



The European Law Students' Association

Proudly Presents

**THE XLIX
INTERNATIONAL COUNCIL MEETING**

IN

LONDON, UNITED KINGDOM

19TH - 26TH MARCH 2006

CORPORATE PARTNERS:



WEBSITE DEVELOPMENT PARTNER:



IT PARTNER:



AUDITING PARTNER:



GENERAL INFORMATION

FOREWORD

Dear All,

The preparations for the XLIX have been quite different than what the International Board experienced before the Malta ICM. It has been troubled times and difficult times, which all in all resulted in the discharge of the ICM Host only five weeks before the start of the Council Meeting. However, the International Organising Committee that has been set down and lead by the International Board is prepared to make this ICM happen. Although it may seem that the ICM will not be as fantastic as expected nor as splendid as hoped, the most important thing remains; the ICM will go on! The sole reason for this is the lovely people in this Association that cares about the Network and voluntarily said YES to help out. I would like to take the opportunity to thank you all for being supportive in this difficult period. You are the people that make us in the International Board find the strength, energy and motivation to go on. Thank you!

In these Working Materials I trust you to find all the information required to fully prepare for a week of Workshops and Plenaries. The Agendas, Proposals and Input Papers will enable you to take part in and make the discussions as fruitful as possible. Likewise, filling in the Area Inquiries will provide your National Group with a tool to gain an overview of the work you have accomplished this winter, and come prepared to present your National Group in the Workshops.

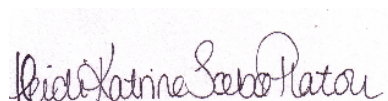
In addition, I would like to remind you that you will be able to find the Statutes and Standing Orders of ELSA International, the Council Meeting Decision Book, Minutes from the Malta ICM, as well as the Two Year Tactical Plan in the ELSA ONLINE Archive.

I would also like to take the opportunity to underline the importance of National Groups being present in as many Workshops as possible to facilitate the discussions and represent the views and opinions of their National Group. Share your delegates!

I hope to see as many of you present at the ICM as possible and keep up the Spirit; Let's Celebrate Good Times - Come On! With these words, I will leave the rest of these pages to you.

Until London I remain,

Yours,



Heidi Katrine Sæbø Platou
Secretary General
ELSA International

TABLE OF CONTENT

GENERAL INFORMATION	2
FOREWORD.....	2
TABLE OF CONTENT.....	3
REMINDERS	5
General	5
International Board 2006/2007.....	6
Spring ICM 2007 and Autumn ICM 2007	7
The Council Meeting Guide for Newcomers and Experienced Users.....	8
MEMENTO.....	10
AGENDAS AND TIMETABLES.....	12
ICM TIMETABLE	12
PLENARY.....	13
Draft Agenda	13
BOARD MANAGEMENT, EXTERNAL RELATIONS AND EXPANSION	17
Timetable.....	17
Draft Agenda	18
INTERNAL MANAGEMENT.....	25
Timetable.....	25
Draft Agenda	26
FINANCIAL MANAGEMENT	33
Timetable.....	33
Draft Agenda	34
MARKETING	40
Timetable.....	40
Draft Agenda	41
ACADEMIC ACTIVITIES.....	48
Timetable.....	48
Draft Agenda	49
SEMINARS & CONFERENCES.....	57
Timetable.....	57
Draft Agenda	58
STUDENT TRAINEE EXCHANGE PROGRAMME	65
Timetable.....	65
Draft Agenda	66
ACTIVITY REPORTS.....	73
INTERNATIONAL BOARD 2005/2006	73
Josefin Björklund, President	73
Heidi Katrine Sæbø Platou, Secretary General	75
Wouter-Jan Brookman, Treasurer.....	77
Mircea Șerban Moraru, Vice President Marketing.....	79
Leo Vojčík, Vice President Academic Activities	81
Julianna Koppány, Vice President Seminars & Conferences	83
Katia Giroto, Vice President Student Trainee Exchange Programme	85
DIRECTORS ELSA INTERNATIONAL 2005/2006.....	87
Maria Moguilnaia, Director for the 25 th Anniversary	87
Ida Lindholm, Director for Advertisements.....	89
Jana Härtling, Director for Human Rights	90
Paula Calatan, Director for Moot Court Competitions.....	91
Giovanni Jaerisch, Director for Training.....	92

PROPOSALS.....	93
INTERNATIONAL BOARD	93
BEE Decision Book Amendments.....	93
Audited Interim Accounts - Financial Year 2005/2006.....	98
Revision of the Budget - ELSA International Financial Year 2005/2006	99
Budget - ELSA International Financial Year 2006/2007	108
MAR Decision Book Amendments.....	116
AA Decision Book Amendments	118
S&C Decision Book Amendments	119
NATIONAL GROUPS.....	122
Proposal by ELSA Germany	122
Proposal by ELSA Germany and ELSA Italy	123
Proposal by ELSA Portugal	125
INPUT PAPERS.....	129
INTERNATIONAL BOARD	129
Fundraising.....	129
Buddy System.....	131
State of the Network.....	133
Transition	135
Interim Accounts - Financial Year 2005/2006	136
Auditors' report for the Interim Accounts 2005 - 2006.....	139
ELSA SPEL, ELSA Law Web and ELSA GLSE	142
Guidelines on organisation of the Final IFP Conference.....	144
THE INTERNATIONAL ORGANISING COMMITTEE (IOC) FOR THE ELSA MOOT COURT COMPETITION ON WTO LAW (EMC ²)	146
Change in the organisational structure of the EMC ²	146
NATIONAL GROUPS.....	149
ELSA Germany Input Paper on Local Group Management while implementing the Buddy System.....	149
ELSA Germany Input Paper on the concept of National Group transition.....	153
ANNEXES	155
COUNCIL OF EUROPE QUESTIONNAIRE	155
ELSA's activities related to the Council of Europe 2002 - 2006.....	155
AREA INQUIRIES	158
BEE Inquiry.....	158
IM Inquiry	161
FM Inquiry	165
Marketing Inquiry.....	167
AA Inquiry.....	170
S&C Inquiry	172
STEP Inquiry.....	174

REMINDERS**General**

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

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

To be prepared for Workshops...

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

To be prepared for the stay...

- ✓ Make travel arrangements to be in London in time for the opening of the ICM at 14:30 on Sunday 19th of March;
- ✓ Bring smart clothes for the Plenary and Sponsors' Fair;
- ✓ Rehearse your performance for the ELSA VISION CONTEST!

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

- ✓ Decide to be a Workshop secretary;
- ✓ Consider being a Plenary hero;
- ✓ Consider hosting the ICM in Spring 2007;
- ✓ Consider hosting the ICM in Autumn 2007;
- ✓ Consider running for the International Board 2006/2007.

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

- ✓ No need to mention your NATIONAL DRINKS!
- ✓ Good mood and sunny smiles!

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

Then please visit the ICM Website at:

www.icm-online.org

Or write an e-mail to the Organising Committee:

info.icm.london@gmail.com

International Board 2006/2007



The European Law Students' Association

**Have you ever thought about working for
something bigger than your self?**

Ever dreamt of living in the ELSA House?

This is your big opportunity:

THE TIME IS NOW!

MAKE A DIFFERENCE FOR ELSA:

**RUN FOR THE INTERNATIONAL
BOARD 2006/2007!!**

Spring ICM 2007 and Autumn ICM 2007



The European Law Students' Association

**SPRING ICM 2007
AUTUMN ICM 2007**

Have you ever danced the night away at the ICMs?

Spent hours on interesting discussions in the Workshops?

Enjoyed participating in Trainings?

Or just experiencing another city, another country, and another
scenery?

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

This is it:

**APPLY FOR HOSTING AN
ICM!!**

The Council Meeting Guide for Newcomers and Experienced Users

What is an International Council Meeting?

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

What is a Workshop?

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

You may think it is odd 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 with 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 Marketing of ELSA International and attended by National Marketing officers.

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

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

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

What is a Workshop officer?

There are four Workshop 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/her 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 that you can be a good Workshop officer, contact the relevant member of ELSA International as soon as possible to volunteer. You are expected to attend the Training provided by ELSA International on Sunday evening to acknowledge the detailed guidelines for your task.

What is a Council Meeting officer?

There are from 7 to 9 Council Meetings officers. One Chair, one Vice Chair, two to four secretaries, two tellers, and three members of the nominations committee. The Council Meeting officers ensure that some of the most important tasks at a Council Meeting are carried out.

What is the role of the Chair and Vice 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 International 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 ELSA International, and should always refer to her 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 your National Group's situation with the Treasurer of ELSA International in advance.
- (ii) You have delivered the **Letter of Authorisation** to the Secretary General of ELSA International. Please complete the Letter of Authorisation that was sent to all National Boards together with the ICM invitation.
This letter must include:
 - ✓ The contact details of your National Group;
 - ✓ The names of the delegates of your National Group who are allowed to raise the voting cards during voting;
 - ✓ The names of all other delegates;
 - ✓ The list of Local Groups that are currently Members or Observers of your National Group (please indicate which Groups enjoy what status);
 - ✓ Two signatures from the National Board members authenticating the letter.

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

Reporting Time

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

- Delegates are present in all Workshops;
- Delegates are on time, especially in the morning (in case needed, wake them up);
- Delegates are informed about all practicalities;
- Delegates are summoned during the reporting time 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 the ICM and the Workshop timetables). The Head of Delegation is responsible for gathering the National Group. This is the moment when the delegation meets and discusses important matters brought up in the Workshops and in Plenary. This is also the right moment to create a good spirit in your delegation, since you are supposed to work together in ELSA for one year and an ICM is the right place to create friendship inside your National Team.

ELSA Vision Contest

We expect you to prepare a presentation of your National Group or if you decide a sketch about anything funny that happened during the year. So, why don't you come up with something thrilling and enthusiastic? The imagination is yours and the spotlight as well. Once again, we will have a performance of The ELSA Vision Contest. So strike a pose and grab the limelight!

Workshops

Only delegates, who have been authorised by their National Group, will be able to vote in the Workshop. To facilitate the discussions in the Workshops and to make sure that the opinions and experiences of your National Group are represented in every Workshop, please make sure that your National Group has at least one delegate present in as many Workshops as possible.

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.

Elections of Host for the Spring 2007 and Autumn 2007 International Council Meeting

As there was not elected any ICM Host at the ICM Malta Autumn 2005, the Council in Malta decided to give the International Board a proxy to decide on the ICM Host Autumn 2006. The host for the forthcoming ICM has been appointed and will be ELSA Ankara, an event which will take place in November 2006. To not end up in the same situation again, the International Board hereby urges the Network to search for the best possible candidates. Therefore, if you are thinking about organising an ICM in your country in March 2007, 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 will have the opportunity to make a nice presentation in Plenary. 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.

Elections for the International Board 2006/2007

At the Spring International Council Meeting, the seven members of the International Board for the upcoming year are elected. A year on the International Board is an unforgettable experience; both on a professional and personal level the members of the International Board develop their skills. Besides working together, the seven International Board members live with their team mates in the ELSA House in Brussels, putting them through the ultimate test of cultural understanding.

During their term in office, the International Board members will prepare and coordinate the work of the ELSA Network through the daily running of the Association, and also during International Council Meetings. Furthermore, the International Board members travel to National Council Meetings and sponsors' meetings, organise the EMC², and get to meet and work with motivated ELSA members from all over Europe. While devoting themselves to our organisation, they acquire top management experience, and project management skills.

We know there are plenty of competent candidates out there - perhaps you are thinking of running yourself? Please make sure to hand in the nomination sheet to the Nomination Committee before Midnight Monday 20th March.

AGENDAS AND TIMETABLES

ICM TIMETABLE

	Sunday	Saturday	Tuesday	Wednesday	Thursday	Friday	Saturday
07:00	Arrival & Registration of the Participants	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
07:30							
08:00							
08:30							
09:00							
09:30							
10:00							
10:30							
11:00							
11:30							
12:00							
12:30							
13:00	Lunch	Lunch	Lunch	Lunch	Lunch	Anniversary Ceremony	Final Plenary
13:30							
14:00	Opening Plenary	Workshops	Report Time	Free Time for sightseeing	Workshops	Anniversary Conference	Final Plenary ...
14:30							
15:00							
15:30							
16:00							
16:30							
17:00							
17:30							
18:00							
18:30							
19:00	Dinner	Dinner	Dinner	Dinner	Dinner	Free Time	Dinner
19:30							
20:00	Free Time	Free Time	Free Time	Dinner	Free Time	Transport	Dinner
20:30							
21:00	Welcome Party	Pubcrawl	Cowboy/ Cowgirl Party	ELSA party, ELSA Vision Contest	Party	Gala Ball	Farewell Party
21:30							
22:00							
22:30							
23:00							
23:30							
00:00							
00:30							
01:00							
01:30							
02:00							
02:30							
03:00							
03:30							
04:00							

PLENARY**Draft Agenda**

Sunday, 19th March 2006 (Morning; 14:30 – 17:00)

- Morning Arrival and registration of the participants
- Morning Payments due to ELSA International and delivery of Letters of Authorisation
- 14:30 Introduction of the members of the International Board by ELSA UK
Amber Slamaite
- 14:35 Opening of the Council Meeting by the President of ELSA International
Josefin Björklund
- 14:40 Presentation of the Directors of ELSA International
Josefin Björklund
- 14:45 Welcoming of Council Guests and Externals
Josefin Björklund
- 15:00 Presentation of the Organising Committee of the Council Meeting
Wouter-Jan Brookman
- 15:15 Announcement of the list of votes by the Secretary General of ELSA
International
Heidi Katrine Sæbø Platou
- 15:20 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)
Heidi Katrine Sæbø Platou
- 15:25 Election of the Chair of the Plenary
Heidi Katrine Sæbø Platou
- 15:30 Election of the other Plenary officers: Vice Chair, two secretaries, two tellers,
three members of the nominations committee
Chair
- 15:40 Approval of the Council Meeting Agenda and presentation of the Council
Meeting structure
Chair
- 15:55 Approval of the Minutes of the Malta International Council Meeting
Chair
- 16:00 Presentation of each area of activity by the members of ELSA International
Chair and International Board

- 16:15 Report from the Munich International Presidents' Meeting
Christopher Carlson
- 16:30 End of the Plenary session
- 17:00 Introductory Workshops
- Board Management, External Relations and Expansion
Josefin Björklund
 - Internal Management
Heidi Katrine Sæbø Platou
 - Financial Management
Wouter-Jan Brookman
 - Marketing
Mircea Şerban Moraru
 - Academic Activities
Leo Vojčík
 - Seminar & Conferences
Julianna Koppány
 - Student Trainee Exchange Programme
Katia Giroto
- 18:00 Workshop Officers Training
International Trainers' Pool

**DEADLINE FOR NOMINATIONS FOR
THE INTERNATIONAL BOARD 2006/07,
AUDITORS AND VICE AUDITOR OF ELSA INTERNATIONAL 2006/07,
COUNCIL GUESTS AUTUMN ICM 2006
AND COUNCIL MEETING HOST SPRING & AUTUMN 2007
IS MONDAY, 20TH MARCH AT MIDNIGHT**

Tuesday, 21st March 2006 (14:30 – 17:00)

- 14:30 Revision of the List of Votes
Heidi Katrine Sæbø Platou
- 14:35 Announcement of Nominations
Nominations Committee
- 14:40 Presentation by ICM Host Candidates, Spring 2007
Chair and Candidates
- 15:00 Presentation by ICM Host Candidates, Autumn 2007
Chair and Candidates
- 15:20 Presentation of the Interim Accounts 2005/06
Auditors' Report
Opinion of the Financial Management Workshop
Chair, Auditors and the Financial Management Workshop Chair
- 16:00 ELSA Development Fund Report
Wouter-Jan Brookman
- 16:10 Question and Answer Time
- 16:30 Presentation by ICM Host, Autumn 2006
ELSA Ankara
- 16:45 Presentation by the International STEP Meeting Host
ELSA Porto
- 17:00 End of the Plenary Session

Saturday, 25th March 2006 (10:00 - ...)

- 10:00 Revision of the List of Votes
Heidi Katrine Sæbø Platou
- 10:05 Announcement of Nominations
Nominations Committee
- Presentation and Approval of the BEE Workshop Report and related
 proposals and recommendations
Chair and Workshop Chair
- Presentation and Approval of the IM Workshop Report and related proposals
 and recommendations
Chair and Workshop Chair

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

Chair and Workshop Chair

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

Chair and Workshop Chair

Presentation of ELS

Michael Ellul Sullivan

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

Chair and Workshop Chair

Presentation and Approval of the S&C Workshop Report and related proposals and recommendations

Chair and Workshop Chair

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

Chair and Workshop Chair

Elections of the Host for the Spring ICM 2007

Chair

Elections of the Host for the Autumn ICM 2007

Chair

Election of the Council Guests for the Autumn ICM 2006

Chair

Election for the International Board 2006/07 and Auditors and Vice Auditor of ELSA International 2006/07

Chair

Miscellaneous

Closing of the XLIX International Council Meeting

The International Board

BOARD MANAGEMENT, EXTERNAL RELATIONS AND EXPANSION

Timetable

	Saturday	Sunday	Tuesday	Wednesday	Thursday	Friday
07:00						
07:30						
08:00						
08:30						
09:00						
09:30						
10:00		Agenda	Analysis SotN	JWS IM Consolidation of the Network	JWS FM Grants session	
10:30		SotN				
11:00		CP Update	Fundraising Regulations of EI			
11:30		ELSA ONLINE				
12:00		Q&A				
12:30						
13:00						
13:30						
14:00						
14:30		JWS STEP			Fundraising in ELSA	
15:00		How to keep sponsors		Report time	International	
15:30					IPM	
16:00					Miscellaneous	
16:30					Closing of WS	
17:00	Introductory WS	Alumni Co- operation			Report time	
17:30	Officers training		Report time	Report time		
18:00						
18:30						
19:00						
19:30						
20:00						
20:30						
21:00						
21:30						
22:00						
22:30						
23:00						
23:30						
00:00						

Draft Agenda**Reminders**

Please do not forget to read and bring the Statutes and Standing Orders, the Decision Book, the Two Year Tactical Plan (TYTP) 2005-2007 and the One Year Operational Plan (OYOP) of ELSA International. Also, make sure to read the minutes from at least the last two International Council Meetings.

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

Prepare an Activity Report to present to the Workshop, as well prepare the BEE Inquiries with correct data to present it in the Workshop.

Read this Agenda carefully; should you need any clarifications, please do not hesitate to contact the International Board at elsa@brutele.be.

Another possibility is to use the BEE mailing list (elsa-bee@listserv.elsa.org) and start a discussion before the XLIX International Council Meeting in London.

Sunday March 19th (17:00 - 19:00)

17:00 - 18:00

Introductory Workshop

Aim:

To give all participants a general insight to the WS, to get to know each other and to elect the WS officers.

Means:

- Presentation by ELSA International;
- Round table;
- Voting.

18:00 - 19:00

Officers Training

Aim:

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

Monday March 20th (10:00 - 18:30)

10:00 - 10:30

Approval of the Agenda

Aim:

To give a clear picture of the Agenda and its aims, as well as to approve it and to allow all participants to acknowledge their expectations.

Means:

- Brief presentation by ELSA International;
- Round table discussion;
- Voting.

Comments:

This point is essential to ensure that all participants have a clear picture of the Agenda, allowing a more common starting point among all delegates for all the discussions for the upcoming week of Workshops.

10:30 – 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 on during this week.

Means:

- Handing in the BEE Inquiries to be found in these Working Materials.

Comments:

ELSA International would like to stress the importance of each National Board filling in all the Inquiries to be found in this Package and handing them in to ELSA International in London. In case your Group will not be present, please submit your Group’s Inquiries beforehand by e-mail to the International Board, so your Group’s data can also be taken into consideration. Do not forget to submit your activity reports as well.

11:00 – 11:30

Update on the Corporate Partners of ELSA International**Aim:**

To update the Network on the Status of the co-operation with the Corporate Partners of ELSA International and on the fundraising of the ELSA Moot Court Competition on WTO Law.

Means:

- Presentation by ELSA International;
- Open Discussion.

Comments:

The Corporate Partners of ELSA International represent an important part of the income of ELSA International. Consequently, a constant update on the development of the relations with them is necessary. Furthermore, an update on the fundraising of the ELSA Moot Court Competition on WTO Law will be given to the Presidents.

11:30 – 12:30

The New Online System

Aim:

To update the Network of the latest developments in the co-operation with Microsoft and to discuss future possibilities for realising the Project on the New Online System.

Means:

- Presentation by ELSA International;
- Open Discussion.

Comments:

Due to new information from Microsoft, we will need to assess together what feasible solutions we now have in realising the Project on the New Online System through the best possible alternatives.

12:30 – 13:00

Question and Answer Time

Aim:

To give the opportunity to the WS participants to clarify issues not included in the WS Agenda regarding Board Management, External Relations and Expansion.

14.30 – 16.00

Joint Workshop with Student Trainee Exchange Programme on the Status Quo of the Key Area of STEP

Aim:

To analyse the strengths and weaknesses in the Key Area of STEP, which are aimed to be used in future discussions of improvement of the Area.

Means:

- Presentation by ELSA International;
- Working Groups on SWOT analysis;
- Open discussion.

Comments:

The well-being of the Key Area of STEP is of the responsibility of both the Presidents and the STEP officers of every National Group. In this session we will analyse STEP through a SWOT session in order to get a complete picture of necessary steps that need to be taken for the improvement of STEP. This analysis is aimed to be used as basis for future discussions on improvements of STEP.

16.00-17.00

How to keep sponsors

Aim: To present and discuss means of keeping sponsors.

Means:

- Open discussion.

Comments:

More and more sponsors are becoming short-term sponsors not satisfied with what they receive in return for their investment in ELSA. Hence, it becomes equally important to know the tricks in keeping your current sponsors as well as to focus on getting more sponsors to join the sponsors' pool. In this session we will share our experiences and ideas on how to keep the sponsors happy.

17.00-18.30

Co-operation with Alumni

Aim: To raise the awareness of Alumni and find the means of strengthening our co-operation with Alumni.

Means:

- Working Groups;
- Presentation of ELS.

Comments:

Alumni are an important and valuable part of any larger students' organisation such as ELSA. Co-operation with Alumni is furthermore one of the focus points in the BEE part of the TYTP 2005-2007. In this session we will follow up from what was decided in the TYTP and discuss means on how to co-operate with Alumni and share our successful experiences in co-operating with them. Furthermore, there will be a presentation by our very own Alumni Association, The ELSA Lawyers' Society, also known as ELS.

Tuesday March 21st (10:00 - 13:00)

10:00 - 11:00

Analysis of the State of the Network

Aim:

To analyse the information on the "Status Quo" of all the Groups present at the ICM.

Means:

- Comparison the results from the present State of the Network with the results from the previous ICMs.

Comments:

The State of the Network is a necessary step for an Association starting a new year. In order to get a clear overview of the situation in the Network, we will analyse the results and compare them with the ones from previous ICMs. This will enable us to see in what direction we are heading, and give us an idea of where to put our long term efforts.

11:00- 13:00

Fundraising Regulations of ELSA International

Aim:

To discuss the fundraising regulations of ELSA International and the necessary improvements.

Means:

- Presentation of the proposal from ELSA International;
- Open discussion;
- Voting.

Comments:

In order for the co-ordination of the fundraising efforts made on the National and International Level to become more clear and efficient, it is necessary to continuously revise the fundraising regulations of ELSA International. In this session we will discuss and vote upon the proposal from ELSA International regarding a revision of the fundraising regulations. Please refer to the proposal by ELSA International to be found in this Package.

Wednesday March 22nd (10:00 - 14:00)

10:00 - 14:00

Joint Workshop with Internal Management on Consolidation of the Network**Aim:**

To thoroughly evaluate the State of the Network and to discuss the steps needed to be taken to consolidate our Association.

Means:

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

Comments:

An association of the size of ELSA needs to be able to have a realistic overview of its status, of the level of development it has reached and, thus, prospect on future directions of development. In ELSA this task belongs to the Presidents and the Secretaries General. Already at the ICM in Vilnius, the Joint BEE/IM Workshop expressed that the ELSA Network should concentrate on consolidation rather than expansion. At the ICM in Malta, it was expressed a wish to continue to thoroughly analyse the Status Quo of the Association at the ICM in London, and further elaborate on what steps are to be taken to consolidate our Network. Please refer to the Input Paper from ELSA International on the Status Quo of the Network in these Working Materials, and the Input Papers from the National Groups, to be fully prepared for this session.

Thursday March 23rd (10:00 - 18:30)

10:00 - 12:00

Joint Workshop with Financial Management on Grants as a source of Funding

Aim:

To create awareness of the funding possibilities through grants and how to make a successful grant application.

Means:

- Training session by an External.

Comments:

It is important that we constantly seek alternative sources of funds for our Association. Through a successful grant application we can obtain a proper fund for our projects and general administration. The difficulties in finding the right grant for your purposes and what to bear in mind when applying for a grant are examples of issues that we will discuss in this session.

12:00 – 13:00

Transition in Board Management, External Relations and Expansion**Aim:**

To ensure properly facilitated transition between Presidents.

Means:

- Brief introduction by ELSA International;
- Open discussion.

Comments:

We are approaching a period of the year where many ELSA Groups will be having transition between the old and the new Boards. Continuity is a constant problem in a students' association where entire boards often change every year. To decrease the risk of losing important information between the changes of boards and to increase the possibility of an improved continuity in our Association, a successful transition is strongly needed. During this session, we will discuss transition in the Area of BEE and share ideas on how to give a successful transition to your successor. Finally, it is essential that all the materials the officer might need are well archived, collected and lastly given to the successor by the predecessor.

14:30 – 16:00

Fundraising in ELSA International**Aim:**

To conclude the discussions at the ICM in Malta and IPM in Munich on the benefits offered by ELSA International through its National and Local Groups.

Means:

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

Comments:

The fundraising benefits offered to the sponsors of ELSA International through its National and Local Groups were previously discussed both at the ICM in Malta and at the IPM in

Munich. In this session we will conclude on the final guidelines for future fundraising in ELSA International through its National and Local Groups.

16.00-17.00

International Presidents' Meeting

Aim:

To discuss the concept of the IPM and the reasons for the low number of participants.

Means:

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

Comments:

During recent years the number of National Presidents present at the IPMs has continuously decreased. In this session we will discuss the reasons for the low level of attendance and concrete means for increasing the number of participants as well as raise awareness of the importance of the IPM.

17.00 – 18.00

Miscellaneous

Aim:

To settle issues unresolved during other sessions.

18:00 – 18:30

Closing of the Workshop

Aim:

To evaluate the Workshop and to approve the minutes.

INTERNAL MANAGEMENT

Timetable

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
07:00						
07:30						
08:00						
08:30						
09:00						
09:30						
10:00		Agenda	Analysis SotN and Communication	JWS BEE Consolidation of the Network	Training on Transition	
10:30		SotN				
11:00		ELSA ONLINE	TYTP			
11:30		Training in the Network	Q&A			
12:00						
12:30						
13:00						
13:30						
14:00						
14:30		JWS FM EDF			Transition	
15:00						
15:30				Report time		
16:00		Training on drafting of Legal Documents			SecGen Manual	
16:30						
17:00	Introductory WS				Miscellaneous	
17:30						
18:00	Officers training				Closing of WS	
18:30		Report time	Report time		Report time	
19:00						
19:30						
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Draft Agenda**Reminders**

Please do not forget to read and bring the Statutes and Standing Orders, the Decision Book, the Two Year Tactical Plan (TYTP) 2005-2007 and the One Year Operational Plan (OYOP) of ELSA International. Also, make sure to read the minutes from at least the last two International Council Meetings.

The above mentioned documents are highly important for the discussions of the topics on the Agenda, the Analysis of the State of the Network and the implementation of the General and IM part of the TYTP.

Prepare an Activity Report to present to the Workshop, as well prepare the IM Inquiries with correct data to present it in the Workshop.

Read this Agenda carefully; should you need any clarifications, please do not hesitate to contact the International Board at elsa@brutele.be.

Another possibility is to use the IM mailing list (elsa-im@listserv.elsa.org) and start a discussion before the XLIX International Council Meeting in London.

Sunday March 19th (17:00 - 19:00)

17:00 - 18:00

Introductory Workshop

Aim:

To give all participants a general insight to the WS, to get to know each other and to elect the WS officers.

Means:

- Brief presentation by ELSA International;
- Round table;
- Voting.

18:00 - 19:00

Officers Training

Aim:

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

Monday March 20th (10:00 - 18:30)

10:00 - 10:30

Approval of the Agenda

Aim:

To give a clear picture of the Agenda and its aims, as well as to approve it and to allow all participants to acknowledge our expectations.

Means:

- Brief presentations and discussions;
- Round table discussion;
- Voting.

Comments

This point is essential to ensure that all participants have a clear picture of the Agenda, allowing a more common starting point among all delegates for all the discussions.

10:30 – 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 on during this week.

Means:

- Handing in the IM Inquiries to be found in these Working Materials.

Comments:

ELSA International would like to stress the importance of each National Board filling in all the Inquiries to be found in this Package and handing them in to ELSA International in London. In case your Group will not be present, please submit your Group’s Inquiries beforehand by e-mail to the International Board, so your Group’s data can also be taken into consideration. Do not forget to submit your activity reports as well.

11:00 – 12:00

ELSA ONLINE and the New Online System**Aim:**

To clarify possible existent doubts regarding the running of ELSA ONLINE, as well as to update the Network of the latest developments in the co-operation with Microsoft and to discuss future possibilities for realising the Project on the New Online System.

Means:

- Question and Answer time;
- Errors’ reporting time;
- Presentation by ELSA International;
- Open discussion.

Comments:

The continued implementation of ELSA ONLINE is still essential, as its enhanced use facilitates our Network administration. A well implemented and functional ELSA ONLINE will also contribute to the later implementation of the New Online System. Furthermore, due to new information from Microsoft, we will need to assess together what feasible solutions

we now have in realising the Project on the New Online System through the best possible alternatives.

12:00 – 13:00

Training in the Network

Aim:

To present the current training events in our Network and to create awareness on the International Trainers' Pool and the benefits of training.

Means:

- Presentation by ELSA International;
- Presentation by National Groups on training events;
- Open discussion.

Comments:

As the ones responsible for training in your National Group, it is essential that you are aware of the training tools available on International Level, and how to use them. Furthermore, we will get the opportunity to exchange experiences on training events and receive inspiration from each other.

14.30 – 15.30

Joint Workshop with Financial Management on the ELSA Development Fund

Aim:

To present the EDF Report and to raise awareness of the application procedures of the ELSA Development Fund.

Means:

- Presentation by ELSA International;
- Question and Answer time.

Comments:

There seems to be some confusion regarding the current application procedures when applying for funding from the ELSA Development Fund. This session is meant to give clarity to the procedure as well as the criteria ELSA International is using when deciding upon an application.

15.30 – 18.30

Training on drafting of Legal Documents

Aim:

To learn the basic principles of drafting Statutes.

Means:

- Training session by an External.

Comments:

It is our responsibility as Secretaries General to make sure our Statutes are updated. In order to facilitate our drafting and amending Statutes, this training session will provide us with the necessary skills and some basic rules for drafting legal documents.

Tuesday March 21st (10:00 - 13:00)

10:00 - 11:30

Analysis of the State of the Network**Aim:**

To analyse the information on the "Status Quo" of all the Groups present at the ICM.

Means:

- Compare the results from the present State of the Network with the results from the previous ICMs.

Comments:

The State of the Network is a necessary step for an Association starting a new year. In order to get a clear overview of the situation in the Network, we will analyse the results and compare them with the ones from previous ICMs. This will enable us to see in what direction we are heading, and give us a basis for our discussion on how we can implement the goals set in the Two Year Tactical Plan 2005-2007 that was approved at the ICM in Malta.

11:30 - 12:30

General and Internal Management part of the Two Year Tactical Plan 2005-2007**Aim:**

To examine how the IM and General part of the new Two Year Tactical Plan best can be implemented in the Network.

Means:

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

Comment:

The TYTP 2003-2005 was not implemented in the Area of Internal Management. At the ICM in Malta the new TYTP for 2005-2007 was discussed and approved by the Council. However the most difficult thing remains; implementing it! During this session the Workshop will examine ways of implementing the General and IM part of the new TYTP and set short time goals for themselves. This way we may start the implementation process already at an early stage and hopefully reach the goals set.

12:30 - 13:00

Question and Answer Time

Aim:

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

Wednesday March 22nd (10:00 - 14:00)

10:00 - 14:00

Joint Workshop with Board Management, Expansion and External Relations on Consolidation of the Network**Aim:**

To thoroughly evaluate the State of the Network and see what steps that need to be taken to consolidate our Association.

Means:

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

Comment:

An association of the size of ELSA needs to be able to have a realistic overview of its status, of the level of development it has reached and, thus, prospect on future directions of development. In ELSA this task belongs to the Presidents and the Secretaries General. Already at the ICM in Vilnius, the Joint BEE/IM Workshop expressed that the ELSA Network should concentrate on consolidation rather than expansion. At the ICM in Malta, it was expressed a wish to continue to thoroughly analyse the Status Quo of the Association at the ICM in London, and further elaborate on what steps are to be taken to consolidate our Network. Please take a look at the Input Paper from ELSA International on the Status Quo of the Network in these Working Materials, and the Input Papers from the National Groups, to be fully prepared for this session.

Thursday March 23rd (10:00 - 18:30)

10:00 - 13:00

Training on Transition**Aim:**

To create awareness of the importance of and how to well prepare transition as well as how to plan and structure the general and individual transition.

Means:

- Training by a trainer from the International Trainers' Pool.

Comments:

Transition is the period of time when the 'old' and 'new' board of any ELSA Group come together to transfer knowledge and experience. As Secretaries General, we are responsible for planning and ensuring a high quality transition between the two boards. It is essential that we are aware of the how important a well prepared transition is for the continuity and

well being of the Group. This session is meant to prepare us for the transition period. We will acquire knowledge on how to structure and plan the individual and general transition, as well discuss the tools available. Please refer to the Input Papers on transition that you will find in these Working Materials.

14:30 – 15:30

Transition

Aim:

To ensure properly facilitated transition between Secretaries General, to share experiences on transition in the Network and to discuss on the topics covered by the training session.

Means:

- Brief introduction by ELSA International;
- Presentation by National Groups;
- Round table discussion;
- Conclusions.

Comments:

We are approaching a period of the year where many ELSA Groups will be having transition between the old and the new Boards. Continuity is a constant problem in a students' association where entire boards often change every year. To decrease the risk of losing important information between the changes of boards and to increase the possibility of an improved continuity in our Association, a successful transition is strongly needed. During this session, we will discuss transition in general and in the Area of IM and share ideas on how to give a successful transition to your successor. Furthermore, it is essential that all the materials the officer might need are well archived, collected and lastly given to the successor by the predecessor. Finally, we will discuss the topics covered by the training and evaluate whether the input given during this session was valuable and usable in your Group.

15:30 – 17:00

SecGen Manual

Aim:

To raise awareness of the tasks and responsibilities of the Secretary General and decide on the future of the SecGen Manual.

Means:

- Presentation by ELSA International;
- Brainstorming;
- Conclusions.

Comments:

The discussion on the Role of the SecGen started at the ICM in Malta, where it became clear that many SecGens find it hard to define their own role, both within the Board and towards the Local Groups. During the IM web meetings winter and spring 2006, the necessity of a Manual for SecGens has been discussed. In this session we will decide on the future of this Manual.

17.00 – 18.00

Miscellaneous

Aim:

To settle issues unresolved during other sessions.

18:00 – 18:30

Closing of the Workshop

Aim:

To evaluate the Workshop and to approve the minutes.

FINANCIAL MANAGEMENT

Timetable

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
07:00						
07:30						
08:00						
08:30						
09:00						
09:30						
10:00		Agenda	Analysis SotN	Budget 2006/2007	JWS BEE Grants session	
10:30		FM Manual				
11:00		Q/A	Revision of the Budget 2005/2006	Debt Situation	Transition	
11:30		EMC ² Fees				
12:00						
12:30						
13:00						
13:30						
14:00						
14:30		JWS IM EDF			Training on Negotiation Skills	
15:00						
15:30				Report time		
16:00		Interim Accounts 2005/06				
16:30						
17:00	Introductory WS				Miscellaneous	
17:30		Auditing				
18:00	Officers training				Closing of WS	
18:30		Report time	Report time		Report time	
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Draft Agenda**Reminders**

Please do not forget to read and bring the Statutes and Standing Orders, the Decision Book, the Two Year Tactical Plan (TYTP) 2005-2007 and the One Year Operational Plan (OYOP) of ELSA International. Also, make sure to read the minutes from at least the last two International Council Meetings.

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

Prepare an Activity Report to present to the Workshop, as well prepare the FM Inquiries with correct data to present it in the Workshop.

Read this Agenda carefully; should you need any clarifications, please do not hesitate to contact the International Board at elsa@brutele.be.

Another possibility is to use the FM mailing list (elsa-fm@listserv.elsa.org) and start a discussion before the XLIX International Council Meeting in London.

Sunday March 19th (17:00 – 19:00)

17:00 – 18:00

Introductory Workshop

Aim:

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

Means:

- Handing in the FM Inquiries to be found in these Working Materials;
- Brief presentation by ELSA International;
- Round table;
- Voting.

18:00 – 19:00

Officers Training

Aim:

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

Monday March 20th (10:00 – 18:30)

10:00 – 10:30

Approval of the Agenda

Aim:

To give a clear picture of the Agenda and its aims, as well as to approve it and to allow all participants to acknowledge our expectations.

Means:

- Brief presentations and discussions;
- Round table discussion;
- Voting.

Comments

This point is essential to ensure that all participants have a clear picture of the Agenda, allowing a more common starting point among all delegates for all the discussions.

10:30 – 11:30

Financial Management Manual**Aim:**

To present the draft FM Manual and receive input from the Network.

Means:

- Presentation by ELSA International;
- Open discussion.

Comments:

Presentation of the Financial Management Manual drafted so far by the Treasurer of ELSA International; partly based on the requested information by Deloitte.

11:30-12:00

Question and Answer Time**Aim:**

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

12:00 – 13:00

EMC² Fees**Aim:**

To discuss and vote upon the Proposal on the EMC² Fees of ELSA Germany.

Means:

- Presentation by ELSA Germany;
- Open discussion;
- Voting.

Comments:

Please refer to the Proposal by ELSA Germany to be found in these Working Materials.

14:30 – 15:30

Joint Workshop with Internal Management on the ELSA Development Fund

Aim:

To present the EDF Report and to raise awareness of the application procedures of the ELSA Development Fund.

Means:

- Presentation by ELSA International;
- Question and Answer time.

Comments:

There seems to be some confusion regarding the current application procedures when applying for funding from the ELSA Development Fund. This session is meant to give clarity to the procedure as well as the criteria ELSA International is using when deciding upon an application.

15:30 – 18:30

Interim Accounts 2005/2006 and Auditors' report.**Aim:**

To approve the Interim Accounts for the financial year of 2005/2006 (1st of August 2005 till the 31st of January 2006).

Means:

- Presentation of the audited Final Accounts of 2005/2006;
- Presentation of the half year Financial Report of ELSA International 2005/2006;
- Presentation of the Auditors Report by the Auditors of ELSA International;
- Presentation of the Auditing Report of Deloitte;
- Open discussion;
- Voting.

Comments:

All the mentioned documents, except for the report from Deloitte, above can be found in these Working Materials.

Tuesday March 21st (10:00 – 13:00)

10:00 – 11:00

Analysis of the State of the Network**Aim:**

To analyse the information on the "Status Quo" of all the Groups present at the ICM.

Means:

- Compare the results from the present State of the Network with the results from the previous ICMs.

Comments:

The State of the Network is a necessary step for an Association starting a new year. In order to get a clear overview of the situation in the Network, we will analyse the results and

compare them with the ones from previous ICMs. This will enable us to see in what direction we are heading, and where we need to put long term efforts.

11:00 – 13:00

Revision of the Budget of ELSA International 2005/2006

Aim:

To revise the Budget according to the updated financial situation.

Means:

- Presentation of the Budget proposed by the International Board;
- Analysis and discussion;
- Voting.

Comments:

The financial situation is changing day by day. Therefore the International Board proposes a revised budget for the year 2005/2006.

Wednesday March 22nd (10:00 –14:00)

10:00 – 12:00

Budget ELSA International 2006/2007

Aim:

To approve the Budget for the financial year of 2006/2007.

Means:

- Presentation of the Budget proposed by the International Board;
- Open discussion;
- Voting.

Comments:

The Budget states the financial strategy for the relevant period. As sound financial planning is essential for successful result financially wise, the importance of analysing and developing the Budget can not be stressed out enough.

12:00 – 14:00

Debt situation

Aim:

To give the Network a more detailed report concerning the debt situation of National Groups towards ELSA International and to discuss the future development of this situation

Means:

- Presentation by ELSA International;
- Open discussion.

Comments:

As requested during the ICM in Malta, the International Board will provide the Network with a more detailed overview of the debts from National Groups towards ELSA International. Furthermore we will discuss during this workshop steps that can be taken to improve this situation.

Thursday March 23rd (10:00 - 18:30)

10:00 - 12:00

Joint Workshop with Board Management, External Relations and Expansion on grants as a source of funding**Aim:**

To create awareness of the importance of grants and how to make a successful grant application.

Means:

- Training session by an external.

Comments:

It is important that we constantly seek alternative sources of funds for our Association. Through a successful grant application we can obtain a proper fund for our projects and general administration. The difficulties in finding the right grant for your purposes and what to bear in mind when applying for a grant are example of issue that we will discuss in this session.

12:00 - 13:00

Transition in Financial Management**Aim:**

To ensure properly facilitated transition between Treasurers.

Means:

- Brief introduction by ELSA International;
- Open discussion.

Comments:

We are approaching a period of the year where many ELSA Groups will be having transition between the old and the new Boards. Continuity is a constant problem in a students' association where entire boards often change every year. To decrease the risk of loosing important information between the changes of boards and to increase the possibility of an improved continuity in our Association, a successful transition is strongly needed. During this session, we will discuss transition in the Area of FM and share ideas on how to give a successful transition to your successor. Finally, it is essential that all the materials the officer might need are well archived, collected and lastly given to the successor by the predecessor.

14:30 – 17:00

Training on Negotiation Skills

Aim:

To train the FM officers in their Negotiation Skills internally and externally wise.

Means:

- Training by a trainer from the International Trainers' Pool.

Comments:

During this session we will focus on training the FM officers in their Negotiation Skills both internally and externally. As Treasurer you have to negotiate the budget planned for your term in office with your Board and try to satisfy every Board Member. Externally wise Treasurers are often responsible for the logistics of events and have to negotiate concerning prices for venues and travel costs for example. Finally, Treasurers have to negotiate internally and externally wise concerning payment agreements and unpaid bills.

17:00 – 18:00

Miscellaneous

Aim:

To settle issues unresolved during other sessions.

18:00 – 18:30

Closing of the Workshop

Aim:

To evaluate the Workshop and to approve the minutes.

MARKETING

Timetable

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	
07:00							
07:30							
08:00							
08:30							
09:00							
09:30							
10:00		Agenda	Training on Presentation Skills/Public Speaking	Transition	JWS STEP		
10:30		SotN		Analysis of SotN			
11:00		Media					
11:30		Anniversary			JWS S&C Marketing of IFP Events	Marketing Manual	
12:00							
12:30							
13:00							
13:30							
14:00							
14:30		Websites					
15:00							
15:30		Members' Magazines		Report time	Training on Marketing		
16:00							
16:30		Advertisements					
17:00	Introductory WS				Miscellaneous		
17:30		DB Amendments					
18:00	Officers training				Closing of WS		
18:30		Report time	Report time		Report time		
19:00							
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Draft Agenda**Reminders**

Please do not forget to read and bring with you the Statutes and the Standing Orders, the Decision Book, the Two Year Tactical Plan (TYTP 2005-2007) and the One-Year Operational Plan (OYOP) of ELSA International. Furthermore, make sure to read the minutes from at least the two last two Council Meetings.

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

Please prepare an Activity Report to present to the Workshop, as well as prepare and hand in the Marketing Inquiries with correct data. In addition, you will present your accomplishments so far, so please bring any marketing materials you might have.

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

A possibility is to use the Marketing mailing list (elsa-marketing@listserv.elsa.org) and start a discussion before the XLIX International Council Meeting in London.

Sunday March 19th (17:00 - 19:00)

17:00 - 18:00

Introductory Workshop

Aim:

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

Means:

- Brief presentation by ELSA International;
- Round table discussions;
- Voting.

18:00 - 19:00

Officers Training

Aim:

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

Monday March 20th (10:00 - 18:30)

10:00 - 10:30

Approval of the Agenda

Aim:

To give a clear picture of the Agenda and its aims, and to approve it and allow all participants to acknowledge our expectations.

Means:

- Brief presentation and discussions;
- Round table discussion;
- Voting.

Comments:

This point is essential to ensure that all participants have a clear picture of the Agenda, allowing a more common starting point among all delegates for the discussions.

10:30 – 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 on during this week.

Means:

- Handing in the Marketing Inquiries to be found in these Working Materials.

Comments:

ELSA International would like to stress the importance of each National Board filling in all the Inquiries to be found in this Package and handing them in to ELSA International in London. In case your Group will not be present, please submit your Group’s Inquiries beforehand by e-mail to the International Board, so your Group’s data can also be taken into consideration. Do not forget to submit your activity reports as well.

11:00 – 12:00

Media**Aim:**

To share experience of working with Media throughout the Network and to emphasize the necessity of using this mean of promoting our events.

Means:

- Presentation by ELSA International;
- Open discussion.

Comments:

Media shall be used to promote our activities, as it makes our Association more visible, highlights the sponsors and supporters of the event and creates an excellent ground to approach new sponsors.

12:00 – 13:00

Anniversary

Aim:

To raise awareness of the importance of celebrating us reaching a quarter of a century and to give an update on the current activities of ELSA International.

Means:

- Presentation by ELSA International;
- Open discussion.

Comments:

The Anniversary should be celebrated throughout the Network as a common event, lasting for the entire year of 2006; therefore we should know which activities take place in our Association. Moreover, the International Board will present its strategy for the Anniversary year and receive inputs from the participants regarding future activities.

14:30 – 15:30

Websites

Aim:

To discuss about the usage of websites in National and Local Groups and for specific events.

Means:

- Presentation by ELSA International;
- Presentation by National Groups;
- Open discussion.

Comments:

Websites are very important means of promotion for ELSA in general and for events in particular. However, one should strive to keep them updated and with an attractive and professional design.

15:30 – 16:30

Members' Magazines

Aim:

To raise awareness on the importance of having high-quality Members' Magazines in Local and National Groups and to exchange experience regarding the editorial process.

Means:

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

Comments:

This ELSA product is highly valuable for promotion, fundraising and motivation purposes. It also helps improving our image towards our supporters and members. At the ICM Malta, the participants agreed on the importance of having professional Magazines and we need to

know how things have improved since. This is also a way to evaluate the progress of the Marketing Part of the TYTP six months after it was decided upon.

16:30 - 17:30

Advertisements

Aim:

To share experience from the ones successfully hunting for advertisements.

Means:

- Presentation by ELSA International;
- Working Groups;
- Round table discussion.

Comments:

Through identifying and properly approaching the potential advertisers, financial stability can be ensured, using our Members' Magazines and the Websites. For this, Marketing Officers have to understand that it is a win-to-win relation between ELSA Groups and advertisers.

17:30 - 18:30

Decision Book Amendment session

Aim:

To have consistency in the Regulations in the Marketing Part of the Decision Book and to ensure uniformity throughout the Network.

Means:

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

Comments:

Our Association reached such a level of development that we should also update the Decision Book provisions accordingly. This will create the basis for future development and will also solve some of the current uniformity problems. Please refer to the proposals by the International Board in these Working Materials.

Tuesday March 21st (10:00 - 13:00)

10:00 - 12:30

Training on Presentation Skills / Public Speaking

Aim: To improve the Officers' Presentation and Public Speaking Skills.

Means:

- Training by a trainer from the International Trainers' Pool.

Comments:

These very important skills are required in future work of Marketing Officers, and the International Council Meeting is a good place to provide skilled trainings on these topics. Practice has shown that the ones involved in Marketing are the first ones to use and prove skills not included in the University curricula, so this makes our task more difficult; the International Trainers' Pool will help us get the necessary amount of information to reach the best possible results in our work. When you attend sponsor meetings, make ELSA presentations or discuss with other externals, it is necessary that you know how to present it and how to communicate the information to your audience.

12:30 - 13:00

Question & Answer Time**Aim:**

To give the opportunity to the WS participants to clarify issues not included in the WS agenda.

Wednesday March 22nd (10:00 - 14:00)

10:00 - 11:00

Transition in Marketing**Aim:**

To ensure properly facilitated transition between Marketing Officers.

Means:

- Brief introduction by ELSA International;
- Open discussion.

Comments:

We are approaching a period of the year where many ELSA Groups will be having transition between the old and the new Boards. Continuity is a constant problem in a students' association where entire boards often change every year. To decrease the risk of losing important information between the changes of boards and to increase the possibility of an improved continuity in our Association, a successful transition is strongly needed. During this session, we will discuss transition in the Area of Marketing and share ideas on how to give a successful transition to your successor. Finally, it is essential that all the materials the officer might need are well archived, collected and lastly given to the successor by the predecessor.

11:00 - 12:00

Analysis of the State of the Network**Aim:**

To analyse the information on the "Status Quo" of all the Groups present at the ICM and to present Marketing Materials designed throughout the Network.

Means:

- Compare the results from the present State of the Network with the results from the previous ICMs;
- Round table discussion;
- Evaluation.

Comments:

The State of the Network is a necessary step for an Association starting a new year. In order to get a clear overview of the situation in the Network, we will analyse the results and compare them with the ones from previous ICMs. This will enable us to see in what direction we are heading, and where we need to put our long term efforts.

12:00 – 14:00

Joint Workshop with Seminars & Conferences on Marketing of the International Focus Programme (IFP) and Anniversary Events

Aim:

To have the IFP events known within the Network and to exchange ideas on marketing strategies.

Means:

- Brief presentation by ELSA International;
- Open discussion;
- Working Groups;
- Analysis.

Comments:

Experience has shown that lack of good marketing is strongly influencing the success of the IFP. Therefore, in order to have the reintroduced IFP successfully implemented within the Network, it lies much on the properly conducted marketing of IFP events.

Thursday March 23rd (10:00 – 18:30)

10:00 – 12:00

Joint Workshop with STEP

Aim:

To continue and improve the cooperation between ELSA members working for Marketing and STEP.

Means:

- Presentation by ELSA International;
- Working Groups;
- Conclusion.

Comments:

The Programme needs full attention from all the persons involved in its development. This means once again we will meet and analyse the SWOT results of the Joint Workshop session between BEE/STEP; Marketing should be especially focused on this area since it was, and

should be again, one of the most successful programmes taking place throughout the Network.

12:00 – 13:00

Marketing Manual

Aim:

To present the progress made by the Working Group and to decide on the steps to take.

Means:

- Presentation by ELSA International;
- Presentation by the Working Group;
- Open discussion.

Comments:

Participants at the ICM in Malta decided that we need to continue working on the Marketing Manual, therefore the Working Group was refreshed and will now present its activity since the previous ICM.

14:30 – 17:00

Training on Marketing

Aim:

To provide Marketing Officers with the required amount of information in order to successfully fulfil their tasks and to receive information on how professional knowledge can be adapted to our needs.

Means:

- Training by an External.

Comments:

By this training we will gain valuable input on Marketing from professionals that work in this field. Using this information we will be better prepared for our tasks and will get an idea on how we should work in this field.

17.00 – 18.00

Miscellaneous

Aim:

To settle issues unresolved during other sessions.

18:00 – 18:30

Closing of the Workshop

Aim:

To evaluate the Workshop and to approve the minutes.

ACADEMIC ACTIVITIES

Timetable

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
07:00						
07:30						
08:00						
08:30						
09:00						
09:30						
10:00		Agenda	Training on Motivation	JWS S&C IFP Events	Training on Risk Management	
10:30		SoTN				
11:00		Q/A Time				
11:30		BAAM Report & Future	Model United Nations	Analysis SoTN		
12:00						
12:30						
13:00				Transition		
13:30						
14:00						
14:30		MCCs			GLSE Update	
15:00						L@W
15:30				Report time	SPEL	
16:00		EMC ² Update & Future			ELSA Law Web	
16:30						
17:00	Introductory WS	Organising RRs & NRs			Miscellaneous	
17:30						
18:00	Officers training				Closing of WS	
18:30		Report time	Report time		Report time	
19:00						
19:30						
20:00						
20:30						
21:00						
21:30						
22:00						
22:30						
23:00						
23:30						
00:00						

Draft Agenda**Reminders**

Please do not forget to read and bring the Statutes and Standing Orders, the Decision Book, the Two Year Tactical Plan (TYTP) 2005-2007 and the One Year Operational Plan (OYOP) of ELSA International. Also, make sure to read the minutes from at least the last two International Council Meetings.

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

In addition you will be asked to present your upcoming events, so please bring any marketing materials you might have.

Prepare an Activity Report to present to the Workshop, as well prepare the AA Inquiries with correct data to present it in the Workshop.

A possibility is to use the AA mailing list (elsa-aa@listserv.elsa.org) and start a discussion before the XLIX International Council Meeting in London.

Sunday March 19th (17:00 – 19:00)

17:00 – 18:00

Introductory Workshop

Aim:

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

Means:

- Brief presentation by ELSA International;
- Round table discussion;
- Voting.

18:00 – 19:00

Officers Training

Aim:

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

Monday March 20th (10:00 – 18:30)

10:00 - 10:30

Approval of the Agenda

Aim:

To give a clear picture of the Agenda and its aims, as well as to approve it and allow all participants to get to know each other and acknowledge our expectations.

Means:

- Brief presentations and discussions;
- Round table;
- Voting.

Comments:

This point is essential to ensure that all participants have a clear picture of the Agenda, allowing a more common starting point among all delegates for all the discussions.

10:30 - 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 on during this week.

Means:

- Handing in the AA Inquiries to be found in these Working Materials.

Comments:

ELSA International would like to stress the importance of each National Board filling in all the Inquiries to be found in this Package and handing them in to ELSA International on London. In case your Group will not be present, please submit your Group's Inquiries beforehand by e-mail to the International Board, so your Group's data can be taken into consideration. Do not forget to submit your activity reports as well.

11:00 - 11:30

Question and Answer Time**Aim:**

To give the opportunity to the WS participants to clarify issues not included in the WS Agenda regarding AA.

12:00 - 13:00

BAAM - Report and future**Aim:**

To evaluate the Brussels' Academic Activities Meeting and to discuss its future.

Means:

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

Comments:

BAAM – Brussels Academic Activities Meeting is an idea to give the AA Officers in the Network a possibility to meet and discuss important topics between the two ICMs. After the first one has already taken place, it is the right time to evaluate the first attempt and decide about its future.

14:30 - 16:00

Moot Court Competitions

Aim:

To let the participants have an overview on the Moot Courts organised in the Network and share ideas and experience in organising them.

Means:

- Presentation by ELSA International;
- Presentation by National Groups;
- Open discussion.

Comments:

Moot Court Competitions are one of the fast developing academic activities in the Network. ELSA is proud to be the organiser of many quality and popular competitions in various countries and should focus on sharing experience with other National Groups that might be interested in organising them.

16:00 – 17:00

EMC² - Update and Future

Aim:

To give an update on the fourth edition of the EMC² and prepare for the fifth edition.

Means:

- Presentations by ELSA International;
- Presentations by National Rounds' Organisers;
- Presentations by Regional Rounds' Organisers;
- Round table discussion.

Comments:

The ELSA Moot Court Competition on WTO Law (EMC²) is developing each year and an update as well as a discussion about its future is needed for managing one of the biggest projects ELSA ever had. Please see the Input Paper by the International Organising Committee for the EMC² to be fully prepared for this session.

17:00 – 18:30

EMC² - Organising a National Round and a Regional Round in 2006/2007

Aim:

To help interested National Groups and motivate to organise a National Round or a Regional Round of the ELSA Moot Court Competition on WTO Law.

Means:

- Presentation by ELSA International;
- Round table discussion;
- Conclusions.

Comments:

National Rounds and ELSA Regional Rounds are very important parts of the ELSA Moot Court Competition on WTO Law (EMC²) and many National Groups are interested in organising them in the future. It is an aim of ELSA International to promote the event and reach a higher number of Selection Rounds and teams in the upcoming editions of EMC².

Tuesday March 21st (10:00 – 13:00)

10:00 – 12:00

Training on Motivation

Aim:

To motivate AA Officers to continue to work for AA and ELSA and to train them how to motivate others.

Means:

- Training by a trainer from the International Trainers' Pool.

Comments:

Many officers get demotivated after a certain time in office or have to face demotivation of their colleagues (e.g. Local AA Officers). It is very important that National Officers are able to cope with this situation.

12:00 – 13:00

Model United Nations

Aim:

To discuss and vote on the Proposal on Model United Nations by ELSA Portugal.

Means:

- Presentation by ELSA Portugal;
- Open discussion;
- Voting.

Comments:

Please refer to the Proposal by ELSA Portugal to be found in these Working Materials.

Wednesday March 22nd (10:00 – 14:00)

10:00 – 12:00

Joint Workshop with Seminars & Conferences on the International Focus Programme (IFP) Events

Aim:

To raise awareness on the reintroduced International Focus Programme, encourage the organisation of IFP events and their promotion within the Network.

Means:

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

Comments:

The International Focus Programme was reintroduced as an ELSA activity at the ICM in Malta. Therefore, it is needed to put significant attention to the organisation of AA and S&C events, it is time for implementation! In addition, ELSA International will give a brief presentation on the IFP Manual. Furthermore, we will elaborate on the Final IFP Conference, have presentations by the applicants for becoming the Host (if any).

12:00 - 13:00

Analysis of the State of the Network (AA Events in the Network)**Aim:**

To analyse the information on the "Status Quo" of all Groups present at the ICM and present AA Events in the Network.

Means:

- Compare the results from the present State of the Network with the results from the previous ICMs;
- Round Table Discussion.

Comments:

The State of the Network is a necessary step for a consolidated Association. In order to get a clear overview of the situation in the Network, we will analyse the results and compare them with the ones from previous ICMs. This will enable us to see in what direction we are heading, and give us an idea of where we put our efforts.

13:00 - 14:00

Transition in Academic Activities**Aim:**

To ensure properly facilitated transition between AA Officers.

Means:

- Brief introduction by ELSA International;
- Open discussion.

Comments:

We are approaching a period of the year where many ELSA Groups will be having transition between the old and the new Boards. Continuity is a constant problem in a students' association where entire boards often change every year. To decrease the risk of losing important information between the changes of boards and to increase the possibility

of an improved continuity in our Association, a successful transition is strongly needed. During this session, we will discuss transition in the Area of AA and share ideas on how to give a successful transition to your successor. Finally, it is essential that all the materials the officer might need are well archived, collected and lastly given to the successor by the predecessor.

Thursday March 23rd (10:00 – 18:30)

10:00 – 13:00

Training on Risk Management

Aim:

To train AA Officers present at the Workshop how to successfully cope with problems that might arise during their term in office and throughout the projects.

Means:

- Training by a trainer from the International Trainers' Pool.

Comments:

It is a part of reality that the position in the National (or Local) Board or organisation of various projects are met with problems and difficulties. AA Officers as responsible for the area in respective countries and heads of the projects should be prepared for that and able to lead the risk management.

14:30 – 15:00

GLSE Update

Aim:

To evaluate the updating process regarding GLSE and to give an update on the publishing of the GLSE.

Means:

- Presentation by ELSA International;
- Round table discussion.

Comments:

The updating process of the GLSE is a complex task, which the Network is facing this year. During this session we will evaluate the updating process as well as discuss the possibilities to develop the concept behind the GLSE. Please refer to the Input Paper by ELSA International to be fully prepared for this session.

15:00 – 15:30

Lawyers at Work (L@W) Events

Aim:

To share the experience and motivate participants to prepare L@W Events on the National and International Level.

Means:

- Presentation by ELSA International;
- Presentations by National Groups;
- Open discussion.

Comments:

Lawyers at Work Events are a good possibility for ELSA Groups to arrange events which aim at allowing law students and young lawyers an insight view into the legal profession. L@W events give an opportunity for ELSA Members to receive career information from those working in various professions which are open to law graduates.

15:30 – 16:00

SPEL – Selected Papers on European Law

Aim:

To raise awareness of SPEL and to discuss its future.

Means:

- Presentation by ELSA International;
- Open discussion.

Comments:

ELSA Selected Papers on European Law (SPEL) periodically provides a compilation of legal papers in the field of Private and Public European Law. ELSA SPEL is published twice a year on the website of ELSA International to provide an international readership with a source of literature that rarely finds its way to the regular legal periodicals. Please refer to the Input Paper by ELSA International to be fully prepared for this session.

15:30 – 16:00

ELSA Law Web

Aim:

To raise awareness of ELSA Law Web and to discuss and vote upon the Proposal by ELSA Germany and ELSA Italy.

Means:

- Presentation by ELSA International;
- Presentation by ELSA Germany and ELSA Italy;
- Open discussion;
- Voting.

ELSA Law Web is a collection of law-related links divided in different categories in order to facilitate finding information on other countries' laws and legal systems. During this session we will discuss how ELSA Law Web is used in the Network, as well as how we should move forward regarding updating the database. Please refer to the Input Paper by ELSA International and the Proposal by ELSA Germany and ELSA Italy to be fully prepared for this session.

17:00 – 18:00

Miscellaneous

Comments:

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

18:00 – 18:30

Closing Workshop

Aim:

To make the evaluation of the WS and to approve the minutes.

SEMINARS & CONFERENCES

Timetable

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
07:00						
07:30						
08:00						
08:30						
09:00						
09:30						
10:00		Agenda	Analysis of the			
10:30		SotN	SotN	JWS AA	Study Visits and	
11:00			Implementation	IFP Events	the SVG	
11:30		ELSA Speakers'	of the TYTP		Funding for	
12:00		Database	DB Amendm.	JWS MAR	Delegations	
12:30			Q&A	Marketing of	EID Handbook	
13:00				IFP Events		
13:30						
14:00						
14:30						
15:00					Transition	
15:30		Training on		Report time		
16:00		Teambuilding			Upcoming	
16:30		and			Events	
17:00	Introductory	Communication			Miscellaneous	
17:30	WS					
18:00	Officers				Closing of WS	
18:30	training	Report time	Report time		Report time	
19:00						
19:30						
20:00						
20:30						
21:00						
21:30						
22:00						
22:30						
23:00						
23:30						
00:00						

Draft Agenda**Reminders**

Please do not forget to read and bring the Statutes and the Standing Orders, the Decision Book, the Two Year Tactical Plan (TYTP) 2005-2007 and the One-Year Operational Plan (OYOP) of ELSA International. Also, make sure to read the minutes from at least the two last two Council Meetings.

The above mentioned documents are highly important for the discussions of the topics on the Agenda, the analysis of the State of the Network, especially on the International Focus Programme, the Speakers Database and the implementation of the S&C part of the TYTP.

Please prepare an Activity Report to present to the Workshop, as well as prepare and hand in the S&C Inquiries with correct data. In addition, you will be asked to present your upcoming events, so please bring any marketing materials you might have.

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

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

Sunday March 19th (17:00 - 19:00)

17:00 - 18:00

Introductory Workshop

Aim:

To give all participants a general insight to the WS, to get to know each other and to elect the WS officers.

Means:

- Brief presentation by ELSA International;
- Round table;
- Voting.

18:00 - 19:00

Officers Training

Aim:

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

Monday March 20th (10:00 - 18:30)

10:00 - 10:30

Approval of the Agenda

Aim:

To give a clear picture of the Agenda and its aims, as well as to approve it and to allow all participants to acknowledge our expectations.

Means:

- Brief presentations and discussions;
- Round table discussion;
- Voting.

Comments

This point is essential to ensure that all participants have a clear picture of the Agenda, allowing a more common starting point among all delegates for all the discussions.

10:30 – 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 on during this week.

Means:

- Handing in the S&C Inquiries to be found in these Working Materials.

Comments:

ELSA International would like to stress the importance of each National Board filling in all the Inquiries to be found in this Package and handing them in to ELSA International in London. In case your Group will not be present, please submit your Group’s Inquiries beforehand by e-mail to the International Board, so your Group’s data can also be taken into consideration. Do not forget to submit your Activity Reports as well.

11:00 – 13:00

ELSA Speakers’ Database**Aim:**

To discuss the current status of the ELSA Speakers’ Database and possible improvements.

Means:

- Presentation by the Working Group;
- Open discussions.

Comments:

The Speakers’ Database was established to help the ELSA Officers organising S&C events, by providing them with contact details of Speakers of previous ELSA events. Although a good idea, the current Database seems to be not user-friendly and not well promoted, consequently not well known in the Network. Therefore, a Working Group has been set up at the ICM in Malta to create a new formatted ELSA Speakers’ Database.

14:30 – 18:30

Training on Teambuilding and Communication

Aim:

To have trained and prepared officers being able to face the difficulties of the organisation of S&C events

Means:

- Training by a trainer from the International Trainers' Pool.

Comments:

In order to properly conduct the organisational phase of an S&C event and being able to overcome burdens of project organisation, after having a training on Project and Risk Management at the ICM in Malta, it is time to draw the attention of future organisers also to the importance of teambuilding and communication. A good and well-oiled team is vital for having a successful event and therefore this session aims at giving the Officers a little brainstorming on how to lead/operate and communicate within a team and overcome difficulties.

Tuesday March 21st (10:00 - 13:00)

10:00 - 11:00

Analysis of the State of the Network**Aim:**

To analyse the information on the "Status Quo" of all the Groups present at the ICM.

Means:

- Compare the results from the present State of the Network with the results from the previous ICMs.

Comments:

The State of the Network is a necessary step for an Association starting a new year. In order to get a clear overview of the situation in the Network, we will analyse the results and compare them with the ones from previous ICMs. This will enable us to see in what direction we are heading, and give us a basis for our discussion on how we can implement the goals set in the Two Year Tactical Plan 2005-2007 that was approved at the ICM in Malta.

11:00-12:00

The S&C part of the Two Year Tactical Plan 2005-2007**Aim:**

To examine how the S&C part of the Two Year Tactical Plan best can be implemented in the Network.

Means:

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

Comment:

The TYTP 2003-2005 was considered being fully implemented in the Area of Seminars and Conferences. At the ICM in Malta the new TYTP for 2005-2007 was discussed and approved by the Council. However the most difficult thing remains; implementing it! During this session the Workshop will examine how far the implementation has gone and the best ways of implementation in the future. This way we may start the implementation process already at an early stage and hopefully reach the goals set.

12:00 - 12:30

Decision Book Amendment session**Aim:**

To have clear and consistent S&C regulations within the Decision Book.

Means:

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

Comments:

Lately it has been shown that there are certain lacks and remedies in the S&C Part of the Decision Book. Therefore, the prepared proposals include changes and additions to the provisions of the Decisions Book currently in force. Please refer to the Proposals by the International Board to be found in these Working Materials.

12:30 - 13:00

Question and Answer Time**Aim:**

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

Wednesday March 22nd (10:00 - 14:00)

10:00 - 12:00

Joint Workshop with Academic Activities on the International Focus Programme (IFP) Events**Aim:**

To raise awareness on the reintroduced International Focus Programme, encourage the organisation of IFP events and their promotion within the Network

Means:

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

Comments:

The International Focus Programme was reintroduced as an ELSA activity at the ICM in Malta. Therefore, it is needed to put significant attention to the organisation of AA and S&C events, it is time for implementation! In addition ELSA International will give a brief presentation on the IFP Manual. Furthermore, we will elaborate on the Final IFP Conference, have presentations by the applicants for becoming the Host (if any).

12:00 – 14:00

Joint Workshop with Marketing on Marketing of International Focus Programme (IFP) and Anniversary Events

Aim:

To have the IFP events known within the Network and to exchange ideas on marketing strategies

Means:

- Brief presentation by ELSA International;
- Open discussion;
- Working Groups;
- Analysis.

Comments:

Experience has shown that the lack of good marketing is strongly influencing the success of the IFP. Therefore, in order to have the reintroduced IFP successfully implemented within the Network, it lies much on properly conducted marketing of IFP events.

Thursday March 23rd (10:00 – 18:30)

10:00 – 11:30

Study Visits and the Study Visits' Guide (SVG)

Aim:

To gather information on the Study Visits organised within the Network and put efforts on completing the SVG

Means:

- Presentation by ELSA International;
- Round table discussion.

Comments:

The Study Visits are very popular, commonly organised S&C events within the Network, but also mostly in the shadow, mainly because of lack of reporting. To be aware of the Study Visits happening in the Network, this session aims at discussing the Study Visits organised in the near past, currently and for the future. ELSA International will also give a brief presentation of the "Status Quo" of the Study Visits' Guide.

11:30 – 12:30

Funding for Delegations

Aim:

To discuss on the available funding opportunities for the members of ELSA International Delegations

Means:

- Presentation by ELSA International;
- Open discussion.

Comments:

In order to cover the expenditures of ELSA International Delegates, it takes lot of efforts and time to search for sponsorships and grants. Therefore, this session aims collecting ideas and strategies on searching and actually succeeding with finding financial support to attend Delegations.

12:30-13:00

ELSA International Delegations' Handbook**Aim:**

To brainstorm on a Manual for the ELSA International Delegation members

Means:

- Presentation by ELSA International;
- Open discussion.

Comments:

ELSA is sending several Delegations to different International Organisations and Institutions every year, in spite of this there is no existing guide to assist the ELSA members - considering to apply or already an appointed delegate - to guide on Delegation matters. Therefore, the Handbook would aim at giving basic information and guidance to ELSA members to make the preparation and orientation easier.

14:30-16:00

Transition in Seminars & Conferences**Aim:**

To ensure properly facilitated transition between S&C Officers.

Means:

- Brief introduction by ELSA International;
- Open discussion.

Comments:

We are approaching a period of the year where many ELSA Groups will be having transition between the old and the new Boards. Continuity is a constant problem in a students' association where entire boards often change every year. To decrease the risk of loosing important information between the changes of boards and to increase the possibility of an improved continuity in our Association, a successful transition is strongly needed. During this session, we will discuss transition in the Area of Seminar & Conferences and share ideas on how to give a successful transition to your successor. Finally, it is essential

that all the materials the officer might need are well archived, collected and lastly given to the successor by the predecessor.

16:00-17:00

Upcoming Events

Aim:

To promote the upcoming International S&C Events.

Means:

- Presentations by the Participants;
- Distribution of Marketing Materials.

Comments:

During this session, National and Local Groups will get the chance to present their future International projects and convince the participants to apply for and to promote these events in their National and Local Groups.

17.00 - 18.00

Miscellaneous

Aim:

To settle issues unresolved during other sessions.

18:00 - 18:30

Closing of the Workshop

Aim:

To evaluate the Workshop and to approve the minutes.

STUDENT TRAINEE EXCHANGE PROGRAMME

Timetable

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
07:00						
07:30						
08:00						
08:30						
09:00						
09:30						
10:00		Agenda	Job Hunting	Student Hunting	JWS MKT	
10:30		Q&A				
11:00		SotN				
11:30			Reception	EO Simulation	STEP Part of the DB	
12:00		STEP Cycle and Calendar				
12:30						
13:00				STEP Tools		
13:30						
14:00						
14:30		Joint WS BEE				
15:00					Training on Teambuilding	
15:30		Training on Motivation and Negotiation skills		Report time		
16:00						
16:30						
17:00	Introductory WS					
17:30					Miscellaneous	
18:00	Officers training				Closing of WS	
18:30		Report time	Report time		Report time	
19:00						
19:30						
20:00						
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Draft Agenda**Reminders**

Please do not forget to read and bring the Statutes and Standing Orders, the Decision Book, the Two Year Tactical Plan (TYTP) 2005-2007 and the One Year Operational Plan (OYOP) of ELSA International. Also, make sure to read the minutes from at least the last two International Council Meetings.

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

Prepare the STEP Inquiries with correct data to present it in the Workshop.

Read this Agenda carefully; should you need any clarifications, please do not hesitate to contact the International Board at elsa@brutele.be.

Another possibility is to use the STEP mailing list (elsa-step@listserv.elsa.org) and start a discussion before the XLIX International Council Meeting in London.

Sunday March 19th (17:00 - 19:00)

17:00 - 18:00

Introductory Workshop

Aim:

To give all participants a general insight to the WS, to get to know each other and to elect the WS officers.

Means:

- Brief presentation by ELSA International;
- Round table;
- Voting.

18:00 - 19:00

Officers Training

Aim:

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

Monday March 20th (10:00 - 18:30)

10:00 - 10:30

Approval of the Agenda

Aim:

To give a clear picture of the Agenda and its aims, as well as to approve it and to allow all participants to acknowledge our expectations.

Means:

- Brief presentations and discussions;
- Round table discussion;
- Voting.

Comments

This point is essential to ensure that all participants have a clear picture of the Agenda, allowing a more common starting point among all delegates for all the discussions.

10:30 - 11:00

Question and Answer Time**Aim:**

To give the opportunity to the WS participants to clarify issues not included in the WS Agenda regarding Student Trainee Exchange Programme.

11:00 - 12:00

State of the Network**Aim:**

To collect and analyse information on the "Status Quo" of all the Groups present at the ICM.

Means:

- Handing in the STEP Inquiries to be found in these Working Materials;
- Compare the results from the present State of the Network with the results from the previous ICMs.

Comments:

The State of the Network is a necessary step for an Association starting a new year. In order to get a clear overview of the situation in the Network, we will analyse the results and compare them with the ones from previous ICMs. This will enable us to see in what direction we are heading, and where to put our long term efforts.

ELSA International would like to stress the importance of each National Board filling in all the Inquiries to be found in this package and handing them in to ELSA International in London. In case your Group will not be present, please submit your Group's Inquiries beforehand by e-mail to the International Board, so your Group's data can also be taken into consideration. Do not forget to submit your activity reports as well.

12:00 - 13:00

STEP Cycle and STEP Calendar**Aim:**

To stress out the importance of planning in STEP on National and Local Level and to follow the planning tool elaborated at the beginning of the year.

Means:

- Presentation by ELSA International;
- Presentation by the National Groups;
- Round table discussion.

Comments:

In the beginning of the term we planned the year and we decided upon our goals and the best way to reach them. In this session we will analyse the steps that has been taken so far and the results we are obtaining.

14:30 – 15:30

Joint Workshop with Board Management, External Relations and Expansion on the Status Quo of the Key Area of STEP

Aim:

To analyse the strengths and weaknesses in the Key Area of STEP, which are aimed to be used in future discussions of improvement of the Area.

Means:

- Presentation by ELSA International;
- Working Groups on SWOT;
- Open discussion.

Comments:

The wellbeing of the Key Area of STEP is of the responsibility of both the Presidents and the STEP Officers of every National Group. In this session we will analyse STEP through a SWOT session in order to get a complete picture of necessary steps that need to be taken for the improvement of STEP. This analysis is aimed to be used as basis for future discussions on improvements of STEP.

15:30 – 18:30

Training on Motivation and Negotiation skills

Aim:

To understand why we should invest time in working for STEP and acquire knowledge on making successful presentations, speeches and running workshops and more specifically how to present STEP to students and potential employers.

Mean:

- Training by a trainer from the International Trainers' Pool.

Comments:

This training session is meant to focus on motivate the STEP Officers in working for the STEP Programme and improving their oral presentation skills, useful when selling STEP traineeships to an employer and students and making a presentation oneself. In STEP it is really important how we present ourselves and how we communicate with the external. During this session we will analyse the different possibilities to keep in contact with the employers and the most effective ways to negotiate for job for the STEP Programme.

Tuesday March 21st (10:00 – 13:00)

10:00 – 12:00

Job Hunting

Aim

To create awareness of the concept of Job Hunting.

Means:

- Presentation by ELSA International;
- Open discussion.

Comments:

In this session we analyse the possible ways to increase the number of employers interested in STEP. We will discuss more specifically what we can offer the employers and allocate the benefits of STEP Programme from an employer's point of view.

12:00 – 13:00

Reception

Aim:

To make the participants aware of this important part of the STEP programme.

Means:

- Presentation by ELSA International;
- Open discussion.

Comments:

The Reception part of STEP is a fundamental part of the Programme and is one of the main differences between our product and several others similar trainee exchange programmes. In order to improve the quality of STEP, the National and Local Boards need to be aware of their obligations toward the trainees they will host.

Wednesday March 22nd (10:00 – 14:00)

10:00-11:30

Student Hunting

Aim

To make the participants aware of the concept of Student Hunting.

Means

- Presentation by ELSA International;
- Working groups;
- Round table discussion.

Comments

In this session we will analyse the possible ways to increase the number of students and newly graduates interested in STEP.

11:30 - 13:00

ELSA ONLINE simulation

Aim:

To increase the knowledge of ELSA ONLINE.

Means:

- Simulation of ELSA ONLINE;
- Errors' reporting time;
- Open discussion.

Comments:

The current ELSA ONLINE System presents some technical problems that afflict in the correct running of STEP. However, frequently the problems are not technical problems but are created by the lack of knowledge on how to use the System correctly. Therefore, this session is meant to increase the knowledge of the participants, stress out the problems and the possible solutions.

13:00 - 14:00

STEP Tools

Aim:

To create awareness on the existing tools for STEP in the Network and to stress their utility.

Means:

- Presentation by ELSA International;
- Round table discussion.

Comments

The mean of every tool is to support the activity, but no tool can be useful if not known. We need to put focus on the currents tools at the disposal of the Network, analysing when and how they can be used for our activities.

Thursday March 23rd (10:00 - 18:30)

10:00 - 12:00

Joint Workshop with Marketing

Aim:

To continue and improve the cooperation between ELSA members working for Marketing and STEP.

Means:

- Presentation by ELSA International;
- Working Groups;
- Conclusion.

Comments:

The Programme needs full attention from all the persons involved in its development. This means once again we will meet and analyse the current status of STEP; Marketing should be especially focused on this area since it was, and should be again, one of the most successful programmes taking place throughout the Network.

12:00 - 13:00

STEP part of the Decision Book**Aim:**

To understand the regulations of the STEP Programme in the Decision Book.

Means:

- Presentation by ELSA International;
- Open discussion.

Comments

The roots of the STEP programme are the rules included in the STEP Part of the Decision Book. Knowing these rules means knowing how STEP works, the duties of the VP STEP on National and Local Level and the procedures that need to be followed when working with this programme.

14.30 - 16.30

Training on Teambuilding**Aim:**

To make the participants aware about the necessity of working for STEP as a Team.

Mean:

- Training by a trainer from the International Trainers' Pool.

Comments:

STEP is probably the most international programme of ELSA. The results for one National or Local groups are really connected with the work of the others National and Local officers throughout the Network. Therefore working for STEP does not mean working alone. The STEP officers need to create a Team at the National and Local level in order to be able to develop the area in the best of ways. But working for STEP means also to create a big international Team composed by all the STEP officers around the Network. During this session we will analyse what creating a Team means, how to do that and how to manage to keep the members of the Team involved actively in the work.

16:30 - 17:30

Transition in Student Trainee Exchange Programme**Aim:**

To ensure properly facilitated transition between STEP Officers.

Means:

- Brief introduction by ELSA International;
- Open discussion.

Comments:

We are approaching a period of the year where many ELSA Groups will be having transition between the old and the new Boards. Continuity is a constant problem in a students' association where entire boards often change every year. To decrease the risk of losing important information between the changes of boards and to increase the possibility of an improved continuity in our Association, a successful transition is strongly needed. During this session, we will discuss transition in the Area of FM and share ideas on how to give a successful transition to your successor. Finally, it is essential that all the materials the officer might need are well archived, collected and lastly given to the successor by the predecessor.

17:30 - 18:00

Miscellaneous

Aim:

To settle issues unresolved during other sessions.

18:00 - 18:30

Closing of the Workshop

Aim:

To evaluate the Workshop and to approve the minutes.

ACTIVITY REPORTS

INTERNATIONAL BOARD 2005/2006

Josefin Björklund, President

Corporate Partners:

After the ICM in Malta I have been in constant close contact with all our Corporate Partners in order to ensure a successful co-operation with ELSA. Since the current co-operation with LexisNexis is ending on the 23rd of February, intentions are to set a meeting with them to further discuss the proposals we previously sent them. We are furthermore about to consolidate our co-operation with Thomson and enter into new negotiations with them as our current agreement is ending on the 15th of March. CMS, with whom a new Corporate Partnership Agreement was signed at the end of December, is currently one of the most active Corporate Partners of ELSA International, present both at the ICM in Malta and also at the IPM in Munich. ELSA is moreover working closely with one of our latest Corporate Partners, TransLegal, on the promotion of the ILEC Test. We are moreover happy to welcome our new Auditing Partner, Deloitte, who joined the sponsors' pool of ELSA International in October 2005.

Fundraising:

What regards fundraising in general, I am working on implementing the renewed concept of fundraising in ELSA International, recently focusing on what benefits ELSA International can offer its Sponsors through its National and Local Groups. ELSA International has moreover several pending approaches and planned pending approaches some of which we are hoping of finalizing in our term in office and others to leave for the upcoming board to finalize.

I have moreover worked together with Maria Moguilnaia, Director for the 25th Anniversary ELSA International, and Mircea on the structure for the fundraising for the 25th Anniversary.

Other External Relations:

As one of the main aims of the 25th Anniversary of ELSA International is to strengthen the visibility of ELSA in the International Legal Community, we have recently focused on renewing the communication and co-operation with many of our Sister Associations and other external relations. ELSA has developed a co-operation with the International Bar Association (IBA) on the STEP Programme. We have also attended a cocktail of the Association International des Jeunes Avocats (AIJA) and are attending the 10th Anniversary Conference of the European Law Faculties Association (ELFA) in February. We have furthermore re-established the contact with AIESEC International to discuss a future co-operation.

EMC²:

I have worked closely together with Torgeir Willumsen, responsible for fundraising in the International Organising Committee of the ELSA Moot Court Competition on WTO Law. Torgeir has been a great source of advice and engagement and showed a true professionalism in the work for the fundraising for the Moot Court. Together we have revised the fundraising strategy for the Moot Court and approached several law firms and other target groups for the fundraising for the Moot Court. Until now we receive the support

from the World Trade Institute, O' Connor and Company and the University of Geneva for the EMC². We have several pending approaches and are hoping to get some more positive results by the beginning of the Final Oral Round in April. However, the topic of the Competition remains difficult as to get sponsors for the Moot Court. In November, together with Torgeir we also attended several sponsors meetings in Geneva.

The New Online System:

The current co-operation with Microsoft on the New Online System has come to a phase where they are no longer able to provide us with the necessary technical team to build the system upon the servers we would rent. Microsoft is, however, willing to give ELSA the necessary software to build the Portal upon. After 2 years of co-operation with Microsoft on the New Online System we will now need to re-evaluate the concrete and realistic means we have to bring our project to an end with the best possible results.

International Presidents' Meeting:

On the 25th until the 29th of January, the International Presidents' Meeting was held in Munich, Germany. I attended the meeting together with Wouter, Treasurer of ELSA International.

Although the very low number of participants at the IPM, we managed to have fruitful sessions and discuss important topics of the concern of the whole Association. My thank you goes to the amazing Organising Committee, OC, lead by Bijan Moini, President ELSA Munich. The OC showed a high level of professionalism and quality in their work, which was truly appreciated by all participants. I would also like to thank Li Axrup and Jochen Hörlin for the trainings during the event.

Advisory Board:

In December and February the Advisory Board met together with the International Board to discuss issues of importance to the work of the International Board and the latest developments of the preparations for the 25th Anniversary.

NCMs:

I have attended two NCMs in the period after the ICM in Malta. From the 15th until the 18th of December I attended the NCM of ELSA Italy in Padova and on the 13th until the 15th of January I attended the NCM of ELSA Germany in Münster. At the German NCM I held together with Heidi and Wouter, respectively Secretary General and Treasurer of ELSA International, a presentation of ELSA International and the 25th Anniversary and I also participated in the BEE Workshop.

Heidi Katrine Sæbø Platou, Secretary General

International Council Meetings:

After a successful ICM in Malta was finished, we had several evaluation meetings and I finalised the Minutes and updated the Decision Book according to our Internal Regulations. When we had returned from Christmas Holidays, we appointed the ICM Host for the Autumn ICM 2006, and I would once again like to thank the Council that met in Malta Autumn 2005 for trusting us with this decision, and for all the three candidates that applied for the Host position. After the Christmas break we started the preparations for this ICM. As Secretary General I have had the overall coordination and supervision of these preparations.

Furthermore, I have tried several and consecutive times to communicate and get updates from the OC in London. However, unfortunately, I was not very successful. This led among other and more serious things to the decision to discharge ELSA UK as Host for the Spring 2006 ICM. As this Activity Report is written, the whole International Board is working and putting all of its efforts into realising this ICM.

Communication with the Network:

As communication with the Network is one of the most essential steps when consolidating, I have tried my best to follow up on the newly established communication with ELSA Latvia, ELSA in Ireland, ELSA Republic of Macedonia, ELSA Bulgaria and ELSA Serbia and Montenegro. I have tried to follow up the Groups that have been struggling the latest time, as well to be supportive when needed towards the Groups that are well functioning. This summarised should add up to that we during our term in office have managed to have contact with all current National Groups. This is better than in a long time! Now it is time to help each other continuing this tendency!

In December I went to Dublin and met with ELSA Trinity. I gave them a basic ELSA training and we discussed the steps to be taken when getting ELSA on National Level in Ireland up and running again.

Some days later, I went to Padova, Italy, where I participated in the National Council Meeting of ELSA Italy along with several of my Board Members. Together with the Vice President Student Trainee Exchange Programme, Katia Giroto, I gave a short training in ELSA ONLINE to the Joint Workshop IM/STEP. We were also, all of us, introduced to the true Italian Spirit of "Work hard, party harder".

In January, I went to the National Council Meeting of ELSA Germany, along with Josefin, President, and Wouter, Treasurer. This time the Meeting was hosted by ELSA Münster. I was welcomed in the IM workshop, where I gave a brief introduction of ELSA International in general and my job as Secretary General more specifically. All of us took part of the International Q&A time in the Final Plenary. I had also the pleasure of being part of the official Nomination Committee of the Council Meeting. We got to experience the German ELSA Spirit both at day and night time; thank you, ELSA Germany for showing us a great time! I would specifically thank my hosting Group, ELSA Hannover, and all the Polish delegates for showing us the true spirit behind the German-Polish Partnership Programme!

I have also taking part of the presentations that has been made when 6 Groups have visited the ELSA House while in Brussels on an Institutional Study Visit.

Meetings:

As decided in the IM Workshop at the ICM in Malta, the first IM web meeting was held the first Tuesday of December. 7 National Groups were represented, and the two hour long meeting facilitated some interesting discussions. I did unfortunately not have the possibility to participate due to severe Internet problems in the ELSA House. However, 7 National Groups participated also in this meeting. The third IM meeting was held in February and now, the number of National Groups participating was increased to nine. When looking at how many National Groups that have participate at one of the meetings, the number is increased to 13 All in all I must say that the meetings have been a success. The discussion have been fruitful and provided some good ideas for future discussion at the ICM. However, I am a bit disappointed of the missing attendance. Especially, National Groups that were present when deciding upon the concept of the web meeting and been completely absent from the meetings. There is absolutely room for improvement, guys!

In early January, I gave a brief introduction to the Secretary General of ELSA Norway on the different possibilities within the current ELSA ONLINE System. Furthermore, we went through and discussed the draft revised Statutes of ELSA Norway together.

Furthermore, I went to a meeting with Microsoft in the very beginning of January along with Josefin. We met with Ms. Smith, the Student Consultant we met in August, as well with Mr. Ulargui. The outcome was however more disappointing than ever expected after two years of cooperation. Microsoft acknowledged that they did not have the resources to provide us with the team that could build the New Online Portal. All they could provide us with was the necessary software and contacts to Microsoft Partners that possibly could build the Portal for us. The International Board has in collaboration with the IT Team searched for possible solutions to the Online Project. These will be presented for discussion at the ICM.

ELSA International Delegations:

I was lucky to be part of the ELSA International Delegation to the UNCITRAL Working Group on Security Interests as Head of Delegation, and see what an ELSA International Delegation is really about. It was really exciting to see the UN and the UNCITRAL from the inside and see how ELSA in miniature works quite similarly. I enjoyed very much to experience and interpret the different attitudes and way of speaking of the different delegates from different countries and associations.

Training:

Other than facilitating the two training sessions as mentioned above, I have been in constant contact with our Director for Training, Giovanni Jaerisch, and been helping him with promoting training in the Network. Even though training was a topic that was given much time at the Malta ICM, the progress made is not as high as hoped. The number of Regional Training Events has been lower than the last years and we have to spend some time in the future to evaluate and look into the reasons why. I have also kept the International Trainers' Pool updated, together with Giovanni, on things that have happened in our Network. In December I had a meeting with the ELSA Belgium and the Organising Committee of the ELSA House Training Week 2006, where we outlined and planned this year's edition.

Looking forward seeing you all again in the IM Workshop for more discussion and exchange of experiences and ideas!

Wouter-Jan Brookman, Treasurer

After the ICM Malta was finished it was first time for one week of vacation which was spent most of the time in Malta as well as the last weekend in Leiden, the Netherlands. After that one week, where I rested a lot and got new energy for the last weeks before Christmas it was time to go back to the office and start working again.

Grant application:

The first weeks were spent on finalising the grant application (*Support to bodies active at European level in the field of youth*) for the European Commission. Together with the whole board, but especially with Josefin, President of ELSA International, I worked hard on getting the application ready before the deadline (1st of December). We were also grateful that the application was reviewed by Kristina Juth (former Director for Grants of ELSA International), Agnieska Stobiescu (member of the Advisory Board) and Pål Jacob Aasen (former Treasurer of ELSA International) before we sent it to the European Commission. A lot of effort and time has been put in this application, so now it is waiting for a final answer, which we expect at the end of March or the beginning of April.

EMC²:

After the ICM Malta more time was spent on the logistics and finances of the EMC². Together with Josefin, Leo and Torgeir, respectively President, VP AA of ELSA International and responsible for Fundraising in the IOC of the EMC², I visited Geneva to prepare the logistics for the Final Oral Round in April 2006. I visited various hotels and restaurants, as well as the Tourist Office of Geneva. Besides that bookings for the hotels and restaurant were made. Besides taking care of the logistics I have also been working on revising the budget for the EMC². Since it is again hard to get all the necessary financial means for the EMC², it was necessary to cut on certain posts.

Travels/meetings:

During the month of November I had different meetings and travels. Firstly I attended a presentation of KPMG regarding the new tax system in Belgium. During this presentation KPMG clarified the new obligation of non profit making associations in Belgium. As a follow up to this presentation, and the new cooperation with Deloitte, the Auditing Partner of ELSA International, I will have a meeting with the tax department of Belgium in February.

Later on the International Board went to The Hague (The Netherlands) where we visited the ELSA Delegation which participated in the Assembly of State Parties of the International Criminal Court. Furthermore I attended a meeting in Leuven (Belgium) with the Organising Committee of the ELSA House Training Week 2006. I also visited, with my fellow Board Members, the office of ELSA Germany (Heidelberg) where we delivered the Synergy.

In January I attended, together with Josefin and Heidi, Secretary General, the NCM of ELSA Germany in Munster from the 13th until the 15th January. During this NCM I participated in the FM Workshop where I answered various questions from the German Treasurers.

From the 25th until the 29th January, I attended, together with Josefin, the International Presidents' Meeting in Munich. During this IPM a more detailed overview of the debt

situation of ELSA International was given to the participants, as well as an update regarding the cooperation with Deloitte, the new Auditing Partner of ELSA International.

Financial Management/ Administration:

According to the Decision Book I updated in January the list of favoured and non-favoured countries, as well as the new participation fees. Furthermore I send out the invoices for the ELSA ONLINE fee and reminded the National Groups to submit their EDF Reports. So far the International Board received 20 Reports. The following weeks, before the ICM in London, I will contact the various National Groups with debts towards ELSA International to find a solution to solve this situation. I will also contact the National Groups which have not submitted their EDF Reports yet.

Furthermore, I have been working on revising the Budget for the last half year of 2005/2006 and preparing a Budget for 2006/2007. Besides that I spent time on the Financial Administration of the Association as well of the EDF.

The current financial situation:

As already is common the last few years, ELSA International is facing a tough financial situation. Cuts need to be made in the Budget to guarantee a minimum running of the Association. Not only are we lacking income from externals, as well the debt situation of the National Groups towards ELSA International is a big problem and influence the cash flow in ELSA International in a negative way.

And...

Besides the above mentioned I spend time on supporting my Board Members whenever necessary and requested, taking care of the travels of the board members individually as well as a group and together with Heidi making sure the office is running.

Experience:

February 2006; I have been living now already for more then half a year in the ELSA House. The time has passed really quickly and before you know a new International Board will be elected and the year will be over. A weird thought...

Working and living in the ELSA House, being a part of the International Board, working for such a big Network, is not the easiest thing to do, but it is for sure a great experience. Living and working with 6 great people from different countries, cultures and with all their own personalities makes you learn a lot about yourself and the others and shows you the cultural diversity in Europe, in ELSA. You get to know your board members a lot better and we shared good, but also bad, moments together. One year living here can be seen as a good 'education' for your future.

I can recommend this to everybody, since it is a great experience!

Mircea Şerban Moraru, Vice President Marketing

Synergy No. 38:

After ICM Malta, the Synergy was corrected and sent to the printer; after delivery, it was sent during the second week of November towards the National Groups that fulfilled their financial obligations towards ELSA International prior to the ICM in Malta. It was later distributed to our external contacts - academics, current and potential sponsors and advertisers, sister associations and other relevant groups.

Together with some of my other Board Members I visited the office of ELSA Germany in order to deliver them the Synergy, and we also had the opportunity to meet the participants of the ELSA Germany Officers Training Weekend during our stay there.

ELSA-IT Team:

The last week of November the ELSA-IT Team mailing list was updated and the subscribed members were informed on the status-quo of our cooperation with Microsoft. As new information was made available, we tried to figure out a realistic solution for the current problems we face, as well as making a plan for the future development. Valuable input was given by the Team members and this will be used to decide on the next steps to be taken for the development of the New ONLINE System.

Grant:

Wouter being the one in charge of the filling in the Grant Application, I assisted him in gathering and filling in the relevant information.

Anniversary:

We decided to appoint the **Director for Anniversary**, Maria Moguilnaia (Masha) and we had a 'transition' period during the first week of December; we used this opportunity to have a presentation of the Anniversary Year in front of the Advisory Board, which provided very valuable input for our work. Preparations for the Anniversary year continued with completing the advertising offers to be used in our approach for financial support of this year. We identified the target groups and on the possible ways of advertising each of them, we created together with Josefin two packages with different financial contribution from the advertised company.

We also identified the ways to celebrate throughout the Year, as well as the feasibility of having an Anniversary event in Brussels. We were also analysing concrete ways of designing and printing the Anniversary Publication and promoting the events under the IFP topic, closely connected to the Anniversary Series of Events. A timeline was designed for the year, and we also decided to have an Anniversary NewsFlash distributed on a monthly basis.

Also during those days we were drafting the concept of the special movie dedicated to the ELSA historical presentation and of the 'Anniversary Information Kit' designed for the Network.

The first NewsFlash was sent in January, and also approaches have been made for advertising. Also in January we continued the search for possibilities to organize an Anniversary Event in Brussels, maybe during the ELSA House Training Week 2006.

Christmas Cocktail:

The Annual ELSA Christmas Cocktail was organised on 3rd December, and we welcomed ELSA and ELS members from Belgium, Germany, Italy, The Netherlands, Norway, Portugal and Sweden, as well as three of our Directors, Giovanni, Ida and Masha and one of our Auditors, Sergej.

Christmas Cards:

In December the Christmas Cards were designed and sent to the Network and of course to our externals; hopefully you had the opportunity to see them.

Synergy No. 39:

The Call for Articles for Synergy No. 39 was issued in the second week of December, and I continued working with Ida on advertisements, in Synergy as well as on our website. The existing list was refreshed and updated, while Ida is continuing approaching potential advertisers. Several reminders were sent to the mailing lists but unfortunately the articles submitted are far less than expected.

I had several meetings with the designer and printer for Synergy to agree upon deadlines and other details concerning the spring issue, and I was also in contact with various delivery companies for the distribution process.

Links:

Two more links were added to the Website since ICM Malta and I expect more to join us soon, as it has proven to be a successful project.

Marketing Material:

Since we had a new **Corporate Partner**, our materials needed to be adapted also in the second week of November, so I worked together with the other Board Members to update the relevant documents accordingly. Moreover, the STEP Brochure was updated and became available for the Network in electronic format.

I started researching for alternate offers for ELSA International's Marketing Material also outside Europe, and requested price quotes for items dedicated to EMC², STEP, S&C and general Marketing Material.

EMC²:

I have worked together with Umut at the January and February issues of the Moot Court Newsletter and also started to create the concept of the second round of EMC² Marketing Material. I also facilitated the contact between Regional Round Organisers and the designer used so far in order to help them develop their own material within the same uniform image of the Moot.

Leo Vojčik, Vice President Academic Activities

Half of the year in office has passed away very quickly and I found myself preparing the AA Part of the package for the second ICM already - my last as a member of the International Board. The experience of living and working with people from six different countries for a huge association like ELSA is very interesting and exciting. On these pages I would like to present you my actions in past months.

ICM:

Preparing and facilitating the Academic Activities' Workshop at the International Council Meeting in Malta was a great school for me. A week of useful discussions, trainings and loads of fun helped me in doing my job better after the ICM and it will be easier for me, but with more responsibility at the other hand, to stand in front of the AA Officers and the Council for the second time.

SPEL:

I worked on creating awareness of the project of the Selected Papers on European Law that has been facing lower interest for a longer period now. E-mails to the mailing lists and personal contact helped to receive more articles for the upcoming issue, however, it hasn't reached a satisfactory level yet. To make SPEL more attractive, I took actions towards gaining an ISSN number for this internet publication.

With the Director for Anniversary ELSA International I am cooperating on preparing an Anniversary issue of SPEL that will contain the best articles (selected by respective SPEL Editors) from the past (ELSA Law Review) and present (online SPEL).

GLSE:

Guide to Legal Studies in Europe is still only halfway through the updating process, although the AA Officers decided to help in raising influence on their neighbour countries and I have written e-mails and contacted AA Officers personally.

The project for the publisher/partner for GLSE has been submitted and negotiations with the Corporate Partner of ELSA International Thomson are still continuing.

EMC²:

Most of the time of the AA Officer on the International Level is taken up by the biggest project ELSA International has - the ELSA Moot Court Competition on WTO Law, the EMC². In the past couple of months the Moot Court has changed from the preparations' period to the registration and Selection Rounds - both oral and written.

With the Director for Moot Court Competitions of ELSA International, Paula Calatan, I took care of the successful registration process and receiving the written submissions from the registered teams. Communication with the Advisory Board and Judges' Pool of EMC² regarding the correction of the written submissions and their attendance at the Oral Selection Rounds and the Final Oral Round was my task, too.

I worked on the content of the various marketing tools used for the Competition - Newsletter and Newsflash sent to the subscribers and participants all over the world by

e-mail, News Items and Moot Court section on the website of ELSA International and printed brochures and posters.

I communicated almost every day with the Academic Supervisors and Case Review Board on issues regarding the Rules and Case. As a result of this, teams were provided with the Clarifications to the Case and an updated version of the Rules of the EMC² and a method of scoring has been improved.

The number of Regional Rounds was stabilised for this year after finishing negotiations with the National Taiwan University at the later stage of the Competition. The sixth Regional Round for the teams from Asia will take place in Tai-Pei. Helping National and Regional Rounds Organisers in both ELSA countries and “non-ELSA” regions have occupied another big part of my time. Preliminary negotiations with organisers of National Rounds, ELSA and non-ELSA Regional Rounds for the upcoming edition have also already started.

ELSA Law Web:

After the AA Workshop at the Autumn ICM in Malta agreed to work on the updating process, I tried to create awareness of the ELSA Law Web (ELW) and the necessity of updating it. The number of received links is, however, far from satisfactory and ELW seems not to interest the Network and AA officers.

ILRG:

The Anniversary International Legal Research Group was established with the topic of “Developments in European Law over the Past 25 Years and Its Future”. The Group will be lead by an experienced academic and number and qualities of applicants show that it will bring interesting results and good name for ELSA. With the Director for Anniversary ELSA International we are planning to publish the outcome of the ILRG in the SPEL 2006/II and in a high-quality academic journal, the ILRG will also contribute to the Final IFP Conference and the Final IFP Publication later this year.

Brussels Academic Activities’ Meeting:

The first idea of having an international meeting for this Key Area was born during drafting my Action Plan for the Vilnius ICM elections and when the AA Officers at the last ICM wished to do so it was my task and pleasure to prepare the first Brussels Academic Activities’ Meeting (BAAM) in the history of ELSA. The number of participants was not high but the quality of discussions and the very friendly atmosphere showed the importance of such a meeting. A training facilitated by ITP Trainer and Institutional visits to the NATO and US’s Mission to the European Union also added to the value of BAAM.

Communication:

The discussions on importance of active mailing list for Academic Activities on ICM and BAAM as well as sending more information on the AA-mailing list from the International Level have helped to raise the number of e-mails from the Network.

Julianna Koppány, Vice President Seminars & Conferences

Events and News on the ELSA International Website:

I have updated the ELSA International Website with News Items regarding events and delegations, as well as added new events in the events part. During this period, approximately 40 new events have been added.

ELSA ONLINE Archive:

The S&C Forms have been updated according to the updated S&C fees. The S&C Manuals have been updated, furthermore IFP related materials have been created and uploaded in the ELSA ONLINE Archive.

S&C Brochure and Poster:

The third and fourth issue of 2005 and the 1st issue of 2006 of the S&C Brochure was created and published. The Brochure included over 20 upcoming events like International ELSA S&C Events, NCMs, Training Events and ELSA International Delegations. The S&C Events Calendar was created for the ICM with a new and fresh design. For the new issues of these S&C Marketing materials the IFP events and other events part of the 25th Anniversary Series of Events were highlighted.

Communication - S&C Mailing List:

The activity on the S&C Mailing List needs a lot of improvement. Although having written several e-mails, the responses were lacking and the majority of the communication was conducted through direct e-mails addressed to elsa@brutele.be.

Director for Human Rights:

I have kept close contact with the Director for Human Rights of ELSA International, Jana Härtling concerning sustaining ELSA's strong commitment to Human Rights and arranging the Internet-Videoconference with Mr. Louis Moreno Ocampo, the Prosecutor of the International Criminal Court (ICC).

ELSA Speakers' Database:

Since January the Working Group on the ELSA Speakers' Database (ESDB) - set up by the S&C Workshop at the ICM in Malta - is working on the newly formatted, more user-friendly, hopefully in the future expanded and well-used Database. My main job was to re-establish the contact with the Speakers currently in the Database, clean and update the ELSA International's Archives. In addition, I have contacted several International Organisations and Institutions for getting future Speakers.

Trainings on S&C:

I gave a training on Project, Risk Management, Teambuilding and Communication to ELSA London for future projects.

International Focus Programme:

According to the newly reintroduced provision of the IFP, I have taken up my tasks of creating an IFP Manual, promoting the Programme, establishing Guidelines on the organisation of the Final IFP Conference and implementation of the IFP 2006.

Institutional Relations:

This year ELSA's Institutional Relations has grown by obtaining Observer Status late October with the World Intellectual Property Organisation (WIPO). I have established a good cooperation and contact with the WIPO officials and respective departments. Furthermore, I have kept close contact with the already existing Institutional Partners. Before finishing my term hopefully I will be able to revive the contacts with some Organisations and add more contacts with additional Institutions. Finally, I was collecting the required information from the Network for the Council of Europe Quadrennial Report. I would like to take this opportunity to thank those S&C Officers who assisted me in this matter.

ELSA International Delegations:

In the last six months the International Board has appointed 12 ELSA International Delegations to UNCITRAL Working Group meetings, the Commission for Social Development, the Commission on the Status of Women, the Assembly of States Parties of the ICC, Council of Europe Training events and for the first time to the WIPO. In addition, I have assisted in the preparation and was all the time at the disposal of the Delegations. I have always ensured that the Delegation Report is created and submitted, and made it accessible in the ELSA ONLINE Archive. Hopefully we will see a lot of Delegations in the future following up on the tradition and success of previous ones and getting even more involved in the recent happenings.

Institutional Study Visits:

I have assisted Local Groups of ELSA Amsterdam and ELSA Lund in organising Institutional Study Visits to the European Institutions in Brussels. Furthermore, I have used different means of developing the implementation of the Institutional Relations regulations within the Network (e-mail, news items and presentations).

Visits in the ELSA House:

The International Board had the honour to welcome several Local Groups visiting the ELSA House and spending some or even more time with us. ELSA Leiden, ELSA Amsterdam, ELSA Oslo, ELSA Lund, ELSA Munich, ALSA Japan, thank you for being here and we encourage other Groups to keep up this tradition!

Travels:

In October I have visited ELSA London for a weekend and provided 13 enthusiastic persons with trainings on S&C. In October alongside my fellow Board Members I have attended the ICM in Malta and enjoyed the Maltese Spirit for an extra week of post-ICM vacation! Grazie! In November I have attended the ELSA International Delegation to the 4th Session of the Assembly of States Parties of the ICC in The Hague, leading 21 ELSA & ICC fans. Some of the International Board Members had a meeting with ELSA Belgium on this year's edition of the ELSA House Training Week. Beginning of December we visited the National Board of ELSA Germany in Heidelberg. Being one of the five members of the International Board attending the NCM of ELSA Italy I have spent three gorgeous days in bella Padova!

And last, but not least... I would like to take this opportunity to thank my dear S&C Officers throughout the Network for their active cooperation and motivation this year. Keep up this good level and I am looking forward to continue working with you for the upcoming months. Cheers!

Katia Girotto, Vice President Student Trainee Exchange Programme

Job Hunting:

In the last 5 months, after the Malta ICM, the Network offered 19 jobs. Unfortunately, some of them reached the deadline without applicants in ELSA ONLINE. I made a Call for Applicants on the mailing list and we managed to receive several applications for all.

Actually, at the time of this report, ELSA is offering 16 traineeships in Austria, Germany, Spain, Greece, Poland, Belgium and UK. As I wrote in my previous report, I started to job hunt on International Level and at the moment 4 of the traineeships are offered by ELSA International. Some more are still in a contractual phase, but they will be offered soon. I approached more than 100 International Law Firms worldwide present and at the moment they seem really interested in STEP.

Student Hunting:

The 'picture' of the Network I made before this ICM in London shows that the situation in Student Hunting is quite good, also taking into consideration that the real Student Hunting period is going to start in March. At the moment the total amount of Curricula present in the system is 515, among these 60 applied for a STEP traineeship.

The situation regarding the blocked STEP Applications is definitely improved, due to the constant reminders sent to the Local and National Vice Presidents STEP. At the moment the percentage of blocked applications is really low and this is a very good result obtained by the improvement of the communication.

Communication:

The communication with the National and Local STEP Officers has been quite good during these months. I have had contacts regarding STEP with more than 25 countries of the ELSA Network. I contacted them using the mailing list and personal e-mails addresses. I sent them reminder for the blocked applications in ELSA ONLINE and e-mails asking for the problems they are facing in STEP, and in specific with Job Hunting.

Considering that the mailing list usually is not really active, I tried to use a new tool of communication: the instant Messenger. So far I have had two MSN Meeting with the officers in the Network, both National and Local Level. These two first experiences have been very positive and effective and we have had the opportunity to discuss about several points and take some decisions. During these months I also spent several hours per day in answering to all the web enquiries coming from ELSA and non-ELSA members regarding the STEP Programme and fixing the problems of members with ELSA ONLINE.

New Online Project:

After Microsoft told us they could no longer provide us with the Portal, I have together with the rest of the International Board started evaluating other possibilities that can be presented to the Council and can be used for creating the New System. Together with the ELSA IT Team and other sister Organisations, we are studying which are the other opportunities.

STEP Marketing Material:

Together with Mircea Moraru, Vice President Marketing of ELSA International, I updated the STEP Brochure in the ELSA ONLINE Archive, in order to give to the National and Local

Groups the possibility of having an example of brochures, print them out and use it as a marketing tool.

I also developed the idea of the STEP Recommendation Letter for the potential employers, a tool for showing to the potential employers the names of previous and current employers that are supporting and recommending the employment of a STEP trainee. The names provided by the National Groups so far are not a big amount. I am pushing the National and Local Groups to increase that number, in order to create a STEP Recommendation Letter that can really represent the entire ELSA Network and the 35 countries involved in ELSA!

At the moment I am working on the STEP Newsletter. The idea is to create a document with all the information regarding the available traineeships, in order to offer a marketing tool for the STEP traineeships. The STEP Newsletter indeed will be useful for showing the information regarding the available jobs to students, encouraging them to apply. According with the STEP Calendar adopted, the STEP Newsletter will be ready for the first week of March.

Other:

Since Malta, I took part in two ELSA International Delegations. The first was in December to the Assembly of States' Parties of the International Criminal Court in The Hague. The second one was in New York, for the UNCITRAL Working Group II on International Arbitration and Conciliation, where I was the Head of Delegation. These two experiences permit me to obtain some international contact that I will use in order to offer some new traineeships. One traineeship is already near to the conclusion and it would be offered soon.

In December, together with other International Board Members, I took part to the National Council Meeting of ELSA Italy, in Padova. There, Heidi, the Secretary General of ELSA International, and I provided a training on ELSA ONLINE and the role of the SecGens and the VPs STEP at the National and Local Level in regards to ELSA ONLINE.

During the 6 visits of the ELSA House made by ELSA Local Groups and ALSA Japan, I gave presentation on ELSA and the role of the International Board together with my fellow Board Members.

DIRECTORS ELSA INTERNATIONAL 2005/2006**Maria Moguilnaia, Director for the 25th Anniversary**

I have been working on the Anniversary activities of ELSA since my appointment on the 15th November 2005. In the second week of December I visited the ELSA House in Brussels to have a planning session with the International Board of ELSA. The priorities for the Anniversary activities of the term of office of the International Board 2005/2006 were set and I have been working on the several issues since then.

ILRG:

The Call for Applicants for the Anniversary International Legal Research Group "Developments in European Law over the Past 25 Years and Its Future" has been sent out and we are awaiting a lot of applications from ELSA members by the 10th of February. The ILRG will be set up soon after the deadline and the work will start immediately. More information on the ILRG will be presented at the ICM in London.

SPEL:

We have started working on the Anniversary issue of SPEL, which is due to be published in June 2006. The idea behind this issue is to collect the best articles ever published in the ELSA Law Review and then SPEL since the creation of the journal in 1989. The contacts with previous editors of the journal have been already established for this purpose.

Series of events "25 Years of...":

There will be several Anniversary S&C events organised in the Network this year. There have been two events confirmed so far: "25 Years of Environmental Law" organised by ELSA Athens and "25 Years of Legal Diversity: Law beyond Borders" organised by ELSA Rotterdam. I am hoping we will have more Anniversary S&C events available for the Network by the time of the ICM in London!

Publications:

The International Board is currently working on the Anniversary issue of Synergy as well as on the Anniversary Publication. The concept of both publications has been created and now we are working on finding the most suitable way (logistically- and financially-wise) to implement these ideas.

Anniversary Newsflash:

The first issue of the Anniversary Newsflash has been prepared and sent out shortly after the first Anniversary Gala Ball organised in Münster in conjunction with the National Council Meeting of ELSA Germany. The Anniversary Newsflash is the monthly newsletter telling about the past and present of ELSA. We hope more and more Local and National Groups will provide us with news on Anniversary celebrations as the time goes and we will have interesting issue of the Newsflash every time.

Anniversary Gala Ball and Press Conference in London:

The first Anniversary Gala Ball of ELSA will be organised at this ICM. We prepare a nice evening of Anniversary memories and surprises. We are also planning a Press Conference organised in London just before the ICM to make the international media aware of the Anniversary celebrations our Association is undertaking this year.

Travels:

I have attended the National Council Meeting of ELSA Germany in Münster in the middle of January, where I presented Anniversary activities of ELSA at the Plenary and at the Freshers and Seminars & Conferences Workshops. I also joined the Computerised Information Workshop to find more information on the possibilities in creating the Anniversary Movie. I also attended the International Presidents' Meeting of ELSA in Munich at the end of January in order to present the Anniversary plans for 2006 to Presidents and discuss how we can make the Anniversary known in the Network.

Ida Lindholm, Director for Advertisements

The ICM in Bugibba, Malta, in November was an amazing week, during which I had the pleasure of assisting Mircea Moraru, Vice President Marketing of ELSA International, in the Marketing Workshop.

After the ICM in Malta I started working on updating, improving and most of all expanding the database of advertisers which Torgeir Willumsen, Director for Synergy 2004/05, worked with during his year in ELSA International. I have gone through the 550 universities in the world which provide LL.M programmes and listed the 180 most interesting ones. The aim has been to really increase the existing database of advertisers and create a solid foundation for the future of Synergy and the Links Project, as important fundraising tools.

Mircea and I have together updated the Marketing Proposals and have also approached the existing and previous advertisers to hear about their interest in continuing the co-operation with ELSA.

I have approached all the new universities with a marketing proposal, in which we offer the universities to promote themselves through ELSA in our Members' Magazine Synergy and/or through the Links Project. The interest for the Links project has been big so far and several new links have been added to the Website - and more are on their way!

In December, I went to the ELSA House for the annual Christmas Cocktail. During that weekend Mircea gave me a new list with companies to approach and I started working on finding their contact details, and also researched for more companies that could be interested in promoting themselves through Synergy and the Website. I have also helped Mircea distributing Synergy magazines to existing and potential advertisers.

Together with Mircea and Maria Moguilnaia, Director for the 25th Anniversary, I have designed an Anniversary Advertising proposal. Maria has created an impressive list of companies which we at the moment are approaching together.

With less than a month left until the deadline for Synergy No 39 I have a very intense period ahead of me. All the universities and companies who have been approached with marketing proposals are being contacted at the moment.

I would like to add that all my work is done in close collaboration with Mircea, and I am looking forward to continuing this excellent co-operation for the remaining part of the year. I am proud to be a part of the International Team and I would like to thank the International Board 2005/06 for their hard work, professionalism and ELSA Spirit!

Jana Härtling, Director for Human Rights

Dear ELSAnians,

a few months have passed since the last ICM so I would like to update you on what I have done since then:

Directors for Human Rights:

I have established a list of National (and Local) Directors for Human Rights. This list is shorter than I had thought. So if your country has a National Director for Human Rights of you have Local Directors please send me their contacts.

Internet videoconference:

As announced in the last report and in my mails to the ELSA INFO and the Human Rights mailing list, I would like to start a regular internet-conference project.

I am pleased to announce that for the first conference Mr. Luis Moreno Ocampo, the Chief Prosecutor of the International Criminal Court, has kindly agreed to be the speaker. He will give general insights in his work and speak on

Victims in International Criminal Law

Participation of the victims in the international criminal procedure

The right to reparation of victims of gross violations of Human Rights and International Humanitarian Law

or

Interaction between the Court and other bodies

Interaction between the bodies of the court and the Member-States

Interaction between the bodies of the court and States that are not parties to the Rome Statute

Interaction with other international bodies such as the United Nations and African Union

ELSANians from Barcelona (Spain); Cambridge (UK); Leuven (Belgium); Münster (Germany); Pecs (Hungary); and St. Petersburg (Russia) will take part. The conference will take place in the second week of March, i.e. between 6 and 10 March. I am additionally working on a possibility to Internet stream the conference or have it stored online.

Paula Calatan, Director for Moot Court Competitions

Looking back at those months that have been passed since the ICM in Malta, I must say that a lot of work has been done for continuing the preparation for the National, Regional and of course Final Oral Round of EMC² 2005/2006.

National Rounds of the EMC²:

I was the one responsible to contact the organisers of National Rounds and find out how they will prepare the Moot Court Competition on National Level. For those who don't know yet, and even for those who already know is good to remember that National Rounds were organised in Hungary, Norway, Romania and UK. The IOC is very proud of their efforts and hard work.

ELSA Regional Rounds:

This year we are proud to present two ELSA Regional Rounds - one in Lithuania and the other one in Italy. Leo Vojčík, Vice President Academic Activities of ELSA International, was also responsible for the ELSA Regional Rounds and he was the one who established the contact with the organisers.

Non-ELSA Regional Rounds:

I really think that very important progress has been done in organising Non-ELSA Regional Rounds who are going to be held in Asia, Australia and Latin America. I have to thank to all the organisers of Non-ELSA RR and also to our Academic Supervisors: Professor Letizia Raschella-Sergi, Assistant Professor Laura Nielsen and Ieva Zebryte, also the members of the IOC who cooperate very well and made everything go as we planned.

Registration and Written Submissions:

Due to some difficulties that have unexpectedly come up, the IOC has decided to postpone the deadlines for registration and the dispatch of the submissions which have fortunately not caused many problems in the procedure of registration.

EMC² Mail:

The IOC is trying hard to publish the new edition of the official newsletter of the ELSA Moot Court Competition on WTO Law, the EMC² Mail, which is becoming more popular among the participants and students. We have been receiving subscriptions for the Newsletter and thus high interest in this Competition from all over the world.

Besides these major issues the IOC has been fulfilling its daily tasks by responding to enquiries from participants, interpreting the Rules of the Competition, preparing the new Tips for Teams for the Oral Rounds.

I hope I will be able to see you all at the ICM and discuss much more about all major issues of the EMC² 2005/2006.

Giovanni Jaerisch, Director for Training

In the time between the ICM in Malta and the deadline of this Package I have gone to work on several issues.

For one, I attended and provided materials for two trainings, one at the Turkish National Council Meeting in Istanbul and the other one at the National Council Meeting of ELSA Italy in Padova. I believe the trainings achieved their objective and I hereby would like to thank the respective trainers, Michael Sullivan and Rebeca Cenalmor Rejas for their excellent work.

As well, I facilitated a moderation and presentation training for the International Board that will take place in early March.

Moreover, I have been assigned the fundraising for the Train the Trainers' Weekend (TTTW) and the Refreshment Meeting (RM). Among others, Price Waterhouse Coopers have been approached to start cooperation on a small scale. I have been in intensive talks with various members of a German student's organisation (Bonding), and with their international branch, "best", to elaborate the possibility to organise a joint TTTW. They form their trainers in a much acclaimed and professional way.

I have been in contact with the OC of the Baltic Trainings (BT), trying to find people within ELSA that have experience in Human Rights, as this years' BT will be focussed on that issue.

A further issue in progress is a web space for the trainers, for uploading training material and exchanging experiences.

Furthermore, I sent a "Newsletter" over the Trainers' mailing list, updated the Power-Point-Presentation for the ITP and attended the IPM in Munich to inform on the progress on all the above issues.

On a sad note I would like to apologise for a failed communication between Andrea Brizzi and myself concerning the IPM-trainings. Due to a lack of information supplied by my side he was not able to hold the trainings he had prepared. Thanks to the support of the German trainers' pool, the trainings could after all be held. For that I would like to thank Jochen Hörlin and Li Axrup, and of course ELSA Germany.

I would like to thank all the people involved and hope to intensify our work even further.

PROPOSALS

INTERNATIONAL BOARD

BEE Decision Book Amendments

The International Board proposes to the Council the following:

The BEE 08/01 II shall be amended as follows:

External Relations

Fundraising Regulations

1. Definitions

The term *fundraising* in ELSA covers the attempt to obtain a sponsorship.

The term *sponsorship* covers the support of an external relation, either in money or in kind.

The term *in kind* covers a service or donation that has a market value (e.g. training or the donation of office equipment).

The term *general sponsorship* covers fundraising with the aim to achieve financial support to cover the cost of running the ELSA group.

The term *project sponsorship* covers fundraising with the aim to achieve financial support for a specific programme, project or event.

The term *international contact* covers an external contact, which forms part of a legal entity, situated in more than one country ~~and has more than 30 000 employees or a yearly turnover of more than EURO 3 billion.~~

The term *legal entity* covers a network of offices that uses a common brand name (e.g. Clifford Chance) or a common policy and decision making as regards sponsorships (e.g. KLegal)

The term *main office* refers to the office of an International Contact that defines itself as being the main or head office. In the case of law firms, the office listed as Main Office on the Martindale-Hubbel Lawyers Locator [www.martindale.com] shall be considered as Main Office.

If the definition of the office is not found through the Martindale-Hubbel Lawyers Locator or in case of doubt as to whether the international office in question is the Main Office, it shall not be considered as such until the status of the office has been clarified by the respective company within one week's notice.

The term *national contact* refers to any contact that is not an International Contact. ~~Law firms with less than 300 lawyers are considered to be national contacts.~~

The term ~~N~~*national Group* refers to any ~~N~~*national Group* and its local groups.

~~In case of doubt as to whether the international office in question is the Main Office, it shall not be considered as such until the status of the office has been clarified.~~

The term fundraising does not cover an approach to an external contact for the purpose of advertising. The term *advertising* shall cover promotion and attendance and not include participation.

2. General Sponsorship - Procedures

- A. ELSA International shall approach the main office of an international contact.
- B. National Groups shall approach a national or international contact with the exception of the main office of an international contact.
- C. A national group shall not approach an external contact situated in a country different from its own. Within the country the national group shall regulate the approaches.
- D. ELSA International approaching an external contact classified as National or International.

Before approaching an external contact that is classified as national or international which is not the Main Office, ELSA International shall inform the respective National group the location of the office it intends to contact by means of a registered letter or e-mail.

The national group shall respond within two weeks from time of receiving the registered letter or e-mail, whether or not one of the following reasons would exclude the approach.

- (i). The national group gives a concrete reason why the approach would jeopardise the National group's current sponsorship with the external contact.
- (ii). The national group gives a concrete reason why the approach would jeopardise the National group's pending approach with the external contact.
- (iii). The National group shows a concrete plan to approach the external contact within the following two months.
- (iv). The National group has been refused by the external contact within the last six months.

ELSA International can proceed once the national group agrees to the approach, or the deadline has expired or none of the above-mentioned conditions have been met.

National groups shall send copies of old contacts and files concerning the external contact that is not in ELSA ONLINE, within one week should ELSA International request it.

ELSA International shall update ELSA ONLINE with information about the approach and the development of the co-operation with the external contact as soon as possible.

The National group shall refrain from approaching the same external contact for a period of six months.

- E. A national group approaching the main office of an international contact.

Before approaching an external contact that is classified as main office of an International contact, the National group shall inform ELSA International the location of the office it intends to contact by registered letter or e-mail, addressed to ~~the name of~~ the President of ELSA International.

ELSA International shall respond within two weeks from the time of receiving the registered letter or e-mail, whether or not one of the following reasons would exclude the approach.

- (i) ELSA International gives a concrete reason why the approach would jeopardise ELSA International's current sponsorship with the external contact
- (ii) ELSA International gives a concrete reason why the approach would jeopardise ELSA International's pending approach with the external contact.
- (iii) ELSA International ~~has~~ shows a concrete plan to approach the external contact within the following two months.
- (iv) ELSA International has been refused by the external contact within the last six months.

The national group can proceed once ELSA International agrees to the approach, or the deadline has expired, or none of the above-mentioned conditions have been met.

ELSA International shall send copies of old contacts and files concerning the external contact that is not in ELSA ONLINE, within one week, should the national group request it.

The national group shall update ELSA ONLINE with information about the approach and the development of the co-operation with the external contact as soon as possible.

ELSA International shall refrain from approaching the same external contact for a period of six months.

- F. Once an office of an external contact, regardless of classification, is the sponsor of ELSA International or a national group, an approach shall follow 2.D or 2.E.
- G. When approaching an International contact, the National group shall inform ELSA International of the location of the office it intends to contact by means of registered letter or e-mail ~~or fax and followed by a phone call~~, all addressed to the President of ELSA International.

ELSA International shall respond within two weeks from the time of receiving the notification, whether or not one of the following reasons would exclude the approach;

- (i) ELSA International gives a concrete reason why ~~the~~ the approach would jeopardise ELSA International's current sponsorship with the external contact
- (ii) ELSA International gives a concrete reason why ~~the~~ the approach would jeopardise ELSA International's or a national group's pending approach with the external contact.
- (iii) ELSA International or a national group ~~has~~ shows a concrete plan to approach the external contact within the following two months.
- (iv) ELSA International has been refused by the external contact within the last six months.

The national group can proceed once ELSA International agrees to the approach, or the deadline has expired or none of the above-mentioned conditions have been met.

ELSA International shall send copies of old contacts and files concerning the external contact that is not in ELSA ONLINE, within one week, should the national group request it.

The National group shall update ELSA ONLINE with information about the approach and the development of the co-operation with the external contact as soon as possible. ELSA International shall refrain from approaching the same external contact for a period of six months.

3. Project Sponsorship - Procedure

The Organising Committee of a project organised by ELSA International or an event organised or co-organised by ELSA International (e.g. ICM, IPM, ISM, EHTW, EMC²) is not bound by the fundraising regulations of their country, but shall be considered as ELSA International for the purposes of these regulations.

Approaches towards a National contact or an International contact not being the Main Office, for a programme or project undertaken by ELSA International shall follow the Regulations in 2.D, (i) and (ii).

All approaches made by National groups to International contacts shall follow the fundraising procedures for national groups. ~~follow the procedure laid down in sec 2.G.~~

[...]

6. Registration

All sponsorships of all ELSA groups shall be entered in ELSA ONLINE and this shall be done as soon as an agreement has been reached.

All pending approaches of all ELSA groups shall be entered in ELSA ONLINE and this shall be done as soon as a contact has been established.

Contacts to international entities, institutions and foundations shall be entered into ELSA ONLINE as soon as contact is established.

Contacts to national entities, institutions, and foundations may be entered into ELSA ONLINE.

Comments:

The International Board would like to improve the well-function of the co-ordination of the fundraising and would therefore like to propose the above mentioned issues in order to clarify the fundraising regulations to ensure a correct interpretation of the regulations and preventing misunderstandings. Matters of definition and efficient handling of fundraising request has been the main reasons for the proposed changes in the fundraising regulations.

Through clear fundraising regulations and a structured co-ordination of fundraising, ELSA as a Network will function better benefiting all Groups involved in the fundraising.

Audited Interim Accounts – Financial Year 2005/2006

The International Board proposes to the Council the following:

“The audited Interim Accounts for the period from 1st of August 2005 to the 31st of January 2006 shall be approved”.

Comments:

Please refer to the International Board Input Paper and the Auditors’ Report regarding the Interim Accounts for the Financial Year 2005/2006.

Revision of the Budget - ELSA International Financial Year 2005/2006*

The International Board proposes to the Council the following:

The Budget for the Financial Year 2005-2006 shall be revised as follows:*

<i>General Income</i>	<i>Proposal to revise</i>		<i>Budget ICM Malta</i>		<i>Difference:</i>
Externals	86,000		106,00		-20,000
Membership and Adm. Fee	18,150		18,150		0
ELSA ONLINE Fee	10,000		10,000		0
Income from Areas (Area saldo)	-2,000		12,500		-14,500
Miscellaneous	750		400		350
General Income total	112,900		147,050		-34,150
<i>Expenditures</i>					
The ELSA House:	32,750		32,750		0
Rent		25,750		25,000	750
Heating		2,400		2,250	150
Electricity		3,500		3,500	0
Water		800		1,000	-200
Repairs		300		1,000	-700
Office:	4,720		4,150		570
Day to day office supplies		2,920		2,200	720
Upgrade Office facilities		750		750	0
Cleaning costs		450		600	-150
Depreciation		600		600	0
Communication:	9,400		9,450		-50
Phone and Fax		7,400		7,500	-100
Internet and E-mail		600		750	-150
Post		1,400		1,200	200
ELSA ONLINE Adm.	20,330		20,400		-70
Chord9 maint. agreement		14,000		14,000	0
Chord9 extra service costs		2,700		2,700	0
Alternet Server		3,630		3,700	-70
Bank Charges:	400		600		-200
Marketing Materials:	3,850		5,700		-1,850
Folders		750		2,000	-1,250
Banner		1,000		1,200	-200
S&C Poster		1,200		1,200	0

STEP Folder		400		800	-400
Miscellaneous		500		500	0
ICMs:	6,425		6,950		-525
Travel IB Autumn ICM		3,550		3,100	
Accomodation Autumn ICM		1,250		750	
Travel IB Spring ICM		825		1,800	
Accomodation Spring ICM		800		1,300	
IPMs:	650		1,200		-550
IPM Summer		475		800	-325
IPM Winter		175		400	-225
ISM:	300		300		0
Travels		300		300	0
Travels:	6,000		11,500		-5,500
Meetings with externals		2,000		2,000	0
Meetings within the Network		2,500		6,000	-3,500
IB home travels		1,500		3,500	-2,000
Allowance:	8,400		8,400		0
7 x 12 x 100 €		8,400		8,400	0
Representation:	3,000		2,250		750
Directors:	2,000		4,000		-2,000
Travels		1,750		3,500	-1,750
Miscellaneous		2,50		500	-250
International Trainers Pool:	0		4,000		-4,000
Train the Trainers Weekend		0		1,500	-1,500
ITP Refreshment Meeting		0		2,000	-2,000
Miscellaneous		0		500	-500
Auditing:	1,775		1,800		-25
ICM Travels		875		1,050	-175
Auditing weekends		800		650	150
Miscellaneous		100		100	0
The ELSA Development Fund:	5,400		8,280		-2,880
EDF 2004/2005		5,400		8,280	-2,880
Del Credere:	1,250		4,500		-3,250
Savings:	0		6,750		-6,750
Reserv. Marketing Materials		0		1,000	-1,000
Reserv. New Online System		0		2,000	-2,000
Reserv. 25 th Anniversary		0		1,750	-1,750

General savings		0		2,000	-2,000
25th Anniversary:	3,200		13,200		-10,000
Anniversary publication		2,500		8,000	-5,500
Anniversary Cocktail		0		4,000	-4,000
Miscellaneous		700		1,200	-500
Miscellaneous:	2,000		500		1,500
Realised exchange loss:	50		370		-320
ICM London	1000		0		1000
Expenditures Total	112,900		147,050		-34,150
SALDO	0		0		0
Area Income:					
Synergy	25,000		35,000		-10,000
Links Project	5,000		5,000		0
EMC ²	53,000		77,150		-24,150
Area Income total	83,000		117,150		-34,150
Area Expenditures:					
Synergy	26,000		27,500		-1,500
EMC ²	59,000		77,150		-18,150
Area Expenditures total	85,000		104,650		-19,650
Area SALDO	-2,000		12,500		-14,500

*All figures are expressed in € (Euros)

Comments:

GENERAL

In-kind support and donations are not included in the Budget. The Board Members (working full time) the Directors (working part time) and the persons involved in the projects and activities of ELSA **do not get any payments, but still contribute with a lot of effort and work for the Association.** Only the International Board gets allowance. We are of the opinion that an estimation of the value of this would be several times higher than this budget.

INCOME**Externals:**

These are the sponsorships for which the contracts are signed:

CMS	20,000 €
Thomson	12,000 €
Microsoft	4,000 €
TransLegal	20,000 €
Deloitte	5,000 €
 Total:	 61,000 €

The grant from the European Commission is not sure at the moment, but based on the application we will feel positive regarding receiving this grant. That means an extra income of:

25,000 €

Total income: 86,000 €

Membership and Administration Fee

The Membership Fee 2005/2006 has been calculated in accordance with the Membership Fee formula in the Decision Book. The Administrative Fee has been based on the number of Observers, at the beginning of the year three. The amount has been set on 18,150 €

ELSA ONLINE Fee:

The ELSA ONLINE Fee has been calculated according to its formula in the Decision Book. The amount is based on the estimation that the ELSA ONLINE Fee to be invoiced for this year is 10,000 Euros.

Area Saldo:

Loss from the Area Saldo. This amount is calculated on an estimation of the expenditures and the income from our projects, such as Synergy and EMC².

Area Saldo gives an expenditure of 2,000 Euros.

Miscellaneous:

The cash flow situation of ELSA International, the capital reserves and the provisions give us a certain amount of income. For this year the estimation is 750 Euros.

EXPENDITURES**The ELSA House:**

This figure includes the rent payable for the ELSA House, where the International Board works and lives. The monthly fee is more or less 2,100 Euros and therefore the amount has been changed to 25,750 Euros for a period of twelve months. Furthermore costs for electricity, water, heating and repairs are included in this heading. With these costs the total amount for the ELSA House is reduced to 32,750 Euros.

Office:

This heading contains equipment for the day to day running of the Office, upgrade of the Office facilities, cleaning costs of the Office plus depreciation of the value of the Office equipment. Furthermore copying costs are included under this heading.

The amount has been changed to 4,720 Euros.

Communication:

This heading includes two phone lines, a fax line and a cable connection for the internet. Furthermore, the mail-related expenses of the International Board are covered under this heading as well as normal mail costs, like stamps.

The amount has been changed to 9,400 Euros.

ELSA ONLINE Administration:

ELSA ONLINE has to be administrated and updated continuously according to the needs of the Network. The Maintenance Agreement with Chord9 ensures that the current system functions properly.

Our current agreement with Chord9 must continue at least throughout 2006 during the trial period of the New Online Project, in order to have sufficient backup before launching the new system.

Furthermore ELSA International has to pay the company Alternet a monthly fee to host their server.

The total amount for the ELSA ONLINE Administration has been changed to 20,330 Euros. This amount can be specified as follows:

Chord9 Maintenance Agreement:	€ 14,000.00
Chord9 extra service costs:	€ 2,700.00
Alternet Server:	€ 3,630.00

Bank Charges:

These are the costs for our bank accounts and the transfer costs we have. This amount is quite high, because ELSA International has a lot of international bank transfers.

The amount has been changed to 400 Euros.

Marketing Materials:

This amount is to produce the general ELSA folders, the Banner, the events posters and the STEP folder. Furthermore there is a post for miscellaneous under this heading. This is for unexpected costs, for example marketing improvements.

The amount has been changed to 3,850 Euros.

International Council Meetings:

The travel expenses of the members of the International Board and the cost of their stay at the venue before the ICM are included in this heading. 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 co-operation with the Organising Committee. The costs of the participation are covered in the project budget of the Organising Committee.

The total amount has been changed to 6,425 Euros.

International Presidents' Meetings:

The President of ELSA International takes part in three International Presidents' Meetings, whereas one of them is during the transition with the new President. The participation costs are covered in the budget of the Organising Committee of the respective IPM.

The amount has been changed to 650 Euros.

International STEP Meeting:

The Vice President STEP of ELSA International takes part in the International STEP Meeting, which will be held once a year. The participation costs are covered in the budget of the Organising Committee of the respective ISM.

The amount is set to 300 Euros.

Travels:

This heading includes travel expenses for the International Board. The board members have to travel back and forth to their respective home countries during the year.

The heading also includes their travels to sponsors meetings and other types of meetings they have in order to develop our external and institutional relations for our Association. Furthermore travels within the Network, to meet with Local and National Groups are as well included.

The amount has been changed to 6,000 Euros.

Allowance:

In accordance with the Decision Book, every International Board member or Director filling a vacant position on the International Board shall be supported with an allowance of 100 Euros per month. Having 12 months and 7 Board members the total amount is 8,400 Euros.

Representation:

During the year, lot of efforts are devoted to represent our Association in front of externals, such as sister organisations, partners and others we continuously are in contact with on a professional level.

To have the possibility for presents when the International Board is visiting externals, and to be able to invite externals to the ELSA House, especially for the upcoming year when ELSA will celebrate her 25th Anniversary. The amount has been changed to 3,000 €, since business cards and Christmas cards are included in this amount.

Directors:

Directors are appointed by the International Board and act from their respective home countries. Their travel costs and administration costs are dealt with under this heading. It is essential that the Directors can come to the International Council Meetings and to the ELSA

House. Communication and regular updates are very important in order to have a constructive co-operation with the Directors.

The total amount has been changed to 2,000 Euros. This will mean more or less 400 Euros per Director.

The International Trainers' Pool:

The International Trainers' Pool is an important tool for the Association and for the development of our Network.

This heading includes travel and administration costs for ITP Refreshment Meeting as well as for the Train the Trainers' Weekend.

Unfortunately due to the financial situation of ELSA International, we had to cut this heading from the budget.

Auditing:

The expenses for the auditors and the costs for their participation at the International Council Meetings are budgeted in this figure. The amount has been changed to 1,775 Euros.

The ELSA Development Fund:

Every ELSA Member Group and ELSA International has to pay the equivalent of 6% of the fundraised amount of an external contact defined as International to the ELSA Development Fund. This fund aims at training and developing the Network.

The total amount for the EDF has been changed to 5,400 Euros. This amount includes 6% of 64,000 Euros, which is the external income for the year 2004/2005.

Del Credere:

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

Since the debtor's list has increased for many years now it is essential to devote time in settling the outstanding overdue amounts. By writing off some debts that are very unlikely to be collected, plans of payments of remaining debts are easier to be settled.

The amount has been changed to 1,250 Euros. This is the amount for the former ELSA groups from Bosnia & Herzegovina and Georgia.

Savings:

As the running costs of ELSA International are depending on income from externals besides internal income such as Membership Fee and ELSA Online Fee from our Member Groups, money should be set aside to facilitate going through tough financial periods in the future for the benefit of our Association.

The amount is split in different parts. Besides one part as a general saving for the general expenditures of the Association, three special reservations are made for future marketing expenditures, expenditures related to the launch of the New ELSA ONLINE System and

expenditures for the celebration of the 25th Anniversary during the Financial Year 2006/2007.

Due to the financial situation of ELSA International we had to cut this heading totally.

25th Anniversary:

In 2006 ELSA will celebrate its 25th Anniversary. The kick-off for this celebration will be the Spring ICM in London. For the 25th Anniversary, the International Board, planned to publish an Anniversary Publication. Furthermore the International Board has the intention to organise an Anniversary Cocktail in Brussels, for the Members and external relations. Included in this heading is as well a post for miscellaneous. This post will cover unexpected costs for the 25th Anniversary.

The total amount has been changed to 3,200 Euros.

Miscellaneous:

This heading includes expenses not included in the main figures of the Budget or unexpected expenses, and is set to 2,000 Euros.

Realised exchange loss:

During the year many transactions between different currencies are made, and this is expected to result in a loss. An exact sum is hard to come up with, but based on previous year's costs, this heading is set to 50 Euros.

AREA

Income

Synergy:

Advertisers in Synergy give a certain amount of income.

The amount is calculated to 25,000 Euros.

Links Project:

Advertisers on the website give a certain amount of income.

The amount is calculated to 5,000 Euros.

The ELSA Moot Court Competition on WTO law (EMC²):

The income of the project aims to cover the entire project itself and the amount budgeted is 53,000 Euros.

Expenditures

Synergy:

For designing, printing and publishing Synergy a sum of 26,000 Euros is calculated.

The ELSA Moot Court Competition on WTO law (EMC²):

The aim is to cover the expenses of the EMC² by the project itself. Unfortunately this is not possible, therefore the expenditures are set 6,000 Euros higher the budgeted which will be received as an income. The expenditures are changed to 59,000 Euros.

The total Area Saldo is -2,000 Euros.

Budget - ELSA International Financial Year 2006/2007

The International Board proposes to the Council the following:

*The Budget for the Financial Year 2006/2007*shall be as follows:*

<i>General Income</i>	<i>Budget</i>	
Externals	96,000	
Membership and Adm. Fee	18,050	
ELSA ONLINE Fee	10,000	
Income from Areas (Area saldo)	7,000	
Miscellaneous	500	
General Income total	131,550	
<i>Expenditures</i>		
The ELSA House:	36,300	
Rent		27,000
Heating		3,500
Electricity		3,500
Water		800
Repairs		1,500
Office:	6,400	
Day to day office supplies		3,400
Upgrade Office facilities		1,800
Cleaning costs		600
Depreciation		600
Communication:	8,350	
Phone and Fax		6,000
Internet and E-mail		600
Post		1,750
ELSA ONLINE Adm.	20,400	
Chord9 maint. agreement		14,000
Chord9 extra service costs		2,700
Alternet Server		3,700
Bank Charges:	400	
Marketing Materials:	5,900	
Folders		800
Banner		1,000
S&C Poster		1,200
STEP Folder		500

AA Mkt materials		600
Miscellaneous		1,800
ICMs:	7,000	
Travel IB Autumn ICM		3,000
Accomodation Autumn ICM		750
Travel IB Spring ICM		2,500
Accomodation Spring ICM		750
IPMs:	1,100	
IPM Summer		700
IPM Winter		400
ISM:	300	
Travels		300
Travels:	9,000	
Meetings with externals		2,500
Meetings within the Network		4,000
IB home travels		2,500
Allowance:	8,400	
7 x 12 x 100 €		8,400
Representation:	2,690	
Directors:	3,000	
Travels		2,500
Miscellaneous		500
International Trainers Pool:	5,250	
Train the Trainers Weekend		1,500
ITP Refreshment Meeting		3,000
Miscellaneous		750
Auditing:	2,300	
ICM Travels		1,200
Auditing weekends		800
Miscellaneous		300
The ELSA Development Fund:	3,660	
EDF 2006		3,660
Del Credere:	2,500	
Savings:	4,600	
Reserv. Marketing Materials		1,000
Reserv. New Online System		1,500
General savings		2,100

25th Anniversary:	2,000	
Miscellaneous		2,000
Miscellaneous:	2,000	
Expenditures Total	131,550	
SALDO	0	
Area Income:		
Synergy	30,000	
Links Project	5,000	
EMC ²	78,000	
Area Income total	113,000	
Area Expenditures:		
Synergy	26,000	
EMC ²	80,000	
Area Expenditures total	106,000	
Area SALDO	7,000	

*All figures are expressed in € (Euros)

Comments:

GENERAL

In-kind support and donations are not included in the Budget. The Board Members (working full time) the Directors (working part time) and the persons involved in the projects and activities of ELSA **do not get any payments, but still contribute with a lot of effort and work for the Association.** Only the International Board gets allowance. We are of the opinion that an estimation of the value of this would be several times higher than this budget.

INCOME

Externals:

These are the sponsorships planned:

CMS	20,000 €
Thomson	12,000 €
Microsoft	4,000 €
TransLegal	20,000 €

European Commission	25,000 €
Deloitte	5,000 €
Unspecified sponsor	10,000 €
Total:	96,000 €

Membership and Administration Fee

The Membership Fee 2006/2007 has been calculated in accordance with the Membership Fee formula in the Decision Book. The Administrative Fee has been based on the number of Observers, at the moment one. The amount is set to 18,050 Euros.

ELSA ONLINE Fee:

The ELSA ONLINE Fee has to be calculated according to its formula in the Decision Book. The amount is based on the estimation that the ELSA ONLINE Fee to be invoiced for this year is 10,000 Euros.

Area Saldo:

Profit from the Area Saldo. This amount is calculated on an estimation of the expenditures and the income from our projects, such as Synergy and EMC².

Area Saldo gives an income of 7,000 Euros.

Miscellaneous:

The cash flow situation of ELSA International, the capital reserves and the provisions give us a certain amount of income. For this year the estimation is 500 Euros.

EXPENDITURES**The ELSA House:**

This figure includes the rent payable for the ELSA House, where the International Board works and lives. The monthly fee is more or less 2,100 Euros and therefore the amount is set to 27,000 Euros for a period of twelve months, which includes as well additional renting costs, like insurances. Furthermore costs for electricity, water, heating and repairs are included in this heading. With these costs the total amount for the ELSA House is calculated to 36,300 Euros.

Office:

This heading contains equipment for the day to day running of the Office, upgrade of the Office facilities, cleaning costs of the Office plus depreciation of the value of the Office equipment. Furthermore copying costs are included under this heading.

The amount is set to 6,400 Euros.

Communication:

This heading includes two phone lines, a fax line and a cable connection for the internet. Furthermore, the mail-related expenses of the International Board are covered under this heading as well as normal mail costs, like stamps.

The amount is set to 8,350 Euros.

ELSA ONLINE Administration:

ELSA ONLINE has to be administrated and updated continuously according to the needs of the Network. The Maintenance Agreement with Chord9 ensures that the current system functions properly.

Our current agreement with Chord9 must continue at least throughout 2006 during the trial period of the New Online Project, in order to have sufficient backup before launching the new system.

Furthermore ELSA International has to pay the company Alternet a monthly fee to host their server.

The total amount for the ELSA ONLINE Administration is set to 20,400 Euros. This amount can be specified as follows:

Chord9 Maintenance Agreement:	€ 14,000.00
Chord9 extra service costs:	€ 2,700.00
Alternet Server:	€ 3,700.00

Bank Charges:

These are the costs for our bank accounts and the transfer costs we have. This amount is quite high, because ELSA International has a lot of international bank transfers.

The amount is set to 400 Euros.

Marketing Materials:

This amount is to produce the general ELSA folders, the Banner, the events posters, AA materials and the STEP folder. Furthermore there is a post for miscellaneous under this heading. This is for unexpected costs, for example marketing improvements.

The amount is set to 5,900 Euros.

International Council Meetings:

The travel expenses of the members of the International Board and the cost of their stay at the venue before the ICM are included in this heading. 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 co-operation with the Organising Committee. The costs of the participation are covered in the project budget of the Organising Committee. Furthermore for the spring ICM, one extra person is included in the delegation. This is the Treasurer of the previous International Board, since the Treasurer has to present the final accounts.

The total amount is set to 7,000 Euros.

International Presidents' Meetings:

The President of ELSA International takes part in three International Presidents' Meetings, whereas one of them is during the transition with the new President. The participation costs are covered in the budget of the Organising Committee of the respective IPM.

The amount is set to 1,100 Euros.

International STEP Meeting:

The Vice President STEP of ELSA International takes part in the International STEP Meeting, which will be held once a year. The participation costs are covered in the budget of the Organising Committee of the respective ISM.

The amount is set to 300 Euros.

Travels:

This heading includes travel expenses for the International Board. The board members have to travel back and forth to their respective home countries during the year.

The heading also includes their travels to sponsors meetings and other types of meetings they have in order to develop our external and institutional relations for our Association.

Furthermore travels within the Network, to meet with Local and National Groups are as well included.

The amount is set to 9,000 Euros.

Allowance:

In accordance with the Decision Book, every International Board member or Director filling a vacant position on the International Board shall be supported with an allowance of 100 Euros per month. Having 12 months and 7 Board members the total amount is 8,400 Euros.

Representation:

During the year, lot of efforts are devoted to represent our Association in front of externals, such as sister organisations, partners and others we continuously are in contact with on a professional level.

To have the possibility for presents when the International Board is visiting externals, and to be able to invite externals to the ELSA House, especially for this year when ELSA is celebrating its 25th Anniversary. The amount is set to 2,690 Euros. This amount includes the business and Christmas cards as well.

Directors:

Directors are appointed by the International Board and act from their respective home countries. Their travel costs and administration costs are dealt with under this heading. It is essential that the Directors can come to the International Council Meetings and to the ELSA House. Communication and regular updates are very important in order to have a constructive co-operation with the Directors.

The total amount has been changed to 3,000 Euros.

The International Trainers' Pool:

The International Trainers' Pool is an important tool for the Association and for the development of our Network.

This heading includes travel and administration costs for ITP Refreshment Meeting as well as for the Train the Trainers' Weekend.

The amount is set to 5,250 Euros.

Auditing:

The expenses for the auditors and the costs for their participation at the International Council Meetings are budgeted in this figure. The amount is set to 2,300 Euros.

The ELSA Development Fund:

Every ELSA Member Group and ELSA International has to pay the equivalent of 6% of the fundraised amount of an external contact defined as International to the ELSA Development Fund. This fund aims at training and developing the Network.

The total amount for EDF is set to 3,660 Euros.

Del Credere:

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

Since the debtor's list has increased for many years now it is essential to devote time in settling the outstanding overdue amounts. By writing off some debts that are very unlikely to be collected, plans of payments of remaining debts are easier to be settled.

The amount is set to 2,500 Euros

Savings:

As the running costs of ELSA International are depending on income from externals besides internal income such as Membership Fee and ELSA Online Fee from our Member Groups, money should be set aside to facilitate going through tough financial periods in the future for the benefit of our Association.

The amount is split in different parts. Besides one part as a general saving for the general expenditures of the Association, two special reservations are made for future marketing expenditures and expenditures related to the launch of the New ELSA ONLINE System.

The amount is set to 4,600 Euros.

25th Anniversary:

The total amount is set to 2,000 Euros.

Miscellaneous:

This heading includes expenses not included in the main figures of the Budget or unexpected expenses, and is set to 2,000 Euros.

AREA**Income****Synergy:**

Advertisers in Synergy give a certain amount of income.

The amount is calculated to 30,000 Euros.

Links Project:

Advertisers on the website give a certain amount of income.

The amount is calculated to 5,000 Euros.

The ELSA Moot Court Competition on WTO law (EMC²):

The income of the project aims to cover the entire project itself and the amount budgeted is 78,000 Euros.

Expenditures**Synergy:**

For designing, printing and publishing Synergy a sum of 26,000 Euros is calculated.

The ELSA Moot Court Competition on WTO law (EMC²):

The aim is to cover the expenses of the EMC² by the project itself. Unfortunately this is very hard, therefore the expenditures are set 2,000 Euros higher the budgeted which will be received as an income. The expenditures are set to 80,000 Euros.

The total Area Saldo is 7,000 Euros.

MAR Decision Book Amendments

The International Board proposes to the Council the following:

The MAR 01/02 I shall be amended as follows:

Communication

[...]

4. E-mail communication

4.1 Every Group shall have an official signature and use it in all e-mail communication.

4.2 The signature shall consist of two sections: Contact Information and Promotion.

4.2.1 The Contact Information shall be structured as follows:

Name
Position
Group

Group
Group Address
Group Telephone and Fax number
Group webpage
Group e-mail

4.2.2 The Promotion part shall consist of Company Names the group wants to promote; should they be divided in more categories, these shall be highlighted differently.

4.3 The font of the signature shall be the same as the one in the body text, and in accordance to the Decision Book, Uniformity, 3.3.

Comments:

During the past months the International Board has been addressed with several questions regarding Officers' e-mail signatures. As the need for such regulations is therefore very actual, this proposal is meant as to let our Association take one more step in consolidating a uniform and professional image.

The International Board proposes to the Council the following:

The MAR 01/02 I shall be amended as follows:

Uniformity

[...]

2. EMC² Logo

- 2.1 The EMC² logo shall be used in such a way that is beneficial for ELSA and the ELSA Moot Court Competition. It should not be used in a way that would damage the positive image of ELSA or of the ELSA Moot Court Competition or in any other way that would harm the reputation of the association.
- 2.2 The EMC² logo is presented below.



- 2.3 Although for specific reasons dimensions may be altered, its proportions shall not.
- 2.4 The logo shall not be used in connection with any state or national symbol of any country.
- 2.5 The logo shall not be animated in any way.

Comments:

The current development of the ELSA Moot Court Competition on WTO Law shows not only that its image should be uniform, but also that rules need to be set in order to ensure continuity and consistency in the Network and outside it.

AA Decision Book Amendments

The International Board proposes to the Council the following:

The AA 01/02 I shall be amended as follows:

AA Policies

1. General

[...]

Academic Activities are structured into Legal Writing, Studies Abroad, Legal Research and Bridging Theory and Practice ~~and Legal Explorations~~.

Comments:

'Legal Explorations' is no longer a section within Academic Activities. When the section was removed from the Decision Book, this paragraph was never proposed changed.

S&C Decision Book Amendments

The International Board proposes to the Council the following:

The S&C 01/99 II shall be amended as follows:

S&C Policies

[...]

4. Lectures

4.1—A lecture is a discourse within a certain area of law given by a professional speaker.
The topic is discussed in a plenary.

5. Panel Discussions

5.1—A panel discussion is an event when experts discuss issues of a specific legal topic in front of an audience.

Comments:

To have uniformity and consistency in the Decision Book, the International Board is proposing the deletion of the numbers in front of the definitions of the respective S&C events.

The International Board proposes to the Council the following:

The S&C 01/99 II shall be amended as follows:

Responsibilities for Quality in S&C

[...]

7. Responsibilities of ELSA International

- Administrate the Speakers' Database, archive the Forms and stay in contact with the Speakers

Comments:

To have a properly archived, administrated and well used Speakers' Database, the International Board proposes to add this responsibility on the International level. Furthermore, responsibilities for the Organising Group with regards to the Speakers' Database is already inserted in the Decision Book, therefore it is necessary to insert the connected provision on International level as well.

The International Board proposes to the Council the following:

The S&C 01/99 II shall be amended as follows:

Responsibilities for Quality in S&C

[...]

5. Responsibilities of the Local Group

- ~~Submit necessary information to the national group for the study visits guide~~
- Submit necessary information to the national group for the Study Visits' Guide and provide yearly update

[...]

6. Responsibilities of the National Group

- ~~Prepare a study visits guide~~
- Collect the information for the Study Visits' Guide (SVG) from the local groups and submit it to ELSA International
- Ensure that the updates to the SVG are collected and submitted to ELSA International

[...]

7. Responsibilities of ELSA International

- Collect and compile the information for the Study Visits' Guide (SVG) submitted by the national groups, and make the complete SVG available in the ELSA ONLINE Archive

Comments:

The S&C Workshop at the ICM in Vilnius decided to establish a Study Visits' Guide for the whole ELSA Network. A template has been established and information is gathered since then. Despite, the relevant and correctly formulated provisions in the Decision Book have been missing.

NATIONAL GROUPS

Proposal by ELSA Germany

ELSA Germany proposes to the Council the following:

The FM 01/02 I should be amended as follows:

Event Fees

2. S&C Maximum Participation Fee

[...]

This fee does not apply to study visits. The maximum participation fee for the ELSA Moot Court Competition on WTO Law shall not exceed ~~100 EURO~~ 85 EURO per person per day and leave an option of changing the structure of the fees.

The exact participation fee for the ELSA Regional Rounds and the Final Oral Round of the ELSA Moot Court Competition on WTO Law shall be published together with the announcement of the registration deadline on the ELSA webpage for each respective year.

Comments:

The ELSA Moot Court Competition on WTO Law is one of ELSA's most popular events which attracts a lot of law students from all over the world.

Unlike other ELSA events though, the maximum participation fee per person per day is set at a rather high amount. This might be due to the fact that the ELSA Moot Court Competition on WTO Law is a high-budget event. The amount of fees might also easily be covered by Non ELSA teams who will get their expenses paid for by their home universities. However, by far not all teams coming from ELSA countries will be able to cover these costs meaning up to 500 € per person for just the Final Oral Round, not taking in account the costs occurred for the Regional Round. The current amount of 100 € has so far not been charged which would probably only be done if the fundraising for the ELSA Moot Court Competition on WTO Law should fail for the most part. Even then however such a high-budget event should not finance itself just through participation fees.

Another point to be regulated is consequently the point in time of setting the participation fee for each year. When registering for the ELSA Moot Court Competition on WTO Law, the teams should be informed about the costs awaiting them. Not knowing so might even be a reason for interested parties not to apply at all.

For that reason, ELSA Germany proposes to publish the set participation fee for each respective year together with the announcement of the registration deadline to allow all potential applicants to calculate at an adequate point of time.

Proposal by ELSA Germany and ELSA Italy

ELSA Germany and ELSA Italy propose to the Council the following:

To remove the ELSA Law Web as an ELSA activity:

AA Policies

1. General

[...]

Academic Activities are ELSA Selected Papers on European Law (ELSA SPEL), Essay Competitions, Studies Abroad Events, the ELSA Guide to Legal Studies in Europe (GLSE), Legal Research Groups, ~~the ELSA Law Web~~, Moot Court Competitions and Lawyers at Work Events (L@W Events).

Legal Research

[...]

2. ELSA Law Web

2.1 ~~The ELSA Law Web is a searchable collection of law related links.~~

2.2 ~~The ELSA Law Web is featured on the website of ELSA International.~~

Responsibilities in the ELSA Law Web**Responsibilities of the Local Groups**

- ~~• Collect law related links of their community in the internet~~
- ~~• Send the collected information to the national group~~
- ~~• Promote the ELSA Law Web to students and young lawyers~~

Responsibilities of the National Groups

- ~~• Provide necessary information on how to update the ELSA Law Web to the local groups~~
- ~~• Complete and submit the collected links to ELSA International~~

Responsibilities of ELSA International

- ~~• Provide necessary information on how to update the ELSA Law Web to the national and local groups and make it accessible through the ELSA ONLINE Archive~~
- ~~• Collect and update the information for the ELSA Law Web~~

Comments:

The ELSA Law Web is used neither by local nor by national ELSA officers and is widely unknown within the network. Only four countries have updated it so far for the year 2005/2006 and also in the years before the continuous refreshment of the information contained in the ELSA Law Web has been a problematic issue. A collection of links though is only useful if updated regularly.

Furthermore, all the links contained in the ELSA Law Web can easily be found and be accessed with general and well established internet search engines. If this feature was abolished, the IB and especially the VP AA could focus on other more significant projects than investing time and energy in trying to stimulate the network to update and work with an obviously not needed academic activity.

Proposal by ELSA Portugal

ELSA Portugal proposes to the Council the following:

To introduce the Model United Nations as an ELSA activity:

AA Policies

1. General

These AA Policies ensure quality and uniformity in the organization of this key area of ELSA and apply to the local, national and international level of ELSA.

Academic Activities are structured into Legal Writing, Studies Abroad, Legal Research, Bridging Theory and Practice and Legal Explorations.

Academic Activities are ELSA Selected Papers on European Law (ELSA SPEL), Essay Competitions, Studies Abroad Events, the ELSA Guide to Legal Studies in Europe (ELSA GLSE), Legal Research Groups, the ELSA Law Web, Moot Court Competitions, Model United Nations and Lawyers at Work Events (L@W Events).

Bridging Theory and Practice

[...]

4. Model United Nations

4.1 Model United Nations is an Academic Activity where students represents being member delegates/representatives of United Nations Member States in which they gather and discuss the topics on the Agenda set by the organizing committee (which has to be a theme approved by the official United Nations Agenda), simulating the General Assembly of the United Nations.

4.2 The object is to seek, through discussion, negotiation and debate solutions to the various problems of the world: e.g. questions of human rights, protection of the environment, economic development, disarmament, the problems of youth and of refugees, as well as the more critical issues of war and peace as International Public Law. The delegates, in seeking solutions to these problems (as representatives of member states), can learn to break away from narrow, national self-interest and develop true international cooperation. The research and preparation required (such as the organisation itself, the delegate's representing country and the issues on the agenda), the adoption of views and attitudes other than their own, the involvement and interaction with so many other students from ELSA, all combined to give the people a deep insight into the world's problems, to make them aware of the causes of conflict between nations and to lead them to a better understanding of the interests and motivation of others. Delegates learn the parliamentary procedures to formal debate and develop public speech, mainly persuasive speech and leadership.

Thus, in a way, ELSA, through MUN, attempts to fulfil the aims and goals set by the founders of ELSA in its vision, purpose and means, and the United Nations in the Preamble to the Charter of the United Nations:

“To practice tolerance and live together in peace with one another as good neighbours.”

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

4.3 Model United Nations would be considered implemented if:

4.3.1 A minimum of 25% of ELSA member countries organises MUN within 3 years;

4.3.2 A minimum of 50% of ELSA member countries organises MUN within 5 years.

4.4 The name of each Model United Nations must be related to the organising National Board or the organising Local Group (e.g. ELSA Portugal Model United Nations or ELSA Católica Porto Model United Nations)

Recommendations in Model United Nations

Recommendations to the Local Group

- Inform, advertise and advise members as well as other interested persons about available opportunities on participating on Model United Nations;
- To implement Model United Nations;
- Forward all information to the national board about possibility of organising MUN.

Recommendations to the National Group

- Encourage local groups to implement Model United Nations;
- To inform, advertise and advise Local Groups as well as other interested persons about available opportunities on participating on Model United Nations within National ELSA and Network;
- Forward all information about MUNs at ELSA member countries to the Network;
- Appoint the Director for Model United Nations on National Level if necessary;

Recommendations to ELSA International

- Encourage national groups to implement Model United Nations;
- Facilitate information about MUN;
- To maximise the organization of MUNs;
- To regulate about the rules of procedures of ELSA Model United Nations;
- To broadcast and publish Model United Nations throughout the Network and to inform the Network about ELSA's MUNs;
- To publish a general guide of how to organise a MUN;
- Organise the first MUN until 31st June 2008;
- The creation of a space with general and specific information about Model United Nations at ELSA ONLINE;
- Appoint a Director for Model United Nations.

COMMENT 1: It is recognisable that EMC² is today the Activity that makes the difference in ELSA, and in many Local Groups, maybe be considered the main event on ELSA Academic Activities. However, the competition itself only admit a very restrict number of participants and may be considered as a Competition where only top students may participate.

At Model United Nations, there are no limits of participants and the activity itself can hold from 50 up to 4000 students!!

COMMENT 2: Not all students' wishes to follow the career of lawyer. Model United Nations is not strict to Law Students that would like to be lawyers but also for those who want to follow all other careers inside (and even outside!) Law.

COMMENT 3: Model United Nations is not a competition itself, once there are no winners or losers. The main objective is to create legislation to improve worldwide social, political and economical situation. The form of "winning" or "not winning" at this event is made by the positive participation of a delegation and by the quality of the resolutions presented and approved.

COMMENT 4: Model United Nations may be an event that supports itself as it should be charged a symbolic fee of participation. Not only it may finance the creation and maintenance of the event but it may also help Local Groups on Fundraising.

COMMENT on 4.2: This is the main guidelines of Model United Nations, as keywords from this paragraph shows us how significant is the potential of this Activity: "discussion", "negotiation", "debate", "seeking solutions", "cooperation", "research", "preparation", "views", "involvement", "interaction", "awareness", "motivation", "formal debate", "develop public-persuasive speech and leadership".

COMMENT on 4.3: With the recommendation of the creation of a MUN by the International Board, the objective is to bring all Local Groups and National Groups to participate in this event, so they can see how it works to finally be able to organize MUN's by them selves. However, MUN's are widely spread throughout European Universities and on International Universities. It may happen that students that has participated at M.U.N's may organize MUN's by themselves already.

With the potential of Model United Nations, it is feasible to reach the standard of 5 years to "fully" implement MUN as an ELSA Activity

COMMENT on Recommendations: We may see it as ordinary steps to implement projects in the association. However, we do understand that at this point, AA Area is filled with projects and objectives. Therefore, a Director for Model United Nations will relieve the VP Academic Activities of all boards as he becomes responsible for this specific activity. It is also possible the help of VPs S&C as it is also may seen as a Conference, due to the use of a "Keynote Speaker" on the "Opening Ceremonies" (usually diplomats from Embassies and Consulates, Teachers of International Public Law, International figures, etc).

COMMENT 5: The importance of implementing Model United Nations comes to the possibility of not only motivate a Local Group on working together towards the materialization of a project, but also bringing new potential associates to ELSA, not only by participating on an ELSA event, but also bringing to participants the best of ELSA Spirit.

COMMENT 6: The fact that ELSA enjoys its special statute at United Nations, the event may strength the relationship between both organizations as it may also bring opportunities for students to feel the environment of being at United Nations and in bringing the opportunity to United Nations to be present at ELSA's events.

COMMENT 7: As an ELSA event, Social Programme may also be included at the event.

INPUT PAPERS

INTERNATIONAL BOARD

Fundraising

Fundraising in ELSA International is becoming more difficult every year. The reasons are many but among them the fact that the sponsors of today demand more from their co-operation with ELSA. Fundraising is becoming more like a business relationship between two parties and therefore the sponsors demand something concrete in return for their investment in ELSA. One of the main reasons the sponsors co-operate with ELSA is for its Network consisting of the law students; future employees and clients.

ELSA is working on three different levels; Local, National and International Level. Most of the activities arranged by ELSA are taking place on the Local Level at the law faculties where the law students are studying. The National Group is administrating the work and activities of the Local Groups and the International Board, representing ELSA International, is administrating the ELSA Network consisting of 35 National Groups. Due to these levels of administration, the problem naturally therefore will be that on the International Level, the sponsors are the furthest away from the law students, the main value of ELSA. Not many activities are organized on the International level since the main focus there is to administrate and co-ordinate the whole Network. This also adds up to the difficulty in obtaining sufficient funds to run the world's biggest law students' association with a membership close to 30.000 members.

During recent years, ELSA International has lost two of its Corporate Partners which have shown to be very negative for the maintenance and development of the administration of the Network. Therefore, ELSA International has been forced to rethink its strategies in obtaining funds from sponsors, which still remain the biggest income of the budget of ELSA International. One of the main issues that are currently being explored and discussed is to offer the sponsors of ELSA International the law students through benefits offered through the Local Groups of ELSA. The main issue of main interest to the sponsors of ELSA is the ELSA Network, unique and one of its kind.

During the Malta ICM and the IPM in Munich, the possibility of offering benefits for the Sponsors of ELSA International through its National and Local Groups has been discussed. There are three main important issues for this to be possible to follow through.

Firstly, there is a question of the understanding of the concept of the ELSA Network and the need of working together for the fundraising of the entire Network. It cannot be stressed enough that we need to work together and support each other in our Network in order for it to function well. Every Level of ELSA; Local, National and International, are equally important for the well-being of our Association. Without the co-operation of each other the ELSA Network cannot function properly and it is important that we all understand this.

Secondly, the issue of what to offer to satisfy the potential sponsors needs to be discussed. An important issue is that the benefits offered through the National Groups and Local Groups cannot conflict with and endanger the relationship with the National and Local

Sponsors. Therefore, naturally, the benefits offered will also differ from Group to Group of what they will be able to perform.

At the IPM in Munich, there was a thorough brainstorming session on what benefits that can be offered through the National and Local Groups. In this brainstorming session the main issue was not who can offer what but what can be offered generally stressing out the national and local differences in offering these benefits.

PROMOTION:

- Official communication (logo)
- Website (logo)
- National Members' Magazines (article and/or logo)
- Information about sponsors (pdf file in ELSA ONLINE which every LG and NG can put on the ELSA boards in the different faculties.
- Flyers distribution
- Letter template
- Promotional emails on the ELSA INFO list with the info about the sponsors of EI twice a year.

PARTICIPATION:

- Invitation for meetings
- Invite to NCMs (sponsors' fair, participation in plenary etc.)
- Sponsors arranging Local/National seminars and lectures.
- Sponsors' presentations at different events or as speakers.

The final question remains on the procedure of how to offer these benefits through the National and Local Groups. Should the consent be an informal consent at every international meeting (ICMs and IPMs) or should the consent be given by each National Group in written for every new board such as filling in a questionnaire? There also needs to be some kind of insurance that the benefits offered in the contract also will be executed by the respective groups.

The procedure developed should be strived to be a sustainable solution to be used also for the future and that eventually can benefit the whole Network. The importance of a functioning fundraising concept for such a large Network such as the ELSA Network needs to be consolidated when reaching the 25th Anniversary of ELSA to maintain the high quality of its activities and the well-being of its Network.

Buddy System

The Joint Workshop BEE/IM focusing on Consolidating of the Network did at the ICM in Malta discuss the internal responsibilities both vertically and horizontally. This Input Paper is meant to suggest possible ways of realising when a Member Group needs special attention from both ELSA International (vertically) and other and neighbouring Member Groups (horizontally), which should be further discussed in the Joint Workshop BEE/IM at this ICM.

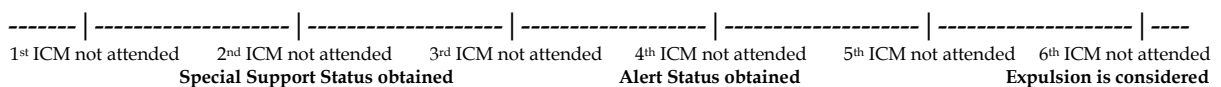
A Member’s status can internally be divided into 3 levels: Well functioning (active), Special Support, and Alert. These levels can be best explained using the analogy of a traffic light – Well functioning Members have a green light, Special Support Status is the orange light and Alert Status is the red light. A Member can only go down these members progressively, that is to say an Active member cannot fall immediately into Alert Status but will have to enter special support status.

Special Support Status is entered into if the Group does not meet the requisite criteria (to be discussed at this ICM; one of which should be ICM attendance) for 2 ICMs. Basically Special Support Status implies that the Group is not active enough and is at risk to becoming inactive. However, they still have some contacts with the Network. For this reason these Groups will be the focus of both ELSA International and the neighbouring Groups to provide all the aid and support they can. For this reason Groups in special support status should be prioritised – before they fall into Alert status – where the links with the Network have practically vanished. They should be given a Buddy within the International Board and a neighbouring Group, which responsibilities can be further discussed at the ICM.

Alert Status will be entered into only if a group is in Special Support Status and fails to attend 2 consecutive ICMs. Practically what this means is that if the Group fails to attend 3 consecutive ICMs it will automatically enter alert status at the fourth ICM. At this point the “appointed” Buddies (from the International Board and the neighbouring Member) should give an oral report in the IM Workshop, where the future steps to take should be discussed further.

Once a Member enters into Alert Status, should the Group fail to attend two ICMs, the Council should consider the state of the Group and whether it should be proposed dissolved (expelled). Alert status implies that the group is not communicating with ELSA International or the given Buddy and so is getting cut out of the Network. In practice this means that we have 5 ICMs before the Network at the sixth ICM should seriously discuss expulsion.

If we set the criteria that only Groups in Special Support Status will be the focus of the Network then we risk having situations where a weak Group is only prioritised for 1 year (the period between 3 ICMs). The reason being that the group only enters into Special Support Status after it fails to attend 2 ICMs and fails to report to ELSA International about its activities, and then after the two following ICMs the Group would enter Alert Status.



More that should be discussed is what should we establish as criteria for Special Support Status bearing in mind that Special Support Status should be kept as an intermediary stage between Active and Alert status. Possible manners of regulating support status are:

- Checking whether transition actually took place or not, since problems generally start to occur when there is a lack of transition (training on transition will be held during the ICM)
- Checking the number of Board Members that are registered in that Group in ELSA ONLINE. This is a very objective method of examining how active a group is; groups having less than 4 board members in practice find it very difficult to maintain a good level of activity.
- Checking whether the Groups have a good level of Key Areas. The problem is defining what a good level of activity in the Key Areas is: should each group provide 2 STEP jobs, and organise a seminar and a moot court. Should it only have activities within one Key Area, or two? Key Areas are the basis of ELSA, lack of events within these Areas means that the Group is in serious difficulties. The problem here could be coming up with criteria that can be agreed upon by everyone... and that are not so high that 95% of the Network would be in this status.

When a Group is in Special Support Status then the neighbouring Groups should be obliged to support the Group and ensure its reactivation. This principle however raises a number of problems;

What should be considered neighbouring Groups?

How should the neighbouring Groups provide support?

If the expenses of a neighbouring Group cannot be paid from the EDF, should the neighbouring Group still be obliged to support the group?

And the Buddy Group can of course not have a Special Support Status it self...

State of the NetworkPer 15th February:

NG	ICM (Malta & Vilnius)	EO (per 15 th February 2006)	Active LGs (in EO per 15 th February)	Communication (during the term 05/06)	Debt
Austria	0	Yes	4/5	Yes	Yes
Belgium	2	Yes	3/4	Yes	Yes
Bulgaria	0	Yes	-	Yes*	Yes
Croatia	1	Yes	4/4	Yes	Yes
Czech Republic	2	Yes	4/4	Yes	Yes
Denmark	1	Yes	2/2	Yes	No
Estonia	1	Yes	1/1	Yes	Yes
Finland	2	Yes	4/4	Yes	No
France	2	Yes	7/10	Yes	Yes
Germany	2	Yes	42/42	Yes	No
Greece	2	Yes	2/3	Yes	No
Hungary	2	Yes	3/4	Yes	Yes
Iceland	1	No	-	Yes	No
Ireland	0	No	1/3	Yes	Yes
Italy	2	Yes	20/22	Yes	Yes
Kazakhstan	0	Yes	3/3	Yes	Yes
Latvia	0	No	-	Yes	Yes
Lithuania	2	Yes	2/3	Yes	Yes
Malta	2	Yes	-	Yes	No
The Netherlands	2	Yes	5/6	Yes	No
Norway	2	Yes	3/3	Yes	No
Poland	2	Yes	14/14	Yes	Yes
Portugal	2	Yes*	9/13	Yes	Yes
Republic of Macedonia	2	Yes*	-	Yes	Yes
Romania	2	Yes	8/8	Yes	Yes
Russia	1	No	6/10	Yes	Yes
Serbia and Montenegro	1	Yes*	4/5	Yes	Yes
Slovakia	1	Yes	4/4	Yes	Yes
Slovenia	1	No	2/2	Yes	Yes
Spain	2	Yes	5/5	Yes	Yes
Sweden	2	Yes	5/5	Yes	No
Switzerland	2	Yes	9/9	Yes	Yes
Turkey	2	Yes	3/3	Yes	Yes
Ukraine	0	Yes	3/4	Yes	Yes
UK	2	Yes	11/26	Yes	Yes

* changed since Malta (applies only to EO update and Communication)

ICM Malta

NG	ICM (out of four last ICMs)	EO	Active LGs	Communication	Debt
Austria	3	Yes	3/4	Yes	Yes
Belgium	1	Yes	3/3	Yes	Yes
Bosnia Herzegovina	0	No	0/3	No	Yes
Bulgaria	0	Yes	-	No	Yes
Croatia	4	Yes	4/4	Yes	Yes
Czech Republic	4	Yes	4/4	Yes	No
Denmark	4	Yes	2/2	Yes	No
Estonia	1	Yes	1/1	Yes	Yes
Finland	4	Yes	4/4	Yes	No
France	4	Yes	7/10	Yes	Yes
Georgia	0	No	-	No	Yes
Germany	4	Yes	42/42	Yes	No
Greece	4	Yes	2/3	Yes	No
Hungary	4	Yes	3/4	Yes	Yes
Iceland	4	No	-	Yes	No
Ireland	0	No	1/3	Yes*	Yes
Italy	3	Yes	20/25	Yes	No
Kazakhstan	4	Yes*	3/3	Yes	Yes
Latvia	0	No	-	Yes*	Yes
Lithuania	3	Yes	3/3	Yes	No
Malta	4	Yes	-	Yes	No
The Netherlands	3	Yes	4/7	Yes	No
Norway	4	Yes	3/3	Yes	No
Poland	3	Yes	14/14	Yes	Yes
Portugal	1	No*	9/13	Yes	No
Republic of Macedonia	1	No	-	Yes	Yes
Romania	4	Yes	8/8	Yes	Yes
Russia	3	No*	6/10	Yes	Yes
Serbia Montenegro	3	No	4/5	Yes	Yes
Slovakia	3	Yes	4/4	Yes	No
Slovenia	1	No	2/2	Yes*	Yes
Spain	3	Yes	5/6	Yes	No
Sweden	4	Yes	5/5	Yes	No
Switzerland	3	Yes	8/9	Yes	Yes
Turkey	3	Yes	3/3	Yes	No
Ukraine	0	Yes*	4/4	Yes*	Yes
UK	4	Yes	6/13	Yes	Yes

* Changed since ICM Vilnius (only applies to EO update and Communication)

Transition

What are the goals of transition?

- Passing on knowledge;
- Continuity in the development of ELSA;
- Positive results for the entire Network;
- Ensuring a professional image of ELSA;
- Providing new Board Members with confidence;
- Preparing a well functioning new Board from day 1;
- Ensuring continuity in the external relations;
- Preparing the planning for the term in office of the new Board;
- Motivating new Board members.

What are the effects of failure in transition?

- The new Board is disappointed and therefore not motivated to give their best during their term in office;
- The new Board does not have the necessary knowledge so they may encounter problems which might have been prevented by proper transition;
- The Board did not write their own plan and they are not motivated to reach the goals set by others.

What knowledge should be passed on during transition?

- General knowledge regarding the Association;
- Statutes and Standing Orders and Decision Book (International, National and, if necessary, Local);
- ELSA ONLINE training - necessary for all Board members;
- Specific knowledge on each area;
- Specifics on ELSA at International level – the procedure of an ICM, mailing lists etc;
- Evaluation of the old Board's work – including mistakes made during their term.

How should the knowledge be passed on?

- Discuss in a Board meeting what knowledge to pass on;
- Prepare transition handbooks with specific information for each area;
- Prepare materials on general knowledge and practicalities;
- Plan a certain period during which transition shall take place;
- Trainings on soft skills such as communication and crisis management should be incorporated into transition;
- Trainings can be provided by the old Board members, or external trainers such as the International Trainers' Pool;
- Remember that the new Board should leave transition with a lot of new knowledge, feeling motivated for their upcoming term in office!

The transition will be planned by the Secretary General together with the President. However, it is the responsibility of ALL BOARD MEMBERS to carefully prepare and hand over the necessary knowledge and information in order for their successor to keep doing a great job in their area!

Interim Accounts - Financial Year 2005/2006**Profit and Loss accounts - ELSA International 31.01.2006***

	31.01.2006	Budget	Difference
General Income			
Externals	46,000.00	106,000.00	-60,000.00
Membership Fee and Administrative Fee	18,149.98	18,150.00	-0.02
ELSA ONLINE Fee	10,000.02	10,000.00	+0.02
Income from Area (Saldo Area)	15,854.81	12,500.00	+3,354.81
Miscellaneous	543.54	400.00	+143.54
General Income total	90,548.35	147,050.00	-56,501.65
Overheads			
ELSA House Rent	12,900.53	25,000.00	-12,099.47
Heating	1,411.80	2,250.00	-838.30
Electricity	2,001.02	3,500.00	1,498.98
Water	397.37	1,000.00	602.63
Repairs	63.77	1,000.00	-936.23
Day to day office supplies	2,095.20	2,200.00	-104.80
Upgrade office facilities	629.54	750.00	-120.46
Cleaning costs	383.58	600.00	-216.42
Depreciation	0.00	600.00	-600.00
Phone & fax	5,106.50	7,500.00	-2,393.50
Internet & email	225.00	750.00	-525.00
Post	1,005.77	1,200.00	-194.23
Chord9 Maintenance agreement	6,931.94	14,000.00	-7,068.06
Chord9 extra service costs	0.00	2,700.00	-2,700.00
Alternet server	1,815.00	3,700.00	-1,885.00
Bank charges	255.95	600.00	-344.05
Folders	0.00	2,000.00	-2,000.00
Banner	417.45	1,200.00	-782.55
S&C Poster	592.90	1,200.00	-607.10
STEP Folder	0.00	800.00	-800.00
Miscellaneous Marketing	121.00	500.00	-379.00
Travel IB Autumn ICM	3,509.46	3,100.00	409.46
Accommodation Autumn ICM	1,244.19	750.00	494.19
Travel IB Spring ICM	0.00	1,800.00	-1,800.00
Accommodation Spring ICM	0,00	1,300.00	-1,300.00
IPM Summer	35.95	800.00	-764.05
IPM Winter	156.23	400.00	-243.77
ISM	0,00	300.00	-300.00
Meetings with externals	752.97	2,000.00	-1,247.03
Meetings within the Network	1,083.89	6,000.00	-4,916.11
IB home travels	0,00	3,500.00	-3,500.00
Allowance	4,600.00	8,400.00	-3,800.00
Representation	2,379.53	2,250.00	129.53
Travel Directors	562.00	3,500.00	-2,938.00
Miscellaneous Directors	0.00	500.00	-500.00

TTTW	0.00	1,500.00	-1,500.00
Refreshment meeting	0.00	2,000.00	-2,000.00
Miscellaneous ITP	0.00	500.00	-500.00
ICM travels Auditors	106.00	1,050.00	-944.00
Auditing weekends	0.00	650.00	-650.00
Miscellaneous Auditing	0.00	100.00	-100.00
EDF 2005	-111.99	8,280.00	-8,391.99
Del Credere	0.00	4,500.00	-4,500.00
Reservation for Marketing Materials	0.00	1,000.00	-1,000.00
Reservation for the new EO system	0.00	2,000.00	-2,000.00
Reservation for the 25 th Anniversary	0.00	1,750.00	-1,750.00
General savings	0.00	2,000.00	-2,000.00
Anniversary publication	0.00	8,000.00	-8,000.00
Anniversary Cocktail	0.00	4,000.00	-4,000.00
Miscellaneous 25 th Anniversary	0.00	1,200.00	-1,200.00
Miscellaneous General	1,652.57	500.00	1,152.57
Realised exchange loss	0.00	370.00	-370.00
Expenditures total	52,325.12	147,050.00	94,724.88
Net profit/Net Loss	38,223.23	0	38,223.23

*All figures are expressed in € (Euros)

Balance - ELSA International 31.01.2006*		
ASSETS	Debit	Credit
Fixed Assets:		
- Software	75	
- Office Equipment	1,279.77	
Total fixed Assets	1,354.77	
Currents Assets:		
Debtors;		
- Debtors Control Account	65,737.32	
Deposits and cash;		
- Bank Current Account - EUR	13,718.98	
- Bank Current Account - GBP	292.79	
- Bank Current Account - CHF	96.88	
- Bank Current Account - EMCC - EUR	6,972.77	
- Bank Current Account - EMCC - CHF	0	
- Bank Account Rent Deposit	12,738.77	
- Petty Cash	770,01	
Total Current Assets	100,327.52	
Total Assets	101,682.29	
Liabilities:		
Creditors;		
- Creditors Control Account		18,908.94
Total Liabilities		18,908.94
Capital & Reserves:		
Share Capital		
- Ordinary Shares		40,630.58
Reserves:		
Reserves		
- Profit and Loss Account		2,515.50
Total Capital & Reserves		2,515.50
Unallocated result (Profit and Loss)		39,627.27
Totals	101,682,29	101,682,29

*All figures are expressed in € (Euros)

Auditors' report for the Interim Accounts 2005 - 2006Brussels, 12th of February 2006

We, Sergey Golubok and Mark Littooi, Auditors of ELSA International 2005 - 2006, have audited all the financial papers presented to us by Wouter-Jan Brookman, Treasurer of ELSA International.

1. The transactions during the audited period

After going through every bank statement, claim form, invoice sent and received, petty cash statement and VISA form, including the account of the ELSA Development Fund, we are convinced that the books were kept properly, in accordance with the principles of truth, transparency, completeness and continuity. However, we found a few mistakes in book-keeping that have been corrected and only several receipts (total amount around € 200) are missing. This brings us to the opinion that there was no misuse of money and no money was spent for personal purchases.

2. Debt situation of ELSA

Referring to the Auditors' report for the Final Accounts 2004 - 2005, the developments of the debtors since then have been reviewed. We would like to bring to the Council's attention that ten of the national groups that had debts at the beginning of this financial year did not settle their debts (partly) and paid no new invoices either. Excluding ELSA Bosnia and Herzegovina and ELSA Georgia, whose observerships have been terminated, this means that eight national groups have no agreement with ELSA at this moment and have an only increasing debt. Although there is, according to the International Board of ELSA, constructive contact with some of these national groups regarding this situation, with some other national groups even this is not the case. On the other hand, there are some national groups now in contact with the International Board of ELSA resulting in an agreement for the debt and regular payments of new arising obligations.

The individual debtors (neither national groups nor externals) remain a point of concern: the debtors that had a debt at the beginning of this financial period that arose in the 2004-2005 financial year have paid their debts, but the debtors position dating before the 2004-2005 financial year remains unchanged.

Although the amount of debtors in the audited Interim Accounts is very high, this is not a reason for extra concern: ELSA Online Fees were invoiced shortly before the end of January 2006 and thus created an amount of debts almost equal to the invoiced amount (only three national groups have paid ELSA Online Fees during the audited period). The amount is also very high because one of the Corporate Partners did not pay its contribution yet together with a few advertisers, thus creating a claim for ELSA of around € 27,000.

3. Unspecified income

All financial documentation of ELSA has to reflect the true picture of the economical situation of the relevant group. In this sense it is not recommended for the budgeting to include income that may not be received. It was decided to include income of € 45,000 from unspecified sources into 2005-2006 budget. This money has not been received by now, and that leads to financial uncertainty and necessity to cut expenses and restructure the budget.

4. Del Credere

After the observerships of ELSA Bosnia and Herzegovina and ELSA Georgia have been terminated, the debts of these national groups towards ELSA International have to be cancelled, through utilizing the Del Credere section of the Expenditures part of the budget.

5. Costs related to the past financial year

We have noticed that several invoices received during and related to the 2004-2005 financial year were not booked in that period but were booked and paid during the audited period. This means that for an amount of around € 2,000 costs were made that are not budgeted but negatively influence the financial result of the audited period.

6. Not-budgeted transactions

We have to note that in the audited period the bank account of ELSA has been used for transactions which in accordance with the existing regulations should not involve ELSA as legal entity and are not included in the budget as adopted by the Council. This includes, but is not limited to, payments for accommodation of ELSA Delegations. Although it was planned that the delegates pay their accommodation costs themselves, not all of them did so due to cancellations. Even if all the money spent returns, we think that the Council should consider if it wants ELSA to function as a bank/intermediate.

7. ELSA House expenditures

We have found out some expenditures that are connected with running the ELSA House which do not necessarily reflect the sub-headings of the relevant section of the budget (rent, heating, electricity, water, repairs, day-to-day office supplies, upgrade office facilities, cleaning costs and depreciation). As an example, ELSA paid for television in the ELSA House - expenditure that we have found doubtful and the reasonability of which should be considered by the Council.

8. EMC²

We did audit the transactions connected with the EMC² and have to emphasize that several payments of registration fee by the teams' representatives were hardly identifiable. We believe that in future years, due to the constant growth of the competition, this process should be more uniformed.

9. BAAM

We also want to draw the Council's attention to the fact how the BAAM - first meeting of AA officers in Brussels ever - was financed. Leo Vojcik, Vice President Academic Activities of ELSA International, invested his own money for this event. However, allowances for forthcoming months were paid to him by ELSA. We don't think that this method of financing network's events is adequate and reflects principles of quality in financial management within ELSA.

10. EDF

We do note with satisfaction that during the audited period the national groups presented their reports concerning EDF, paid amounts due to EDF. Money from EDF was used in accordance with all existing procedures, inter alia, to support members with low level of activity and financial hardships to be present at the Malta ICM and organize training events for national and local officers. However, we have to draw the Council's attention to the fact that twice during the auditing period ELSA International had to loan money from the EDF.

This practice is not permitted and may be explained only by the very hard financial situation of ELSA.

11. Conclusion

We think that Wouter-Jan Brookman, Treasurer of ELSA International 2005 - 2006, maintained financial management of ELSA on high level especially taking into account the very serious financial obstacles that the association now faces. We are convinced that the presented numbers give a correct overview of the financial situation of ELSA. However, we believe that the above-mentioned matters may be discussed by the Council and be improved by the International Board of ELSA till the end of this financial year.

We also conclude that the account of the ELSA Development Fund is reliable.

To summarize, we are honoured to recommend the Council to approve the Interim Accounts 2005 - 2006.

Sincerely yours,



Sergey Golubok

Auditors ELSA International 2005 - 2006



Mark Littooi

ELSA SPEL, ELSA Law Web and ELSA GLSE

Our Association is growing and developing and we can notice many changes that have happened since it was founded 25 years ago. In the Area of Academic Activities some changes are seen in reality, as well.

There is a group of events that is more successful every other year like Moot Court Competitions, but there are few that are facing a lack of interest. Our Network and especially AA Officers have to focus on a discussion about a future of these projects and make decisions consequently.

After the ICM Malta in Autumn 2005 and the Brussels Academic Activities' Meeting in February 2006, ELSA International reached the conclusion that the pressure from the International Level is not sufficient and although some additional steps by the National Groups were decided upon during ICM Malta, they have not shown much progress yet.

Creating of awareness is mostly needed in these Academic Activities:

ELSA SPEL

The ELSA Selected Papers on European Law (former ELSA Law review) had been a very successful project for almost a decade until it started to face a decrease in the number of articles for its issues. A few reasons for this can be recognised by taking a closer look.

Firstly, SPEL is put into a competition with a big number of national and international magazines, law reviews and other publications with a focus on European Law both in hard-copy and online. Secondly, students are much more willing to write in their native language than in English. And finally, the visibility and popularity of SPEL for readers is rather low.

These issues have to be considered in this period to successfully bring more articles and readers for SPEL. While the first two are hard to solve alone, the improvement of the last one could help and overcome the impact of the other problems.

If the Network decides to keep focus on SPEL, much more focus from the National and Local AA Officers is needed.

ELSA Law Web

ELSA's collection of the law-related links was created many years ago to help students in searching for information necessary in their studies and interests in law. However, the present situation has very much changed since. AA officers stopped working on the update and we can quite simply find a reason for that.

Global online searching tools like Google or Yahoo! allow to search in billions of web pages for any information needed - including legal. And a self-helping database created by students is not really useful any more. Consequently, the ELW became not up-to-date and not used, what lead to a decrease in its attraction even more.

The Network has to decide, if keeping the ELW up-to-date is worth the energy in the online environment of the 21st century.

ELSA GLSE

The ELSA Guide to Legal Studies in Europe (GLSE) is a unique publication that ELSA has been very proud of for many years. However, the updating process of GLSE has always been troublesome. In 2005/2006, 14 National Groups out of 35 have submitted their questionnaires with country- and university updates. Among those are the more active National Groups and getting the rest of the Groups to follow up and update their information shows very difficult.

The atmosphere of pressure on the remaining National Groups should be created, as discussed in AA Workshop during the ICM in Malta Autumn 2005, not only from the International Level, but by the National Groups that have already submitted their updates.

Especially, when ELSA International finally reaches an agreement with a partner/publisher to GLSE, the Network will have to be very flexible and quick in finishing the update.

Guidelines on organisation of the Final IFP Conference**1) Application deadline**

The application deadline is the **1st of March 2006!**

2) The application should contain:

- (1) Brief introduction of the City and Local Group
- (2) Project - frame
 - Timeframe
 - Proposed venue
 - Draft Budget
 - Preliminary list of the OC
 - Concept of the Academic programme – draft Agenda

The International Board will inform the Network on the Applicants by posting a news item on the website and sending an e-mail on the respective mailing lists. The Applicants will make a short presentation at the upcoming ICM and the decision on the Host is to be taken by the Network (Council) at the 49th ICM in London.

- 3) Preferable date for the Final IFP Conference: before the 31st of December 2006, preferably late Autumn 2006 or December 2006.
- 4) The OC is responsible for the organisation and can be composed of more than one Local Group (even not belonging to the same National Group).
- 5) ELSA International and the hosting OC shall co-operate closely in organising and promoting the Conference.
- 6) The hosting OC shall compose the Academic Programme in co-operation with ELSA International.
- 7) ELSA International, in consultation with the hosting OC shall invite all lecturers of IFP Events in 2006 to the Final IFP conference.
- 8) The relevant provisions of the Decision Book:
 - [...]
 - 5. Final IFP Result
 - 5.1. The Final IFP Result, whether a Final IFP Conference and/ or a Final IFP Publication, or neither of them, shall be decided when the topic and duration of the IFP is decided by the Council.
 - 5.2 It is recommended that ELSA International prepares printed materials and assists in arranging the Final IFP Result (if any). ELSA International should prepare and publish materials in the ELSA ONLINE Archive.
 - 5.3 In case of a Final IFP Conference, it shall have the duration of at least four working days and one social day. During the working days there will be lectures in plenary and sessions in workshops. The participants shall be law students or

young lawyers, who have a good knowledge of the theme. Preferably they already put effort in previous relevant IFP events. A balance of geographical representation shall be sought in the Conference and in all workshops.

5.4 [...]

5.5 English shall be the working language of the Final IFP Result.

7.2. Responsibilities of the Local Group

- Advertise the IFP events
- Contribute to the Final IFP Result (if any)

7.3. Responsibilities of the National Group

- Ensure that all local groups are informed about the Final IFP Result (if any) and promote contribution

7.4. Responsibilities of ELSA International

- Ensure that all national and local groups are informed about the Final IFP Result (if any) and promote contribution
- Encourage the national groups to apply for the host for the Final IFP Conference (if any) and assist in its organisation.

THE INTERNATIONAL ORGANISING COMMITTEE (IOC) FOR THE ELSA MOOT COURT COMPETITION ON WTO LAW (EMC²)**Change in the organisational structure of the EMC²**1. The current structure

ELSA International is responsible for organising the EMC². Since the second edition of the Moot Court, ELSA International has appointed an International Organising Committee (IOC) to help in organising this project. The IOC consists of people from various parts of the ELSA Network. This year the IOC is made up of 6 people in addition to the Director for MCCs. Previous years the size of the IOC has been similar.

2. General problem of the structure

The current structure is the same as was used in the beginning of the competition and it has worked satisfactory previously – although it was not without problems. However the EMC² is growing year by year. Whereas 28 teams took part in the first edition of the competition, 64 teams have registered for this year's competition. The competition has also expanded greatly geographically with several National and Regional Rounds.

As the EMC² is growing, it is becoming an increasing challenge to organise: More teams means more time to follow them up. And more Regional and National Rounds also result in a huge amount of workload for the supervising body which EI and the IOC are.

2.1 Limitations of the IOC

The IOC is composed of students working with the EMC² in their spare time – such as most of the Network in general. This inevitably leads to the EMC² being down prioritised quite frequently. This again leads to deadlines being postponed, plans changed, externals not getting enough attention and ideas being put in a drawer instead of used.

This is naturally quite normal in a students' association and normally nothing to panic about. This event is however very different from many other things organised by ELSA. The EMC² involves a huge amount of externals - participants, sponsors, judges etc - who are investing much time, energy and money into the event. The EMC² also has the potential of becoming ELSA's "external face", where people not directly involved in the association will get to know it. This makes the need for professionalism paramount.

2.2 The IB as organisers

The disadvantages with having a "part time" IOC are somewhat amended by having a full time IB also working on the event.

However there can be no doubt that the work spent on the EMC² is having a negative effect on other tasks of the IB. ELSA is not in the best state as an association and one reason for this can be found in the EMC². The IB was in a completely different situation a few years ago when they could focus all energy on their "normal" tasks without having to work on the huge event the EMC² is.

Especially the VP AA, the VP Marketing, the President and the Treasurer of ELSA International are all very much involved in the preparations for the EMC². In addition the

whole IB spends one week in Geneva during the EMC². This is taking focus away from other waiting tasks the IB has – and those tasks are numerous.

3. The future of the EMC²

The EMC² has a life of its own and is growing. Next year it will be bigger than this year, demanding even more attention from the people organising it and this development will probably continue. It is also desirable that it continues! We want this event to become bigger, better and more recognised!

We are however reaching a point where the development will be stopped by the organisational structure. The IOC does not have much more time to spend on this event. Having more people in the IOC is also not very desirable since coordination problems (which already exist due to the distance between the members) will occur and knowledge and experience is not best taken care of by having many people doing a little each. And if the IB is left with the organising, it will undoubtedly lead to less attention on other tasks - of which there are many.

4. The solution

To shortly sum things up: it is very much in the interest of both the EMC² itself and ELSA that the structure of the organisation of the EMC² is changed. The question then is how this can be done in the best possible way. If something is to change, it naturally has to be for the better. A challenge is to have a change that will improve the organising of the organisation, be within the financial frames of the association and be accepted by ELSA International as well as the network.

After discussing this issue, the IOC has concluded that the best solution is to keep the structure the way it is now with one major exception; the Director for EMC² should not be working part time like the other directors but rather be based in Brussels with the IB. This would ensure that there is one person always focusing on this particular event with the overview of what is happening. The IOC would have one central contact person (as opposed to the VP AA and the Director EMC² today) and the director would have the time to follow up on the IOC to make sure everything is running smoothly.

It would also make sure that there is one person who has the time to tie up loose ends, to take care of new ideas, to fundraise and generally introduce necessary changes to the event. Today all ideas of improvement are sacrificed for the completion of pressing issues.

4.1 Negative aspects

Like all changes, this idea however also has its negative points. The two main negative aspects are finances and logistics.

4.1.1 Finances

Having one more person in Brussels will not have any major impact on the budget of EI. The person will be living in the ELSA House so that rent already is taken care for. Other expenses such as internet, electricity etc is already covered through the set expenses. Also things as phone calls and travel expenses will not change much since most of these expenses already are present today – either by IB members performing the tasks which will be sourced to a full time director or by money spent on the current director position. The money spent on the director for EMC² today will naturally be moved within the budget and spent on extra costs by having her/him in Brussels.

However, if someone is to live in Brussels and work in Brussels under the same conditions as the International Board, this person should also be entitled to the same few benefits as the IB has. This means that the person also should have an allowance on the same level as the IB. This expense will amount to 1 200 Euros pr. year (and such a regulation will naturally need a Council Decision).

4.1.2 Logistics

The main problem is however that the ELSA House is not meant for 8 persons. There are only 7 rooms there which mean 2 persons will have to share a room. It is very unfortunate to have more people living and working together in the same house since the current situation already is strenuous enough.

4.2 Conclusion

All though the idea of introducing a full time director has its negative sides, we are still convinced that this is the best option in the current situation. The negative aspects also deserve to be commented upon:

Concerning the financial situation we clearly think that it is financially sound to have a full time director for the EMC². First of all, because the allowance is a very cheap price for getting a person working full time for the association. And secondly, this will free more time to fundraise for the competition. This year has proven that even with a very increased focus on fundraising, it is hard to get sponsors to this competition. The only solution is to work hard and determined on the task. However this takes time and having someone in office with this as a main priority is the best way of managing it. It does not take much fundraising to equal the extra expenses concerning the mentioned allowance and hopefully such a change will result in increased incomes for EI on a whole.

Concerning the logistics, it is no doubt unfortunate to increase the number of people in the ELSA House. However this is in our opinion the best solution to a difficult situation with no obvious answers. It is important to be aware of the fact that previous IBs have managed to cope with such a situation: Before the year 2003/2004 there was always one room available as a guest room in the ELSA House. This means that 2 people from the IB shared a room. And in the year 2003/2004, the Director for STEP - Sara Meli - lived in Brussels for most of that year, making the total number of people in the House 8. The point is to show that previous IBs have dealt with the same problem before and it can be done again.

A necessary condition is however in our opinion that the IB agrees to such a way of organising their work. That is one reason why this is written as an input paper and not as a proposal - the IOC does not want the coming IB to be bound by a rigid regulation imposing directly on the already strenuous working conditions in Brussels.

The IOC of EMC² 2005/2006

NATIONAL GROUPS

ELSA Germany Input Paper on Local Group Management while implementing the Buddy System

Introduction

Since the Joint Workshop BEE/IM expressed that the ELSA Network should concentrate on consolidation, this has been a continuously addressed topic in the course of following internal meetings. Finally, during the ICM in Malta it was widely discussed on what steps are to be taken in order to achieve consolidation both on a horizontal and vertical level. In that context, it was more than once stated that especially the direct contact and co-ordination on the vertical level is of utmost significance.

Following this discussion and the exchange of concepts there, this input paper aims at presenting a model for local group management implementing the buddy system used by ELSA Germany. This might be feasible for other national groups and could also be a means of structuring the correlations between national and international level.

Concept

The current system of local group management employed in ELSA Germany has been implemented for about ten years now and essentially serves the purpose of facilitating the overall as well as specific co-ordination of 42 local groups. Within the concept, every national board member is responsible for a preferably equal number of local groups among which, for the sake of partiality, the respective national board member's "home" local group should not be included. Once assigned a number of local groups, this national board member then is the direct contact person for all concerns of these groups, thus allowing a swift and effective communication. Only specific matters are transmitted and consequently delegated to the board member being the expert on that respective field.

All groups are to be visited once per semester which is why the assignment should also take account of the possibility of connecting such visits to each other. As far as this is possible and considering also the financial dimension, groups given to one board member should therefore be situated in one region. When visiting the local groups, the national board member is then in charge of inquiring in all fields of activities of the local board, i.e. of the seven board and possible directors' positions. In an ideal case, this visit can also be linked with one of the current projects of the concerned group in which the national board member might be integrated. This can reach from the participation in a simple board meeting to assistance with the presentation of that ELSA group during the freshers' week.

The information gained through these visits will then be included in written reports being accessible for the whole National Board and forming the basis for an overall co-ordination of the local groups.

Local groups with structural weaknesses will be visited more than once. To further assist these groups in overcoming their weakness, ELSA Germany has come up with an additional concept called the "National Board on tour". Twice a year, at least three members of the national board travel through the country visiting those groups in a row, for the most part

one group per day. The main target aimed at is the support of the local group regarding the recruitment of new members and the wider promotion of ELSA at the respective university as the most common reasons for a structural weakness.

To gain a complete and coherent picture of the status of the respective local group the following most important information should be gathered and in some cases be given respectively:

BEE

Board Management

- Overall co-ordination of board and team
- OYOP
- Handbooks available for all positions
- Addressing potential internal problems

External Relations

- Number of sponsors
- Amount of Sponsorship payments received
- Benefits offered to sponsors
- Communication with sponsors
- Project sponsors
- Knowledge of national and international fundraising regulations
- Knowledge of Grants Handbook
- Co-operation with institutions
- All external contacts inserted in the Organisation Menu of ELSA ONLINE
- Advisory Board/Patrons
- Communication and co-operation with the organs of the university (dean, faculty etc.)
- Information about IPM

Expansion

- Update concerning national and international expansion projects

IM

Statutes and Standing Orders

- Accordance of local Statutes with the Statutes of National Group
- Statutes and Standing Orders of NG on hand
- Decision Book of NG on hand
- Statutes and Standing Orders as well as DB of ELSA International on hand

Communication

- ELSA ONLINE registration of local board
- Use of ELSA ONLINE Archive and national archive
- Registration on national and international mailing list
- Contact information for the whole board plus directors
- Update on actual number of members
- Update next national and international events

- Stimulation to organize a national or international meeting
- Transition and search for successors (both for local and national level)
- Communication and co-operation with alumni
- Contact details International Board

Training

- Trainings planned for local group
- Update upcoming national training events
- Knowledge of National Trainers' Pool and ITP

FM

- Current Budget
- Use of an accounting system
- Final Accounts
- Auditing
- Information concerning sources of funding

AA

- Number of (planned) AA events
- Kind of AA events
- Participation in national moot court round
- Participation in emc²
- Collection of data for speakers' database
- Use of AA Specification Form
- Collection of data for AA Calendar
- Knowledge of SPEL and GLSE

S& C

- Seminar planned
- International promotion of seminars
- Project Management Training
- Information about fundraising possibilities
- Study Visits planned
- Institutional Visits planned
- S&C Specification Form

STEP

- Traineeships offered by local group
- Number of STEP-applicants
- Promotion of STEP
- Use of ELSA ONLINE
- Integration of trainees
- STEP team
- STEP day
- Information about ISM

Marketing

- Use of own marketing materials
- Use of national and international marketing materials, especially the national magazine and Synergy
- Ways used for the recruitment of new members
- Promotion of national and international events
- Knowledge of and compliance with the logo rules
- Uniformity of webpage with national webpage (Global Webpage)
- Producing an Annual Report

ELSA Germany Input Paper on the concept of National Group transition

Introduction

During the State of the Network session in the IM workshop in Malta transition turned out to be a weakness in quite a few countries present there due to a lack of a clear concept provided in this area. Transition, as the passing on of knowledge from one board to the following, is one of the most significant tools though to ensure continuity as well as a constant and stable development within the ELSA network. It was therefore expressed that the exchange of concepts between different National Groups regarding this issue should be taken as one step to improve things here.

This input paper is therefore a contribution to that valuable exchange, shortly outlining the concept of National Group transition as it is implemented in ELSA Germany.

Time Frame

As transition is such a decisive tool, it is best to set its time frame as soon as possible. Ideally, time for transition should already be allocated with the beginning of National Board's term of office. Naturally, the time needed for transition will depend on the size of each National Group here: it may take from a weekend up to several weeks. Within ELSA Germany three to four weeks are blocked for the transition period right from the beginning, thus covering the whole of July.

Structure

Essential to an effective transition is its concrete structuring. Its planning has to take account of the fact that transition has not only to be performed for each specific board position, but also that the newly elected board will in most cases not know each other that well. A significant part has thus to be dedicated to a transition in general terms including the aspect of teambuilding. For that reason, it proved to be a feasible concept to divide the overall transition period in a specific and a general component.

1) General Transition

Starting point should consequently be a general transition gathering both the present and new board at the National Group's headquarters or any other respective place for a certain period of time. Within ELSA Germany one week is scheduled for general transition. Aim of this component is teambuilding as including the establishment of team and communication rules on the one hand and the transmission of information important to the National Board as a whole on the other hand. This latter part might entail the handing over of the office facilities and the archive, an update concerning the local group management as well as other relevant ELSA knowledge both for the national and international level. As the information is passed on in a quite condensed form here, ELSA Germany found it additionally to be a useful idea to combine all the topics covered to a transition handbook.

2) Specific Transition

Following the general transition as a team, each board member will then have the specific transition with his or her successor for the respective board position. The set time frame will consequently vary: within ELSA Germany this specific transition takes up to two or three weeks in total. The focus for this second part will clearly lie on the transfer of particular knowledge for each area of activity. Concerning BEE for example, this will naturally

comprise the handing over the entity of external contacts existent, ideally both current and new president visiting the national sponsors together.

In order not have any important information lost for the successor, it is again useful and advisable to have all the relevant knowledge collected and composed to a handbook for each specific area. This can then be continued by the respective following national board member.

Drafting of the OYOP

Subsequent to general and specific transition, it is ideal to have these sessions be followed up by the drafting of the National Board's One Year Operational Plan. As this is yet another significant planning tool, it has to be thoroughly discussed and sufficient time should be allocated which means to block another two to three days. If possible, the National Board should here seek for the assistance of a skilled trainer for an effective moderation.

ANNEXES

COUNCIL OF EUROPE QUESTIONNAIRE

ELSA's activities related to the Council of Europe

2002 - 2006

According to the Resolution (2003) 8 of the Council of Europe (CoE), ELSA is required to submit every four years a report which should specify the activities of our Association which are related to the Council of Europe, in order to maintain the participatory status.

Please answer the following questions regarding the years 2002 - 2006:

1. Name of the ELSA National Group: _____

2. Have any Local Group/ Member participated in the work of any CoE body?

Yes No

If yes,

Who/Which Group? _____

What CoE body? _____

When? _____

Comments? _____

3. Have any Local Group/Member attended an event organised by the CoE?

Yes No

If yes,

Who/Which Group? _____

What event? _____

When? _____

Comments? _____

4. Have a Local Group arranged an event which related to CoE and its institutions (ex. invited a speaker) and/or its standards and legal instruments? (*European Court of HR, Local or Regional Authorities, Commissioner for Human Rights, GRECO, Pompidou Group, European Social Charter, Human Rights Convention, European Youth Foundation etc*)

Yes No

If yes,

Which Group? _____

What event? _____

When? _____
 Comments? _____

5. Have a Local Group arranged an event which published the work of CoE?

Yes No

If yes;
 Which Group? _____
 What event? _____
 What kind of activities? _____
 When? _____
 Comments? _____

6. Have any Local Group or the National Group had a Director for European Institutions in the years 2002-2006?

Yes No

If yes, which ELSA Group? _____

7. Have any Local Group applied for a grant from the CoE?

Yes No

If yes;
 Which grant? _____
 When? _____
 For which project? _____
 Was the grant awarded? _____

8. Have any Local Group/Member applied for participation in a training session (at the European Youth Centre)?

Yes No

If yes;
 Which Local Group/Person? _____
 When? _____
 Which Session? _____

9. Have a Local Group arranged a visit to a CoE body or institution?

Yes No

If yes;
 Which Local Group? _____
 When? _____

Where? _____

Comments? _____

**Please submit the questionnaire
to VP S&C Julianna Koppány at the ICM in London
OR
via email to elsa@brutele.be**

AREA INQUIRIES

BEE Inquiry

Please include the information for both National and Local Groups
Activities from Malta ICM until London ICM

ELSA Group: _____

General

1. Do you have copy of the BEE Policies (BEE part of the Decision Book)? Yes No
2. Do you use the ELSA ONLINE Archive? Yes No
 ✓ If yes, for what purpose? _____
3. Have you updated the Organisation Menu of your National Group in EO? Yes No
4. Do you have a copy of the ELSA Grants Handbook? Yes No
5. Do you have a Director for Grants? Yes No
6. Have you applied for a Grant? Yes No
 ✓ If yes, how many Grants have you applied for?
 ✓ If yes, how many Grants have you received and from what Funding Institutions?

Name of the Institution	Type of the Grant

7. How do you evaluate the communication with the IB (1-lowest to 5 -highest)
8. How do you evaluate the communication with LGs(1-lowest to 5 -highest)
9. What channels of communication between NGs should be used to improve communication between the NGs and between the NGs and the IB?

External Relations

- | | NG | LG's |
|--|--|----------------------|
| 1. How many general sponsors do you have? | <input type="text"/> | <input type="text"/> |
| 2. How many project sponsors do you have (excluding advertising purposes)? | <input type="text"/> | <input type="text"/> |
| 3. How many approaches do you have pending for project sponsors? | <input type="text"/> | <input type="text"/> |
| 4. How many approaches do you have pending for general sponsors? | <input type="text"/> | <input type="text"/> |
| 5. How many contacts to international sponsors do you have? | <input type="text"/> | <input type="text"/> |
| 6. How much is the total amount fundraised by the National Group? | <input type="text"/> | <input type="text"/> |
| 7. Do you cooperate with Institutions? | Yes <input type="checkbox"/> No <input type="checkbox"/> | |

Name of the contact	Field of Cooperation

8. Do you co-operate with other international/national NGOs in your NG? Yes No

Name of the contact	Field of Cooperation

Fundraising Strategy

1. Do you have a fundraising strategy in your National Group? Yes No
2. If yes, please describe it in a few words (sponsors' pools, sponsors levels etc.)

- ✓ If not, do you plan to develop one? Yes No
3. Do you have a Director for Fundraising/Fundraising team? Yes No

Expansion

1. Has the number of Local Groups in your country increased/decreased? Yes No
- ✓ Specify:

Alumni

1. Do you have any contact with alumni in your National Group? Yes No
 2. Do you have a structured co-operation with alumni? Yes No
 - ✓ If not, do you plan to develop one? Yes No
 - ✓ If yes, please describe your co-operation with a few words
-

Transition and Long Term Planning

1. Which materials do you prepare for transition in BEE?

2. Do you do tactical/strategic planning? Yes No
3. Do you plan the work of the National Group according to the Two Year Tactical Plan of ELSA International? Yes No
4. Do you have a Two Year Tactical Plan in your National Group? Yes No
 - ✓ If not, do you plan to make one? Yes No
5. Do you plan the work of your National Group according to the One Year Operational Plan of ELSA International? Yes No
6. Do you have a One Year Operational Plan in your National Group? Yes No
 - ✓ If not, do you plan to encourage with your successors? Yes No

IM Inquiry

Please include the information for both National and Local Groups
Activities from Malta ICM till London ICM

ELSA Group: _____

National Group Information

Mailing address of the ELSA National Group:	Phone #:
	Fax #:
	E-mail:
	Website:

Please enter name and e-mail address of your National Board members:

	Position	Name	E-mail
1.	President		
2.	Secretary General		
3.	Treasurer		
4.	VP Marketing		
5.	VP AA		
6.	VP S&C		
7.	VP STEP		

Please enter name and e-mail addresses of your National Board Directors and Assistants:

1.	Director for Alumni		
2.	Director for Human Resources		
3.	Director for Human Rights		
4.	Director for MCCs		
5.	Director for Training		
6.	Other Directors		

General

- Do you have a copy of the Decision Book? Yes No
- Do you have a copy of the Statutes and Standing Orders of EI? Yes No
- Is your Board updated in ELSA ONLINE? Yes No

4. Do you issue membership cards? Yes No
5. How many Local Groups does your National Groups have?
6. How many of your Local Groups are active?
7. Are the Local Boards from your country updated in ELSA ONLINE? Yes No
8. How do you evaluate the communication with the IB (1-lowest to 5 -highest)
9. How do you evaluate the communication with your Local Officers (1 to 5)
10. How would you improve the communication in IM? _____

Communication

1. Do you have a national mailing list for your individual members? Yes No
2. Do you have a national mailing list for the Local Officers? Yes No
3. Do you have national areas mailing lists? Yes No
- ✓ If yes, to which areas? _____
4. Do you send Newsletters to your members? Yes No
5. Are all your National Officers subscribed to the international mailing lists? Yes No

Internal Structure:

1. Number of active Local Groups out of the ones registered in ELSA ONLINE?
- ✓ In those, what is the average number of Board Members?
2. Number of Board Members in your National Group?
3. Start and end dates of your term in office?
4. When do the elections for the National Board take place?
5. When did you last update your Statutes and Standing Orders?
6. Do you have a national Decision Book? Yes No
- ✓ If yes, when was it last updated?
7. Is your Group formally registered as an Association? Yes No
8. Do you have an office? Yes No
- ✓ If yes, do you have internet connection in the office? Yes No
9. How many National Council Meetings do you have per year?
10. How many Officers from Local Groups do attend these meetings in average?
11. Do your Local Groups organise Local Council Meetings? Yes No

✓ If yes, how many a year?

Administration:

3. Do you take minutes from your Board Meetings?

Yes No

4. Do you have an updated archive?

Yes No

Training:

1. Training Events organised:

✓ National Freshers' Camps

✓

✓ International Freshers' Camps

✓

✓ Officers Training Events

✓

✓ Regional Training Events

✓

✓ Other Training Events

2. How many times did you use ITP for Training purposes?

3. Did you use ITP for the OC before organising an event?

4. Did you consider using ITP, but did not know how to contact the trainers?

5. How many times did you use National Trainers for Training purposes?

6. How many times did you use alumni for Training purposes?

7. How many times did you use externals for Training purposes?

Transition and Long Term Planning

1. Did your Group have transition?

Yes No

✓ If yes, how long did it last?

✓ What pre-prepared transition materials did you use? _____

✓ Did you have a training session for the new Board?

Yes No

✓ If yes, did you involve ITP /National Trainers?

Yes No

2. How many Officers from Local Groups do attend these meetings in average?

3. Do you organise your work according to the Two Year Tactical Plan?

Yes No

4. Do you organise your work according to the One Year Operational Plan of EI?

Yes No

Human Resources

1. How many law students are there in your country?

2. How many ELSA members are there in your country?

3. Have you planned and implemented a campaign in your country with the purpose of recruiting new members? Yes No
- ✓ If yes, do you consider it successful? Yes No
- ✓ If no, how do you recruit members?

FM Inquiry

Please include the information for both National and Local Groups
Activities from Malta ICM till London ICM

ELSA Group: _____

General

1. Do you have copy of the FM Policies (FM part of the Decision Book)? Yes No
2. Do you use the ELSA ONLINE archive? Yes No
 ✓ If yes, to download which materials? _____
3. Do you have a copy of the Grants Handbook? Yes No
4. How do you evaluate the communication with the IB (1-lowest to 5 -highest)?
5. How do you evaluate the communication with the Local Officers (1 to 5)?
6. How would you improve the communication in FM? _____

FM Administration

1. Do you have a Bank account(s)? Yes No
 ✓ If yes: Details _____
2. Does your National Group have a general budget? Yes No
 ✓ If yes, who approves it? _____
3. Do you do projects' Budgets? Yes No
4. Do you have Final Accounts? Yes No
 ✓ If yes, who approves them? _____
5. Are your accounts audited? Yes No
 ✓ If yes, by whom? _____
 ✓ If not, which other control mechanism is used? _____
6. Do you have professional Bookkeeping? Yes No
 ✓ If yes, how much does it cost? _____
 ✓ If not, who is responsible for it? _____
7. Did you apply for grants? Yes No

Type of Grant	Name of the Donor	Amount applied for	Amount granted

ELSA Development Fund

1. Do you know the structure and application procedure of the EDF? Yes No
2. Did your Group apply for the EDF? Yes No
3. Does your Group send regular EDF Reports to the IB? Yes No

Transition and Long Term Planning

1. Which materials do you prepare for specific transition? _____
2. Do you organise your work according to the Two Year Tactical Plan? Yes No
3. Do you organise your work according to the One Year Operational Plan of EI? Yes No

Marketing Inquiry

Please include the information for both National and Local Groups
Activities from Malta ICM till London ICM

ELSA Group: _____

General

- 3. Do you have copy of the Marketing Policies (Marketing part of the DB)? Yes No
- 4. Do you have a copy of the ELSA Identity Book? Yes No
- 5. Do you use the ELSA ONLINE Archive? Yes No
- ✓ If yes, to download which materials?

6. How do you evaluate the communication with the IB (1-lowest to 5 -highest)

7. How do you evaluate the communication with your Local Officers (1-5)?

8. How would you improve the communication in Marketing?

Marketing Tools

1. Do you have a Website? Yes No

 ✓ If yes, which is the domain name: _____

 ✓ Does it have basic information in English? Yes No

 ✓ How often is it updated? _____

 ✓ Do you use it to promote events organised by other ELSA Groups
 in the Network?

2. Do you use Media when promoting events? Yes No

- ✓ Specify:
- Newspapers
 - Radio
 - TV
 - Other

3. Do you have a Members' Magazine? Yes No

- ✓ What is the name of the magazine? _____
- ✓ How often do you publish it? _____
- ✓ How many copies are printed? _____
- ✓ Who do you distribute the magazine to? _____
- ✓ How long has the magazine existed? _____
- ✓ Do you have advertisers in your Members' Magazine? If yes, what kind of advertisers?

4. Who is your primary target group when distributing Synergy? Active Members
 New Members
 Externals

5. How do you hunt for articles for Synergy?

6. How many articles did your Group submit for Synergy, 37/II 2005?

✓ Why? _____

7. How many marketing materials did you submit to the EO Archive?

✓ Why? _____

8. Do you have a separate budget for Marketing? Yes No

9. Do you have specific marketing materials for:
- AA
 - S&C
 - STEP
 - NMCC
 - SPEL
 - GLSE
 - General ELSA Promotion

10. Do you market events organised by other ELSA Groups? Yes No

✓ If yes, how?

11. Do you have a package that you bring when you meet Yes No

externals/sponsors?

✓ If yes, what kind of materials does the package contain?

12. Do you conduct Market Research?

✓ If yes, describe!

13. Have you created a Marketing Strategy for one or several of the Key Areas?

✓ If yes, for which area and how?

14. How do you support the Key Areas regarding Marketing?

Transition and Long Term Planning

7. Which materials do you prepare for specific transition? _____

8. Do you organise your work according to the Two Year Tactical Plan?

Yes No

9. Do you organise your work according to the One Year Operational Plan of ELSA International?

Yes No

AA Inquiry

Please include the information for both National and Local Groups
Activities from Malta ICM till London ICM

ELSA Group: _____

General

1. Do you have a copy of the AA Policies (AA part of the Decision Book)? Yes No
2. Do you have a copy of the AA Manual?
3. How many copies of Guide to Legal Studies in Europe do you have?
4. How many AA Specification Forms have you sent to ELSA International?
5. Do you use the ELSA ONLINE Archive? Yes No
 ✓ If yes, to download which materials? _____
6. How do you evaluate the communication with the IB (1-lowest to 5 -highest)
7. How do you evaluate the communication with your Local Officers (1 to 5)
8. How would you improve the communication in AA? _____

AA Events Organised

	NG	LGs
1. Essay Competitions	<input type="checkbox"/>	<input type="checkbox"/>
2. Moot Court Competitions	<input type="checkbox"/>	<input type="checkbox"/>
3. Legal Research Groups	<input type="checkbox"/>	<input type="checkbox"/>
4. Legal Publications	<input type="checkbox"/>	<input type="checkbox"/>
5. Legal Debates	<input type="checkbox"/>	<input type="checkbox"/>
6. Lawyers at Work (L@W) Events	<input type="checkbox"/>	<input type="checkbox"/>
7. Selected Papers on European Law Promotional Events	<input type="checkbox"/>	<input type="checkbox"/>
8. Guide for Legal Studies in Europe Promotional Events	<input type="checkbox"/>	<input type="checkbox"/>
9. From the above, how many were		
✓ Human Rights Events	<input type="checkbox"/>	<input type="checkbox"/>
✓ organised in co-operation with a UN/European Institution	<input type="checkbox"/>	<input type="checkbox"/>

Transition and Long Term Planning

1. Which materials do you prepare for specific transition _____
2. Do you organise your work according to the Two Year Tactical Plan? Yes No
3. Do you organise your work according to the One Year Operational Plan of EI? Yes No

S&C Inquiry

Please include the information from both National and Local Groups
Activities from Malta ICM till London ICM

ELSA Group: _____

General

1. Do you have a copy of the S&C Policies (S&C part of the Decision Book)? Yes No
2. Do you have a copy of the S&C Handbook? Yes No
3. Do you have a copy of the Study Visits Manual? Yes No
4. Do you have a copy of the Grants Handbook? Yes No
5. How many S&C Specification Forms have you sent to ELSA International?
6. How many S&C Evaluation Forms have you sent to ELSA International?
7. Do you use the ELSA ONLINE Archive? Yes No
 ✓ If yes, to download which materials? _____
8. How do you evaluate the communication with the IB (1-lowest to 5 -highest)
9. How do you evaluate the communication with your Local Officers (1-5)?
10. How would you improve the communication in S&C? _____
11. Did you hand in a Report on the activities of your National Group, Local Groups and Members in connection with ELSA's Institutional Relations (United Nations, its subsidiary bodies, the European Institutions and WIPO)? Yes No

S&C Events Organised

	NG	LG's
1. Seminars	<input type="text"/>	<input type="text"/>
2. Conferences	<input type="text"/>	<input type="text"/>
3. Law Schools	<input type="text"/>	<input type="text"/>
4. Lectures	<input type="text"/>	<input type="text"/>
5. Panel Discussions	<input type="text"/>	<input type="text"/>
6. Study Visits	<input type="text"/>	<input type="text"/>
7. Institutional Study Visits	<input type="text"/>	<input type="text"/>
8. From the above, how many were:	<input type="text"/>	<input type="text"/>

✓ International Events	<input type="checkbox"/>	<input type="checkbox"/>
✓ Annual Events	<input type="checkbox"/>	<input type="checkbox"/>
✓ IFP Events	<input type="checkbox"/>	<input type="checkbox"/>
✓ Anniversary Events	<input type="checkbox"/>	<input type="checkbox"/>
✓ Human Rights	<input type="checkbox"/>	<input type="checkbox"/>
✓ Organised in co-operation with UN/European Institutions	<input type="checkbox"/>	<input type="checkbox"/>
✓ Organised with speakers from the Speakers' Database	<input type="checkbox"/>	<input type="checkbox"/>

Transition and Long Term Planning

1. Which materials do you prepare for specific transition? _____
2. Do you organise your work according to the Two Year Tactical Plan? Yes No
3. Do you organise your work according to the One Year Operational Plan of EI? Yes No

ELSA International Delegations

1. Have any of the members in your country applied for a delegation? Yes No
2. Have any of the members in your country participated in a delegation? Yes No
3. If so, has the participant given a presentation of the meeting to a requesting Local Group? Yes No

STEP Inquiry

Please include the information for both National and Local Groups
Activities from Malta ICM till London ICM

ELSA Group: _____

General

11. Do you have a copy of the STEP Policies (STEP part of the Decision Book)? Yes No
12. Do you have a copy of the STEP Manual? Yes No
13. Do you have a STEP Team? Yes No
14. How do you evaluate the communication with the IB (1-lowest to 5 -highest)
15. How do you evaluate the communication with your Local Officers (1 to 5)
16. How would you improve the communication in STEP? _____

Traineeships

12. How many traineeships did your National Group raise since the last ICM?
13. How many of them were cancelled due to the lack of applicants?
14. How many traineeships were cancelled by employer?
15. How many traineeships were cancelled by the trainee?
16. How many of them were realised?
17. Did you ask for the Evaluation Forms?
18. Do you have a national Decision Book? Yes No
- ✓ If yes, when was it last updated?
19. Is your Group formally registered as an Association? Yes No
20. Do you have an office? Yes No
- ✓ If yes, do you have internet connection in the office? Yes No

Applications and applicants

1. How many approved Application Forms are in ELSA ONLINE for your NG?
2. How many applicants applied for a traineeship?
3. How many applicants were accepted at a traineeship?
4. How many trainees were received in your country?

5. Did you ask for the Evaluation Forms?

STEP activity

1. How many of your Local Groups are active in job-hunting?

2. How many of your Local Groups are active in student-hunting?

Marketing in STEP

1. What marketing materials do you use for STEP?

2. To whom are you advertising STEP?

3. Do you have a unified marketing strategy in your Local Groups (timing, tools, target groups)? Yes No

Transition and Training

1. Did you have transition with your predecessor? Yes No

✓ Evaluate your transition on the range of 1 (bad) to 5 (excellent):

2. How many training events did you attend during your ELSA career?

✓ What trainings did you receive in the STEP area and from whom?

3. Do you have national STEP training materials? Yes No

4. Do you have a training policy in STEP? Yes No

Planning in STEP:

1. Did you have a planning session with your Local STEP Officers? Yes No

2. Do you have area tactical planning? Yes No

3. Do you have a calendar for STEP? Yes No

National STEP Structure:

- | | |
|--|--|
| 1. Do you have a contact list of old employers? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 2. Do you have STEP archives? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 3. Do you have the Evaluation Forms from the closed traineeships in your NG? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 4. Do you have a reception programme? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 5. Do you have a brief of the legislation applicable to foreign trainees? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 6. Do you have recommendations for STEP? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 7. Do you have a STEP penalty system in your National Group? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 8. What kind of resources do you use to get information about potential STEP partners? | Yes <input type="checkbox"/> No <input type="checkbox"/> |

Personal Comments of the VP STEP

1. The biggest problem with STEP in my National Group is:

2. I consider as the most problematic aspect with STEP at the international level nowadays:

✓ I would suggest the following way of addressing it:

3. I think a possible solution for the student-hunting problem we are facing is:
