>	<b>-28.670</b>
<b>Overheads</b>				
<i>ELSA ONLINE Administration</i>		20.000	15.000	-5.000
<i>Allowance</i>		8.400	8.400	0
<i>Representation</i>		1.800	1.000	-800
<i>Directors</i>		7.000	8.000	+1.000
<i>International Trainers Pool</i>		4.000	1.000	-3.000
<i>Auditing</i>		2.200	2.200	0
<i>Council Meeting</i>		7.000	7.000	0
<i>International Presidents Meeting</i>		1.350	1.000	-350
<i>Travels</i>		15.800	10.000	-5.800
<i>The ELSA House</i>		24.000	24.000	0
<i>Heating, Electricity, Water, Repairs</i>		6.300	6.300	0
<i>Office Equipment (incl. Depreciation)</i>		6.500	3.000	-3.500
<i>Communication</i>		8.800	8.580	-220
<i>Copying</i>		400	500	+100
<i>Accounting</i>		2.000	0	-2.000
<i>Bank Charges</i>		650	650	0
<i>Posters, Flyers</i>		4.900	2.000	-2.900
<i>The ELSA Development Fund</i>		4.500	3.900	-600
<i>Del Credere</i>		7.500	2.500	-5.000
<i>Miscellaneous</i>		1.600	1.000	-600
<b>Overheads total</b>		<b>134.700</b>	<b>106.030</b>	<b>-28.670</b>
<b>General SALDO</b>		<b>0</b>	<b>0</b>	<b>0</b>

<b>Area Income</b>		Budget Athens	Revision	Difference
ELSA House Training Week		15.000	15.000	0
Synergy		13.600	17.500	+3.900
ELSA GLSE		0	1.000	+1.000
ELSA SPEL		0	1.000	+1.000
The ELSA Moot Court Competition on WTO law		0	69.800	+69.800
STEP Application Fee		7.500	7.500	0
<b>Area Income total</b>		<b>36.100</b>	<b>111.800</b>	<b>+75.700</b>
<b>Area Expenditure</b>				
ELSA House Training Week		15.000	15.000	0
Synergy		13.600	12.500	-1.100
ELSA GLSE		0	1.000	+1.000
ELSA SPEL		0	1.000	+1.000
The ELSA Moot Court Competition On WTO law		0	69.800	+69.800
<b>Area Expenditure total</b>		<b>28600</b>	<b>99.300</b>	<b>+70.700</b>
<b>Area SALDO</b>		<b>7.500</b>	<b>12.500</b>	<b>+5.000</b>

**Comments****GENERAL**

**In kind support and donations 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, but still contribute a lot of effort and work in the association.** Only the International Board gets allowance. We are of opinion that an estimation of the value would be a several times higher than this budget. We are of same opinion for the support by our partners and, especially, by our network.

**INCOME****Externals**

These are the sponsorships planned:

Clifford Chance	15,000
Thomson	15,000
CMS	15,000
Lexis Nexis	15,000
Microsoft	5,000
<del>KLegal</del>	<del>15,000</del>
<del>EC grant</del>	<del>20,000</del>
Total:	65,000

**Membership Fee & Administration Fee**

Membership Fee	17,380
Administration Fee for Observer Countries	150
<b>Total</b>	<b>17,530</b>

The Membership Fee has been calculated in accordance with the decision in force. The Administrative Fee has been based on the number of observers, at the moment three.

**EO Fee**

The ELSA ONLINE Fee has to be calculated according to the Decision Book.

**Areas Saldo**

Profit from the Area

**Miscellaneous**

Bank Interest	1,000
<b>Miscellaneous Total</b>	<b>1,000</b>

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.

## **EXPENDITURE**

### **ELSA ONLINE Administration Fee**

ELSA ONLINE has to be administrated and updated permanently to the needs of the network. The agreement with the developer of ELSA ONLINE, Chord9, was made to ensure that. The yearly contribution is approximately 13,500 euro.

However we could face some extra-costs, so a contingency of 1,500 euro has been calculated.

### **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 8,400 euro.

### **Representation:**

This is to have the possibility for small presents when the International Board is visiting partners or persons/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 essential that the directors can come to the ICMs and at the ELSA House. Communication and regular updates are very important to have a constructive cooperation with the directors.

Since the directors have already been appointed now, we can calculate the amount more realistic that before and increase the amount to make their work possible.

### **The International Trainers Pool:**

The International Trainers Pool is an important tool for the Association and for the development of our network. Since a special focus on training has been dedicated by the administration of ELSA Development Fund, the contribution from general budget has been reduced..

### **Auditing**

The expenses for the auditors and the costs for their participation at the International Council Meeting are budgeted in this figure.

### **Council Meetings**

The travel expenses of the members of the International Board and the cost of 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.

Because of the distance to the two ICMs during our period the budgeted amounts would no meet the reality.

**International Presidents' Meetings**

The President of the ELSA International 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 of a respective IPM.

**Travels**

The International Board has 10,000 Euro for travels. It is up to the International Board to set the priorities. Nevertheless, many member groups invite the International Board members on their costs and support the work of the International Board.

**The ELSA House**

This figure includes the rent payable for the ELSA House, where the International Board works and lives.

**Heating, Electricity and Water (repairs, etc)**

All the running costs related to the ELSA house are approximately 6,300 euro per year. This includes water, heating, electricity and small repairs (such as broken windows).

**Office Equipment (including depreciation)**

This figure includes the stationary, but also the equipment of the office, that has to be depreciated.

**Communication**

These are the running costs of the office. This head includes two phone lines, a fax line and cable connection for the internet. Furthermore, the mail-related expenses of the International Board is covered under this heading.

**Copying**

This figure is budgeted for the cost of Copies. Copies are sometime, especially, if there are bigger amounts, done by the firms of our Advisory Board members.

**Accounting**

The actual financial situation do not allow ELSA International an accounting done by professionals. A better financial situation is required to start a professional bookkeeping.

**Bank Charges**

These are the costs of our bank accounts and the transfer costs we have. The amount is pretty high, especially since many of our transactions are international.

**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 to the ELSA Development Fund. This fund aims at training and development of the network.

**Del Credere**

This figure includes the credits that ELSA International is not going to receive for the upcoming year. The lost credits usually are caused by the unhappy situation of some member countries.

**Miscellaneous**

This head includes the little expenses not included in the main figures of the Budget.

**AREA****Synergy**

The development reached by Synergy gives ELSA International some profits. The profits for this year will be higher than in the past.

**The ELSA Moot Court Competition on WTO law**

The EMC2 final numbers have to be inserted in the Budget. The Budget of the EMC2 itself will be presented in a joint WS with AA.

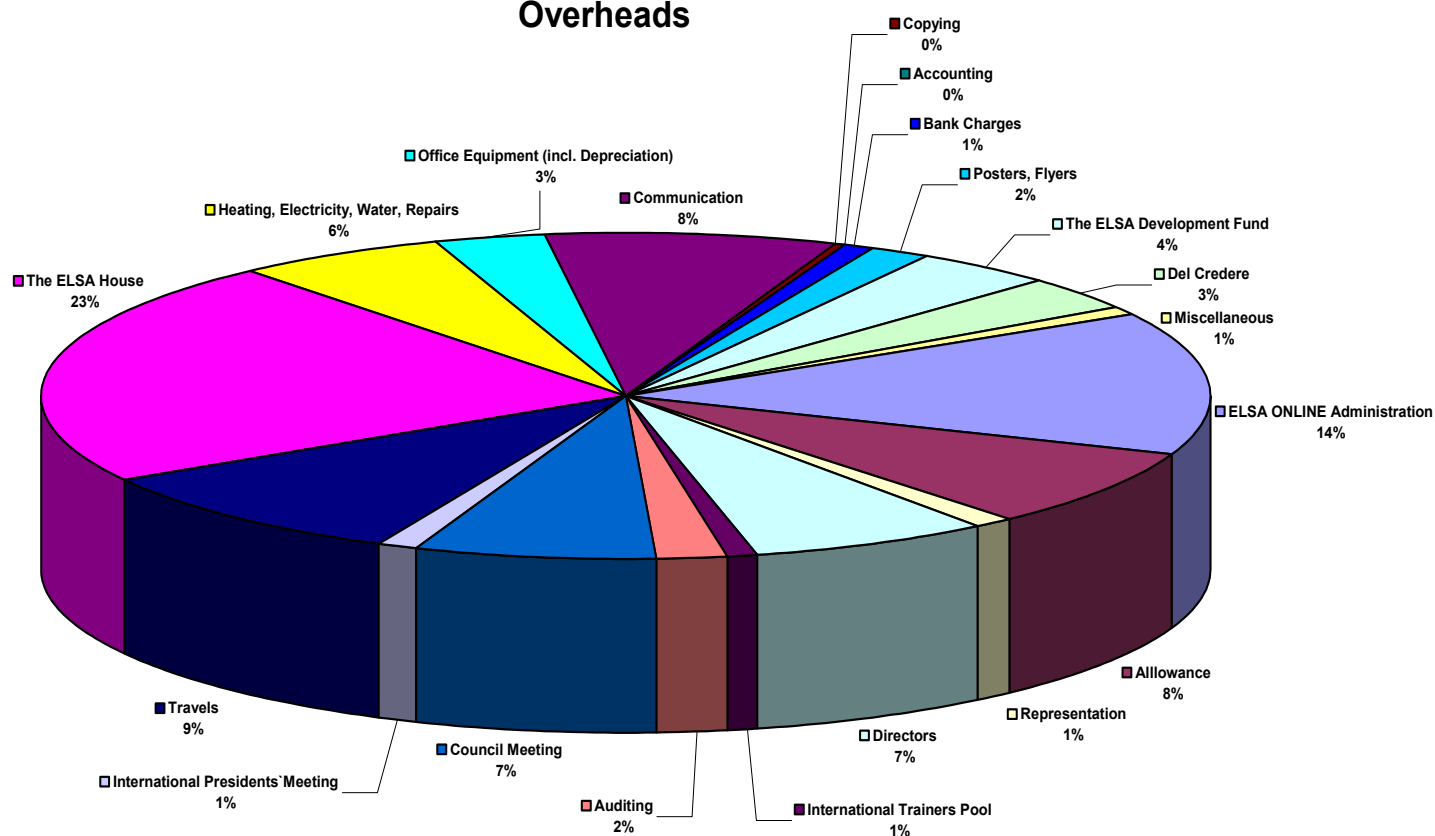
**STEP Application Fee**

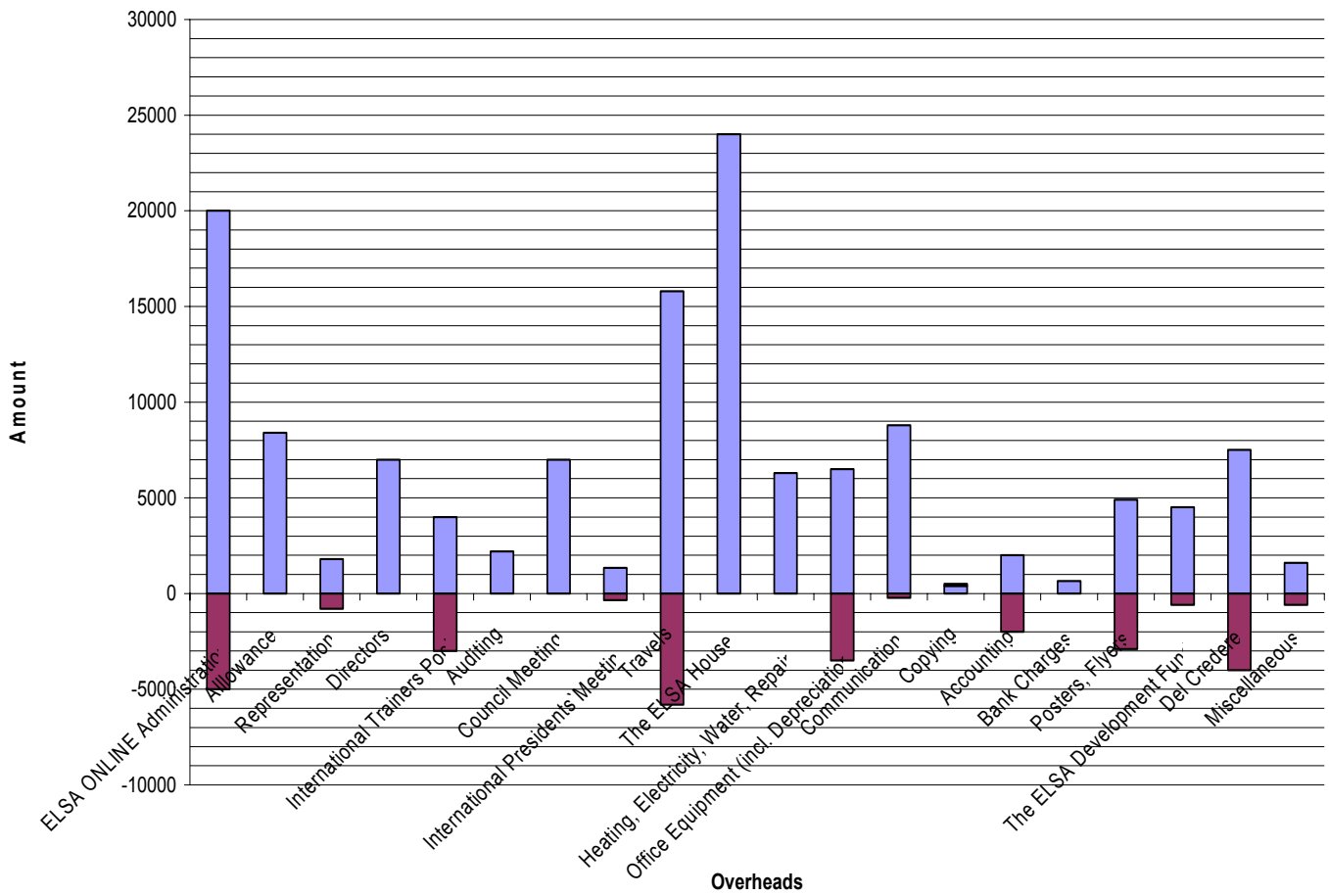
Keeping in mind the development of STEP at the moment and being aware that ELSA ONLINE is still in the process of implementation we consider realistic the expected amount from the STEP programme. Hoping that STEP will improve its activities and counting on the cooperation of the network we are sure that the income from STEP will increase next year.

**ELSA SPEL and ELSA GLSE:**

The Academic publications will be self-sustained. No resources from the General Budget will be dedicated for the Academic publications.

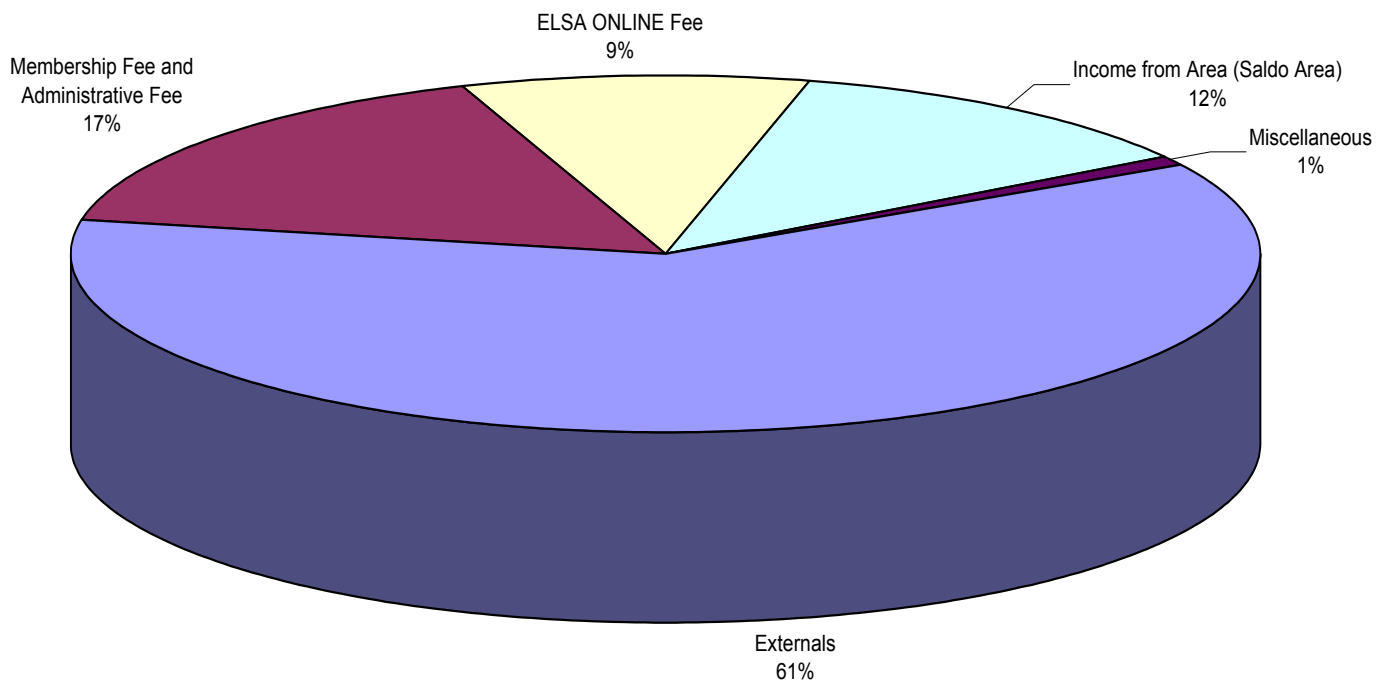
## Overheads







**Income**



## Membership Fee

The International Board proposes to the Council de following:

*The FM Decision Book shall be amended as follows:*

# Fees

## 1. Membership Fee

*The membership fee calculation is based on the number of local groups in the national member group and the Parity Purchase Power (PPP) for the country.*

*Global Membership Fee is the total amount of Membership Fees to be collected by ELSA International from the National Groups in accordance with the Statutes.*

*A Member Country is any country in which the National Group is a member of ELSA International.*

*Number of Local Groups.*

*A Member country has one national Group and at least one Local Group.*

*The number of local groups in a country is defined without counting the National Group.*

*For the PPP the figure "real GDP per capita (PPP\$)" as published in the latest issue of "Human Development Report" published for UNDP will be take into consideration.*

*For Member Countries not found in the list in the "Human Development Report", the PPP of the Member Country with the lowest PPP is used.*

*To calculate the Membership Fees*

*Groups-by-PPP = The number of Groups for a Member Country multiplied by the PPP of the Member Country.*

*Sum-of-Groups-by-PPP = The sum of Groups-by-PPP for all Member Countries*

*The Membership Fee for a National Group is Groups-by-PPP for the Member Country multiplied by the total Global Membership Fees divided by the sum-of-Groups-by-PPP.*

*New National Member Groups*

*National Groups becoming members at the Spring Council Meeting will be taken into the membership calculations for the following year and invoiced together with the rest of the national member groups. The new national member group becoming member at the Spring Council Meeting will not pay membership fee for the year in which it becomes a member.*

*For national groups becoming members at the Autumn Council Meeting their membership fee will be calculated by inserting them in the membership calculations for the year with half weight.*

**Comment:**

The actual formula used to calculate the Membership Fee for the countries presents some technical problems that the new proposal tries to solve.'

The PPP is defined in a circular manner. The decision claims that the PPP as published must be adjusted to the formula, which in itself contains a reference to the PPP. Said differently, it says that  $PPP = WAI + 2 \cdot (PPP - WAI)^2$ .

This formula brings similar results that don't reflect the difference of wealth between different countries. The formula proposed takes into consideration directly the GDP per capita (PPP\$), reflecting directly the difference of wealth between different countries.

Besides that, the GDP as stated in the Human Development Report published for the UNDP has been calculated taking into the consideration the Parity Purchase Power in US dollars. Said differently, the figures published in the report reflect exactly the difference of wealth between different countries by taking as a parameter the value of WAI (World Average Income).

The formula  $PPP = WAI + 2 \cdot (PPP - WAI)$  means that if the GDP (PPP) is lower than the WAI, you get a negative number (GDP - WAI, i.e.  $3000 - 7376 = -4376$ ) and a negative number can not be squared, so it is not possible for the country having a GDP lower than WAI to calculate the PPP according to the formula present in the Decision Book.

The formula proposed, by taking directly into consideration the GDP per capita (PPP\$) as published in the Human Development Report solves this problem.

The formula present in the Decision Book implies that there is no global sum anymore which is divided between the members (e.i. 15.000 EURO). The third indicator (0,01135) was calculated in order to obtain a similar result, according to the information available when the formula was approved. This third indicator is absolutely arbitrary and can bring about different results during different financial years. This implies that there is no certainty for the result of the Global Membership Fee causing problem of planning for ELSA International.

The formula proposed, starting from a Global Membership Fee solves the uncertain situation which we are facing at the moment, leading to a clear state of affairs which will allow ELSA International the possibility to calculate in a precise manner the income from the countries through the Membership Fee.

**NATIONAL BOARDS****Proposal by ELSA Malta**

ELSA Malta proposes to Council the following:

*"In the administrative decisions of ELSA International, care shall be taken not to disadvantage ELSA National Groups having one Local Group.*

Comments:

ELSA Malta is suggesting this because in the past it was at a disadvantage owing to the membership fee structure, meaning that ELSA Malta had to pay twice.

At present, ELSA Malta is unable to organise an Oral National Round (EMCC) because of the presence of only one university.

Through this proposal, we would like to ensure that such National groups will no longer be put at any similar disadvantage.

**INPUT PAPERS****INTERNATIONAL BOARD****ELSA Guide to Legal Studies in Europe (GLSE)****Current situation**

Bruylant (Member of Law Books in Europe, LBE) is the current publisher. There is no written agreement with them. Problems are numerous, including general lack of information. For instance, we have no figures of the sales, how many copies were sold and where etc. The feedback received from the network is that sometimes it's next to impossible to place an order, they (including other LBE members) simply ignore a great deal of orders. Bruylant is also experiencing problems updating their website, and that's why you can only find the old GLSE there. The deal with Bruylant is that they take the financial risk of publishing the GLSE and also the financial benefit from the sales, if there is any.

More serious is however that the current edition 2001/2002 was considerably delayed due to us.

Martindale Hubbell should be paying ELSA International for submitting a part of the data published in GLSE. In accordance with the three-year contract EI should submit this information twice over three-year period. Money received from that should go to the general budget of EI since publishing the GLSE doesn't cause EI any expenses as it is now. But the contract is going to expire, and the arrangement is not mutually beneficial anymore since ELSA cannot provide information on time (due to delay in updating and formatting).

It is hard to find advertisements for the GLSE because it is late and because its marketing is not being taken care of. We could hardly find a national ELSA group which has done thorough rounds in its law schools, embassies, libraries etc. to promote the GLSE. It should not be only blamed on the lack of marketing materials, because the lack of commitment to the GLSE had been felt through the last updating process which was very slow and lasted for two years.

**Solution**

ELSA International would like to seek cooperation some other entity (most probably Thomson) to ensure that ELSA International stays an intermediary between commercial entities and universities while maintaining the interests of ELSA members its prime focus. As the GLSE is seen as provider of information for studies abroad easier access to it would be considered of benefit to ELSA members. Therefore, existence of GLSE as online publication should be considered. Of course, it should not be on the website of ELSA International since it would mean that we are giving out valuable information for

free. But putting it in ELSA ONLINE as part of ELSA ONLINE's development would be an advantage ELSA members could boast. Even if it would mean exchanging the GLSE data with a third person for making it available in the online database format, this arrangement would be profitable for ELSA and its members.

Further, it has been discussed in previous ICM whether we should also produce the GLSE in CD-rom version. In general, the opinion was positive. The CD version has not been discussed with Bruylant. In the light of the problems we had, it is suggested to move on to look for a different partner for GLSE, as laid out above and start with the new concept for the GLSE as widely used online or/ and hard copy publication which assists law students all over Europe in finding places to study abroad.

Advertisements in GLSE would constitute direct income for ELSA International. In the last edition there were only a few ads but there is potential to sell much more.

Nevertheless, the idea of GLSE as a hard copy should not be abandoned. But it should be made clear that such version of the GLSE would appear only if sufficient funds are acquired.

## **Conclusion**

Implementation of the new concept of the GLSE would start with acquisition of a new partner for the ELSA GLSE, which would be able to make the ideas as set out below and in the Council decision a mutually profitable and satisfying reality. In addition, this partner would assume most of the technical work on the formatting and updating the GLSE. So, it would be allowed to profit from the GLSE as a data base through its own services. This third person should be made aware of the needs of our members and of longstanding ELSA experience in academic and institutional relations. And ELSA International would always remain the main contact for universities, institutions and ELSA members.

Universities should be offered an opportunity to include basic information on their law schools/faculties/institutes and then asked to pay for additional information such as various LL.M. programmes they offer or services they provide for doctorate students. In addition, the universities could be offered an opportunity to include flashy, colourful or still advertisements in the GLSE. In case profit is made from these payments for extra information and advertisements (just like in Synergy), it could be used to further develop academic content of ELSA ONLINE or the website of ELSA International.

ELSA members would acquire free access to the new electronic (online) version of the GLSE through ELSA ONLINE. Of course, the costs of development would be incurred, but that is why the section above purports to solve this problem via selling the advertisement space in the GLSE.

Technical details of updating the country and city information should be left up to the partner for the GLSE but local and national ELSA groups would retain the responsibility

of contributing information, and university information would be updated directly by academic institutions.

The AA workshop should take time to work on the concept of the ELSA GLSE to ensure that ELSA members profit from the publication with experience of closer cooperation with the universities (law schools/faculties), with free access to the GLSE on ELSA ONLINE, with closer engagement of European Institutions in developing GLSE, with attracting commercial interest in GLSE, as well as making externals aware of GLSE and its advantage.

**Future of the ELSA Moot Court Competition on WTO Law**

**What should we do with the EMC2 after 2004? How our goals may remain compatible with the TYTP 2003/2005? How to make long term plans without undermining flexibility of the decisions which the organisers have to take and the control role of future AAs and ELSAians?**

To answer these questions we referred to the opinion of Prof. Letizia Rachella – Sergi who has been our advisor on the EMC2 since Alanya ICM and has been assisting ELSA International in Geneva and afterwards. Below is the summary of input from her, members of the OC in Geneva and current VP AA ELSA International. Also, more ideas on the future form of the EMC2 may be found in the Input Papers of the Athens ICM Package.

In Athens the Council has already decided on the immediate future of the EMC2. Also, the TYTP provides us with the guidelines as to how the Competition should be developing.

The Subsection "Moot Courts <...> Aim 2" of the Section "III. Academic Activities" of the Two Year Tactical Plan 2003/ 2005 maintains that "the EMC2 on WTO Law [will be] developed into an annual High Quality international moot court competition of the whole network".

What does it mean? Firstly, it shall remain a MCC on WTO Law. Secondly, it should be a high quality MCC. Latter implies manageable number of teams, solid pool of judges, solid financial basis and continuity. Thirdly, it implies involvement of the whole network. Latter may be interpreted as applying to the EMC2 regardless of its global or "ELSA-only" nature. But if we want the EMC2 to be an ELSA event the groups contribute to and profit from, we have to consider how the above aim is to be achieved (means).

**How can the Aim 2, as set out in the Section of Academic Activities/Moot Courts of the TYTP 2003/2005, be achieved?**

**Good number of teams**

More teams from more countries (TYTP 2003/2005, III. Academic Activities Moot Courts <...> Sub Aim 5). Marketing the EMC2 and organising National Rounds of the EMC2 are the means for achieving the goal. TYTP states more than clearly how the NGs and LGs are to be involved in the EMC2. We see it as the optimal solution if at least 50 percent (18) of the groups start contributing to the EMC2 in 2004-2005. Though we might concentrate on increasing participation only from ELSA countries it must be noted, that other WTO member states are very interested in having their universities represented. They too want to teach international trade law in an effective way.



**Solid pool of competent Judges**

The present Pool of Judges and potential contacts are not interested in an “ELSA-only” MCC. We have received a lot of compliments on introducing variety in the Final Oral Round (For example, Romanian, Hungarian or Portuguese teams usually have no chance of participating in the final rounds of international moot court competitions, such as Jessup, ELMC, Space Moot and others). But it was mentioned more than once, that the Final Oral Round hosting only national ELSA group winners would not attract sufficient attention of competent WTO academia. For practicing lawyers or a law firm the ELSA-only Final Oral Round will not be able to serve as a recruitment event because of the low quality of participants.

**Solid financial basis and continuity**

These cannot be achieved without following up on the current contacts. In Geneva a lot of talks about prospects of the EMC2 have taken place. Some of the Advisors and Judges are already contacting firms and researching possibilities for us to obtain sponsorship. Bear in mind that these eminent academics and bigheaded practicing lawyers are not doing it for an ELSA-only competition. But it is essential to at least introduce some continuity so they can follow our progress. It was only reasonable to stick to the last year’s system where the teams from all over the world had their chance of being selected through the written round. Of course, the structure has to be improved to attract more teams (see below). If we are to maintain the quality of the competition and build up on it we cannot stop half way through.

So, we face the situation where we, the IOC and ELSA, have to concentrate on our members, and employ the universities from other WTO member states to maintain the quality of the Competition. Thus, it should be suggested that ELSA groups concentrate on getting as many European teams as possible, where the IOC would keep the Competition open to benefit financially and judges-wise from the international reputation of our Moot Court.

**Should we change the topic? Definitely “NO!” Why?**

Because:

1. ELSA has an established Pool of Judges and a list of prospective Judges to whom we were recommended;
2. ELSA has WTO contacts, which spread far beyond the WTO Secretariat and into the offices of the Member States and their representatives, and ministries;
3. ELSA has the *know how* for organising the event on this topic;
4. ELSA found a niche in the world of international moot court competitions.

We have developed a good relationship with the WTO. It did not come easy, but right now we have officers of Legal Affairs Division of the WTO Secretariat and the Legal Services Office of the Appellate Body of the WTO advising us on the contents of the Case (the Review Board of the EMC2 2003/ 2004), and promising to look into patronage issues. In addition, the logistical support is “as a matter of fact”.

**Should we move it from Geneva to another place? No. Why?**

Answer to the question is not a definite no. But more advantages than disadvantages of the situation where EMC2 takes place in Geneva can be found by analysing the experience:

a. Advantages:

- 1) World Trade Institute and Prof. Thomas Cottier (with the realistic possibilities to render academic assistance, thus reducing the administrative workload; and with promises of cash);
- 2) The WTO is in Geneva – rooms (preliminaries, semi finals and final), lunches, office equipment and services, judges whose travel costs do not have to be endured by ELSA;
- 3) Very comfy ride from the International Airport to the City centre;
- 4) Good deals on hotels if proper time for Final Oral Round is selected;
- 5) Cheap hostel (15 euro per night) for teams and the OC available within the walking distance from WTO;
- 6) Know-how as to the logistics in Geneva;
- 7) Participants get the feel of WTO and are ready to pay more than 27 euro for the experience (special fees for the ELSA groups and fundraising on the national level for the NR winners is the option pursued by the IOC this year);
- 8) Good location for getting extra help during Final Oral Round from different ELSA Groups both inside and outside Switzerland (this year we had helpers from Denmark, Austria, Turkey).

b. Disadvantages:

- 1) A weak ELSA group in Geneva;
- 2) Relatively costly accommodation and food;
- 3) This year no contacts have been made with the University of Geneva or Tourism authorities in Switzerland;
- 4) IOC may endure extensive travel costs.

**What kind of similar MCCs might be put up in the field of WTO law?**

International moot court competition on WTO Law is a very good idea. One illustration proves the point. Georgetown University Law School has organised a national competition last year with one of the biggest US law firms as their sponsor. Their patron is Prof. J.H. Jackson rightly considered being one of the three “Olympus Gods” of the WTO Law (especially the theory of this development, future trends etc.). The Professor, of course, has the contacts, which ELSA can only dream about. The fee for attendance of his annual conference on the WTO Law in London is 1000 EUR (please note that this does not include accommodation, food or social agenda in London, which participants have to arrange themselves). So far, we heard that it is going to stay within the US, but the potential is so great that all of the judges present in Geneva agreed that they would take over as organisers of an international moot court competition as soon as ELSA dumps the idea if not sooner.

**How the EMC2 should be organised? Is today's form the best? What changes should be made? Should we slow down?**

There are ways of achieving a high quality international moot and at the same time encouraging groups to arrange more moot courts. While training and coordination are primary tools, encouragement to organise local and national MCCs in general is the solution. Please bear in mind, that target (TYTP 2003/2005) is to have 25 National MCCs taking place with 50 % of local groups having MCCs as their events by the end of 2005. Also, the fact that ELSA groups voted to put the limit on the number of ELSA National Rounds and Regional Rounds of the EMC2 should not be seen as a disadvantage. It was a temporary solution which was seen as ensuring the quality of the Competition and attracting more teams all over the world. Bear in mind that the proposed structure, if adopted, will allow the IOCs to invite all national ELSA groups to hold National Rounds of the EMC2. This is needed to maintain quality of National/Regional Rounds and the teams passing to the Final Oral Round through the National/Regional Rounds. ELSA groups are inventive when it comes to finding opportunities to organise MCCs. For example, local groups in ELSA Lithuania are and ELSA Slovakia were organising regional rounds of the ELMC (European Law Moot Court Competition). So, let us employ their skills to benefit us! The IOC has issued flexible rules and maintains even more flexible approach to the National/ Regional Rounds organised by ELSA groups. Yet the EMC2 cannot be seen as the ultimate cure for the problems ELSA is having with the falling number of activities. MCC section in AA is not all about international moot courts and most of the active ELSA groups are showing it, for example ELSA Austria with its Vienna moot court.

So, we are already slowing it down! The WTO members have already asked the IOC about prospects of organising national rounds in African countries and China, as well as Asia's regional. But they have received the diplomatic and smart answer containing explanation of the size of our organisation and its financial means and, most importantly, our hopes to raise the quality of the Competition before going any further.

**Conclusion**

With respect to who should participate in the Competition, this will depend on our current relationship with the WTO. As stated many times, once the WTO becomes involved ELSA will either have to expand the competition to all WTO Member country law schools or we may be forced to reduce the Competition to ELSA country members with the confines of the European Union's WTO department. Unfortunately there may be problems with the EU suggestion because not all ELSA members are EU members. Furthermore, we have to decide the role that we wish for the WTO to play and I would suggest that you do everything to keep this competition under your control, otherwise I can definitely see it going to Georgetown University the International Institute for Economic Law (Prof. J.H. Jackson).

We must stress to our members that this is an opportunity for them to be involved with not only the WTO but all the associated NGO's and private lawyers that support the system. In addition, the contacts that ELSA groups will make from non-ELSA countries will assist them in their future legal careers. ELSA has been congratulated for having the courage to run a European based competition involving the WTO. "It is very good that ELSA has made this first attempt of a moot court on international trade law. International trade law is, as you know, a relatively new field of teaching originally, especially in Europe. <...> Thanks to the efforts of ELSA and your enthusiasm, things are changing in Europe. This is important for a variety of reasons. I have never considered it to be particularly useful to have just 1 pool in the world of international trade law, on the other side of the Atlantic. It is indispensable that in this respect similar pools have developed in Europe, and they should also develop of course in Asia and Latin America." Prof. Claus-Dieter Ehlermann (Wilmer, Cutler & Pickering, Belgium; Chair of EC Law at the European University Institute, Chairman of the WTO Appellate Body in 2001). If the Competition remains in Geneva it will be easy for future generations of ELSA members to organise it because, in the usual ELSA efficient manner we will develop and build upon our organising skills for WTO Moot Court Competition!

**Structure of the ELSA Moot Court Competition on WTO Law (EMC2)****Terminology:**

EMC2 – ELSA Moot Court Competition on WTO Law

ELMC – European Law Moot Court

ELMC Society – European Law Moot Court' Society

IOC – International Organising Committee of the EMC2

Principles – The Principles of the ELSA Moot Court Competition on WTO Law

ROC – Regional Organising Committee (there could be ELSA ROC or non-ELSA ROC)

WTO – World Trade Organisation

EMC2 maintains a form with numerous choices for the Selection Rounds. This is due to the fact that the Competition is young and there is no downside in experimenting a bit. But as the Competition develops, stability will be the key issue.

It has been recognised that the International Organising Committee of the EMC2 will not be able to handle the growing burden of administration of the Written Rounds of the EMC2. If the decision is taken by the Council to proceed with the EMC2 as a global project aimed at improving legal education and understanding of international trade law around the world, and offering our members to become more professionally skilled; then the structure of the entire Competition has to be rethought of and embedded in the Principles of the EMC2 for future reference. We have to be careful to think about these changes from the point of view of the Competition organisers two years down the road.

It is no surprise that due to the popularity of the Competition there is a need for stability in its structure. Of course, ELSA recognises its boundaries and limitations and will not let the IOC risk the reputation of ELSA International. Nevertheless, the decision has to be taken at this ICM to allow for long term planning, and to authorise the IOC not only to work on the Competition of that particular year. The IOC, together with VP AA ELSA International, should also work to develop the Competition not only to implement it at a given moment.

For this Input Paper the VP AA ELSA International sought the opinion of academics and moot court specialists (Prof. Letizia Rachella-Sergi and Prof. Peter van de Bossche). They both agreed that the fact that this was really a “finals moot” and that the process of selecting the teams via their memorials was a very good idea. The difficulty with this process, however, was seen with the situation where the Competition grows. ELSA will need to ensure that there are enough “experts” to judge the Written Round. And with the pace the number of interested teams from all over the world will grow, it might cause too many difficulties. Given the enthusiasm of this year's judges, we will, they think, be overwhelmed by the people who wish to be involved. Nevertheless, we have to manage these resources very smartly. With respect to the selection process via an ELSA national round, this presents more problems. Both Prof. Rachella-Sergi and Prof. Bossche totally understand why ELSA holds these rounds and would not like to discourage any

development of advocacy competition or skills in European countries. The problem, they think, would occur when such disparity between the top memorial teams and national winners arise. Therefore, ELSA should seek to solve this problem, concentrating on its members and ELSA countries, but bearing the rest of the WTO member states the teams from which are very eager to gain and share the mooted experience.

### **Possible Form of the EMC2**

Assuming we open the Competition to the teams from all WTO countries, we could have the following geographical division of the EMC2:

- 1) ELSA countries
- 2) The "Rest of the World"

(It is only fair to have such division with particular emphasis and attention to the first item listed above, because we are EUROPEAN Law Students Association. I am sure we all agree there is no need to discuss this in depth.)

Thus we could have a twofold, clearly divided and manageable system, which could be structured as follows.

### **I ELSA Countries**

Teams from ELSA Countries would be selected through 4 ELSA Regional Rounds organised by local (or national) groups. Latter would be selected 13 months before and sign a memorandum of understanding with ELSA International/the IOC. The IOC would take care of the Written Memorials and marketing material, website, rules, case etc. ELSA groups would benefit from the established pool of judges by having their workload reduced in a way that at least half of the Panel of the Regional Rounds would be selected from the international Pool of Judges and the other half would be nominated by the organising local/national group. Furthermore the ELSA ROC would not have to worry about scoring of written memorials, drafting the Rules, finding the case and a part of the Panel. The Competition would benefit from uniform scoring and keeping externals closely involved with the Competition. One team per one law faculty rule would stay and 10 – 12 teams could take part in each Regional Round. That would amount to over 40 teams coming from various national ELSA groups (Selected either through National Rounds or through Written Round, please refer to the paragraph below) participating in a high quality ELSA event. The ELSA Regional Rounds would not be geographically bound (just like in ELMC), but, of course, the IOC would take care of team allocation bearing in mind their country of origin. This structure would also encourage national ELSA groups which would otherwise never organise a MCC to do one, because they would be given some support (they don't have to take care of correcting memos or find a case or to find the judges, and, would be allocated some financial resources).

Is it possible? Yes! Why? Firstly, because local ELSA groups have been organising regional rounds of the ELMC Society for years. Slovakia and Hungary are past examples, where Lithuania and Spain are present. Thus, due to ELMC Society we already have experience in the network it is only time for it to be used for the benefit of

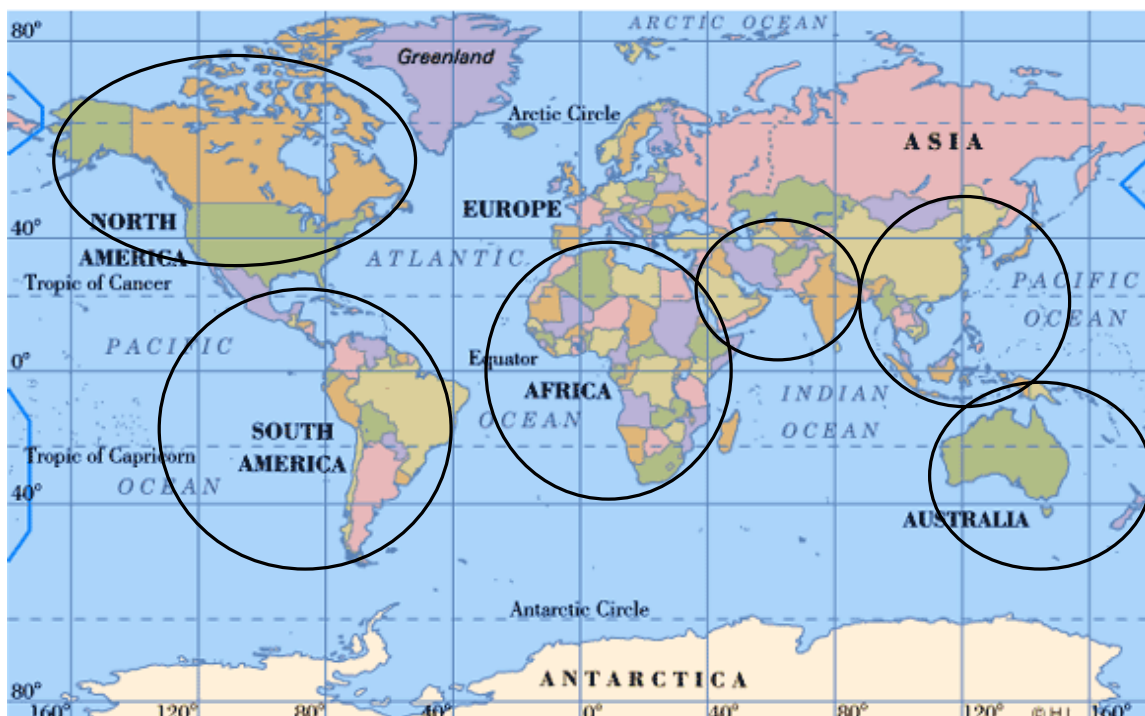
ELSA instead of ELMC. Secondly, there is a possibility to structure the finances in a way that some portion of the Regional Rounds' budget is covered from the Registration fee the IOC gathers from the teams registering for those Regional Rounds, and to leave all the Participation fee of 27 euro per person per day (with event lasting for up to 4 days) to the ELSA ROC. Thirdly, the ROC would be given the authority to fundraise in the name of the EMC2, and trust us when we say, that it is the name to be proud of. Further, the 4 winning teams, since they would come from ELSA, may be exempted from the Participation fee in the Final Oral Round. Such exemption would be financially viable after the year 2006 when we have enough non-ELSA Regional Rounds to pool in money for us (refer to paragraphs on "II The "Rest of the World" below).

## II The "Rest of the World"

ELSA Regional Rounds and Non-ELSA Regional Rounds – organisers and possible number of teams:

- 1) ELSA Regional Rounds (local ELSA groups) – 4 rounds, 8 teams;
- 2) North America/US and Canada/(Georgetown University) – 3 or 4 teams;
- 3) Central and Southern America (COLADIC) – 3 or 4 teams;
- 4) Africa (East African Legal Research & Awareness Centre) – 2 teams;
- 5) Asia I (Moot Court Society of India) – 2 teams;
- 6) Asia II (either university from Hon Kong or Indonesia) – 2 teams;
- 7) Oceania/ Australia and others/(Bond University) – 2 or 3 teams.

Non-ELSA Regional Rounds – geographical division:



The above listed allocation of number of teams coming to the Final Oral Round in Geneva is just an estimation. Though the number of teams would increase dramatically,

the administration expenses and efforts would have to be enlarged by a small proportion. So, the number of teams admitted to the FOR would be decided by the IOC each year along with the fees, bearing in mind the proportionality between number of schools and size of countries getting involved, as well as available ROC (just as is the rule right now).

Regional Round organisers would take care of the Written Memorials themselves thus ridding the IOC of the burden of managing the Pool of Judges with over 40 members. For the oral pleadings part of the non-ELSA Regional Rounds, it must be said, that "The Rest of the World" has much more International Trade Law and WTO Law specialists than the continents between Atlantic or Indian Oceans. Scoring uniformity and quality of assessment of Written Memorials would be ensured by the Bench Memorandum and Judges Handbook drafted by the Case drafter and the IOC respectively. Thus, again, only the burden of Written Memorials coming from ELSA countries would lay on the shoulders of the IOC and the EMC2 Pool of Judges (Advisory Board). Which is only fair since ELSA members are our priority and deserve the treatment they joined ELSA for. Small portion of Registration fee coming from the participants of ELSA Regional Round would be enough to cover the Written Memorials administration expenses.

The money coming from non-ELSA Regional Rounds would be allocated to bring in and accommodate Final Oral Round Judges. Further, teams coming from non-ELSA Regional Rounds would fully cover their accommodation, where teams coming from ELSA Regional Rounds would pay nothing more than required for ELSA events by our Policies. So, it would be up to the IOC to fundraise for the ELSA members' (participants coming through the ELSA Regional Rounds) accommodation and the social programme of the Final Oral Round.

IOC would determine each year how many teams from which Regional Rounds are admitted and the fees that have to be charged in order to maintain financial autonomy of the project. Of course, the teams from ELSA countries would still be charged small registration and participation fees (not more than maximum for an S&C event, until we can completely exempt "ELSA teams" from paying such fee). But future IOCs should not have any problems fundraising for our members since it is their job to serve the network through the Competition. It will be a priority of the IOC (including this year's) to start laying down a firm financial basis for the Competition through finding solid institutional and private (commercial) sponsors and patrons.

### **III Final Oral Round**

Up to 25 teams could be meeting in Geneva for the Final Oral Round of the EMC2 2005/2006. It would, of course, depend on the financial situation of the EMC2 at the moment of launch of the competition on the 1st of September 2005. But, nevertheless, it is realistic to have around 17 teams from "The Rest of the World" coming through the Regional Rounds and 4 more through ELSA Regional Rounds. The question then would be if we have a bench (Pool of Judges) solid enough and if we have the money to host them in Geneva for 5 or, possibly, more days.



As to the Pool of Judges, it should not be a problem to have the 20 – 24 (including special semi-finals and finals panels) judges we would need in Geneva. The next question would be money. The IOCs would, of course, resort to such a big enlargement of the Final Oral Round only if they have income from the non-ELSA Regional Rounds. This could be assured both through this years system of the portion of the Registration fee coming from the non-ELSA Regional Rounds going to the IOC for administrative costs, as well as through fixed payment for organisation of the EMC2 Regional Round. It would be up to the IOC and ELSA International to decide.

If we were to admit the finalists of the ELSA Regional Rounds, that is 8 teams, then, again, the costs would come in question and proportionality of participation of teams from Europe, as opposed to “The Rest of the World” would require solution. But then we could have two Competitions in Geneva: one for the finalists of ELSA Regional Rounds and one for “The Rest of the World” where teams would come through Regional Rounds (as described above). For example, we could “moot off” ELSA finalists on the first day and then hold the international round (Final Oral Round) from second to fourth day.

But, again, this is a possibility to be embedded in the Principles and left for the IOC to decide how the Competition runs during one particular year. We can have limitations such as in the present Principles (once the number of teams in the FOR rises, it can be reduced only with good reasons and only upon consultations with the network).

## **Conclusion**

There are many possibilities for the structure and we need to find one, which works best for ELSA both financially and structurally, without losing the good reputation already acquired. Our academic credibility may be strengthened by high quality international moot court where teams from all over the world are treated fairly and where ELSA member feels an insider (reduction of the fees, national or regional rounds within the network to promote more MCC events and have more teams experiencing oral (regional) rounds etc).

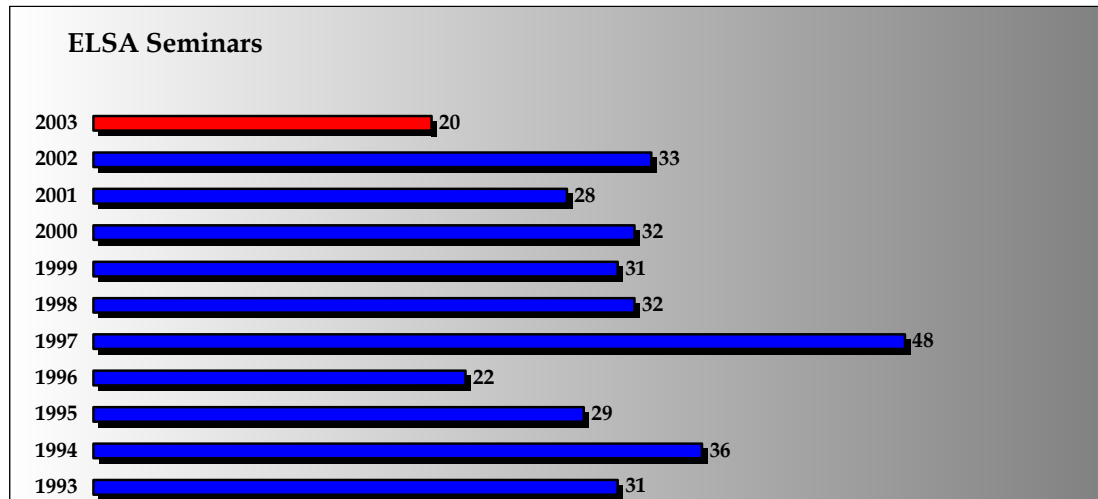
We will have to take this decision in Budva ICM and never look back (except for relevant revision of the Decision Book in the Spring ICM, as stated by the Article 8 of the Principles of the ELSA Moot Court Competition on the WTO Law). Though “never” is a very long period of time, we have to understand that good combination of continuity and progress is the key to professionalism and quality. Of course, every single Council decision is subject to amendment by the Council at any time. That is why a lot of time for the discussion on the Structure of the EMC2 has been allocated. We need to work out a flexible yet stable structure giving enough powers to IOC and enough control to the AAs. It will be a tough job, but we will make it!

Therefore, this Workshop has to take a decision and pass it on to the Plenary of the Council for approval on the Structure of the EMC2. This Structure would be embedded

in the Principles of the EMC2 as of Paris ICM and be applicable, subject to some flexibility measures exercised by the IOC for the purposes of good administration, as of EMC2 2004/2005. It is only true that this would allow ELSA not only to sustain a good project but, also, to gain academic credibility.

**S&C Reloaded****Fact**

The number and quality of International S&C Events decreased dramatically this year. See the chart “ELSA Seminars” below.

**Why?**

The reasons stated during the past ICMs for the decrease of the International S&C Events number was the Organising Committees facing different types of problems, such as:

- Fundraising
- Marketing
- Speakers
- Human Resources

**Action - ELSA International:**

- International Annual Events:
  - Create a tradition of International Annual Events with a special emphasis on Law Schools.
- Communication:
  - Intense communication on the S&C Mailing List, as well as improved communication with National VPs S&C and Heads of Organising Committees.
- S&C Newsletter:
  - Producing a regular Seminars & Conferences Newsletter.
- Speakers from Institutions:
  - Cooperating with Institutions for speakers, materials, logistics, other resources and support.

- EO Archive:
  - Updating the Seminars & Conferences ELSA ONLINE Archive with project descriptions, academic programmes, training materials etc.
- Marketing:
  - Enhancing the promotion of events through a solid cooperation with Marketers.
- Fundraising:
  - Improving the financial stability and support through cooperation with Treasurers and a special focus on the obtaining of Grants.

**Action - National Boards:**

- Encourage all Local Groups to organise International S&C Events:
  - According to the S&C Policies, one of the main responsibilities of the National Boards is to encourage all their Local Groups to organise international events.
- Communication:
  - At this moment the communication on the S&C Mailing List is a one-way communication (22 e-mails from ELSA International and 7 e-mails from the 80 subscribers of the list during August). The National Boards definitely have to improve on this aspect.
- Inform ELSA International:
  - Inform ELSA International (elsa@brutele.be) about the intention of a Local Group to organise an International Event, even if not all the details of the event are set.
- Promotion of the events:
  - Promote all the events appearing on the ELSA International website, [www.elsa.org](http://www.elsa.org), on the National and Local Mailing Lists. Also do not forget to “exploit” the Marketing Materials – Events Posters, Brochures, Flyers, etc - provided by ELSA International.
- Coordination:
  - When one of your Local Groups is organising an International Event, please advise them not to overlap the period of their event with another one already appearing on [www.elsa.org](http://www.elsa.org). This aspect is very important in order to ensure a high number of applications for our events!
- S&C Policies
  - Learn by heart and apply the S&C Policies! Please focus on the Responsibilities for Quality in S&C.

These are only a few steps we have to take towards the S&C Reloaded in 2004!

**Regional STEP Meetings**

Due to the ever growing needs of the network and the problems faced by Steppers in general the need was felt to have Steppers' meetings, apart from workshops at International Council Meetings, and thus the introduction of International STEP Meetings (ISM) as annual events.

During ISMs steppers get the chance to meet up and discuss issues which are directly related to STEP and to their roles as local or national VP STEP officers. One of the problems that have arisen is that the participation during ISMs is not very high and therefore follow up sessions are difficult to hold at an ICM and thus the lack of continuity. The low participation may be due to various facts but one which seems to be recurring is the fact of travel costs.

A way to perhaps solve this problem would be to have Regional STEP Meetings. This will entail groups of countries coordinating and organising STEP Meetings the grouping being done geographically. If this were to happen it would mean that participation would be increased since it would be easier for delegates to meet without having to travel too far. It would also be an ideal situation for STEPers to keep in contact on a more frequent basis, compare difficulties which tend to be common and find solutions to these problems.

This will in no way mean that if, for example, a Regional Meeting is organised by an Eastern European country, a STEPper from a Western European country cannot attend. The meetings will be open to all and reports of these should then be passed on to VP STEP ELSA International and presentations could be given at the ICMs.

This could be an opportunity to promote STEP on a national level and a chance to give local VP STEP officers, who might not otherwise get the chance to attend an international event, full and proper training which is fundamental for the STEP cycle to continue.

## Training and Quality of the Network

### ELSA - The Success Story

This is the story of Johnny and My little Princess, two old ELSA members who are now very successful in life.

Everything began some years before our time, when a 19 years old boy entered university the first time. His name was Johnny.

Johnny came from a very traditional family where male genders from a generation to another were lawyers and joined as soon as they had finished their studies in the huge familial law firm. As he didn't have much of a choice, Johnny entered the law faculty to follow the traditional footsteps. In order to attend the best Romanian university's classes, the "Prodigy's Son" (as his father always calls him) had to move from his parents' sweet home, quite some kilometres away, to Sibiu. At his first day at university, there was a presentation of an association called ELSA. He was a bit amazed by the people in this association because of their enthusiasm and everything - camps, seminars, the flag, all the marketing stuff - brought him the sect to mind his big sister was a member of. But they promoted a soft skills camp without any touch of ELSA which he was very interested in because "Soft Skills is what you need to have success in work and life" (the words of his grandfather, Drac, came as usual banging in his mind) and so he applied.

The camp took place two weeks later in the high mountains of Romania. When their bus arrived, they saw nothing but a house - no city, no pubs, no neighbours, just the house. John remembered his first thought about ELSA and the sect and in order to keep smiling, he forced himself to think about the good program and the excellent speakers and trainers he was about to meet. The second night made all things different when Johnny talked to one of the trainers, Leander - a member of so called the ITP - and he told him about ELSA, the idea behind, all the activities and when Leander started to whistle-blow, Johnny was just sitting there with his mouth open wide, astonished. From this night, he decided to join ELSA.

The rest came very fast: back at his best Romanian university, he was so motivated that he joined the OC for a big conference. Seven months later, there was the Local Council Meeting and Johnny was elected as SecGen. Before his transition, he took part in an ELSA training camp organised for local board members as usual in Romania to get a deeper understanding of the structure of the association. And as he was again en route for transition, his girlfriend Johanna started asking nasty questions: what the hell ELSA really is, why does it take so much time and if it would outrank her. And of course, it didn't improve as Johnny was again away on business for the OYOP session and then actually started his work.

On the other side of Europe, at the same time, My little Princess started her legal studies in Caen. ELSA got her attention by an information booth in her university. She liked the idea and the association at first glance given that she was very keen on studying European law as well as discovering Europe itself with its different minded people. Therefore, to acquaint ELSA, she immediately participated in an ELSA Freshers' Camp -

but not like you may think in France - but in Austria, to see around Europe. There, she felt in love with this association because of all the great activities ELSA offers. Getting active, organising some of the activities or even getting a board position? The answer was no as her priorities were definitely her studies and being the best at university, she thought she needed to dedicate enough time to learn. However, she always participated in the different activities offered by ELSA when she had a bit of free time. The Institutional Visits was definitely what she liked the most; for example in the Supreme Judicial Court in Paris where she got opportunities to make good contacts which maybe could have been useful for her career.

Some weeks later, there was the chance for My little Princess to take part in the French Moot Court Competition which she seized. As her team was really successful, they afforded being in the final round taking place in the capital city of France, so it happened that during the same period of time, ELSA Paris had a Study Visit with ELSA Sibiu. Naturally the guests from Romania, in between them Johnny, attended the final trial. When Johnny saw My little Princess the first time, sitting on the table of the lawyer with this oversized robe, he found her very pretty looking. My little Princess's team was more persuasive than the others and so she won the Moot Court Competition. The evening came and there was a big Theme party , with, of course, the ELSA members from Sibiu. Johnny was dressed in camouflage. After a few glasses of Limoncello and Palinca, he finally found his courage to address her by saying: "Can I be your soldier tonight" Well, you all know pretty well how the night ended.

The next day, when My little Princess woke up, Johnny was already gone. There was just a little note with the words "It was nice meeting you!" She was a bit disappointed and couldn't avoid thinking of him - she had felt in love. But how to meet him again? Romania is not really next to France! As ELSA Paris had the contacts of ELSA Sibiu, My little Princess wrote him some emails - but no answer got back to her. She was really in desperation and so she decided to fly to Romania. There was a seminar in Bucharest and she hoped to meet him there as he told her that he would run for the Romanian national board.

And she was right. Johnny wanted to be active on the national level and was one of the three candidates. However, during this time period, his parents got anxious about their 'Prodigy's Son'. He had spent so much time for ELSA that his marks were average and as they payed a lot of money for his studies, they were really annoyed and worried. Johnny for some time tried to explain them what was ELSA and how it could help his future career as lawyer of the great familial law firm. Hopefully, they accepted the fact although they kept on having arguments each time Johnny's marks were out. However, being witnesses of their son's improvements in his soft skill and glad that this association was non political (which could have created some problems in the high legal Romanian society), they finally decided to support his action and his investment in ELSA.

On another level, as he spent more and more time in ELSA, it was his girlfriend's, Johanna, turn and she threatened him of braking up their relationship when he got elected on the national board. As he won the election campaign and was the new

Secretary General of ELSA Romania, the threat became true and he found himself without a girlfriend anymore and with still more astounded parents.

Right after his transition, Johnny went again in the mountains, to one of the regional training events for national board members where they had advanced trainings, in order to help them fulfilling their ELSA tasks by preparing them the best way. While he was still supposed to be in the Alps, he attended the National Council Meeting of ELSA Italy in Milano where he met quite a few of his new friends he got to know in ELSA. Therefore, this was the motive for not attending the seminar in Bucharest.

Directly after the start of his term, the OYOP meeting of ELSA Romania took place. There Johnny was the one who really insisted on visiting the International Board in Brussels as soon as possible, in order to have good contacts with the people working there. But the rest of the board preferred to meet the Polish national board. The trip to Brussels was postponed.

October came and therewith the ICM with its hot topics. There were a lot of discussions about STEP, EMCC and the recruitment of new members. During the final plenary, Nadja, the president of ELSA Romania, recognised that it would be a good idea to meet with the International Board. Finally, Nadja and Johnny decided to go to the ELSA House to meet the IB there.

It took a while before My little Princess could actually get rid of the “Johnny’s syndrome” but she finally managed to laugh about herself and how simple-hearted she was. Life in Caen was going on and in autumn, My little Princess decided that a traineeship abroad would definitely improve her CV. Of course, the first idea which popped out of her mind was the very famous STEP and so she did the necessary. She was very happy when she was accepted for a traineeship in a big law firm in Brussels.

On the 1<sup>st</sup> of March, My little Princess was ready to enter the big world. She was quite impressed by the work done there. One of these evenings, there was a party organised by the IB in the ELSA House for all the STEP trainees in Brussels and around. My little Princess looked forward to this event as she thought that ELSA parties were always very fun. She prepared herself for this party during three hours, showering, dressing up, brushing her long brown hair and finally making up. She didn’t know why – she just felt like it.

Arriving in 239, Boulevard Général Jacques, My little Princess couldn’t believe her eyes. The one opening the door was Johnny. The Romanian board had planned to visit the IB in order to prepare the spring ICM. Johnny’s only words were: “What are you doing here?” and then it was so called “love on the second sight” for him. My little Princess was really shocked and didn’t know what to do –to punch him, to spit on him or to kiss him. She found the easiest solution, came in, passed in front of him and went straight to a girl she knew from another party. Johnny was so disappointed.

Nadja came and asked him what happened, because he had entered the house joyfully and even thought about running for the IB since this house had a lot of Spirit. Johnny told her the whole story and she gave him some advices...

Today, My little Princess is still touched by the deep red roses in Johnny’s mouth when he kneeled in front of her to tell her that he was in love. Although it was eight years ago,



they are married now, both working in London and ... but do not tell them as they do not know yet ... will have their first baby in eight months.

## **Guidance on Grants for Projects**

There is no better source for fundraising than foundations. Their field of activity is to support projects financially and the donors thus want groups to ask for money. It is as simple as that.

Take the following advices as general guidelines, there is no absolute truth and every project is in itself unique. Also bear in mind that ELSA as a network has possibilities to give you lot information – use the network. If you wish for additional information, the Director for Grants Kristina Juth is more than happy to help you. The ELSA Handbook on Grants will be created during this year, but in the meantime hints about grants will be posted on the e-mail lists of ELSA.

### **Criteria of the Grant**

When you have set the frames for your project you can start looking for a grant. If you want to, you can use a different approach: first check which grants exist and plan your project based on the grant criteria. Use the list of foundation data which is included in this package and check the webpage: [www.eurodesk.org](http://www.eurodesk.org) for more information. The criteria of a grant are the set rules on what kind of project the foundation supports. Thus the criteria decide whether your project is eligible or not. Read the guidelines given by the foundation thoroughly. Are the theme and the structure of your project according to the criteria? Do not hesitate to change your planned project, if you realise that it does not fit reality.

Public grants, as for instance the Youth Programme of the European Commission has very exact criteria, whilst private grants can be more flexible. If you are not sure if your project is eligible, look for more information on the grant and the foundation.

### **Get Information**

Most international foundations provide information on the kinds of work they support in the form of annual reports, funding applications, guidelines, charters, and in some cases regular publications. Such information can tell you how many grants a donor awards each year, how large their average grants are, what kind of organisations they usually support and what their guiding philosophy and history is. Read it carefully. This will help you to prepare a funding proposal which is likely to be supported, and will also save a lot of time and trouble because you may discover that a particular donor is not appropriate for the project you are proposing. Be curious about funding sources as you may learn that the foundation has ties to political or religious interests that are inappropriate for ELSA. Do not forget that we have our statutes and standing orders and ELSA is a non-political and independent organisation (see Articles 4 and 47 of the Statutes).

### **Seek support from more than one source**

Sometimes a foundation will only be able to award partial support for a project – do not let this stop you. You should pursue the rest of the funding from other sources. The

additional funding should be relatively easy to find, as many foundations feel more confident supporting a project once another donor has already committed to supporting it. Receiving funds from more than one source is a good habit to establish. Having more than one donor shows donors that you are resourceful, and not relying solely on their support. It will also contribute to the health of your project if you have a wide base of supports, and if your project does not depend on only one source.

### **Be persistent**

Sometimes even the most well prepared grants applications will be rejected for any reason. Rejections are commonplace and you should not take it personally. You may get a reason for your rejection or not, but you should always try to learn from the donor. Do ask if you can apply again at a later date. Rejections are disappointing but you must continue to look elsewhere for the support you need.

### **Build a relationship with donors**

The best way to build a relationship with donors is simply to communicate and keep in touch with them. It is relatively easy to make a good impression simply by preparing all reports and financial information in time, occasionally sending information on other aspects of your work, and responding to their requests or questions. Sending a thank-you letter is a rule and many organisations forget to do that after receiving support from a foundation. Remember, the program officer of the foundation or donor most often has responsibilities within the organisation and your written communications are important evidence that the foundation is doing its job. Personal, hand-written letters in your own words are very effective ways of letting the donor know your gratitude. Invite them to visit projects, to attend some of your events, send them your marketing materials (with the foundation's name, logo etc). Send postcards for Christmas, New Year, Easter ... Use your imagination but remember that these people are sitting all day in their office and even a phone call can make them happy.

If the foundation cannot support your work now, it may still do so in the future. It is good to keep in touch with some donors who have not yet supported your work, but who have similar interest and fields of activities.

### **Analyse, plan and strategise your project before submitting an application**

Keep in mind the audience for your proposal. Many very good projects are not funded simply because they are sent to an inappropriate donor, or because the project is not adequately described. Before approaching a donor with a proposal you should be able to answer the following questions:

- Does the foundation's field of interest include the type of service or program you are proposing?
- Does the amount of money you are requesting fit within the donor's range? (If not, how do you propose to adapt it?)

- Does the donor support projects in your geographic region?
- Does the donor require an application form? Can proposal be submitted whenever or are there specific deadlines for submission?

Public foundations and some of the private have application forms that should be used, whilst others simply just list what they want you to include in your application. The process of applying is of two types. Private funds normally ask for an initial letter of inquiry and if the donor decides that the project is interesting, it invites you to submit an application. For public grants with fixed deadlines, you can submit the application immediately.

### **Follow up on your grant**

After you received a grant and you spent it in your project, you must provide a full financial report and a final narrative description to your donor(s). Most foundations will inform you as to their particular reporting requirements and deadlines. When you write a thank-you letter to the donor, consider inviting the donor to an event, or to visit the project. Following up your grant in this way is part of developing a long-term relationship with a donor. This will help you to receive funding in the future.

## **EUROPEAN-WIDE AND INTERNATIONAL GRANTS**

### **S&C and AA**

#### **The Westminster Foundation for Democracy (WDF)**

**Webpage:** [www.wfd.org](http://www.wfd.org)

**Sectors of Interest:** Legal Reform, Human Rights, Women's Rights, Independent Media, Civil Society. Priority: Central & Eastern Europe and Commonwealth of Independent States. Conferences and seminars must have a practical element.

#### **Ford Foundation**

**Webpage:** [www.fordfound.org](http://www.fordfound.org)

**Sectors of Interest:** Strengthening democratic values, Reducing Poverty and Injustice, Promoting International Cooperation, Advancing Human Achievements within Asset Building and Community Development, Knowledge, Creativity and Freedom, Peace and Social Justice, Human Rights.

#### **Rights & Democracy**

**Webpage:** [www.ichrdd.ca](http://www.ichrdd.ca)

**Sectors of Interest:** Institution Building, Democracy and Trade, Transnational Justice and Accountability, Democratic Development, Women's Human Rights, Rights of Indigenous People, Globalisation and Human Rights, International Human Rights Advocacy. The project should have a Canadian dimension.

**Mertz-Gilmore Foundation**

**Webpage:** [www.mertzgilmore.org](http://www.mertzgilmore.org)

**Sectors of Interest:** International Human Rights. Not for conferences, seminars.

**Public Welfare Foundation**

**Webpage:** [www.publicwelfare.org](http://www.publicwelfare.org)

**Sectors of Interest:** Criminal Justice, Disadvantaged Children/Youth and Elderly, Environment, Population and Reproductive Health, Health, Community and Economic Development and Participation, Human Rights and Global Security.

**European Programmes**

**Webpage:** [www.eurodesk.org](http://www.eurodesk.org)

**Sectors of interest:** Youth and a lot more.

**S&C mainly****Arthur B. Schulz Foundation**

**Webpage:** [www.absfoundation.org](http://www.absfoundation.org)

**Sectors of Interest:** Wild land Conservation, Global Understanding.

**The German Marshall Fund of the United States**

**Webpage:** [www.gmfus.org](http://www.gmfus.org)

**Sectors of Interest:** Study of International and Domestic policies, Research, Debates within Economics, Environment, Foreign Policy, Immigration and Integration. Projects must have a transatlantic element. Priority region is central & eastern Europe.

**Global Fund for Women**

**Webpage:** [www.globalfundforwomen.org](http://www.globalfundforwomen.org)

**Sectors of Interest:** Female Human Rights related issues, namely, Peace, Ending Gender-based Violence, Economic and Environmental Justice, Advancing Health and Sexual and Reproductive Rights, Civic and Political Participation.

**Swedish International Liberal Centre**

**Webpage:** [www.silc.liberal.se](http://www.silc.liberal.se)

**Sectors of Interest:** Building Democracy. Projects should have a Swedish dimension.

**Fondation Robert Schuman**

**Webpage:** [www.robert-schuman.org](http://www.robert-schuman.org)

**Sectors of Interest:** Building Democracy, Prevention of Ethnic Conflicts, Support Social Debate, Building the Europe of Tomorrow.

**Oak Foundation**

**Webpage:** [www.oakfnd.org](http://www.oakfnd.org)

**Sectors of Interest:** Youth, Trafficking, Abuse, Human Rights, Women's Rights.

**Rockefeller Brothers Fund**

**Webpage:** [www.rbf.org](http://www.rbf.org)

**Sectors of Interest:** Democratic Practice, Sustainable Development, Peace and Society, Special priority is Serbia and Montenegro.

**European Youth Foundation Council of Europe**

**Webpage:** [www.coe.int/Youth](http://www.coe.int/Youth)

**Sectors of Interest :** Youth, Human Rights.

**Council of Europe, Human Rights Education for Youth**

**Webpage:** [www.eycb.coe.int](http://www.eycb.coe.int)

**Sectors of Interest:** Youth, Human Rights.

## REGIONAL GRANTS

### S&C and AA

#### **America's Development Foundation**

**Region:** Eastern, South-East, Central Europe

**Webpage:** [www.adfusa.org](http://www.adfusa.org)

**Sectors of Interest:** Civic Education, Civil Society Building and Institutional Development, Community Mobilisation and Development, Electoral Processes, Human Rights, Rule of Law, Local Governance, Refugee Return and Reintegration.

#### **Heinrich Böll Stiftung**

**Region:** Germany and abroad

**Webpage:** [www.boell.de](http://www.boell.de)

**Sectors of Interest:** Democratic Involvement, Socio-political Activism, Cross-cultural Understanding, Capacity Building, Civil Society, Democracy, Human Rights, Women's Rights, Environment Protection, Sustainable Development.

#### **East West Management Institute**

**Region:** Countries that are making a transition to free-market economy

**Webpage:** [www.ewmi.org](http://www.ewmi.org)

**Sectors of Interest:** Financial Sector Reform, Institutional Development, Legal and Regulatory Reform, Rule of Law, NGO Development, Privatization, Professional Training.

### Grants mostly pertaining to the S&C

#### **The Youth Programme of the European Commission**

**Region:** Members and pre-accession countries of the European Union, EFTA/EEA members. Some actions open to also other countries.

**Webpage:** [europa.eu.int/comm/education/youth](http://europa.eu.int/comm/education/youth)

**Sectors of Interest:** Youth, European awareness.

#### **National Endowment for Democracy**

**Region:** East, South East Europe, Eurasia

**Webpage:** [www.ned.org](http://www.ned.org)

**Sectors of Interest:** Democratic Development, Political and Economical Freedom, Independent Media, Human Rights, Rule of Law.

**Charles Stewart Mott Foundation**

**Region:** Central-Eastern Europe, Russia

**Webpage:** [www.mott.org](http://www.mott.org)

**Sectors of Interest:** Civil Society, Environment, Pathways out of Poverty, Well-functioning Community.

**Levi Strauss Foundation**

**Region:** Belgium, Czech Republic, France, Germany, Hungary, Italy, the Netherlands, Poland, Spain, Sweden, Turkey

**Webpage:** [www.levistrauss.com](http://www.levistrauss.com)

**Sectors of Interest:** Increasing Economic Development Opportunities, Youth Empowerment, Social Justice, Ensuring Access to an Education.

**Grants for participation in events**

**Institute for Humane Studies, Hayek Fund for Scholars**

**Webpage:** [www.theihs.org](http://www.theihs.org)

**Sectors of Interest:** Individual grant for graduates, faculty members for participating in seminars, conferences.

**Solidarity Fund for Youth Mobility**

**Webpage:** [www.coe.int/T/E/cultural\\_co-operation/Youth/Solidarity\\_Fund](http://www.coe.int/T/E/cultural_co-operation/Youth/Solidarity_Fund)

**Sectors of Interest:** Covers travel expenses for young participants in international projects.



**EMC2 Budget Explanations****Participants:**

For the final round taking place in Geneva, the following costs for the teams of the final round are calculated. The number of participants bases on 16 teams 4 persons each in the final round and team coaches coming with them summing up to 80 persons.

Accommodation: The accommodation is based on a daily amount of 40 euro per person and per day.

Meals: The calculation is based on 20 Euro per person per day.

Transports: Transports from airport to the hotel costs 2 euro per person. Transports from the hotel to the airport costs 2 euro per person.

**Organizing Committee and International Board:**

19 persons are calculated including -International OC (12 persons), International Board (7 persons)

Accommodation: The accommodation is based on a daily amount of 40 Euro per person and per day..

Meals: The calculation is based on 20 Euro per person and day.

Transport: Transport from airport to the hotel costs 2 euro per person. Transports from the hotel to the airport costs 2 euro per person.

**Judges and Externals:**

For the final round in Geneva, 31 externals are expected to come: 25 judges and other 6 persons in representation of sponsors of ELSA International and in representation of sponsors of the EMC2.

Accommodation: The calculation is based on a daily amount of 80 euro per person and per day.

Meals: The calculation is based on 20 Euro per persons per day.

Travel costs: The travels paid for the externals will the one for the judges, no for the sponsors. The calculation is based on an average of 200 euro per person (25 judges).

**Conference:**

An amount of 1,000 euro has been calculated to rent a conference room and equipment (including hiring audio and video system).

**Reception:**

Welcome cocktail for all the participants and the externals.

**Equipment:**

Equipment needed during the daily sessions.

**Awards and presents:**

Little presents for the judges participating at the project. Awards for the winners (winners awards, winning team, best orators, best memorials). The total amount calculated is 2000 Euro.

**Administration:**

The administration covers the costs for the postage to send the information packs to the Universities and to send the copies of memorials to the judges

**Communication:**

This head includes the phone cost between the International Organizing Committee and the International Board and between International Organizing Committee and Judges.;

**Travel IOC:**

The International Organizing Committee has to meet at least one before the final round (6 persons) and be present at the final round (12 persons).

**Travel International Board:**

The International Board has to go in Geneva at least one before the final round (2/4 persons) and be present at the final round (7 persons)

**Marketing:**

To print posters, brochures and welcome package for the event an amount of 2400 Euro has been calculated.

**Web site:**

This head includes the costs for the maintenance of website during the development of the event.

**Unexpected expenses:**

This head includes the unexpected expenses that can be occurred during the development of the event.

**INCOME:**

**Participants:** The fee for taking part in the final round is 27 Euro per person and per day based on 40 ELSA persons (5,400 Euro) and 57 Euro per person and per day based on 40 non ELSA persons (11,400 Euro).

**Registration fee - National Round:** The registration fee has to be paid by every team taking part in each national round. The fee is 50 Euro per each team based on 6 National Rounds (4 teams per each round) for a total of 1,200 Euro.

**Registration fee - Regional Round:** The registration fee has to be paid by every team taking part in the Regional Round. The fee is 100 Euro per each team based on 10 teams participating.

**Registration fee - Written Round:** The registration fee has to be paid by every team taking part in the Written Round. The fee is 200 Euro per each team based on 30 teams participating.

<b>EMC2 -DRAFT BUDGET (All figures in Euro)</b>	Total Accom. - Judges	Total Accom. Rest	Lunch	Dinner	Transp.	Rec.	Conf.	Equip.	Awards/ Presents	<b>Total per day</b>
Tuesday, 20/04/2004	2480	3960	650	1950	260	0	0	100	0	9400
Wednesday, 21/04/04	2480	3960	650	1950	0	0	0	100	0	9140
Thursday, 22/04/04	2480	3960	650	1950	0	0	0	100	0	9140
Friday, 23/04/04	2480	3960	650	1950	0	0	1000	100	0	10140
Saturday, 24/04/04	2480	3960	650	1950	260	2000	0	100	0	11400
Sunday, 25/04/04	0	0	0	0	0	0	0	0	2000	2000
<b>Total per item</b>	12400	19800	3250	9750	520	2000	1000	500	2000	<b>51220</b>

Participants & coaches	80
OC+IB	19
SubTotal	99
Judges + Externals	31
Total	130

<b>Accommodation Costs</b>	Cost per day	No. of days	Total
Judges (25) + Externals (6) = 31	80	5	400
Participants (64) + coaches (16) = 80	40	5	200
OC (12) + IB (7) = 19	40	5	200

<b>Costs per day</b>	
Lunch pp	5
Dinner pp	15
Local transport pp	2

<b>OTHER EXP. EMC2</b>		<b>All figures in Euro</b>	
Administration	Information packs for Universities, postage inc.	890	
	Copies of memorials, postage (memorials for judges)	890	
	Total		1780
Communication	Phone, IOC/IB	500	
	Phone, IOC/Judges	500	
	Total		1000
Travel	Judges	5000	
	International OC	5000	
	International Board	2000	
	Total		12000
Marketing	Posters	1000	
	Brochures	1000	
	Welcome Package	400	2400
Web site	Maintenance	400	
			400
Unexpected expenses		1000	
			1000
<b>Total (Other expenses)</b>		<b>18580</b>	<b>18580</b>
<b>Total expenses</b>		<b>69800</b>	

**Income**

(All the figures in Euro)

<b>Participation Fee</b>	<b>16.800</b>
<b>Registration Fee - National Rounds</b>	<b>1.200</b>
<b>Registration Fee - Regional Round</b>	<b>1.000</b>
<b>Registration Fee - Written Round</b>	<b>6.000</b>
<b>Externals</b>	<b>44.800</b>
<b>Total</b>	<b>69.800</b>

**Saldo**

(All the figures in Euro)

<b>Total expenses</b>	<b>69.800</b>
<b>Total Income</b>	<b>69.800</b>
<b>Saldo</b>	<b>0</b>

**Membership Fee calculation according to the IB proposal**

<i>Members</i>	N. of Local groups		GDP	Groups by PPP		M. FEE
			(PPP\$)			
Austria	5	five	26.730	133.650		497,29
Belgium	7	seven	25.520	178.640		664,70
Bulgaria	1	one	6.890	6.890		25,64
Croatia	4	four	9.170	36.680		136,48
Czech Republic	4	four	14.720	58.880		219,09
Denmark	2	two	29.000	58.000		215,81
Estonia	1	one	10.170	10.170		37,84
Finland	4	four	24.430	97.720		363,60
France	7	seven	23.990	167.930		624,85
Germany	42	forty-two	25.350	1.064.700		3.961,62
Greece	3	three	17.440	52.320		194,68
Hungary	4	four	12.340	49.360		183,66
Iceland	1	one	29.990	29.990		111,59
Ireland	3	three	32.410	97.230		361,78
Italy	21	twenty-one	24.670	518.070		1.927,67
Kazakhstan	2	two	6.500	13.000		48,37
Latvia	1	one	7.730	7.730		28,76
Lithuania	3	three	8.470	25.410		94,55
Rep. of Macedonia	1	one	6.110	6.110		22,73
Malta	1	one	13.160	13.160		48,97
The Netherlands	6	six	27.190	163.140		607,02
Norway	3	three	29.620	88.860		330,64
Poland	14	fourteen	9.450	132.300		492,27
Portugal	9	nine	18.150	163.350		607,80
Romania	8	eight	5.830	46.640		173,54
Serbia-Montenegro	4	four	2.560	10.240		38,10
Slovak Republic	4	four	11.960	47.840		178,01
Slovenia	2	two	17.130	34.260		127,48
Spain	7	seven	20.150	141.050		524,83
Sweden	5	five	24.180	120.900		449,85
Switzerland	9	nine	28.100	252.900		941,01
Turkey	3	three	5.890	17.670		65,75
United Kingdom	7	seven	24.160	169.120		629,27
Ukraine	4	four	4.350	17.400		64,74
			Sum-of- Groups- by-PPP	4.031.310	Total	15.000,00
<i>Observers</i>						
Bosnia-Herzegovina	3	three	5.970			50,00
Georgia	3	three	2.560			50,00
Russian Federation	12	twelve	7.100			50,00
					Total	150,00

It has been considered a Global Membership Fee of 15,000 euro.

All the figures of Membership Fee (column M FEE) are expressed in euro

## National Boards

**International Annual Events – ELSA Norway****Top priority of the S&C and the entire network**

As stated during the “State of the network” sessions at the previous ICM’s, a number of local and national events are taking place within the network every year is rapidly decreasing. Thus we have to relentlessly dedicate our effort to solving this problem.

Having blatantly faced our problems, the solution should be – to take action. The most effective of which could, most probably, be the organisation of the annual events. As it was seen by the network and the International Board, stressing the necessity and the advantages of the international annual events would bring us to the point where the Association would not only increase the number of events, thus truly adding to the improvement of legal education in Europe, but, also, would build a reputation as provider of possibilities for its members to acquire numerous skills and various knowledge.

Last year we focused on making the events annual. This year we should take one step further, and concentrate on making these events accessible to the law students from the entire network. “Yes! Let’s make them international!” Let’s stop sitting in every corner of Europe “playing” an international association – let’s BE ONE!

According to the One Year Operational Plan 2003/ 2004 the Top priorities for this year shall be the following:

- Quality of the Network
- International Annual events
- ELSA Moot Court Competition - EMCC

If, as might be seen from the above, this catches the opinion of the entire network and puts it in the realizable perspective, we should be able to define it, plan the implementation of it and assess the results in 12 months.

**“[...] International Annual Events****Definition:**

International Annual Events with emphasis on law schools will be promoted and coordinated in order to increase the number and quality of Seminars & Conferences events.

**Objectives:**

- 10 international annual events
- 6 law schools
- 50 international Seminars & Conferences

**Tools:**

- Sending regularly the Seminars & Conferences Newsletter
- Cooperating with institutions for speakers, materials, logistics etc...
- Updating the Seminars & Conferences ELSA ONLINE Archive
- Cooperating with marketers for promotion of Seminars & Conferences
- Cooperating with treasurers with a special focus on grants for law schools".

As seen above, the international annual events are stated as one of the top priorities for the current term in ELSA. Taking this into consideration and with a network willing to take action, we should be able to reach our common aim – to get the S&C on the level of its real capacity.

#### **The plain and simple recipe for an annual event:**

1. Form the OC and find a topic;
2. Fundraise/ apply for grants;
3. Find speakers;
4. Sort out the academic and the social programme;
1. Market it!
2. Repeat the task #1 next year!

Almost... But, referring to the presentation on annual events at the Alanya ICM made by the representatives from the Law School in Dubrovnik and the annual seminar in Copenhagen it is basically not far from as stated above.

#### **So – how come that is so easy?**

Basically it's like biking, once you've done it once, you know how to do it. Contacts and approaches are always easier to make the second time.

#### **Regarding the fundraising and the sponsors:**

- You know who to contact.
- You know what they want and what they expect
- They know if you satisfied them last year.
- They know what they get.
- And you get what you want....MONEY!!!

#### **Lecturers, professors and speakers:**

- You know who to contact.
- You know what they know.
- You know what they want to lecture about.
- They know you.

#### **Social programme**

- Take advantage of the contacts you made last year.



- Hopefully, you can use the hotel again...

### **Marketing**

- You have made your contacts.
- Having organized a terrific event, your next one will market itself.

So, no excuse! Repeat your successes – and make your annual event international