



The European Law Students' Association

PROUDLY PRESENTS

THE XLI
INTERNATIONAL COUNCIL MEETING



CORUNNA, SPAIN
16TH – 24TH MARCH 2002

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Foreword

Dear all,

Finally it is here, the package of the XLI International Council Meeting of ELSA!

Finding your way through this package should be facilitated by the fact that the layout is the same as the layout of previous packages. This also means that all material is only included once in the package.

That the materials are not repeatedly inserted under each area where they might be of interest, does not in any way mean that materials included in one part of the package are not essential for other parts. Meaning you will need to go through the package as a whole and not only focus on the part covering your area. A good example of this is the BEE input paper as regards selection of IFP topic, which has to be read by everyone.

Moreover, the Statutes, Standing Orders, Council Meeting Decision Book and the Minutes from the Coimbra ICM are available for download through ELSA ONLINE. These are essential for all the participating delegates.

In the previous package I mentioned the importance of preparation in the foreword. This time I would like to use another phrase – *The largest difficulty with education is to get the experience through theory. The essence of knowledge is not what you know, but the way you use it.* Lets not leave these materials as theory until we meet - discuss it in your board, and send your comments to each other and us. That way we are hopefully prepared for the ICM; to gain experiences from each other and use our collective knowledge in the best way for ELSA.

Lastly, ELSA International would like to thank the OC for their hard work, and for giving us the possibility to meet, by the sea, and hopefully in the sun of Corunna.

Li Axrup
Secretary General
ELSA International

Table of Contents

FOREWORD.....	2
TABLE OF CONTENTS.....	3
GENERAL REMINDERS.....	6
WHAT IS A COUNCIL MEETING?	8
MEMENTO.....	10
 <u>TIMETABLE.....</u>	 <u>13</u>
 <u>PLENARY.....</u>	 <u>14</u>
 DRAFT AGENDA.....	14
COMMENTS TO THE DRAFT AGENDA	19
 <u>BOARD MANAGEMENT, EXTERNAL RELATIONS AND EXPANSION.....</u>	 <u>21</u>
 ACTIVITY REPORTS	21
RŪTA ŽARNAUSKAITĖ – PRESIDENT, ELSA INTERNATIONAL.....	21
IULIA VASS– DIRECTOR FOR HUMAN RIGHTS ELSA INTERNATIONAL	23
ANN SWAMPILLAI – COORDINATOR FOR UNITED NATIONS, ELSA INTERNATIONAL.....	24
KRISTINA JUTH – COORDINATOR FOR EUROPEAN INSTITUTIONS	26
DRAFT AGENDA.....	28
COMMENTS TO THE AGENDA.....	31
IB PROPOSAL.....	34
BEE POLICIES: INTERNATIONAL FOCUS PROGRAMME	34
BEE POLICIES: HUMAN RIGHTS	39
REVISION OF THE DECISION BOOK	42
IB INPUT PAPERS	43
SPONSORSHIP STRUCTURES AND STRATEGIES	43
INSTITUTIONAL RELATIONS REGULATIONS	49
THE INTERNATIONAL FOCUS PROGRAMME – GUIDELINES FOR SELECTING THE IFP THEME..	51
GUIDELINES FOR THE SELECTION OF ELSA DELEGATIONS.....	56
 <u>INTERNAL MANAGEMENT WORKSHOP.....</u>	 <u>58</u>
 ACTIVITY REPORT	58
LI AXRUP – SECRETARY GENERAL, ELSA INTERNATIONAL.....	58
DRAFT AGENDA.....	61
COMMENTS TO THE DRAFT AGENDA	64
IB PROPOSAL.....	67
RULES FOR PROXIES	67
ALUMNI	71
REVISION OF THE IM DECISION BOOK	73
IB INPUT PAPER	74
REVISION OF THE STATUTES.....	74
EXAMPLE OF STATUTES AND THEIR CONTENTS:	76
SOME QUESTIONS RELATING TO THE REVISION OF THE STATUTES.....	84
ADMINISTRATORS OF ELSA ONLINE	90

ELSA ONLINE IMPLEMENTATION AND RESPONSIBILITIES	92
IM ANNEXES	95
REPORT ON THE IM QUESTIONNAIRES	95
 <u>FINANCIAL MANAGEMENT WORKSHOP</u>	 <u>106</u>
ACTIVITY REPORT	106
ROBERT TREMEL – TREASURER, ELSA INTERNATIONAL	106
DRAFT AGENDA.....	108
COMMENTS TO THE DRAFT AGENDA	110
IB PROPOSAL.....	112
INTERIM ACCOUNTS	112
FM POLICIES	113
MEMBERSHIP FEE	119
ELSA MOOT COURT COMPETITION FEE	120
REVISION OF THE DECISION BOOK	122
FM ANNEXES.....	123
REPORT ON THE MEMBERSHIP FEE QUESTIONNAIRES	123
 <u>MARKETING WORKSHOP.....</u>	 <u>124</u>
ACTIVITY REPORT	124
KATJA PEČEK – VP MARKETING, ELSA INTERNATIONAL	124
DRAFT AGENDA.....	126
COMMENTS TO THE DRAFT AGENDA	128
IB PROPOSAL.....	131
MARKETING POLICIES	131
REVISION OF THE DECISION BOOK	145
 <u>ACADEMIC ACTIVITIES WORKSHOP</u>	 <u>146</u>
ACTIVITY REPORT	146
HANS LEDERER – VP ACADEMIC ACTIVITIES, ELSA INTERNATIONAL	146
DRAFT AGENDA.....	148
COMMENTS TO THE DRAFT AGENDA	150
IB PROPOSAL.....	152
AA POLICIES	152
RULES FOR THE ELSA MOOT COURT COMPETITION	162
REVISION OF THE AA DECISION BOOK	170
AA ANNEXES.....	171
CLARIFICATIONS TO ARTICLE 2.3 (GROUNDS OF EXCLUSION) OF THE RULES	171
AA EVENTS SPECIFICATION FORM	174
AA EVENTS EVALUATION FORM	176
 <u>SEMINARS AND CONFERENCES WORKSHOP</u>	 <u>178</u>
ACTIVITY REPORT	178
KATE ALEKSIDZE – VP SEMINARS & CONFERENCES, ELSA INTERNATIONAL	178
DRAFT AGENDA.....	180
COMMENTS TO THE DRAFT AGENDA	183

IB PROPOSAL.....	185
S&C ANNEXES	194
S&C QUESTIONNAIRE 2001	194
 STUDENT TRAINEE EXCHANGE PROGRAMME WORKSHOP.....	 198
 ACTIVITY REPORT	 198
SUSANNA MEHTONEN – VP STEP, ELSA INTERNATIONAL.....	198
DRAFT AGENDA.....	201
COMMENTS TO THE DRAFT AGENDA	203
IB PROPOSAL.....	205
REVISION OF THE DECISION BOOK	205
IB INPUT PAPER	206
STEP APPLICATION FEE.....	206
GRAPH 1: APPLICATION PROCEDURE BEFORE AND NOW	209
GRAPH 2: PAYMENT PER APPLICATION PAID UPON APPLICATION	210
GRAPH 3: PAYMENT PER APPLICATION WITH DEPOSIT	211
STEP ANNEXES.....	212
TRAINEESHIP FORM	212
ORGANISATION EVALUATION FORM.....	217
TRAINEE EVALUATION FORM.....	220
NATIONAL GROUP STEP QUESTIONNAIRE 2002	224
LOCAL GROUP STEP QUESTIONNAIRE 2002.....	228
 ANNEX.....	 232
 IFP QUESTIONNAIRE 2002.....	 232
REPORT FROM THE LYON INTERNATIONAL PRESIDENTS’ MEETING BY ESPEN ROSTRUP	
NAKSTAD.....	234

General Reminders

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

- ❑ Read this working materials
- ❑ Smart clothes for the sponsors' fair, the conference and the receptions
- ❑ Something appropriate to wear at the Gala Ball.
- ❑ Rehearse your performance for the ELSA Vision Contest.
- ❑ Your national drinks!

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

Then please visit the ICM Website at:

www.udc.es/icm

Or write an e-mail to the Organising Committee:

elsa@ucv.udc.es

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

YES?!

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

More Reminders

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

Your National Group CANNOT vote in plenary unless:

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

You must also remember to:

- ☐ Make travelling arrangements to be in Corunna in time for the opening of the ICM in the afternoon of Saturday, 16th March.
- ☐ Check out the ICM website at www.udc.es/icm and make sure you have taken note of *all* the OC's instructions.
- ☐ Read the Statutes and Standing Orders of ELSA carefully
- ☐ Read these working materials from cover to cover.
- ☐ Read the last two points once again, and promise yourself not to ignore them.
- ☐ Read and bring with you the minutes from the previous ICMs.
- ☐ Read and bring with you a copy of the Decision Book.
- ☐ Consider running for the International Board 2002/2003.
- ☐ Consider being secretary of Plenary or your workshop.
- ☐ Bring all questionnaires and forms if you did not send them to ELSA International before the ICM already. Bring with you the list of IFP events for your ELSA group. Please see the annexed IFP Questionnaire in these working materials.
- ☐ Bring your marketing materials so you can show off in the Marketing workshop.
- ☐ Prepare a written activity report to be distributed to all other national groups during the ICM.
- ☐ Prepare yourself for the ELSA Vision Contest!
- ☐ Bring a sample of your favourite national drink.

What is a Council Meeting?

The Council Meeting Guide for newcomers and experienced users!

What is a Council Meeting?

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

What is a Workshop?

The workshops are for debate and discussion to allow more expedient decision-making in plenary. In each 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 strange that each workshop has strange names but that is because they should not reflect individual board positions but rather the area that is being dealt in it. Therefore, you normally have the following workshops:

Board Management, External Relations and Expansion (BEE) – normally supervised by the President of ELSA International and attended by the Presidents of national boards and directors with an area of responsibility relating to BEE.

Internal Management (IM) – normally supervised by the Secretary General of ELSA International and attended by the SecGens of the national boards and directors with an area of responsibility relating to IM.

Financial Management (FM) – normally supervised by the Treasurer of ELSA International and attended by the Treasurers for the national boards and directors with an area of responsibility relating to FM.

Marketing (MAR) – normally supervised by the Vice President for Marketing of ELSA International and attended by the VP Marketing of the national boards and directors with an area of responsibility relating to MAR.

Academic Activities (AA) -- normally supervised by the Vice President for Academic Activities of ELSA International and attended by the VP AA of the national boards and directors with an area of responsibility relating to AA.

Seminars & Conferences (S&C) – normally supervised by the Vice President for Seminars & Conferences of ELSA International and attended by the VP S&C of the national boards and directors with an area of responsibility relating to S&C.

Student Trainee Exchange Programme (STEP) – normally supervised by the Vice President for STEP of ELSA International and attended by the VP STEP of the national boards and directors with an area of responsibility relating to STEP.

What is a Workshop Officer?

There are four WS officers. One chair, one vice chair and two secretaries.

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

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

The secretaries are expected to take the minutes of the workshop and to prepare all the documents that have to be submitted to the Council.

If you decide you can be a good workshop officer, contact the relevant member of ELSA International as soon as possible to volunteer.

You are expected to attend a meeting with the Secretary General of ELSA International on Saturday evening before dinner to know the detailed guidelines for your task.

What is a CM Officer?

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

What is the Role of the Chair?

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

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

What is the Role of the Secretaries?

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

What is the Role of the Tellers?

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

What is the Role of the Nominations Committee?

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

Memento

Your national group is NOT eligible to vote in plenary unless:

- (i) All debts due to ELSA International have been paid. Please make sure to check the situation with the Treasurer of ELSA International in advance.
- (ii) You have delivered the letter of authorisation to the Secretary General of 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 on time, especially in the morning (in case, wake them up)**
- **delegates are informed about all practicalities**
- **delegates are summoned to discuss important issues raised in the workshops and in plenary.**

Around lunchtime and dinner the national groups have the possibility to have reporting time. This is the moment when the delegation meets and discusses important matters brought up in the workshops and in plenary. This is also the right moment to create a good spirit in your delegation, since you are supposed to work together in ELSA for one year and an ICM is the right place to create friendship inside your national team.

ELSA Vision Contest

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

Joint Workshops

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

Election of Host for the Autumn 2003 Council Meeting

The host for the forthcoming two ICMs have been elected and will be ELSA Ankara (Turkey) in November 2002 and ELSA Athens (Greece) in March 2003. Therefore, if you are thinking about organising an ICM in your country in October 2003, this is the right moment to apply. Prepare a proposal containing a draft programme and a draft budget, present it to the International Board before the ICM, and you'll have the opportunity to have a nice presentation in plenary. The Council will then decide the venue. So, do not hesitate - apply!

NOTE:

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

Nomination and Election of Council Guests

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

Nomination and Election of the International Board 2002/2003

This is your chance to go through a thrilling experience, taking ELSA into the most exciting future it has ever known. So prepare your CV, your ELSA CV, an action plan and a motivation letter and apply for the International Board, and spend the craziest year of your life working for ELSA! We are also looking for auditors to supervise the finances for the newly elected board.

The materials for the ICM start on the next page:

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

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

Activity Reports
Draft Agenda
Comments to the Draft Agenda
IB Proposals
NB Proposals
IB Input Papers
NB Input Papers
Annexes

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

At this ICM we will elect
the Council Meeting Venue for

Autumn ICM 2003

This meeting needs a Host!

Is your group interested in a "once in a group history" experience?

Apply to host the ICM!

Timetable

	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00	Arrival of participants	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
9:00						Distr. Lunch Box		
10:00		Work shops	Work shops	Work shops	Work shops	Sight seeing Corunna City	Final Plenary	Sight seeing in Santiago & Reception to Xunta de Galicia
11:00								
12:00								
13:00								
14:00		Lunch	Lunch	Lunch		Lunch		
15:00		Opening Plenary	Lunch			Working Groups	Final Plenary	Lunch
16:00								
17:00		Intro-ductory workshops	Work shops	Official Opening Institutions	Conference Maritime Management & sightseeing	Work shops	Final Plenary	Dep. Corunna
18:00								
19:00	Dinner	Sponsors fair	Plenary					
20:00		Dinner		Dinner	Dinner	Reception Town Hall	Dinner	
21:00			Dinner			Dinner		
22:00	Welcome Party						Final Plenary (until when ever)	Gala Ball
23:00		Party	Party	Party	Theme Party	ELSA Vision Contest		
24:00								
01:00								

Plenary

Draft Agenda

Saturday, 16th March

- | | |
|---------|--|
| Morning | Arrival of participants |
| Morning | Payments due to ELSA International and delivery of letters of authorisation. |
| 15:00 | Introduction of the members of the International Board by the President of ELSA Spain and the President of ELSA Corunna
Rebecca Cenalmor Rejas & Maria Ferreira |
| 15:05 | Opening of the Council Meeting by the President of the International Board
Ruta Zarnauskaite |
| 15:10 | Presentation of Directors and Coordinators of ELSA International
Ruta Zarnauskaite |
| 15:15 | Welcoming of Council Guests and External Representatives
Ruta Zarnauskaite |
| 15:20 | Presentation of the Organising Committee of the Council Meeting
Presentation of ELSA Spain
Julian Zaera Blanco |
| 15:30 | Announcement of the list of votes by the Secretary General of ELSA International
Li Axxrup |
| 15:40 | Presentation of the Council Meeting procedure
Reading out of the agreement between ELSA Greece and ELSA Republic of Macedonia (Council Decision PLE 01/99 II)
Li Axxrup |
| 15:45 | Election of the chair of the plenary
Li Axxrup |
| 15:50 | Election of the other officers: vice chair, two secretaries, two tellers, three members of the nominations committee
Chair |
| 16:00 | Approval of the Council Meeting agenda and presentation of the Council Meeting structure
Chair |

- 16:05 Welcome address by externals
- 16:20 Approval of the minutes of the Coimbra Council Meeting
Chair
- 16:25 Presentation of each area of activity by the members of ELSA International
Chair and International Board
- 16:40 Report from the Lyon International Presidents Meeting
Espen Nakstad
- 16:50 Break
- 17:15 Introduction to the workshops
- Board Management, External Relations and Expansion
Ruta Zarnauskaite
 - Internal Management
Li Axrup
 - Financial Management
Robert Tremel
 - Marketing
Katja Peček
 - Academic Activities
Hans Lederer
 - Seminars and Conferences
Kate Aleksidze
 - Student Trainee Exchange Programme
Susanna Mehtonen
- 18:30 Instructions to workshop chairs, vice chairs and secretaries
Li Axrup
- 19:00 End of the plenary session

DEADLINE FOR NOMINATIONS FOR
THE INTERNATIONAL BOARD 2002/03,
AUDITORS AND VICE AUDITORS 2002/2003,
COUNCIL GUESTS AUTUMN ICM 2002,
COUNCIL MEETING HOST AUTUMN ICM 2003
IS SUNDAY, 17th OF MARCH AT MIDNIGHT

Monday, 18th March

- 18:30 Revision of the List of Votes
Li Axxrup
- 18:35 Announcement of Nominations
Nominations Committee
- 18:40 Question and Answer Time
- 19:20 Presentation of the Interim Accounts 01st of August 2001 to 31st January 2002
Auditors' Report
Opinion of the Financial Management Workshop
Approval of the Interim Accounts
Chair, Auditors and the Financial Management Workshop Chair
- 19:50 Presentation by ICM Host Candidates, Autumn 2003
Chair and Candidates
- 20:00 Presentation by ICM Host, Autumn 2002
ELSA Ankara
- 20:10 Presentation by ICM Host, Spring 2003
ELSA Athens
- 20:20 End of the Plenary Session

Thursday, 21st March

- 14:00 – 17:00 Working Groups
- Human Rights Working Group
 - IFP Working Group
 - Statutes Working Group
- 23:00 Activity Reports from the National Groups
(ELSA Vision Contest)
- ELSA Albania, ELSA Austria, ELSA Belgium, ELSA Bosnia and Herzegovina, ELSA Bulgaria, ELSA Croatia, ELSA Czech Republic, ELSA Denmark, ELSA Estonia, ELSA Finland, ELSA France, ELSA Georgia, ELSA Germany, ELSA Greece, ELSA Hungary, ELSA Iceland, ELSA Ireland, ELSA Italy, ELSA Kazakhstan, ELSA Latvia, ELSA Lithuania, ELSA Republic of Macedonia, ELSA Malta, ELSA The Netherlands, ELSA Norway, ELSA Poland, ELSA Portugal, ELSA Romania, ELSA Russia, ELSA Slovakia, ELSA Slovenia, ELSA Spain, ELSA Sweden, ELSA Switzerland, ELSA Turkey, ELSA Ukraine, ELSA United Kingdom, ELSA Yugoslavia.

Friday, 22nd March

11:00 Revision of the List of Votes
Li Axrup

11:05 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 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

Election of the host for the Autumn ICM 2003
Chair

Election of the International Board 2002/2003, Auditors and Vice Auditors 2002/2003 and Council Guests for the Autumn ICM 2003
Chair

Miscellaneous

Closing of the XLI International Council Meeting

*Sometimes a workshop is simply not enough!
Human Rights, the International Focus Programme
and ELSA's statutes are of interest for everyone!*

Where are you on Thursday afternoon?

A just world in which there is respect for human dignity and cultural diversity – ELSA's special commitment to Human Rights will be the topic of this working group, which shall serve as a forum of exchange of information of past and future human rights activities. Will you be there? We know that Iulia will be there!

While every workshop will rank a number of possible topics for the next theme of ELSA's International Focus Programme, the working group will look into the current theme: Information Society – The Legal Challenges. The Final IFP Conference is close and this is a chance for you to share your IFP experiences or simply to meet Esteban!

The IM workshop will discuss a first draft of a new set of statutes for ELSA, this bringing up a number of issues of interest not only for Secretary Generals. This is the chance for everyone to discuss general issues of ELSA's structure with Li, maybe over a coffee?

Thursday, 21st of March

14:00 – 17:00

Comments to the Draft Agenda

Approval of the Minutes of the Coimbra Council Meeting

The minutes of the ICM in Coimbra were made available for download via ELSA ONLINE. No actual amendments have been brought to our attention so far. Should you have any amendments please send them to us as soon as possible so that we have this point on the agenda prepared before the ICM.

Interim Accounts 2001/2002

The interim accounts of the International Board covering the period from the 1st of August 2001 to the 31st of January 2002 will be presented and hopefully be satisfactory so that we will be able to approve them.

Working Groups

At this ICM we continue with working groups and choose three topics, which to a great extent concern every area of ELSA. There will be three working groups where one will focus on ELSA and Human Rights, one will focus on the International Focus Programme and one will be dedicated to the statutes. You will choose the topic, which interests you the most and attend this working group.

ELSA Vision Contest

While the ELSA Vision Contest turns from a new born to a strong tradition in ELSA we hope that you are all preparing your fabulous presentations for this evening when we will take the activity reports of the national groups out of the plenary room. All groups will present something visionary, a song, a dance or a sketch ... Anything you think will make you the winner of this grand contest.

Election of the International Board 2002/2003

The seven members of the International Board for the board of 2002/2003 as well as the auditors and vice auditors for this period will be elected at this ICM. Please remember that if you intend to apply for any position, you should do so by Sunday at midnight! You are also welcome to contact any person in ELSA International for more information on what it is like to be in the IB.

Election of ICM Host and Council Guests

During this ICM we will also elect the host for the Autumn ICM 2003 and three Council Guests for the Autumn ICM 2002. The Council is entitled to elect three persons who would not otherwise have the right to attend the next ICM as Council Guests. Any nominations for ICM Host or Council Guests have to be handed in to the nominations committee by Sunday at midnight.

Brussels

The place to be in 2002/2003!

Stand for the International Board

How many opportunities in life will you have to manage an international organisation?

ELSA needs YOU!

Board Management, External Relations and Expansion

Activity Reports

Rūta Žarnauskaitė – President, ELSA International

The 6th of November I finally discovered myself home in Vilnius after quite exhausting 3-days trip by bus from Coimbra. But this was the time I needed to realise what really happened and how my life will change for the upcoming 9 month. I knew I would have very little time to skip all previous plans of studies and work, make transition for ELSA Lithuania and get a transition to start to working as president of the International Board, so tried to pass over all bureaucratic barriers as fast as possible and arrange my trip to Brussels before the end of November.

The 25th of November I entered the ELSA House with expectations and natural fears of “terra incognita”. One can be curious, how the team managed to accept new person.. and how I have adopted the life style of the house – being honest it is a challenge, but here I have to confess - I have never expected those six persons being so open and patient during the transition period, when so many things being obvious and far ago discovered by them were so new and unclear for me.

As well as I have never expected to encounter those mountains of files, those ones I need to study and know. Without the help of the entire board I would have never felt so sure taking my first tasks.

So, **board management** – something this team had to manage while lacking the president. Special thanks goes to Li, who was personally in charge of taking this responsibility and is still helping me.

It takes a while to get to know every team member and find out characters as well as habits; it also takes quite some time to prepare all meetings and to coordinate all actions each person is taking during the weeks, especially by dint of our morning meetings (twice a week) everybody is aware of what each other board member is dealing with at the moment and is ready to help if necessary.

Even though every area cooperates with the relevant externals, the general **external relations** turned up to me as the major part of what president is supposed to manage: sponsors, institutions, other organisations.. It is quite a lot and we would need an army to exhaust and make use of all possible cooperation.

In this stage of development ELSA International emphasises on sponsors and institutional relations. Therefore we have appointed two coordinators for United Nations and European Institutions. I have already met both of them and have had parts of transition on these activities accordingly.

As regards cooperation with other organisations, Sussi, Katja and Robert are sharing the management of them with me. Even though it is not our main emphasis right now, we had several meetings with AIJA (Association Internationale des Jeunes Avocats – International Association of Young Lawyers), AEGEE and EPSA (European Pharmacy Students Association). We have also had meeting with our seniors – ELS Executive in January.

To meet our sponsors and potential sponsors I have visited Amsterdam (Clifford Chance Academy) and London (Andersen Legal, CMS, Denton Wilde Sapte, PwC and Thomson) in December and had appointments here in Brussels (Allen & Overy and Yellow Maxwell) in January.

Writing this report we are in the process of signing an agreement with new corporate partner of ELSA International - Thomson.

After this package is sent out and before the ICM we intend to have three more trips to Paris, London and the Netherlands as well as have meetings in Brussels. These are aiming to make initial visits to some companies, follow our pending approaches and update current general sponsors with our activities as well as starting fundraising for the ELSA House Training Week. The International Board is also approaching some companies for the Final IFP Conference Munich.

We have met our informal Patron - Russell Denoon Duncan in London and are currently trying to get another Patron for ELSA International.

Besides the above-mentioned:

I had the chance to attend the Train The Trainers Weekend in Amsterdam and met part of the International Trainers Pool as well as get some training myself.

The 21st of December I left home for Christmas for almost two weeks.

The 25-27th of January the entire board has attended the NCM of ELSA Germany.

In January one of my emphasises was the IPM in Lyon and I have spent quite some time to prepare for it. The meeting has made a valuable input for me and was followed by fruitful discussions and unforgettable social events. Let me once again express my gratitude for the organisers and participants.

In January we started ICM package preparations and spend a lot of time to discuss ideas of future development of ELSA.

I have also appointed meeting of the Advisory Board for the 20th of February and are looking forward to meeting our advisors here in the ELSA House very soon.

At the end of this report I want to notice that even though the transition lasted for a month I have discovered, that in reality the rest of the term in office I will still have a never ending experiencing and learning, what I see as the best what this association can give for every single individual on his/her way to the personal development.

Wish all of us very fruitful discussions and interesting social experience.. see you all in La Coruña.

Iulia Vass- Director for Human Rights ELSA International

19th of October, 2001...elections for the new president of ELSA Bucharest: the end of almost 10 months of hard work...but the beginning of an exciting year. After one hour, I was home packing my things for my first travel to the ELSA House in Brussels. Next morning on the Bucharest Airport, and after another 3 hours, on the Brussels Airport. The world seems so small...And here there is our dear treasurer, Robert, looking after me but in the end surprised seeing a girl kissing him... it was just me....

The transition period in the ELSA House for six days...unfortunately it is not much to say about these days. I stayed in the front of the computer all day long, reading materials from Opatja, from Cracow, from Malta, materials written by former Directors, since 1994-1995. And then my first mail on the all-of-elsa-hr, and the first replies to my message. I was so happy to see new enthusiastic Directors for Human Rights replying to my message. Good luck Jasta, good luck Inger-Lise! I will not forget to write here about the special help that ELS members announced me that they are ready to offer to the human rights enthusiasts! But of course I had also the IB there helping me, making me feel as a part of the team and trying to make my days in Brussels more "exciting"...

One of the interesting things I had to do during the transition period, was to write my One Year Organizational Plan (OYOP)...figuring out what the Director for Human Rights has to do, what do the DHRs need from me to do in order to make their job easier, how I am going to develop what Connie started, what would be the future of the Human Rights Team, and many, many other things to think about and plan for the next year!

And then, back home in Bucharest for six days...days to be used for writing my activity report, for planning the Human Rights Working Group, and, of course, for writing mails and trying to get in contact with as many DHRs as the time permitted me.

And I understood now how valuable is my experience as a Director for Human Rights at local and national level. It is so easy for me to understand what a DHR needs for in his/her activity. But this does not mean that I do not need for you to remind me constantly what do you need from the DHR of ELSA International. So, as well as you will need my help, I will need yours, especially with inputs regarding:

What HR events took place in your national or local ELSA group beginning with 1994-1995; also a short description of the project would be very valuable;

What are your plans for this year?

How do you usually fundraise for HR events?

What are the HR institutions and NGOs you worked or you plan to work with?

Who are your favorite speakers on HR topics?

What do you think are the "hot HR topics of the year"?

What are your HR favorite web sites?

Are you interested to become a part of the Human Rights Team? If yes, please fill in the application form.

Write all your inputs on all-of-elsa-hr. You will have much to gain from this, because there are so many people subscribed to this list who are willing to help you with information and suggestions.

But you will find all this in the Feedback Form! Do not forget to send the feedback to elsa_hr@hotmail.com! In order to be able to help you, you will have to help me first!

Ann Swampillai – Coordinator for United Nations, ELSA International

A report will be distributed in Corunna.

Jose Esteban Mucientes Manso– Director for IFP, ELSA International

After 4 months of hard work, I am satisfied with my job, but there are some points that are disappointing me, as for instance the big lack of knowledge about the Programme. But well, I am the first IFP Director in ELSA International for two years, so I can understand it.

Firstly, I am working together with ELSA Munich in organising the Final IFP Conference. This is the last year of the Programme, and as you know some of our members will discuss about the main topics. I am helping them on finding speakers (with some special and great help from Carlos J. Lopez Gobernado from ELSA Valladolid and Leonardo Paulillo from the ELS) and also defining some topics. During the German NCM in Cologne, we (Ruta, Kate and me) met the OC of the Conference, in order to see the general state of the organisation, and I have a great impression of their work. We will see the results next April, when the Final Conference will take place in one of the most advanced places on Earth: the Siemens Forum in Munich.

I have also been updating the IFP materials, because part of the information was really really really out of date. I hope you will have the IFP 2000-2002 on your hands during this ICM. I am using the IFP materials that were in the old website, because we need to create an idea about the Programme for the near future. I am also starting off some training materials, so we can solve on of the main problems: the lack of knowledge.

Consuming most of my time, I am co-ordinating the recently created IFP Legal Research Group. This group was created just before Christmas and it is divided into four parts: electronic signature, data protection, crimes at the Net and consumers' protection. All this is supported by Zina Nedelea from Romania, Marika Bruno from Italy and Evita Katsimani from Greece who are taking care of electronic signature, data protection and crimes respectively. At this moment, we have more than 20 people willing to work in some of these topics, so the success is guaranteed. The main problem is that I must co-ordinate a part of the group, and I don't have too much time for this right now, so I encourage you to forward the information about the LRG to your national and local AA officers, so we can fulfil the most important aim of the IFP: to create a forum where we all can gather and discuss the chosen theme. As we are still in the preliminary discussions, I can't give you a deadline, but it will be probably be just before my term ends. The conclusions will be used probably for the IFP Book, although we can use them for ELSA ONLINE as well.

And last, but not least, I am looking forward to discuss the new IFP Theme, that must be chosen at the Autumn ICM in Alanya. So, prepare your proposals for this ICM carefully, because only four will be studied afterwards. If you want your proposal to be considered, please take in the spirit of the IFP: read the Standing Orders, check EO Website, and send me e-mails with your questions.

I hope you will have a good time in A Corunha (Galician name), and don't drink too much... water ☺

Kristina Juth – Coordinator for European Institutions

Hi there!

Thank you all for the help of compiling ELSA's activity report to the Council of Europe in January. Almost all national boards answered on my e-mails and it made me so happy to see that the network really works. I got information about many different interesting projects and I hope that I as coordinator can inspire the ELSA groups and members all over Europe to establish more activities related to the Council of Europe, as well as the European Union.

I started my work as coordinator for ELSA International after my transition in mid-December 2001. During those days in Brussels I visualised my field of work as follows:

To be a link between ELSA International and the European Institutions, mainly the Council of Europe and the European Commission. I will regularly do follow-ups on the calls for applicants of the different programmes of the European Commission and the Council of Europe and publish the calls on all-of-elsa, if applicable for the organisation. With every call give an hint or idea of what ELSA members or groups could do to participate in the programmes. I will aid members and groups in their questions about the institutions. I will work for greater awareness about ELSA within the European institutions, since increased knowledge of our fabulous association can and will open the doors to more and closer cooperation.

And so I have been working. I made easy-to-read instruction and information e-mails published on the all-of-elsa lists about the Youth Programme of the European Commission and the Human Rights Pilot Project of the Youth Foundation of the Council of Europe. According to the Resolution of the Council of Europe the NGOs enjoying consultative status must hand in a report every two years on activities of the organisation, activities that involved the Council of Europe. Thus I wrote a two-year report for ELSA to the Council of Europe on ELSA activities with the Council's different bodies and programmes.

The enormous jungle of European Union bodies, programmes, Council of Europe's training programmes and Human Right involvement impose many great opportunities for ELSA on international level, as well as on national and local level. ELSA can receive grants for activities organised by itself, participate in ready-made trainings, cooperate with various institutions and even be an important factor of influence on the European stages of the European Union and the Council of Europe within the fields of youth mobility, education, law and Human Rights.

But in order to be able to benefit from the European Institutions ELSA first have to have a structure in contacts with the various bodies of the institutions. Only when the organisation is known, the doors can be opened to participation both widely and in depth.

What the institutions can offer ELSA is quite known already. But how to get it is another issue. And what can ELSA offer the institutions? ELSA can offer participation, research by motivated and clever law students from all member

countries and members to be of the European Union. ELSA is represented in almost all countries of the Council of Europe.

But since structure in the contacts with the institutions still is missing, ELSA has to hurry slowly, build up a stable platform of cooperation. Oh yes, ELSA has consultative status with the Council of Europe. But so have 350 other similar NGOs...

So I, as coordinator for the European Institutions now in the beginning will work on establishing the contacts with the institutions, gain consultative or similar status for the association where possible and wished, do marketing of ELSA. In the meantime I will monitor close the fundings and calls for applicants of the organisation and try to figure out new ways for ELSA members and groups to get funding for their projects.

This is what I have done, and so I will continue. To boldly go where ELSA has not gone before.

bisous de Paris

BOARD MANAGEMENT, EXTERNAL RELATIONS AND EXPANSION**Draft Agenda***Saturday 16th March*

17:15 – 18:15

I. Introduction

Introduction of the workshop participants
Introduction to the structure of the workshop
Election of a workshop chair and a vice chair
Election of two workshop secretaries
Explanation, amendments and approval of the workshop agenda
Expectations of the participants

18:30 – 19:00

Instructions to workshop Chairs and Secretaries by Li Axrup

Sunday 17th March

10:00 – 11:00

II. Activity Reports

Distribution of written activity reports
Presentation of oral activity reports

11:00 – 11:15

III. Question and Answer Time

11:15 – 12:15

IV. IFP

Brainstorming on the IFP topics

12:15 – 12:45

V. IPM

12:45 – 13:00

Break

13:00 – 14:00

VI. Joint workshop with FM

Ways to raise money

16:00 – 18:00

VII. Institutional Relations

Implementation of the IRR
Presentations by the coordinators for UN and EI of ELSA International

18:00 – 18:15

Break

18:15 – 19:00

VIII. Guidelines for the selection of ELSA delegations

Monday 18th March

10:00 – 13:00

IX. Training

BEE in ELSA

Tuesday 19th March

10:00 – 11:45

X. Sponsorships' Structures and Strategies

11:45 – 12:00

Break

12:00 – 13:00

Sponsorships' Structures and Strategies (continue)

Wednesday 20th March

10:00 – 11:15

XI. Grants

Presentation on the Granting system for the NGOs

11:45 – 12:00

Break

12:00 – 13:00

XII. BEE Policies: HR

15:00 – 16:00

XIII. BEE Policies: IFP

16:00 – 16:30

XIV. BEE Policies

16:30 – 16:45

Break

16:45 – 17:25

XV. Ranking of the Next IFP Topic

17:25 – 17:50

XVI. Evaluation of the Two Year Tactical Plan

17:50 – 18:20

XVII. Revision of Decision Book

18:20 – 19:10

XVIII. Miscellaneous

19:10 – 19:30

XIX. Evaluation of the Workshop

Thursday 21st March

18:00 – 19:00

XX. Approval of the Workshop Minutes

XXI. Closing of the Workshop

Comments to the Agenda

Introduction

This is the time when we will all meet and introduce ourselves to each other and have a short introduction to the workshop structure. After electing the workshop chair, vice chair and secretaries, we will proceed to approve the workshop agenda and define the expectations we have of the workshop.

Activity Reports

Every participant will get (a maximum of) three minutes to highlight some points not included in the written activity reports. Please remember to bring your written activity reports so you can distribute them to all the members. I would like to stress, that this is the session of the BEE activities of your group.

The activity report of ELSA International is included in the Working materials and will be presented in the workshop.

Question and Answer Time

You will get the chance to ask each other and ELSA International questions as well as ELSA International will have the chance to ask you questions. This session is aiming to bring up questions, which are not related to any of the points in the agenda and could not be brought up within the respective session.

The International Focus Programme

Please read IB Input Paper on IFP included in these Working Materials.

The director for IFP of ELSA International will join this session and will make presentation on the procedure of selecting new IFP theme.

The new IFP theme will be decided on at the autumn ICM in Alanya. At this ICM the task is to find topics that can undergo feasible studies before we make the final decision on the new theme at the autumn ICM. The delegations shall prepare for the brainstorming session beforehand to make the feasible input for the starting point of the ranking in the BEE WS.

International Presidents Meeting

A short report highlighting the outcome of the IPM in Lyon shall be given to ensure that all presidents are updated on the issues discussed.

ELSA Poland will make a presentation of the summer IPM 2002 in Poland. Presidents will have a possibility to ask some questions regarding the upcoming meeting. We will also have the possibility to exchange ideas on how to improve the IPM as well as what topics we would like to touch in that meeting.

Ways to raise money (Joint WS with FM)

A joint session with the FM WS on fundraising is held with the aim to increase the awareness of the fundraising understanding in general. Unfortunately it is true that usually we do see fundraising mostly as working with sponsors. This session should limelight the other possible ways of fundraising for ELSA activities.

Institutional Relations

Institutional relations have many aspects such as grants, finding speakers for events or study visits, and the external relation itself. The opportunities related to

institutions grow every year. At every ICM the need of reaching uniformity in the way that we approach institutional relations was recognised and therefore the new Institutional Relations Regulation was approved. This time we will make some comments on how to implement that regulation and concentrate mostly on the concrete examples of possibilities ELSA groups have in various European institutions and institutions of UN. The coordinators for the UN and European institutions of ELSA International will join the WS.

Guidelines for the selection of ELSA delegations

For some years ELSA International is appointing ELSA delegations to represent our association at the international events of institutions. The need to have guidelines for the procedure of respective selections was expressed at the previous ICM, therefore the IB created guidelines for the selection of ELSA delegations. We will have session, where these guidelines will be presented. Please read the guidelines for the selection of delegations included in these working materials and make your comments.

Training – BEE in ELSA

BEE in ELSA is nowadays understood too narrow. The WS will be split into two groups and experienced trainers from the ITP will provide this session, those who were working within BEE area for some time. The aim of the training is to define the role of the BEE area in the context of ELSA activities within other areas as a system, emphasising on the description of the tasks of president, his role in the work of the board, supportiveness for other officers etc.

Sponsorships' structures and strategies

At the previous ICM this topic was also brought up and different approaching and sponsoring structures and strategies were presented. It was also very much recommended for each national group to have their internal fundraising regulations for making the internal approaching system clear and organised.

Another part of the issue is to find out the possible ways to make common strategic approaches on the international level.

Further on you will find an IB Input papers on sponsorships' structures and strategies enclosed in these materials: one part of it reflecting previous discussions; the second showing the way to improve the current situation: extracting problems and starting a discussion on better strategies as well as the international approaches. We think it would be feasible to split the workshop to respective working groups and discuss the issues separately. In the end of session the groups come together and present their results for the entire workshop.

Grants

In the beginning of the session the variety of grants will be presented and the ways for ELSA groups to benefit from them will be introduced. The coordinators for the UN and European Institutions will join the workshop and give their input. We will also make overview of how the system of coordination works within ELSA today – case study.

BEE Policies

At the previous ICM BEE policies were approved, collecting the BEE decisions. The BEE WS recommended revising and amending respective sections of the policies. We

will emphasis on the sections “Human Rights”, “International Focus Programme” and also make an inclusion: “Institutional Relations Regulations” shall be a part of “External relations”.

Ranking of the Next IFP Topic

We will have two separate sessions for the next IFP theme ranking. First of all we will brainstorm on possible topics, make a list and send it to other workshops. At the end of the week we will spend some time discussing and prioritising the topics from the list of possible themes. After this part we will refer to the ranking results of the other workshops and will choose four topics for Council to approve for the further investigations and analysis.

Evaluation of the Two Year Tactical Plan

The TYTP is setting the long-term aims for ELSA at all levels. At this point we will go through the TYTP in the parts that relate to BEE and see how far they have been achieved and what still needs to be focused on.

Revision of the Decision Book

We will revise the BEE DB and vote on the different proposals brought forward in the workshop.

Miscellaneous

This is the point on the agenda where we can bring up all the matters arising, which we did not cover so far.

Evaluation of the Workshop

With our expectations from Sunday as the basis for the discussion we will evaluate our workshop and see if our expectations were met. If we did not fulfill all expectations we should look at the reasons and see how this can be improved at the next ICM.

Approval of the Workshop Minutes

Once the secretaries have finished the most appreciated work in ELSA, meaning the minutes, we will all meet to read the minutes and to approve them.

IB Proposal

BEE Policies: International Focus Programme

The IB proposes to the Council the following:

The section International Focus Programme in the BEE Policies shall be amended as follows.

International Focus Programme

1. Introduction

The idea behind the International Focus Programme is to have a specific theme for whole ELSA over a fixed term. Therefore ELSA creates a forum where law students and young lawyers can gather and discuss a current theme.

The theme reflects a 'hot legal topic' in Europe and the world, thereby enabling ELSA as the largest law students' organisation in the world by using the unique ELSA network to create awareness amongst today's law students, young lawyers, society and the international community.

The chosen theme considers that we, as law students and young lawyers, can have an impact on the environment we are living in, on the development of our own countries, Europe and even the world by giving law students and young lawyers all over Europe a voice and gathering all their diverse opinions and ideas.

If we do not do so as students now we may one day do so as lawyers.

During a fixed term the whole network of ELSA should emphasis on the theme of the IFP, which directly involves all local and national groups in the same topic included in all key areas and ELSA activities. This will allow to consolidate ELSA's work and produce concrete results of a high standard.

2. Implementation of the IFP

2.1 Academic Activities

The IFP shall be implemented in Academic Activities through:

- Moot Courts;
- Essay competitions;
- ELSA Selected Papers on European Law;
- Legal Research Groups;
- IFP theme related sites in the ELSA Law Web;
- Lawyers at Work Events – working in areas of the current IFP.

2.2 Seminars & Conferences

The IFP shall be implemented in Seminars & Conferences through:

- Seminar Series;
- Joint seminars with relevant non-governmental organisations;
- Lectures;
- Panel discussions;
- Conferences;
- Final IFP Conference;
- Law schools;
- Institutional study visits to relevant institutions and non-governmental organisations;

2.3 STEP

The IFP shall be implemented in the Student Trainee Exchange Programme by:

- Raising Institutional traineeships in the institutions working in the sphere of the IFP theme;
- Raising traineeships in universities, governmental and non-governmental organisations working in the sphere of the IFP theme;
- Raising traineeships in law firms specialising in IFP theme.

3. IFP Discussion List

The IFP discussion list has been set up to enable members of the association to gain information on the possibilities to implement the IFP, discuss issues amongst responsible officers and gather input to improve the current commitment to the topic.

4. Timeline & Duration

4.1 The duration of each 'focus' shall be 2 years 9 months.

4.2 The time-line shall be as follows:

- **Spring CM, Year (x-1):** Feasibility study for IFP theme which shall be included in the working materials of the next council meeting;
 - Council selects the topics for the investigation; the topics considered must have a legal base and be sufficiently broad to allow us to have an impact on our legal environments.
- **Autumn CM, Year (x-1):** Adoption of IFP theme.
 - Council based on an investigation adopts the theme.
- **Spring CM, Year 1:** Implementation of new IFP theme begins;
 - ELSA International sends out detailed information on contents, suggested event topics and possible time-lines for particular events, to all national and local groups;
- **Spring, Year 1:** Series of national and local events;

- Local and national groups organise events and activities on the 'focus'.
- **Spring CM, Year 2:** Host of the Final IFP Conference elected; evaluation of implementation of the chosen theme for the first year;
- **Spring/ Summer, Year 3:** Final IFP Conference;
 - Preparatory work on comprehensive the IFP book;
 - Leading authorities and institutions in the field will be approached and used for input in all areas;
- **Spring CM, Year 3:** Feasibility study for the next IFP theme begins; evaluation of implementation of the chosen theme for the second year;
- **Summer-Winter, Year 3:** Follow-up events;
 - The second phase of events begins; post-conference events based on the outcome of the Final IFP Conference; local and national level events as follow up to the Final IFP Conference;
 - Completion of the IFP Book;
- **Autumn CM, Year 3:** Adoption of the next IFP theme;
- **December, Year 3:** End of IFP theme, publication of the IFP Book;
- **January - March, Year 3:** Distribution of the IFP Book; Substantive preparation for a new theme;
- **Spring CM, Year 3:** Implementation of the next IFP theme begins; evaluation of implementation of the previous theme.

5. Final IFP Conference

- 5.1. ELSA International shall prepare material and assist the selected host in organising the Final IFP Conference;
- 5.2. The Conference shall have 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. English shall be the working language of the Conference.
- 5.3. The participants shall be law students or young lawyers, who have a good knowledge of the theme. A balance of geographical representation shall be sought in the conference and in all workshops.
- 5.4. In each Final IFP Conference, the participation fee for seven members of ELSA International shall be covered by the Organising Committee.

6. IFP Book

- 6.1. A comprehensive book shall be published.
- 6.2. Work on the IFP Book shall begin at the Final IFP Conference based on the preparatory events and the Conference itself, and shall be completed after the Final IFP Conference and at special follow-up events.

7. Responsibilities

7.1. Responsibilities of Local Groups

- Create awareness about IFP in ELSA, as well as the possibility for law students, academics and professionals to contribute to the commitment to the IFP;
- Implement IFP in all areas of activities in ELSA;
- Establish and maintain contacts in the field of the IFP theme to make a pool of resources for academic advice in the organisation of events and for potential speakers, supervisors, judges and STEP employers.
- Collect information on local contacts in the field of IFP, current local IFP events, planned IFP events as well as experiences from IFP events;
- Forward above-mentioned information to the national director for IFP;
- Investigate to find out the most actual theme for the upcoming IFP circle.

7.2. Responsibilities of National Groups

- Ensure that all local groups are informed about the IFP in ELSA and provide trainings on the IFP if necessary;
- Support and assist key areas implementing the IFP in all activities of ELSA;
- Provide an inspiration for IFP topics to be included in activities and events;
- Research on possibilities of financial support for activities and projects in the IFP theme on the national level;
- Collect and summarise the information forwarded from the local groups and pass this information to ELSA International;
- Coordinate the investigations for the succeeding IFP theme on the national level;
- Appoint a director for IFP;

7.3. Responsibilities of ELSA International

- Provide necessary training material and information on how to implement IFP in activities to the national and local groups and make it accessible through the ELSA ONLINE Archive;
- Investigate new possibilities for activities and cooperation for ELSA to increase awareness in the field of IFP;
- Initiate and maintain cooperation in the field of the IFP by:

- Establishing new and fostering old relations with leading organisations working in the field of the IFP theme in Europe;
 - Cooperating with other student organisations in widening the scope of possibilities for members to participate in IFP theme events;
- Research on possibilities of financial support for activities and projects on the IFP on the international level;
- Ensure coordination and communication of IFP activities by:
 - Collecting information on developments in the IFP field;
 - Collecting information forwarded from the national groups for the IFP;
 - Ensuring that initiatives and information in the field of the IFP theme are communicated to the rest of the network;
 - Ensuring that the information is available to all ELSA groups so the network is supported in a professional way and the members will be motivated to organise IFP activities;
 - Moderating the IFP discussion list;
 - Coordinate the investigation for the succeeding IFP theme on the international level;
- Coordinate the organisation of the Final IFP Conference;
- Coordinate the production of the IFP Book.

Comments:

At the last ICM the BEE Policies were approved basically putting the previous BEE decisions together and creating a logical system of the area activities.

The BEE workshop expressed opinion that current sections of Human Rights and IFP should be revised and amended.

Therefore the IB came up with the proposal of amendments, structuring respective sections according to ELSA Policies in other areas concerning specifications of the Human Rights activities and IFP.

IB Proposal

BEE policies: Human Rights

The IB proposes to the Council the following.

The section Human Rights in the BEE Policies shall be amended as follows.

Human Rights

1. Introduction

Human Rights is the main treasure and value of mankind, therefore the implementation of Human Rights as a topic in our activities is an emphasise of the network, giving special importance to Human Rights Law and promoting the respect for Human Rights. The sum of ELSA activities including Human Rights in their quality, variety and quantity makes an invaluable contribution to Human Rights education as a tool to increase the awareness Human Rights.

The cooperation with the institutions contributing to Human Rights by attending their events and making common projects are some of the ways to take part in the creation, development and evolvement of Human Rights education and implementation.

ELSA shall be continuously committed to Human Rights awareness, Human Rights education, and the respect of the Rule of Law. ELSA shall strive to be recognised for a strictly legal, academic and impartial approach to Human Rights.

2. Implementation of Human Rights

2.1 Academic Activities

Human Rights shall be implemented in Academic Activities through:

- Moot Courts;
- Essay competitions;
- ELSA Selected Papers on European;
- Legal Research Groups;
- Human Rights related sites in the ELSA Law Web;
- Lawyers at Work Events – working in areas of the Human Rights.

2.2 Seminars & Conferences

Human Rights shall be implemented in Seminars & Conferences through:

- Seminars;
- Joint seminars with relevant non-governmental organisations;

- Lectures;
- Panel discussions;
- Conferences;
- Law schools;
- Institutional study visits to relevant institutions and non-governmental organisations;

2.3 STEP

Human Rights shall be implemented in the Student Trainee Exchange Programme by:

- Raising institutional traineeships in the institutions working in the sphere of Human Rights;
- Raising traineeships in universities, governmental and non-governmental organisations working in the sphere of Human Rights;
- Raising traineeships in law firms specialising in Human Rights.

3. Human Rights Discussion List

The Human Rights discussion list has been set up to enable members of the association to gain information on the possibilities to implement Human Rights in to the activities, to discuss issues amongst the responsible officers and gather input to improve the current commitment to the topic.

4. Responsibilities

4.1. Responsibilities of Local Groups

- Create awareness about Human Rights in ELSA, as well as the possibility for law students, academics and professionals to contribute to the commitment for Human Rights;
- Include Human Rights in all areas of activities in ELSA;
- Establish and maintain contacts in the field of Human Rights to make a pool of resources for academic advice in the organisation of events and for potential speakers, judges, STEP employers.
- Collect information on local contacts in the field of Human Rights, local current Human Rights events, planned Human Rights events as well as experiences from Human Rights events;
- Forward the above-mentioned information to the national group;

4.2. Responsibilities of National Groups

- Ensure that all local groups are informed about Human Rights in ELSA and provide trainings on the topic if necessary;
- Support and assist key area implementing Human Rights in all activities of ELSA;
- Provide an inspiration for Human Rights topics to be included in activities and events;

- Research on possibilities of financial support for activities and projects on Human Rights on national level;
- Collect and summarise the information forwarded from the local groups and pass this information to ELSA International;
- Appoint a director for Human Rights;

4.3. Responsibilities of ELSA International

- Provide necessary training material and information on how to implement Human Rights in activities to the national and local groups and make it accessible through the ELSA ONLINE Archive
- Investigate new possibilities for activities and co-operation for ELSA to take up in the field of Human Rights;
- Initiate and maintain cooperation in the field of Human Rights by:
 - Establishing new and fostering old relations with leading organisations working in the field of Human Rights in Europe, thus underlining its ambition to become a fully respected and fully responsible non-governmental organisation.
 - Cooperating with other student organisations in widening the scope of possibilities for members to participate in Human Rights events
- Research on possibilities of financial support for activities and projects on Human Rights on the international level;
- Ensure coordination and communication of Human Rights activities by:
 - Collecting information on developments in Human Rights Law;
 - Collecting information forwarded from the national groups;
 - Ensuring that initiatives and information in the field of Human Rights is communicated to the rest of the network;
 - Ensuring that the information is available to all ELSA groups so the network is supported in a professional way and the members will be motivated to organise Human Rights activities.
 - Moderating the Human Rights Discussion list;

Comments:

See comments to the BEE Policies: the International Focus Programme.

IB Proposal

Revision of the Decision Book

PART A

The IB proposes to the Council the following.

The Institutional Relations Regulation (BEE 01/01 II)in the BEE Decision Book shall be inserted in the BEE Policies after the section Fundraising Regulation^s.

Comments:

Institutional relations are part of the external relations of ELSA, therefore it should be included into the BEE Policies as a part of External Relations.

PART B

The IB proposes to the Council the following:

The following decisions of the BEE Decision Book shall be set out of force:

BEE 02/89 I Adoption of Memorandum of Understanding with ILSA

FM 03/91I Establishment of an Advisory Board

BEE 02/99 II Sponsors' Database

Comments:

The establishment and functioning of the Advisory Board shall be up to the internal policies of the International Board. Therefore it does not make any sense to have binding Council decision.

Sponsors' Database under the heading Organisations menu are completely integrated into the ELSA ONLINE, therefore this decision is not necessary any longer.

IB Input Papers

Sponsorship Structures and Strategies

Presidents many times at both, ICMs and IPMs, discussed the issue about sponsorship structures and strategies. No doubts, during that time the situation improved and today more national groups have general sponsors and are more supported in their projects. The same goes for the local groups. ELSA International also developed more effective ways to fundraise and has more money for the essential needs and its work in Brussels. Some of the national groups developed their own strategies of fundraising and created a national structure of coordination amongst the groups within the country. At the Warsaw ICM 2000 the Fundraising Regulations were approved to coordinate approaches within ELSA's network. However we are in a continuous process towards finding the best way to increase financial income from sponsors and analyse different achievements, problems and ideas.

It is very important to define what the difference is between structure and strategy, because being so linked to each other, these two are often understood as one. Structure gives the framework for how the national group splits the tasks between the national group and the local groups, and organises who is responsible to approach sponsors and at whose disposal the generated income is. Strategy is more connected to how the approach is done and how the sponsors are featured. Strategy includes points such as: the type of organisation to approach, the scope of the sponsorship, the status given to the sponsor, the term of the sponsorship or the involvement of sponsors in ELSA's activities.

A sponsorship structure is not necessarily connected to one specific strategy. Several strategies could be suitable for one particular structure. Therefore it is necessary to analyse the different structures and strategies in order to find the most suitable combination of structure and strategy for each national group.

The first part of this input paper is giving an overview of the structures' status quo, it is an analysis of the different national sponsorship structures presented and discussed since the Opatija ICM 1999 and it extracts what advantages and disadvantages were seen in those structures presented. The second half of the paper is an overview of different elements of sponsorship strategies and is describing their content. ELSA International is taken as an example, which shows, what structure and strategy is used on the international level.

Structures

Note: This input paper is based mostly on the information minuted during the meetings. The description of models might not be completely accurate and the list of advantages/disadvantages not exhaustive. Therefore we should correct and complete this overview starting with the information we already have.

The aim is to find out if it is useful that all national groups apply the same structure or if it is better that different structures are used by national groups with similar characteristics (e.g. number of local groups, economic situation in the country).

This input paper is a starting point to brainstorm on problems we have faced using the current sponsorship structures, to list the problems and to look into possible solutions for them.

1) Centralised Model

The national group fundraises together with the local groups in the name of ELSA in the country. This makes the approaches very coordinated and the local groups can profit from the experience and knowledge of their national group.

The money fundraised is divided amongst the groups, whereas usually a fixed percentage is assigned by the NCM to each group. But some groups use other methods of dividing the money from the common cauldron.

Within the centralised models two different sub models were presented. In one the local groups can fundraise additionally to the money they are assigned out of the common cauldron, while in the other all sponsorship approaches are centralised and observed by the national group.

Advantages:

- ELSA as a network in a country can offer more than one local group or the national board alone and therefore is more attractive to potential sponsors
- Approaches within the country are very coordinated
- This model ensures an equal minimal level of financial resources to all groups and therefore ensures continuity
- While the national group is mainly focusing on coordination and support of local groups, the local groups can focus on organising ELSA activities

Disadvantages:

- The local groups are not autonomous and independent in the sponsorship approaches
- It decreases the responsibility of local groups for their own financial situation
- It is difficult to define criteria for dividing the sponsorship that seems fair to all groups in the country
- Inactive national board endangers the financial situation of the local groups in the country, and makes this structure inefficient

2) Decentralised Model

The national board and local groups are fundraising and financing themselves separately, but all approaches are regulated by national fundraising regulations. Usually the national board has a priority to approach larger national and international organisations, whereas the local groups approach other organisations, which are divided amongst the local groups according to geographical criteria.

Advantages:

- The groups can be autonomous and independent in their approaches

- Inactivity of the national board or a local group does not necessarily endanger the effectiveness of the structure and has less impact on the financial situation of other groups
- It increases the responsibility of local groups for their own financial situation
- Groups are not depending on factors such as percentage allocated by decisions but can independently conduct their financial planning according to their own sponsorships

Disadvantages:

- The proposals to potential sponsors do not reflect the network capacities
- Regional differences of financial capacities in the domestic market directly influence the scope of possible sponsorships for different groups. This might not only lead to lower level of activities in groups situated in a disadvantaged region but also create competition amongst groups instead of cooperation
- The national board spends more time on approaching sponsors for itself than to help local groups with their sponsorships

To avoid above-mentioned disadvantages in any of the models some groups have created internal funds within their sponsorship structure.

For example, ELSA Germany working with the decentralised structure administrates a fund. 250 Euro out of every general sponsorship of the national board exceeding 4000 Euro as well as 25 Euro Cents for each individual member from the local groups go to this fund. The national group has special rules with criteria for what purposes the assets of the fund shall be used and the national board decides upon the applications. The main aim of the fund is to overcome weaknesses of local groups (so every local group is eligible applicant).

Another example is ELSA The Netherlands. All money fundraised by the national board is put into a fund (Stichting ELSA The Netherlands Fund – SENF). The local groups are fundraising separately. Both, the national board and the local groups can use the money from the fund. The national board decides upon the allocation of the money from the fund.

The international structure is similar to the decentralised model with an internal fund. National groups and ELSA International can approach international contacts, whereas these approaches are coordinated by ELSA International. The International Board also administrates the ELSA Development Fund, which is aiming to overcome weaknesses throughout the network of ELSA.

In order to further coordinate the Fundraising Regulations a sponsors' database was introduced in the Malta ICM 1999. This was an important step towards improving communication, coordination and planning of fundraising in ELSA. Today this database is part of ELSA ONLINE as the Organisations Menu. This tool will facilitate the information flow about sponsorships in ELSA even more since it can be updated at any time and is easily accessible for all ELSA groups.

Centralised model on international level?

At previous meetings ideas on approaching international contacts together by ELSA international and national groups were expressed. In a brainstorming session we can look further into the feasibility of implementing such a model on international level

and if such a model would make international approaches more effective and beneficial for national groups and ELSA International.

The following is a number of questions arising:

- Are joint approaches, aiming to get money for ELSA International and national groups together and divide them respectively, possible?
- Should the approaches be done only to the main offices of international companies or to all international contacts simultaneously?
- How would we promote our international partners on different levels of ELSA?
- How would we plan our approaches?

Strategies

The strategy consists of different elements and as a whole constitutes a **complex** of decisions that need to be taken by a groups before approaching potential sponsors. The following is a list of main elements being part of a strategy. This list is not exhaustive and your input is more than welcome.

This input paper is meant as a guideline to describe the strategies used in the national groups. When trying to improve the sponsors' strategies on national level we should first define the needs of the national group and then extract the problems we have faced using the current sponsorship strategies.

The final aim of the workshop session is to elaborate the most suitable strategy for different ELSA groups and/or structures.

The following is a list of elements that have to be taken into consideration when choosing a sponsorship strategy:

1. Research of sponsorship possibilities

While planning approaches the ELSA group shall identify its needs very clearly and investigate what organisations could support the particular needs of the group best= identifying your target group. One company being not suitable to be approached for one purpose could be a sponsor for another purpose. It is important to spend enough time and effort on these investigations and approach the targeted organisations.

2. The Scope of Sponsorship

An ELSA group can either approach a sponsor for general support or for the support of a specific project. While going for a general sponsorship groups are free to allocate money for either running costs of the association or for projects; while a project sponsorship is allocated towards a specific event.

Those groups, which do not have general sponsorship, have to find alternative ways to raise funds for their running costs.

Practically it is more likely to get general sponsorships from those organisations, which has ELSA as such as a target group. The name of a general sponsor is featured through out the activities of the ELSA group.

When a group approaches organisations for a project sponsorship it is not restricted to the above-mentioned organisations. It is very likely to get a project sponsorship

from organisations working in the field relevant to the topic of the project, even though ELSA as such is not a target of this organisation.

3. The Type of Sponsorship

There are two types of sponsoring: in-kind and in money.

When a group identifies the needs it investigates whether it is possible to cover these needs by sponsorship in-kind (e.g. sponsors in-kind are usually companies working in the field of travel, accommodation, communication services, professional advice/consultation, training – they have an interest in in-kind support to ELSA since ELSA members for those organisations are potential customers).

Usually for the support in money groups are referring to the organisations working in law related fields (as our activities are generally connected to law related issues) and other companies with a specific profile, working in the fields relevant to the issues, ELSA is organising events on.

4. Status of Sponsors

Groups are featuring their sponsors differently: some of them create distinct statuses for sponsors (e.g. ELSA Poland, ELSA Lithuania), others set the same status for all sponsors (e.g. ELSA Germany, ELSA Denmark).

The system of statuses could be based on very different criteria, not necessarily one, but these should be objective and equally applied for all sponsors.

The criteria can be the following:

- The type of organisation
- The amount of sponsorship
- The scope of sponsorship
- The type of sponsorship

5. Term of sponsorship

The sponsorship agreement could be either limited in time or unlimited.

Ideally ELSA groups have unlimited agreements, which usually state that the sponsorship agreement is automatically renewed every year and expires when one of the parties (the ELSA group or the sponsor) expresses the intention to end the cooperation.

Advantages of agreements unlimited in time are:

- The income of the group is stable and the group can plan its activities well in advance; this creates a basis for better quality of events
- The relations with the sponsors are more continuous and stable
- Groups create a good image and are attractive for other sponsors as well as for potential members

The history and content of the relationship between the sponsor and the ELSA group as well as other relationships with the sponsor in the ELSA network can be a basis for the decision of the sponsor as regards the term of cooperation.

6. Partnership – support

There are few ways to approach a sponsor; the most common way is to ask for support or to offer cooperation. The latter has proved to create a professional image of ELSA activities for potential sponsors.

It is more likely, that a sponsorship will be of a permanent nature if both parties of the sponsorship agreement (the ELSA group and the sponsor) will be considered as partners.

7. Involvement of Sponsors

Groups should make a plan of involving sponsors in ELSA's activities. There are several ways to involve sponsors:

- Get a STEP traineeship in their company
- Involve them in S&C and AA events as speakers or judges etc.
- Invite them to ELSA events

Sponsors are usually willing to participate in ELSA activities actively, not just by giving financial support. Involving them in our activities we achieve these results:

- Closer contact with persons (representatives of the sponsor), that makes it much easier to cooperate: to get replies to requests, to get appointments for meetings etc.
- Sponsors know more about ELSA activities, know what they are supporting and keep interested in cooperation
- Sponsor becomes more familiar ELSA and it is more likely that they will renew the sponsorship

Updating sponsor with your activities and meeting, visiting them on a permanent basis is highly recommended, as well as sending sponsor ELSA marketing materials periodically.

8. Evaluation of sponsorships

An evaluation of the current situation with sponsors and the suitability of the adopted sponsorship strategy are necessary to improve and develop the current strategy.

ELSA International has a pool of corporate partners. To become corporate partner one has to pay 15000 Euro contribution per year.

Sponsors paying less or supporting ELSA International by other means are labelled as supporters.

There are also some special statuses given to sponsors who are supporting development of specific ELSA activities: STEP development partner and Website development partner.

For specific projects ELSA International is fundraising separately (e.g. EMCC, EHTW), the costs of Synergy are covered by advertisements.

All corporate partners are invited to take part in activities organised by ELSA International as a STEP employers, lecturers, judges, trainers etc. They are also invited to attend our International Council Meetings, International Presidents' Meetings, ELSA House Training Week and Final IFP Conference as guests.

Most of the agreements are one-year agreements, but we are aiming to get more long-term agreements.

IB Input Paper

Institutional Relations Regulations

At the last ICM in Coimbra the Institutional Relations Regulations (IRR) were approved. This input paper illustrates some examples how these regulations may support the implementation of ELSA's relations with institutions all throughout the network.

Why is it important to implement these Regulations?

By implementing these regulations we ensure that the information flow between ELSA International and national groups, and between the national groups, with regards to their relations with institutions is coordinated. Further, these regulations guarantee that information about ELSA's relations with institutions is available to the whole network and does not stay with some persons being involved in these activities only.

These regulations also set some guidelines for ELSA International on how to organise the participation of ELSA in events of international institutions that ELSA has a special status with.

Why shall Relations with Institutions be coordinated in ELSA?

One of the most valuable assets of a network is that information and experience can be shared amongst its members and the same mistakes do not have to be done twice. Only when information about activities with institutions is passed on and collected centrally, it can be redistributed and therefore a source of knowledge.

The IRR establish a structure on how such information flow shall look like in ELSA in order to achieve the above-mentioned.

ELSA has a special status with a number of international institutions, which obliges us to periodically report about our involvement with the respective institutions. Up to today it is very difficult to create a full picture of cooperation of the ELSA network with these institutions.

The following examples illustrate how these regulations might support ELSA's relations with institutions.

Situation 1:

A local ELSA group is planning to organise an institutional study visit to an international institution. Instead of investigating into who the contact person for such visits is in the respective institution or instead of sending a random letter to the institution asking for such a visit, the group is contacting ELSA International to inform about the planned visit two weeks prior to contacting the institution. This information should include a brief description of the nature and content of the approach. Within two weeks ELSA International can not only provide information about contact persons in the respective institution, but also information about another ELSA group planning a visit to the same institution during the same period, possibilities of other visits in the city of the institution or experiences of ELSA groups who previously visited the same institution. On the other hand we should benefit of our network, sharing experience and information different groups gather throughout Europe.

After the visit the local group updates the Organisations Menu in ELSA ONLINE and informs ELSA International about the success of the approach.

Situation 2:

A local ELSA group is organising a moot court and wants to ask an official of a national institution from the neighbouring country to be a judge for the competition. In order to find out if the national ELSA group of the neighbouring country has already established contacts with the institution or the requested judge, the group checks if there is any information entered in the Organisations Menu of ELSA ONLINE about the respective institution and contacts the national board of the neighbouring country to inform them about the concrete plans and to find out about their relations with the institution and the requested judge two weeks prior to contacting the person.

The neighbouring national board might support the requesting group with their approach, since it is more likely that the ELSA group within the country has more possibilities and knowledge on how to best approach the respective national institution or person.

After having contacted the judge, the local ELSA group updates the Organisations Menu in ELSA ONLINE and informs the neighbouring national ELSA group about the success of the approach.

Situation 3:

An ELSA group is organising an international seminar and wants to approach a highly decorated official of an international institution for patronage for this event. The group informs ELSA International two weeks before contacting the requested person about the plan, including details of the nature and content of the approach. ELSA International might have information about past contacts with the person or knowledge of persons who might help establishing such contacts. ELSA International can supply a sample letter for the approach or a letter of recommendation of one of ELSA's patrons to the requesting ELSA group and so facilitate their approach.

When knowing about the outcome of the approach the ELSA group updates the Organisations Menu in ELSA ONLINE and informs ELSA International about the success of the approach.

IB Input Paper

The International Focus Programme – guidelines for selecting the IFP theme

Introduction

The BEE policies provide an outline of why we have an IFP and sets out the time line of the next IFP, the 2003 – 2005 International Focus Programme.

The theme for 2003 – 2005 will be selected at the Alanya International Council Meeting 2002. The selection will be based on the feasibility study of a set number of topics. The potential topics will be drawn up during the Corunna International Council Meeting.

Procedure

On the first day of workshops during the ICM, on Sunday, the BEE WS will brainstorm on a number of topics. After a discussion, a provisional list of themes will be drawn up. This provisional list will then be inserted into a table, where the guidelines will be set out. The resulting table will be presented to all other WSs.

All WSs will then be asked to grade the potential topics for investigation on a scale 1-5 (1 being the highest, 5 – the lowest) according to the guidelines in the table, the details of which are set out below. For each WS, the guidelines appearing in the table will include the general guidelines and then the guidelines specific to each area.

The table will be collected and returned to the BEE WS, which will then, on the basis of the opinions of all the other WSs, discuss for a second time potential themes for the next IFP. The BEE WS will take as decision which themes should be included in a feasibility study. This decision will be subject to the approval by the Council in the plenary.

For practical purposes of investigation, the number of topics to be included in the feasibility study should be four.

Guidelines

1. Procedure

- *Legal basis:* the topics considered must have a legal basis and be sufficiently broad to allow us to have an impact on our legal environments.
- *Legal curriculum:* one of the aims of IFP s to add to the quality of the legal education of the members. Therefore it should be asked whether the topics appear in ordinary curriculum of a law degree and if so, how detailed are the courses and are they compulsory? Ideally, topics should not be run-of-the-mill subjects covered in the first and second year law classes.

- *Development of the law*: topics in area where the law is developing and evolving are the particular interest as they inevitably are meatier and provide more room for debate.
- *An ELSA theme*: the topics must be able to relate to all sections of ELSA and be truly ELSA themes. This means that is important to make sure that potential topics can be appreciated by local groups and not seen as too distant or only capable of implementation at an international level.
- *ELSA history*: have the topics already been widely considered by ELSA? This does not automatically bar a potential theme, but clearly it is in ELSA's interests to investigate new area and change the focus within the spirit of the IFP.

2. Board management, external relations and expansion

- **General criteria**
- *Fundraising*: what kind of credible fundraising – real or in kind – is available?
- *External institutional relations*: do the topics provide a sound basis for maintaining ELSA's existing institutional relations? Do they provide the potential for extending ELSA's existing institutional relations?
- *External cooperation*: consider the possibilities to work with other students' societies and NGOs.

3. Internal management

- **General criteria**
- *Internal training*: what kind of training is available within ELSA network on the topics?
- *Professional training*: what kind of training is available out with the ELSA network on the topics and how available is this potential training?
- *Communications*: can the topics in any way provide a good basis for improving communications within ELSA network?

4. Financial management

- **General criteria**

- *Fundraising*: what kind of credible fundraising – real or in kind – is available? Are the topics potential money spinners for ELSA or are the topics potentially dangerous for ELSA in that there are no realistic fundraising possibilities and implementation could lead ELSA into financial hardship?
- *Publication*: are the topics such that the publication could be self-financed?

5. Marketing

- **General criteria**
- *Fundraising*: what kind of credible fundraising – real or in kind – is available?
- *Marketability*: is there basic knowledge of the topics amongst law students, enough to stimulate interest and how easily can this be marketed?
- *Materials*: do the topics provide a good basis for marketing materials including posters, brochures and flyers?
- *Synergy*: consider whether the topics provide a basis for interesting articles for Synergy – articles by ELSA members and by externals?
- *Website*: how well can the topics be sold on the ELSA International website?

6. Academic activities

- **General criteria**
- *MCCs*: suitability of the topics for the basis of moot court competitions. Availability of MCC judges at local, national levels.
- *SPEL*: possible articles for the ELSA Selected Papers on European Law, consider whether certain topics may nor be suitable for SPEL articles.
- *LRGs*: likelihood of Legal Research Groups at local, national and international levels based on the topics.
- *Essay Competitions*: the viability of essay competitions for the topics.
- *Law Web*: will the themes provide an opportunity to extend and promote the use and interest in the Law Web.

- **Publication:** do the topics provide a good basis for the IFP publication and with how much ease can the topic be investigated for such a publication?
- **Internal ELSA cooperation:** potential of cross-borders projects.
- **External cooperation:** possibilities to work with other student's societies and NGOs; possibilities to cooperate with local, national and international institutions.
- **Knowledge:** is the basic knowledge of the topics amongst law students enough to stimulate interest?

7. Seminars and Conferences

- **General criteria**
- **Speakers:** what kinds of speakers are available at local, national and international levels?
- **Study visits:** can these be based on the topics?
- **Events:** what is the potential likelihood of international event for the topics?
- **Internal ELSA cooperation:** potential of cross-borders projects.
- **External cooperation:** possibilities to work with other students' societies and NGOs; possibilities to cooperate with local, national and international institutions.
- **The Final IFP Conference:** what is the feasibility of the topics in relation to finding a host for the Final IFP Conference – is there an automatic host tied to particular topics (as was partly the case in the theme of HR with Hague being the venue and the link with Hague Appeal for Peace)?
- **Knowledge:** is the basic knowledge of the topics amongst law students enough to stimulate interest?

8. Student Trainee Exchange Programme

- **General criteria**
- **Law firms:** what is the potential availability of traineeships with law firms based on the topics?

- *Commercial institutions:* consider the availability of traineeships within the commercial sector?
- *Institutions:* possibilities of institutional traineeships?
- *Cooperation:* potential of working with universities, governmental and non-governmental organisations working in the sphere of the chosen theme to extend the scope of STEP and the traineeships in offer.

IB Input Paper

Guidelines for the Selection of ELSA Delegations

Guidelines for the Selection of ELSA Delegations

Introduction

The vision of ELSA has a lot in common with the visions of other international organisations working worldwide and directs our association to the highest standards of the activities. Therefore ELSA is cooperating and has consultative status in some institutions in order to take part in the evolution and implementation of different branches of Law.

It is highly important to represent our association in the best way and get an outcome from the opportunities we use for the further development of our organisation.

These guidelines help every ELSA member to have clear picture on how the delegations representing ELSA in different institutional events are selected.

Call for Applicants

ELSA International shall send out call for applicants at least two weeks before the application deadline. The call shall include a clear description of the particular event, as well as the maximum number of delegates accepted.

Application

The applicant should

- a. Have a solid ELSA background and an active participation in ELSA's activities;
- b. Have competence in the topics connected to the work of the institution such or legal field relevant to the topic of the particular event.

The application shall not be considered in case:

- a. The application is incomplete;
- b. The application is submitted after the deadline;
- c. The applicant did not fulfil all obligations in a previous delegation of ELSA.

Selection

ELSA International shall select the members of the delegation.

After the members of the delegation are selected, ELSA International shall select three runner-ups. In case any of the members of the delegation will not be able to participate, the runner up that is the first on the list will automatically become a member of the delegation.

When selecting participants ELSA International should use the principles of objectiveness, neutrality and equality. The appearance of ELSA and reflection of representation of the network shall be taken into consideration.

Head of Delegation

The International Board appoints a head of delegation out of the selected members. The head of delegation is responsible for:

1. Coordinating & preparing the delegation;
2. Ensuring proper performance of the delegation during the event;
3. Ensuring that a report is submitted on time to ELSA International.

Task Description of Delegates

1. Represent ELSA International;
2. Observe proceedings of the event (attend the meeting; prepare working materials if requested etc.);
3. Carry out legal research work in the framework of the event on the legal topics;
4. Distribute revised editions of relevant ELSA materials to other delegations and relevant organisations;
5. Attend briefings and meetings organised by the head of delegation and report to him/her all activities carried out;
6. Forward all the contacts made during the event to ELSA International, to ensure that the whole ELSA network can benefit from them;
7. Give feedback to ELSA by:
 - a. Submitting a report to ELSA International within a month after the end of the event;
 - b. Being available to give a presentation to requesting ELSA groups in the applicant's country.

Internal Management Workshop

Activity Report

Li Axrup – Secretary General, ELSA International

Even though the sun in Coimbra seems far away now back in rainy February Brussels, time has really been flying away the last months. Quite some things have proceeded, however you constantly realise how much needs to be done and there is simply not enough time to do it all. That is why priorities have to be made, and for me it was the implementation of ELSA ONLINE and the revision of the statutes, which had a high priority since the last ICM.

ELSA ONLINE

Guided by the guidelines set by the IM workshop in Coimbra we started the implementation process of ELSA ONLINE after the ICM. By the end of November I had created 20 national administrators in ELSA ONLINE. In order to facilitate the work of the administrators I wrote guidelines for national administrators and later on also guidelines for the local administrators. We also made some updates to the ELSA ONLINE manual and made it all available through the archive in ELSA ONLINE. A lot of time has been dedicated to communication, with groups being created trying to answer all their questions as regards the system as well as with groups still not being in the system trying to get them to start using the system.

The full launch of ELSA ONLINE, meaning opening the possibility for members to register was heavily delayed. However the implementation process as such has been much heavier to move than I thought and proceeded slowly in many groups. We gave the groups being created in the system the possibility to give their members a direct link so that the implementation did not have to be delayed in all groups. Once the registration link was opened I sent out information to the administrators and SecGens reminding of the responsibilities within Internal Management in ELSA ONLINE. This will also be discussed during this ICM to ensure that it is clear for everyone.

A training version for ELSA ONLINE was created and put online. Up until today the training version has not been signed off with Chord9, why the usage has not been generally promoted, however the groups requesting to use the training version has been welcome to do so.

Last but not least, not having a director for ELSA ONLINE puts additional tasks on us in the IB to go through and check the system. I have made checks of the IM part of the system now and then as well as collected reported mistakes to make sure that we do not have double entries or incorrect information. The groups can correct some, I correct some and some have to be sent to Chord9 for them to correct, which means that it sometimes takes time. Reported errors have been reported back to Chord9 as soon as possible.

Internal Regulations

Since the last ICM I have been working on a draft for the revision of the statutes. More details as regards this can be found in the input paper in these working materials so I will simply stress the point that it proved to be a not only difficult but also time-consuming work with the revision. I encountered quite some basic questions, which I lack answer to and hope to get some input on in this workshop. The questions are explained in the input paper where the draft I have been working on is also included. I have been in contact with Taco Hovius, Dutch ELS member who kindly helps us with legal points and I hope to be able to meet the Notary before the ICM.

As regards other internal regulations I have been drafting proxy guidelines as decided in the ICM in Coimbra. Another proposal, which I have been working on is the alumni proposal which mainly refers to the possibilities to keep track of our alumni which ELSA ONLINE provides us with.

Training

In December the second Train the Trainers Weekend took place at the Clifford Chance Academy in Amsterdam. Up until this date I was working on the programme and planning the trainings together with the trainers as well as prepared materials for the new trainers with some material, which has been developed by the ITP. I had the opportunity to participate in the event as well and it was great fun to see the trainers as well as discuss with them outside the trainings. After the TTTW the evaluation forms were elaborated and the result sent out to all the trainers. New ITP trainers were appointed and we now have 26 trainers who are all looking forward to visiting you national group or local groups to give tailor made training.

Since the old freedrive used by the ITP to share documents was not usable any more I also created a new database in yahoogroups where I put all the materials so far from the ITP such as trainings evaluation forms etc. All ITP trainers can now upload and download materials from there. Ideas for a refreshment meeting for all ITP trainers have been elaborated, however so far with no concrete results. Currently I am working on a brochure with information about the trainers and the trainings provided through the ITP.

But we should not forget that there are more aspects of training than the ITP. I have started updating the IM manual prepared by Sofia Amaral, which I think is a great tool for a SecGen. I also hope to have some useful discussions at the ICM about the national and local groups role when it comes to training in ELSA.

Network and Internal Communication

As regards the network and important part of getting an overview of the state of our network has been to collect and evaluate the IMQs, the result of which you can see in the annexed IMQ Report.

Some movement has been in our network lately. ELSA Moldova has unfortunately been dissolved while ELSA UK and ELSA Latvia are starting to re-establish themselves. I have also been in quite some contact with ELSA Russia, especially as regards ELSA ONLINE. More details as regards the network will be given in the IM

workshop. I have not had the pleasure to visit many groups since the ICM. However I did have the pleasure to be present at the NCM in ELSA Germany in January and will soon go to Spain to visit the OC.

As regards internal communication it goes a lot with keeping the information flow going on the mailing lists. New was to submit separate reports as regards what happened during the workshop at the ICM in order to make sure that everyone was updated although not yet receiving the minutes. Another thing introduced after the ICM was the IM Newsletter, which I hope is of interest. Besides from this most communication is done on an individual basis and most of the communication circles around ELSA ONLINE. A new e-mail list was set up for the administrators for ELSA ONLINE, which is intended to provide the administrators with a forum where they can answer each others questions. However up until now I or another IB member have answered most questions as regards ELSA ONLINE since the system is new to most of you.

Administrative work

Besides from the above-mentioned activities I have been busy with administrative work. The updated decision book from Coimbra was sent out before Christmas. The minutes took a bit longer but were sent out after the Christmas holidays. Thanks to great secretaries the work was more pleasant than expected. An agreement with the ICM hosts, according to the standing orders, was drafted board meeting minutes written as well as this package put together and formatted.

And last but not least recently I was informed that an almost 5 year long process is reaching its end. The Belgian authorities will recognise ELSA in Belgium and as soon as some formalities are done this procedure should be finalised.

Internal Management Workshop

Draft Agenda*Saturday, 16th March*

17:15 – 18:15

I. Introduction

Introduction of the workshop participants

Introduction of the structure of the workshop

Election of a workshop chair and a vice chair

Election of two workshop secretaries

Explanations, amendments and approval of the workshop agenda

Expectations of the participants

18:30

Instructions to the workshop chairs, vice chairs and secretaries by Li Axrup

Sunday, 17th March

10:00 – 10:10

Icebreaker

10:10 – 11:00

II. Activity Reports

Distribution of written activity reports

Presentation of oral activity reports

11:00 – 11:20

III. Question and Answer Time

11:20 – 11:45

Break

11:45 – 12:45

IV. State of the Network

12:45 – 13:30

V. IMQ Report

Presentation of the report and definition of issues to address

13:30 – 14:00

VI. ELSA ONLINE

Administrators and directors

16:00 – 17:15

VII. Statutes Revision and Related Issues, Part 1

Presentation of the draft and input papers

17:15 – 17:30

Break

17:30 – 18:00

VIII. Statutes Revision and Related Issues, Part 2

Questions and clarifications

18:00 – 19:00

IX. Statutes Revision and Related Issues, Part 3

Group Work

Monday, 18th March

10:00 – 10:10

Icebreaker

10:10 – 11:00

X. Statutes Revision and Related Issues, Part 4

Presentation of the different working groups

11:00 – 11:30

XII. Ranking of Next IFP Topic

11:30 – 11:45

Break

11:45 – 13:00

XIII. Proxy Guidelines

Tuesday, 19th March

10:00 – 10:10

Icebreaker

10:10 – 11:30

XIV. Training in ELSA

12:30 – 13:00

XV. Alumni Proposal

Wednesday, 20th March

10:00 – 10:10

Icebreaker

10:00 – 11:30

XVI. ELSA ONLINE

Presentation of the implementation and identification of problems

Presentation of Responsibilities

Further implementation and fulfilment of responsibilities

11:30 – 11:45

Break

11:45 – 12:30

XVII. Statutes Revision and Related Issues, Part 5

Discussion on the output from the working group

Settlement of future actions

12:30 – 13:00

XVIII. IMQ Topics Chosen

15:00 – 17:30

XIX. Training by ITP

17:30 – 18:00

XX. Evaluation of the Two Year Tactical Plan

18:00 – 18:30

XXI. Revision of the IM Decision Book

18:30 – 19:00

XXII. Miscellaneous

19:00 – 19:30

XXIII. Evaluation of the Workshop

Thursday, 21st March

18:00 – 19:00

XXIV. Approval of the Workshop minutes

XXV. Closing of the Workshop

Comments to the Draft Agenda

Introduction

Since many of us have not met before, or at least it was a long time since we met last, we will start off with a short introduction of ourselves. An explanation of the workshop structure, election of workshop officers as well as approval of the agenda will follow this. Finally we will define the expectations we have for this workshop and the ICM.

Icebreaker

Icebreakers are included in the agenda each morning. These are small funny things we will do together in order to wake up and start of the day fresh and motivated.

Activity Reports

Every participant will get three minutes (yes we will time it ☺) to highlight some points not included in the written activity reports. Please remember to bring your written activity reports so you can distribute them to all the participants.

Question and Answer Time

You will get the chance to ask each other and ELSA International questions as well as ELSA International will have the chance to ask you questions.

State of the Network

A traditional part of the IM workshop where we will go through the current situation in the member and observer groups. As was done last time some problems in different groups were identified and we will address these points again to see whether any improvements have been made.

IMQ Report and IMQ Topic Chosen

Under this point of the agenda you will be given a short presentation of the IMQ report annexed to these working materials (yes you have to read it!). The main problems or questions, which were raised out of this report will be highlighted. Since a week is far too short time to solve all problems and try to do everything we will choose one of the problems or questions, which we consider vital to deal with at this ICM and set as a priority. Preferably we should consider the TYTP when deciding the problem or question to focus on. This issue will then be discussed later during the workshop when we will try to come up with solutions to the problem and set directions on how we will all work to improve the situation.

Statutes Revision and Related Issues

The statutes revision will start off with a short presentation on what statutes actually are and what we should consider when discussing them. For this session Taco Hovius, a Dutch ELS member who has been helping out with the revision, will join us in the workshop. We will then proceed with a presentation of the input papers and the example included in these working materials. As mentioned there, many different questions came up and I will try to explain more thoroughly what problems we as ELSA International see and what we thought could be a possible solution.

After this we will have a short session where you will be able to ask questions that you have in mind as regards the statutes and the different problems explained in the input papers. This is also time for clarifications of the input papers as well as what we are aiming at during this ICM in case this should still be unclear.

After this the draft agenda suggests group work. As you can see there are many problems raised in the input papers and we can never possibly deal with all of them in the workshop. We therefore suggest splitting up in smaller groups where each group chooses one or more of the problems and discusses this more thoroughly. Every group should also address the question how to proceed with the revision of the statutes as explained in the input papers.

We will start the next day with presentations of the outcome of the different working groups. Each working group should have an idea on how they consider the solutions presented by the IB as well as other options they might see and what they prefer to be the set direction for ELSA. These ideas will be presented as well as the ideas of the groups on how to proceed with the revision. All the input will be collected and we will leave the statutes discussion for some days. The reason being that it is important that each person has time to consider the discussions and address the issues raised with his or her national delegation before we move in to discussing actual directions for the future work.

On Wednesday we will get back to this outcome and try to come up with some common ideas, which will support the further revision and the work of the IB in this direction. We will not formally take any decisions but try to identify some common interests in the problems addressed in the input papers.

Ranking of the Next IFP Topic

As presented in the input paper of the BEE workshop we will start the process towards choosing a new IFP theme at this ICM. In the IM workshop will be focusing on the internal prospects (general criteria, training and communication) of the suggested IFP topics emanating from the BEE workshop and rank the topics accordingly. Please have a look at the input paper of the BEE workshop.

Proxy Guidelines

As decided in at the last ICM in Coimbra proxy guidelines should be drafted and discussed in the IM workshop at the Corunna ICM and the workshop should then present these guidelines to the Council. Please read the IB proposal and comments.

Training in ELSA

We will dedicate some time in the workshop to discuss training in ELSA. We will have a look at the part of the IMQ report, which refers to human resources and training, discuss what training in ELSA is, how we can improve training in ELSA and have a short presentation of the ITP.

Alumni Proposal

We will discuss the IB proposal as included in these working materials.

ELSA ONLINE

After having done all these things we will move on to ELSA ONLINE. As you notice in the agenda the point about directors and administrators is separated from the rest of the ELSA ONLINE discussions. This is simply for the fact that should the IM workshop consider the change in ELSA ONLINE worthy to do we will have to hand this over to the treasurers for them to discuss the financial implications of such a decision.

Our ELSA ONLINE block will start with a short presentation of how the implementation process proceeded and where we are at this ICM. This should be compared to the deadlines set by the workshop at the last ICM. We will try to identify the problems encountered in the implementation process. After this a presentation of the responsibilities as regards ELSA ONLINE and IM will be given.

We will then proceed to discuss how we ensure the further implementation of ELSA ONLINE, fulfilment of responsibilities and in the end how we increase the awareness among the local groups as regards their responsibilities.

Training ITP

We will have an ITP trainer joining us to do some discussion and training as regards how training can be improved in ELSA.

Evaluation of the Two Year Tactical Plan

The TYTP is setting the long term aims of ELSA. At this point we will go through the TYTP in the parts that relate to IM and see how far they have been achieved and what still needs to be focused on.

Revision of the IM Decision Book

This is the point where we will vote on all the proposals discussed in the workshop. Under this point we will also discuss the IB proposal to change the part of the IM Policies referring to the ELSA Development Fund.

Miscellaneous

This is the point on the agenda where we can bring up issues not covered by the agenda, which are considered important to address during this ICM.

Evaluation of the Workshop

Going back to the first day and having a look at our expectations we will try to see if our expectations are fulfilled, define what was good and bad in the workshop and see how things can be improved for the next ICM.

Approval of the Workshop Minutes

Time to cheer our fabulous secretaries (consider becoming one!), read through the minutes and approve them.

Closing of the Workshop

Time to close the workshop, taste the various national drinks and take pictures! Or maybe we take pictures first and then taste the national drinks ☺

IB Proposal

Rules for Proxies

The IB proposes to the council the following.

A new point 6 in the IM Policies under the heading Council Meetings shall be inserted with the following wording.

6. Proxies

6.1 General Rules for Proxies

6.1.1 In order for a national group to be able to proxy another national group it has to have fulfilled its financial obligations towards ELSA International, through agreement or settlement of the debts.

6.1.2 A letter of appointment according to article 8 of the standing orders has to be correctly signed, clearly stating the date of signature, the national group or the delegate which is appointed as well as the ICM for which the proxy is valid.

6.1.3 A national group or the individual delegates of a national group can act as proxy. When a national group acts as proxy it is the delegates of the national group who have the right to speak and vote on behalf of the proxy giver. Delegates are to be understood as the delegates stated on the Letter of Authorisation of the national group acting as proxy.

6.1.4 A delegation can only hold 3 votes in addition to its own. A delegation is to be understood as the national group and its individual delegates.

6.1.5 A Letter of Authorisation cannot be used as proxy.

6.2 Submission

6.2.1 A proxy has to be addressed directly to the Secretary General of ELSA International.

6.2.2 A proxy can be submitted by fax, letter or handed over directly.

6.2.3 A proxy is only valid when it has been received and the Secretary General of ELSA International has confirmed the receiveal.

6.2.4 When submitting a proxy by fax or letter the proxy shall state the phone number to be used to confirm the receiveal. The Secretary General has to confirm the receiveal as soon as the proxy reaches him or her.

6.3 Proof in Case of Doubt

6.3.1 In case of doubt of the validity of a proxy the International Board shall request that the proxy giver confirms the proxy orally using the phone number stated on the proxy.

6.3.2 In case of doubt of the authority of the signatories of the proxy, the International Board shall request proof from signatories of the proxy that they have been duly elected for the board of the relevant national group.

6.4 Relations between the Proxy and the Represented Group

6.4.1 The national group or the delegate acting as proxy must follow any instructions, oral or written, given by the national group represented by proxy.

6.4.2 The voting of the national group or the delegate acting as proxy is valid, independent if the instructions where followed.

6.4.3 Any misuse of a proxy is a matter between the national group or the delegate acting as proxy and the national group represented by proxy.

6.4.4 A written agreement is recommended to be established between the proxy giver and the proxy holder.

6.4.5 This agreement ought to regulate the limits of the proxy and specifications for the votings, which is to be undertaken by the proxy holder on behalf of the proxy giver. This agreement can give the proxy holder full discretion.

6.4.6 Such an agreement does in no way have to be disclosed to the Council or any third party, unless the national group or the delegate acting as proxy or the national group represented by proxy considers it necessary.

Comments:

Rules for proxies have proved to be lacking over the last two Council Meetings when many complications occurred due to proxies. A proxy is an important, and if used properly, efficient tool for groups which cannot be present during an ICM. However there are many aspects, especially formalities, which have to be considered when wanting to proxy someone.

What is vital to remember is what needs to be protected when using proxies. The rules have been drafted with a focus on the national group being represented by proxy. This is also the main reason why we have rules for proxies, to guarantee that

no one could use your votes in a way that you would not want. The second aspect to protect is therefore the democratic process. A national group being represented by proxy shall consider how its votes will be used, and stay involved in the issues being discussed. Lastly there is a need for clear rules in order for a group which wishes to be represented by proxy to know how to proceed and in order to facilitate for the IB to see if a proxy should be accepted or not.

In the following I will give some comments on the different rules.

6.1 General Rules

The first point regulates that a national group has to fulfil its obligations towards ELSA International before it can be represented by proxy. This is generally the way we act towards national groups present at the Council meeting since the voting rights of groups not signing an agreement with ELSA International are suspended. In this sense we should not differ from groups present and groups represented by proxy. However it should be clear to a group wishing to proxy another group that they have to fulfil these obligations in order to avoid misunderstandings.

According to the standing orders article 8 it might be unclear who might act as proxy. However the last sentence implies that a proxy can only be given to a delegation or a person from a delegation. It is the most feasible solution to only be able to proxy someone who is a national delegate of a group to avoid complications with validity and right to represent. Point 6.1.4 is a clarification to the standing orders article 8 that a delegation can in total only hold three extra votes independently from the fact that if the proxy is an individual delegate. Point 6.1.5 clarifies that a proxy should be separated from the Letter of Authorisation and that this document cannot be used as proxy.

6.2 Submission

It is vital to settle when a proxy is valid. It should be clear that a proxy can not be faxed to the hotel in the middle of final plenary and the group expects it to reach the Secretary General immediately. To confirm the receiveal of a proxy is a simple way of making it clear to the national group represented by proxy that the proxy has been received and is valid. This is suggested to be an obligation for the Secretary General of ELSA International. N.B. this rule obviously does not apply when a proxy is handed over directly to the Secretary General by the national group being represented by proxy, i.e. groups leaving before or during plenary, since these cases are confirmed at the spot so to say.

For now we would suggest to keep the policy adopted in Coimbra and extend it to not accepting proxies via e-mail at all due to the problems with accessing e-mails during ICMs and the lack of knowledge about electronic signatures.

Point 6.3. Proof in Case of Doubt

This is the only way that the IB can ensure that proxies are valid. That this information can be requested already today is clear, this rule should just make it clearer for the national group which wishes to be represented by proxy, in order to be prepared for submitting i.e. Council Meeting minutes with the elections.

6.4. Relations between the Proxy and the Represented Group

Taken into consideration what was said above it is also important to clearly state that the national group or the delegate acting as proxy has to follow the instructions given.

The point about validity of votes is included in order to avoid problems or discussions on whether a vote by a proxy is valid. It is the case in most legal orders that the vote of a proxy is valid independent of whether he or she follows the instructions of the group he or she represents. Misuse has to be settled between the two parties and is not of relevance for the Council. Remember that the proxy of course is bound to the instructions he or she receives and cannot be violated. This rule only states that the vote is not invalid, hence the decision taken by Council will not have to be questioned or retroactively set out of force. It is important to clearly state this so that groups carefully hand over their voting rights to other groups.

As regards the agreement this is a recommendation, which is a reality already today. In Coimbra all groups giving proxy to another group were encouraged to write an agreement in order to avoid the unpleasant feeling if the voting is questioned. However it should be remembered that this agreement is done for the two parties and not for Council to check the actions of the proxy or similar.

IB Proposal

Alumni

A new point 3 in the IM Policies under the heading Human Resources shall be inserted with the following wording.

3. Alumni

- 3.1 ELSA is dedicated to maintain good contacts with previous members in order to reach mutual benefits for ELSA and its alumni.
- 3.2 Every alumni shall be encouraged to register in ELSA ONLINE.
- 3.3 Every national and local board should appoint a Director for Alumni.

A new point 7 in the IM policies under responsibilities for Quality in Management, 1. Responsibilities of the local groups shall be inserted with the following wording.

- Support its alumni by keeping them updated about recent developments, achievements and projects planned by the local group.

A new point 15 in the IM policies under responsibilities for Quality in Management, 2. Responsibilities of the national board shall be inserted with the following wording.

- Support alumni in the country by keeping them updated about recent developments, achievements and projects planned by the groups in the country.

A new point 15 under the heading responsibilities for Quality in Management, 3. Responsibilities of ELSA International shall be inserted with the following wording.

- Administrate the alumni section of ELSA ONLINE
- Support alumni in ELSA by keeping them updated about recent developments, achievements and projects planned by ELSA International.

Comments:

Currently ELSA's alumni are mainly gathered by the ELS or by national alumni structures. The benefit of ELSA from our alumni has often proved itself to be high. However many more members leave this association without taking part in a seniors or alumni network than those taking part in such networks. The different alumni organisations are also separated, which makes it hard for ELSA as a network to know what alumni we actually have and how we can benefit from their continued interest in ELSA.

With the implementation of ELSA ONLINE a tool for ELSA to manage and gather its alumni throughout the network is created. This also gives ELSA means to increase communication towards our alumni through a special part of the website being dedicated to our alumni and a possibility to post news with special interest for alumni on this website. The idea is to have as many alumni as possible registered in ELSA ONLINE in order to reach as many alumni as possible. These alumni will then be possible to search for so that groups can contact them for help or simply invite them for a party. The intention is also that alumni can search for each other in order for them to keep in touch with "old friends".

It has proved itself in some groups having a director for alumni or a special dedication towards its alumni that efforts from ELSA's side facilitates tracking down alumni as well as putting them in contact with other alumni/ELS and with current active ELSA members. If ELSA wants a strong alumni network, which we would benefit from greatly we should also dedicate some efforts to this. Since the SecGen of a group has many tasks already we recommend in the proposal that the groups appoint a director for alumni.

The task of the director for alumni (or if none is appointed; the SecGen) is to track down alumni of the past years, see to that current alumni are registered in ELSA ONLINE and keep them updated as proposed in the responsibilities part above.

In the end this means some work on ELSA's side for our alumni, but taken into consideration the positive benefits of our alumni such as experience in form of training, advice and knowledge about past achievements, benefits from their social and professional network as well as material benefits and contributions to our activities, ELSA will benefit greatly by strengthening our alumni contacts and our alumni network.

IB Proposal**Revision of the IM Decision Book**

The ELSA Development Fund

A new sentence shall be inserted in Point 3 Definitions - On-Site Assistance in the IM Policies under the heading The ELSA Development Fund with the following wording.

Training of the national or local groups in various skills in order to develop the network.

Comments:

This sentence was previously part of the EDF but when restructuring the definitions and moving the EDF the sentence was removed by mistake. Since this is one of the most vital parts of support that we can give to the groups in need of assistance we propose to include this sentence in the EDF again.

N.B as regards the revision of the IM Decision Book

The part in the IM Decision Book relating to ELSA Websites should be moved to the Marketing Decision Book. The IM workshop will not discuss this but it will be discussed in the Marketing workshop. Therefore there is a proposal to amend the IM Policies in the Marketing materials.

IB Input Paper

Revision of the Statutes

Although the revision of the statutes has been discussed over a long period of time the work has been prevented by the fact that the recognition of ELSA in Belgium has been taking so long. The current situation with the recognition in Belgium is that progress has been made and the ministry got back to us the other day with the information that ELSA has been recognised in Belgium! However there are still some formalities to be taken care of such as publication of our statutes.

As mentioned in the IM workshop in Coimbra, it is our opinion that independent of whether we have been recognised or not, the concrete process of drafting the statutes has to proceed. As said in Coimbra a draft is presented in this package. However there are quite some issues that I would like to address with you before you start reading this draft.

When drafting the new statutes I soon noticed that the most important issues are neither what we have in the statutes nor how we actually want to write it. These issues can be guided through law and with the help of lawyers with much more skills about such issues than any of us. When redrafting the statutes I encountered several questions, which are vital for the structure of our work. Questions that I did not have answers to and ELSA should seriously think through before we proceed with the discussion as regards the statutes.

After writing the draft I found myself in a dead end. If we would not take our time to discuss these essential issues, then we will not take time to discuss and evaluate our work and the way we think ELSA can work more efficiently. Since statutes are supposed to be there for 10 maybe 100 years not taking these questions seriously and let ELSA find answers to them would be devastating. However I also have to present a draft of the new statutes and the IM workshop has to discuss them to proceed with the revision.

The IM workshop will discuss the new statutes at this ICM. The IB has prepared a draft. With this draft many important questions came up and in the draft we present what we consider the best solutions. In the workshop we have to avoid questions such as wording and drafts and instead focus on the actual issues brought up since without answers to these questions the continued revision will not be possible. Therefore I will ask the workshop not to focus on wording, not to think too much of what to have where, but to focus on the solutions for ELSA. After the draft you will find an input paper, which presents the questions that we need to think about, the current situation, the problem we see and the consequences of a solution as proposed by us.

My second concern is that it will not be possible to find the right answers for ELSA in the future only in the IM workshop at this ICM. First of all there are many issues and they all have an impact not only on IM but on the ELSA work as such. This means that input not only from SecGens is vital. Even though you have to get input from

your fellow board members on the issues before the ICM I am concerned that this is not enough. It is the opinion of the IB that it is time for ELSA to have a look at the way we work and how we structure ourselves, what we are. However this cannot be done through one day in the IM workshop. My question is how do we ensure that the statutes are given the time and the effort they deserve from ELSA and what should be the future plan in the process towards new statutes? What should also be taken into consideration is that the recognition of ELSA in Belgium has proceeded and that it might endanger this recognition to change the statutes within a year after recognition as well.

I hope we will have some good discussions and get some input on the different issues from the IM workshop as well as an idea on how we can proceed for the future.

IB Input Paper**Example of Statutes and their contents:**

Preamble

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

WHEREAS the members of the European Law Students' Association are now through representatives assembled in Council in XXX.

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

Vision

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

Purpose

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

Means

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

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

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

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

Scope of Association

Article 1 - Name

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

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

Article 2 - Aims and Activities

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

In order to reach its aims as set out in the Preamble and above ELSAs main fields of activity are;

- the Student Trainee Exchange Programme (STEP), involving the international exchange of trainees and providing work experience in foreign legal systems;
- Seminars and Conferences (S&C) including promotion and organisation of law schools, study visits, seminars and conferences on legal issues, systems and skills;
- Academic Activities (AA) including publication of a law review, promoting essay and moot court competitions, a Legal Research Programme (LRP) and a studies abroad programme.

Article 3 - Organisation

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

On local level ELSA is organised in local groups, using the legal organisation that national laws allow and subscribing themselves to the aims and activities of ELSA. Local groups have to respect decisions taken in accordance with these statutes.

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

Internationally ELSA is represented by the International Board.

Members and Observers

Article 4 - Observers

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

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

Article 5 - Members

Membership of ELSA is open to observers of ELSA who has proved to support and work for the aims and activities of ELSA providing the following conditions are met.

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

Article 6 - Alert Status

If a member is not present at an International Council Meetings the member shall enter into alert status, when special measures to reactivate the member shall be

undertaken. Alert Status is lifted by the member being present at the Council Meeting and presenting to the Council how it supports the aims and activities of ELSA.

Article 7 - Termination

Membership or observership immediately ends if:

- (i) an observer did not apply for membership or was rejected as member for 2 consecutive Council Meetings following the Council Meeting where the observer can apply for membership.
- (ii) a member or observer notifies the International Board in writing that it wishes to terminate its member or observership.
- (iii) a member or observer is expelled in accordance with art. X of these Statutes.
- (iv) a member or observer has ceased to lift its alert status for two consecutive council meetings after the council meeting where the group entered into alert status.

Article 8 - Expulsion

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

- (i) violated these Statutes, the Standing Orders, decisions taken by Council or the interests of ELSA; or
- (ii) caused considerable harm to ELSA, any of its Members or Observers or anyone under their responsibility; or
- (iii) ceased to support the aims and activities of ELSA or satisfy the requirements of Article X above; or
- (iv) ceased to take necessary measures in case anyone under the members responsibility violates point i-iii.

Organs

Article 9 - Organs

The principal organs of ELSA are:

- the Council
- the International Board.

Article 10 - Council

10.1 Role of the Council

The Council represents the members of ELSA and is the supreme decision-making body of ELSA whose decisions are binding on those being part of the organisation of ELSA specified in article 3.

The Council shall decide on any questions or matters within the scope of the present statutes and standing orders except for those assigned to other organs by the statutes and standing orders.

10.2 Summoning of Council

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

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

10.3 Right to make proposals

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

- a. The International Board
- b. Members

10.4 Quorum and validity of decisions

The Council in plenary session is only fully competent when it has been summoned in accordance with Article 11 of these statutes and standing orders and when at least one-half of the Members are present and able to vote.

Unless the Statutes and Standing Orders specify the contrary, decisions by the Council shall be determined by an absolute majority of the votes cast by a competent Council. Abstentions shall not be included in the number of votes cast with the exception of elections.

10.5 Voting rights

Each Member has one vote in Council.

The voting rights of a member are suspended if the member is in alert status or if a member has not fully fulfilled its financial obligations towards ELSA.

Article 11 - The International Board

11.1 The Role of the International Board

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

The International Board consists of the President, the Secretary General, the Vice President for Financial Management, the Vice President in charge of Marketing, the Vice President in charge of Academic Activities, the Vice

President in charge of Seminars and Conferences, and the Vice President in charge of the Student Trainee Exchange Programme.

11.2 Elections

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

11.3 Dismissal

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

Finance

Article 12 – Source of Fund

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

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

Article 13 Accounts

The financial year of ELSA is from the 1st of August until the 31st of July. The audited final accounts shall be submitted to the Council Meeting in the financial year immediately following the year to which they refer.

Article 14 Audit

Two Auditors and one Vice Auditor shall be elected by Council for a period of one year starting the 1st day of August and terminating the 31st of July of the following year. The term shall not expire until the financial accounts are approved. Auditor shall be a person independent from the International Board and with necessary experience in accounting and finance or a society of chartered auditors. In the case of selecting a society of chartered auditors, the society of chartered auditors shall announce the person responsible for carrying out the audit.

The Auditors shall examine the accounts of all revenue and expenditure of ELSA and the financial management of ELSA, according to the generally accepted auditing

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

Statutes and Standing Orders

Article 15 - Standing Orders

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

Article 16 - Amendments

Any amendment to these Statutes may be made if supported by two-thirds of the votes cast by the Council and provided the proposed amendment was sent out to everybody referred to in article 11 at least 28 days before the opening of the Council Meeting.

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

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

Article 17 - Arbitration

The arbitration body is an ad hoc body with the task to settle any dispute arising between members out of or in connection with these Statutes.

The arbitration body shall consist of three impartial arbitrators, of which each party appoints one arbitrator and the appointed arbitrators appoint the third. The arbitrators shall follow the UNCITRAL Arbitration Rules as at present in force.

Dissolution

Article 18 - Dissolution

ELSA may be dissolved by unanimous decision of the Council.

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

IB Input Paper

Some Questions Relating to the Revision of the Statutes

First of all what should be noticeable in the sample draft is that it is much shorter than the current Statutes. I would first of all like to stress that many things removed now are not necessarily intended to be deleted, but can simply be regulated elsewhere than in the Statutes (i.e. the Standing Orders). I would also like to stress that the content of the Statutes should preferably reflect the legal necessity in Statutes, and not over regulate. In this way the Statutes can constitute the core of our association which will be constant while the things which should still be of constitutional importance but flexible can be in the Standing Orders. Another guideline is the articles of pure internal relevance mainly should be in the Standing Orders.

In the following I will define some of the problem points encountered when drafting the example Statutes. These are essential issues, which need to be addressed initially before discussing the structure, the general content or the wording of any draft.

- Scope of the Association - Definition of the organisation of ELSA

Current situation: Currently when reading the statutes of ELSA it is impossible to see how ELSA is organised or that we consist of more than just some national members and observers.

Problem: This creates different kind of problems. One is that externals do not see how ELSA is organised. The second is that the local groups are not defined in our statutes when they are actually the once being and doing what ELSA is all about. Third it creates clarity problems. Who can be ELSA and why? It should be made clear which groups are part of our network and can benefit from this network as well as our programmes and activities. International decisions are facilitating the functioning of the local groups. The statutes should reflect what ELSA is and the way we organise ourselves so that the role of each group and organ is clear.

Idea: The point was discussed at the Coimbra ICM and I would like to ask you to have a look at the minutes so that we avoid getting into discussions, which were already held. The main point brought up in the last workshop was that a definition of our network in the statutes should not impose changes of the statutes of the local groups. It was agreed that the local groups complying with the current statutes should also comply with this article of the draft Statutes. The wording of the example article can still be improved but the idea is mainly to identify our network in a way that complies with our current structure.

Consequences: The main consequence is that our network will be identified and the statutes will reflect what ELSA actually is.

- Observers

Current situation:

1. The statutes say that observership is granted to national organisations. However it does not ask for them to submit their statutes etc. Problem today when a group is allowed to start using the name ELSA. It started being a habit that groups start using the name ELSA and even registers under the name ELSA before being accepted as an observer or a member group.
2. Application is voted upon only after one member has proposed the observership and another group has seconded the observership. The IB is normally contacted by the group, which wants to become observer. The IB can not propose the approval of a member.
3. An observer can be observer for unlimited time unless they are dissolved due to lack of communication (S.O article 1) or they fulfil the grounds of expulsion and are expelled.

Problem:

1. If an applying group does not have statutes it is impossible for ELSA first to grant the group observership since they lack legal identity or organisation to put it differently. You would not know who you are granting the observership. This means that an applying group should have statutes and be able to present them. Not to see the statutes of an applying group makes it not only difficult but almost impossible to judge if their statutes are compatible with ELSAs as well as to give valuable input as regards how this group should reorganise themselves or what would need to be changed in order for them to be allowed to receive membership.
2. The rule is not very practical since the IB is normally the one having the knowledge of the groups wishing to obtain observership.
3. We do face the problem in ELSA today that observer groups remain observers for years and years although encouraged to apply for membership. This means that these groups can in a formal sense not contribute to the development of ELSA since they lack both proposing rights and voting rights and they avoid the obligations that comes with membership. Observership hence becomes a second type of members, which are active but still not members. Observership is meant as an "institution", which grants the group the right to use the name ELSA, to be present as observer to learn how ELSA works and to get involved in our network before applying for membership. It is the period granting the group the possibility to establish themselves so that the membership can be approved. If not, the procedure of obtaining observership should probably start over. Another point is that there might exist other groups more likely to establish themselves as ELSA groups in the relevant country. If an observer fails to obtain membership or does not consider this a priority the observership should be re-evaluated. Of course the same group could also at a later point reapply for observership.

Idea:

1. Since a national organisation must have statutes in order to be considered organised it would make sense to oblige them to submit these when applying for observership. This also would give the possibility for the IB as well as Council to give ideas and input as regards what should be done before applying for membership. We might ask ourselves on which level the statutes of the applying group has to be compatible with ELSA's. Is it enough that the group subscribes itself to the aims of ELSA and is willing to make the

- necessary changes in the statutes or should the statutes be compatible from the first day?
2. Either the IB should be the body proposing to accept applying groups since the IB has the background and previous communication with the relevant group. However then you enter into the problem if when the IB should propose this. We therefore suggest that the application is not in that sense considered a proposal but an application to the Council, which the Council shall decide on.
 3. The IB suggests have a “deadline” for which the application for membership has to be submitted and approved. If this is not managed the observership ends. The suggested time frame is now 2 years. In this time the group should have the possibility to establish themselves.

Consequences:

1. Well they will have to hand over their statutes as well... They will not have to be ELSA since the observership is the period during which they establish themselves as ELSA but they have to subscribe themselves to our aims. Points should be made as regards what suggested changes should be done in the Statutes etc.
2. This would practically mean that the group as today contacts EI, asks for specifications what to do to apply and the IB will give them the information. They submit the necessary documents and the IB can advise the group as to whether this application can formally be accepted or not and suggest necessary changes. Once the group feels prepared to apply (would most likely be when the IB considers the application correct) the application has to be submitted to the next Council Meeting to be decided upon. The IB can then make recommendations to Council as regards the application.
3. If an observer does not apply for or fails to obtain membership for two years from the time they are accepted as observers they lose their right as observers, meaning they can no longer apply for membership but would have to reapply for observership, they lose the right to use the name ELSA as well as the possibility to take part in our activities.

- Membership & Alert Status

Current situation: Membership can still be obtained after 1 year of observership and the requirements are mainly suggested to remain the same. The problem with the membership situation today is that we have only the means of expulsion to prevent ELSA from having member groups being inactive or not working in the interest of ELSA fulfilling their obligations. As we know this is not very likely to happen in ELSA. There are no set criteria for when a group is inactive or not fulfilling its obligations.

Problem: It is also clear that this situation with inactive groups is very harmful for ELSA. Not only that we do not want to have a so to say dead network. It also causes problems when a member group have been inactive for a period of time for these groups to re-establish themselves. If today we for example look at ELSA Latvia or ELSA UK where there has been an inactive national group for quite some time, the persons who now really wants to work for ELSA face the problem that there is an existing group, they can not call for an NCM, they can not achieve quorum since it is

unclear even which members there are and they are simply prevented from re-establishing ELSA. Especially UK is a very frustrating situation nowadays since we receive requests from students almost every day and ELSA London is up and running again but they cannot access our network. Last but not least ELSA should dedicate itself to supporting groups, which are facing problems. However in order to do so you have to take measures before the group is inactive. After that point you do not have any one to turn your efforts to and the support becomes almost impossible.

Idea: A member group shall at some point enter into alert status and when a group is in alert status special measures have to be undertaken to support this member. These special measures should of course be defined either in the Standing Orders or in a decision in order to create clarity as regards this. We consider it important to find an objective and somehow automatic criteria for entering into Alert Status. This is important since it should be clear to the member groups as well as no one should have to in that sense take this decision. We suggest that this is linked to the presence at the Council Meeting since this is one of the important tasks of national group. The criteria could also be said to be defined i.e. in the Standing Orders. However it is in our opinion very important that these criteria are objective and “automatic”. Once a group enters into alert status it has two years to lift this status, which is more or less as simple as entering into the status, meaning presence at the ICM is linked to the lifting of the status as well. However the group should give a report on how things have “improved”. This means that if for a period of in total three years a group is inactive and the taken measures do not change the situation the membership of this group will end. Another consequence of the Alert Status is that the voting rights are suspended. However this does not have a too big practical effect since the group regains the voting rights at the Council Meeting when they are lifting their alert status again. This mainly prevents that another group act as proxy for a group in alert status.

Consequences: Should be clear from what was stated above.

- Expulsion

The only change we suggest as regards this is that a member can be expelled if it fails to take measures if any of its local groups clearly violates the statutes of ELSA, causes considerable harm to ELSA or ceases to support the aims and activities.

Again measures should be defined either in the Standing Orders or preferably in this case a decision to avoid unclarity. It is also important to stress that we are aware of the fact that it is most likely not in the power of the national group to be able to prevent this from happening or i.e. expel a group when it does this. However it should be an obligation for the national group to take actions. In one sense you can say that in case one of the local groups in one country violates the statutes and the grounds for expulsion are reached, the council of the relevant national group has to vote on whether to expel the member or not.

- Council meetings

Current situation: Today we have two statutory ICMs. Meaning all national groups have to meet twice a year and during these meetings follow all statutory formalities.

Problem: Meeting twice a year is not considered bad as such. What we consider a problem is that we have to spend so much time on formalities before during and after these meetings due to the fact that these meetings are statutory. This not only makes the work of the IB less efficient from the point of having time to actually support groups, but also takes a lot of efforts from organising groups and national delegations. We think it is necessary to meet twice a year but suggests reconsidering the status of these two meetings as Council Meetings. There are many options, which could then be regulated in the Standing Orders. We could have meetings for each area of ELSA during Autumn where things are planned and prepared for the year, or we could have common meetings similar to the ICM but more flexible in the formal requirements. The latter other meeting could then easily be combined with an extraordinary ICM if that turns out to be necessary one year. One could also consider one week in autumn when the key areas meet and set plans and priorities and then another week when the supporting areas figure out how to actually support this. The options are many and we think ELSA should consider them.

Idea: To have only one statutory Council Meeting and then discuss what we want our other meetings to actually be and what role they should have.

Consequences: well... one statutory ICM... Need to consider what we would like to replace this meeting with. More flexibility at the other meetings although possibility to regulate them in the Standing Orders to stress their importance.

- Other Meetings

Current situation: We have other meetings like the IPM and ISM. There has also been initiatives to have a meeting to persons involved in AA, as well as ideas for meetings of all persons involved in all key areas. The IPM is the only meeting of this kind regulated in our Statutes. The only reason why the IPM has to be in our Statutes is due to its position as a proposing making body.

Problem: The reason to differ between meetings of this sort is unclear. Especially if more meetings of the sort is initiated it might not make sense to differ between the IPM and other meetings of the sort. As regards the IPM these rules tend to be very unflexible, some things are regulated in the statutes or standing orders of ELSA and some in the standing orders of the IPM. This creates unnecessary "bureaucracy" and formalities for a meeting of exchanging ideas and find common solutions.

Idea: It is not the intention to take away the right of these meetings to come up with ideas and bring them forward to the Council. However it is a fact that any member, combined with others or alone as the right to make a proposal. To base such a proposal on the recommendation of one of these meetings, or to simply agree that the groups present makes this proposal would serve the same purpose and avoid the misunderstanding that the groups present cannot do proposals since they lack a quorum. The situation in practice will therefore remain the same but the difference will be the name behind the proposal. If the proposal is agreed by the groups present at such a meeting the meeting should recommend the proposal to be approved. In case we decide to develop the idea of more meetings like this we should not differ between the IPM and other such meetings.

Consequences: This is what should be considered, what consequences do we want to achieve?

- Voting Rights

Current situation: Each member has three votes and the members can, if they cannot find a common opinion on a certain issue, split their votes.

Problem: A member group is representing one opinion of one organisation. An organisation as such can generally not have different opinions but should through democratic decision making processes find a common idea. The sense of having groups splitting the three votes can also be questioned since the impact of the group's opinion goes weaker if votes are split.

Idea: Since it is not feasible to split the votes of one member there is not much sense in the three-votes-system. We therefore suggest that the number of votes is changed to one instead of three.

Consequences: The impact of the vote increases at the same time as the member group has to form a common opinion on each issue.

IB Input Paper

Administrators of ELSA ONLINE

As it was decided in at the last ICM in Coimbra that the IM workshop at this ICM shall discuss whether or not national Directors for ELSA ONLINE shall have the possibility to be selected as administrators in ELSA ONLINE. This input paper will answer the questions asked in the decision from the last ICM as regards costs, timetable and possibilities of this change in ELSA ONLINE.

Possibilities of this change in the system

That it is technically possible is clear. The financial implications of this change will be elaborated separately. Taken finances aside the question as regards the possibility to change this in the system refers to the arguments brought forward already in Coimbra.

First of all it should be clear that the only function, which is exclusive for the administrator in ELSA ONLINE is the update board function, meaning the administrator is the only person in a group who can grant and withdraw access of board members and directors. The role of the administrator is therefore to ensure that persons are only entered if they hold the respective position and to withdraw access in case of misuse. This means that other tasks can be managed and delegated to the director for ELSA ONLINE and the fact that the director for ELSA ONLINE can not use this feature does in no way prevent the director from fulfilling his or her tasks.

The problem with having a director as administrator for ELSA ONLINE is that the director is appointed by the board. A board cannot appoint a director for a period after its term of office. This means that the director will not hold the position of director in the new team until appointed by the new board.

Another fact is that the possibility to withdraw access to the system should be held by the person, which the director is responsible towards since this is the person who has to supervise the use of the system by the director as well. The role of the administrator is not about thorough computer knowledge but an administrative role, which has its responsibility towards the members, being registered in the system. A different aspect to consider is that the national administrator as well as the international is responsible also for withdrawing access for a local or national group (or certain board member/director) in case of misuse of the system. This is a responsibility that has severe consequences for the relevant groups. It would therefore be feasible that the person having this responsibility is directly responsible to the groups and not to the board.

Timetable

The time it would take to make these changes in the system is 3-5 days for Chord9. Exactly how fast it can be done cannot be said currently since it depends on the workload of Chord9 and other urgent requests from ELSA. It should be possible to do this change within 4 weeks from the ICM (taking into account IB travelling back to Brussels, submitting the request to Chord9 and Chord9 fulfilling the request).

However this does not mean that it can be done in this time unless we can also cover the expenses at that time.

Approximate Cost

If only directors for ELSA ONLINE and not other directors should have this possibility the cost will be between 1950 - 3750 British pounds + 20% project management fee.

If all directors should have this possibility the cost is less, however still the cost reaches a hardly defendable cost between 1300 - 2250 British pounds + 20% project management fee.

Another point is that if we should differ by directors on local and national level the change would probably cost more.

The hours covered by the cost for the maintenance agreement are generally used for necessary changes to correct errors and make the system more useful as a management tool. We are convinced that it is financially not defendable to spend such an amount only for the function of being able to create board members and directors for a director. We must also ask ourselves if we currently have that money. ELSA ONLINE is just being implemented. This means that even though the initial test phase has been gone through new things, which are unfeasible in the system are encountered.

Taken into account all the above-mentioned reasons the International Board does not see a feasible possibility to make this change in the system.

IB Input Paper

ELSA ONLINE Implementation and Responsibilities

As decided by the IM workshop in Coimbra all groups should have been operational in ELSA ONLINE by the 15th of January. Fact is that this was not the case. At the 15th of January the statistics were as follows.

24 national administrators created out of 39.

62 national board members created out of 273.

23 local administrators created out of 206.

48 local board members created out of 1442.

The situation is better today and hopefully will have improved even more before the ICM. However we should ask ourselves how come our plans failed. It is a fact that not only groups not present in the workshop but also the groups actually deciding these deadlines did not achieve the promised results even up until this date. The reason of technical problems such as the error with the update board function during Christmas is of course contributing to slowing down the process. However the situation has not improved as we hoped after the point where these errors were fixed, why there must be more reasons behind the situation. We need to identify reasons behind the lack of fulfilment of our plans from Coimbra in order to overcome them so that we can ensure that these problems will not constitute obstacles to the further implementation and usage of ELSA ONLINE. Unless we can ensure that we all fulfil our responsibilities as regards ELSA ONLINE we can never use ELSA ONLINE successfully.

The responsibilities were discussed already in Coimbra and have been reminded over the mailing lists since then. However we think it is necessary to stress the importance of the responsibilities and make sure that they are not forgotten, but continuously thought about when using ELSA ONLINE.

In the following you have a compilation of responsibilities relating to ELSA ONLINE with a special focus on the responsibilities of the SecGens and the administrators. Please consider these points, how you ensure the fulfilment of these responsibilities as well as why it is so vital to fulfil the responsibilities for all groups using ELSA ONLINE. I also recommend you to read the privacy statement and consider the actual meaning of our obligation to know, respect and follow this privacy statement.

The privacy statement can be viewed at <http://www.elsa.org/privacy.html>

Responsibilities of the local groups

Local groups

- Promotion of usage of EO
- Registering all members
- Only approve members in accordance with the group's membership regulations
- Approve/reject membership applications within two weeks

- Ensure correctness of information (Correct and personal)
- Ensure that no information is altered without permission
- Follow the naming guidelines and correct mistakes
- Ensure that the information in ELSA ONLINE is only used for correct purposes
- Ensure that your databases are regularly checked and that mistakes are corrected and that the national groups are informed
- Ensure that the Director for ELSA ONLINE and all persons processing data on behalf of ELSA stay in continuous contact

Specific tasks of the administrator:

- Ensure that the persons handling data on behalf of ELSA (the local group) know and follow the privacy statement as well as how to work in the system. This should be ensured before granting access to the system
- Take necessary actions in case of misuse of the system (withdraw access, report to the national group)

National groups

- Promote usage of EO.
- Ensure that the local groups fulfil their responsibilities and obligations as stated above.
- Provide their local groups with necessary information and supporting materials for the proper usage of ELSA ONLINE. Answer questions and give feedback to the local groups.
- For local groups not being operational in ELSA ONLINE, fulfil the responsibilities of this local group, meaning regularly check applications for membership etc.
- Ensure correctness of information. (Correct and personal)
- Ensure that no information is altered without permission.
- Follow the naming guidelines and correct mistakes.
- Ensure that the information in ELSA ONLINE is only used for the correct purposes.
- Ensure that your databases (local as well as national) are regularly checked and that mistakes are corrected and inform ELSA International.
- Ensure that the director for ELSA ONLINE and all persons processing data on behalf of ELSA stay in continuous contact.

Specific tasks of the national administrator:

- Ensure that the persons handling data on behalf of ELSA (local groups as well as the national group) knows and follows the privacy statement as well as how to work in the system.
- Take necessary actions in case of misuse of the system. (withdraw access, report to the national group)

In this input paper the responsibilities of ELSA International are not included. However the responsibilities are defined in the IM Policies, in the Privacy Statement and mainly reflect the responsibilities of the national group, but of the network as a whole. It is also vital for the responsibilities of ELSA International that the

responsibilities of the groups are fulfilled. I.e. it is not a very useful way of management if ELSA International is the only body noticing and taking actions against mistakes on all levels.

In the workshop we will try to define the problems behind the slow implementation process, define the responsibilities and ways to fulfil them and then try to find feasible solutions for the future.

IM Annexes

Report on the IM Questionnaires

Introduction

In order to evaluate and improve Internal Management ELSA International asks the groups to fill in the IM Questionnaires. As you might know the IMQs were amended for the last ICM and I have been trying since then to gather as many IMQs as possible. I am convinced that having a report from the IMQs in the working materials for the ICM is much more useful than to only include the IMQs. I have therefore compiled the following report from the IMQs I received and I hope it will give us some valuable input for some of the discussions in our workshop.

Before starting the actual report I would like to address the fact that this report is not based on IMQs from all groups. The statistics are as follows.

	No of submitted Qs	% of groups	Groups from 18 different countries - meaning representing 46%
NG	15	38%	
LG	58	29%	

This means that as regards a rather high percentage I have no information. That has to be taken into account when reading this report. I naturally ask why this is the case. Is it so that the most active groups hand in the IMQs? Well to some extent yes but this is not the whole truth. In some cases it might be inactivity problems. That leads to the first issue in this report. How can ELSA International and fellow national groups support groups, which are not communicating and might not even have active members? That is a very important question for ELSA as a whole.

The second issue is why active groups do not submit the IMQs. There might be several reasons. One might think that the IMQs are not used and that it is therefore pointless to fill them in. I hope this report proves differently. It can also depend on inadequate information from my side, although I would like to believe that it was clear at least to all active national groups that I needed this forms. Is it simply a lack of interest? I would be grateful for any input, which would make the statistics improve already on this point.

But now let's move on to the report itself.

Administration and communication

	Office*	Internet in the office*	Membership cards*	NB meets avg/month
NGs	69%	91%	36%	1,3
LGs	72%	71%	53%	-----

*No of groups in percent, which answered yes.

For me it was a positive surprise that 69% of the national groups have an office since most national boards are split up in different cities. 72% of the local groups might

seem as a high number but this is one thing which is vital to improve. A local group without an office could face problems in i.e. archiving and in the long run continuity. Accessibility for members and students is most likely also affected as well as other things. Many groups have their office at the university. It might be an idea for those LGs, which lack office to approach the university with the help of the national group, especially if other LGs in the same country have offices at the university.

Internet access in the offices is rather low for the local groups. One might consider this as a problem and also a sign that the use of Internet is still not common enough to base communication on Internet. However the IMQs in total show that the use of Internet as a communication tool is very high. 100% of the national groups and 92% of the local groups mentioned e-mail and/or Internet as communication means either within the board or with its members. This is very satisfying outcome, and proves that at least for the groups submitting the questionnaires a development towards a more Internet based communication is not a problem.

I would also like to point out that an average of more than 1 national board meetings per month is very satisfying considering the fact that most national boards are split up geographically.

It would be reasonable to think that these questions would have a very different outcome if all groups had submitted the IMQs.

Internal Communication

	Board Meetings	Email	Info Board	Inboxes
NG	94 %	94 %	67 %	25 %
LG	88 %	90 %	38 %	18 %

N.B e-mail communication is more commonly used in the local groups than board meetings for communication.

The numbers are more or less expected, still it is rather questionable that there are local and national boards, which are not having board meetings. Whether this is the case or there was a misunderstanding in the IMQ is unclear. It is hard to imagine a local or national group to manage without any board meetings, especially as regards financial decisions etc.

Information to members

	Email*	Newsletters*	Info Board*	Meetings*
NG	62 %	44 %	6 %	21 %
LG	50 %	7 %	25 %	37 %

* No of groups in percent mentioning this communication means.

What should mainly be addressed in the outcome of this is one point, which is not included above. 28% of the local groups mentioned posters and flyers as a communication means to its members. Quite some groups also mentioned information stands at campus and information in classes. Even though in no way trying to say that these things are not essential for an association it is questionable if this is actually to be seen as communication towards the members. This information

is generally aimed at students, who could become active or take part in ELSA activities. Should this be the task of the SecGen and can it be considered as information towards members? The answer should be no.

The SecGen of ELSA Athens wrote in his personal comments that “the SecGen of a group should be in continuous touch with the VP Marketing in order to exhaust any possible way of communication among the members.” Marketing of ELSA towards potential members as well as marketing of specific activities should be coordinated and supported by the VP Marketing. IM as a supporting area and the SecGen should focus on the members and the communication towards the members. This is a task huge enough. In ELSA it is common to see a lack of distinguishing between marketing and internal communication to our members. This in the end also touches the question what the benefit of membership in ELSA actually is. Members should receive more extensive information about our association and our activities than what we give to students generally.

This has to be the task of the SecGen, in cooperation with the VP Marketing. Not only because we should follow our structural ideas, but also because it is one of the most commonly forgotten things, to communicate with the members.

Members and membership

	Members total	Members % of students MAX - MIN	% of members being active MAX - MIN	Members being active AVG
NG	16964	---	---	---
LG	7228*	100% - 1,25%	100% - 1,4%	25 / 45%

* Different number due to the fact that not all LGs in the NGs submitted the IMQs.

If you divide the total number of members in the local groups with the total number of law students at these universities you get an average membership base of 4,4% of the students at the university. (This is of course only covering the local groups filling in these questions in the IMQ.)

The following information is based either on total of members stated by the LGs in the groups or by the total of members stated by the NG, depending on what information I had. In some cases I used IMQs from last year to give the total picture of the country.

ELSA NG	App. no of members	Avg. no of active members/group
ELSA Austria	200	No info
ELSA France	250	20
ELSA Estonia	50	No info
ELSA Germany	4500	17
ELSA Greece	232	55
ELSA Iceland	112	No Info
ELSA Italy	1100	15
ELSA Finland	650	10

ELSA Sweden	250	12
ELSA Kazakhstan	61	No Info
ELSA Lithuania	200	30
ELSA Rep. Of Macedonia	212	No Info
ELSA Malta	150	No Info
ELSA Norway	6700	31
ELSA Poland	615	31
ELSA Portugal	500	14
ELSA Croatia	580	24
ELSA Romania	602	53*
TOTAL	16964	

* ELSA Bucharest has 140 active members, why this number increases for all groups, excluding Bucharest the average no. of active members in Romanian LGs would be 32. Same goes for Greece where ELSA Athens has 90 active members while Thessaloniki has 20. Similar differences between the groups can be seen in Polish LGs where there is a difference from 50 active members to 15 active members.

4.4% of the law students as members is a rather low number. However it is extremely difficult in ELSA to evaluate this part. Why? Well, the problem is that the approach towards members is in its essentials very different in different groups. It even differs within the countries.

What approaches towards our members could be seen in the IMQ? The number of active members varies but is to some extent within the same frequency in all groups, with few exceptions. However the number of not active members differs a lot. Some groups have no "passive" members, while some have a high number of "passive" members.

First of all what is a member? A member is someone benefiting from the association, and therefore choosing to be part of ELSA is something you do to gain certain benefits. When I speak of passive members in this report I mean members not actively taking part in arranging the activities of ELSA but simply using the benefits of our association. They are not necessarily passive in the sense that they do not participate in ELSA activities, but they are not active in creating the benefits members gain in ELSA. In some groups the number of passive members in this sense is rather high, in some no such members exist. The later groups tend to provide the benefits of ELSA to students generally and not only the members.

The difference is between ELSA as a service provider for law students and ELSA as a membership based association aiming at benefits for its members in first place. These aspects might seem technical and not necessary to discuss but it will be necessary for ELSA to set a common direction as regards this in the future. Why?

A big difference in the different groups as regards this creates problems when developing our activities. We must know whom we are aiming at in order to know how to market and develop our activities. The perfect example currently is the requirement for membership to apply for STEP. This obviously creates problems for groups considering ELSA as a service provider. Another aspect of the problem is how we communicate with our members as referred in the previous chapter. Before

any steps or discussions about this start, an investigation of the situation in different groups would be needed, as well as an investigation of pros and cons.

In the IM workshop in Coimbra there was expressed a need to find uniform guidelines as regards who can actually become a member of ELSA. After the workshop different groups should report on the IM list. Some reports were sent but far from enough to base a discussion on uniform requirements on this input. The question does not directly relate to the above issue but I think it shows that it is time for ELSA to consider what our members are and what we want to offer them.

The best would probably be to find someone who would be willing to start investigating the possibilities and the status quo in ELSA as well as getting input from people with more extensive knowledge in NGO management.

Training and Human Resources

Human resources situation

	Very Good*	Good*	Adequate*	Quite bad*	Very bad*	No answer
NG	11%	33%	16%	28%	6%	6%
LG	5%	12%	12%	12%	4%	55%

* Percent of groups with this human resources situation.

First of all this question was as noted above not answered by 55% of the local groups submitting the IMQs. This means that the information most likely does not reflect the real situation in ELSA. However it is noticeable that quite some groups face a problem with Human Resources. Having 50% of our NGs and 28% of our LGs facing a human resources situation, which is adequate or lower is not satisfying. The main question is what can be done in groups which face this problem?

In order to benefit from the IMQs I tried to identify some aspects, which might have a positive effect on the human resources situation in a group. I have therefore taken a closer look at groups with a good or very good human resources situation and found the following differences.

	Very good HR	Good HR	Others*
ELSA knowledge among members ensured by training;	100%	33%	26% (37%)
The group has personal skills training for its members;	80%	33%	2% (7%)
Groups satisfaction higher than normal on the following points;			
Information from the NB	4,3	4,3	3,8 (3,6)
Feedback from the NB	4,3	3,9	3,4 (3,7)
Information from ELSA International	3	3	3 (3,11)
Information from LG	3	2,3	2,5
Feedback from LG	3	3	1,75

* This gives the result that was the outcome of groups with low human resources situation, meaning excluding groups with good or very good situation. Numbers in brackets are the groups, which did not give a level of human resources in the IMQ.

For groups with very good human resource situation there is a noticeable difference in use of training. Generally LGs with a good human resource situation are also more satisfied with their national groups. Information from ELSA International does not differ that much but the feedback shows a slight difference. The main question is if these figures are different because the group generally is more active and has more resources or if it is the other way around and the groups receiving more information and feedback from the national groups as well as dedicate time and efforts to training have a better human resources situation.

Taken all groups and the total results of the questions gives the following numbers.

ELSA knowledge ensured by

	Training*	Info Meetings*	Email*	Magazines*	Materials*
NG	38%	38%	50%	19%	13%
LG	35%	50%	24%	---	7%

* Percent of groups mentioning this method

31 % of the NGs have training on personal skills for members

21 % of the LGs have training on personal skills for members

Training for members done by (percent of groups using these trainers)

	ITP/NTP	Previous board	Current board	Externals	ELS/Seniors
NG	25%	19%	25%	19%	---
LG	4%	10%	14%	10%	9%

Training for active members is generally done through extra meetings for the active members with a trainer or special board member invited (LB or NB). Most groups give training at NCMs and some arrange extra training weekends. Mainly the answers to this question referred to sharing of ideas, experience and discuss issues coming up. Mainly ad hoc events when needed. Some groups have training events weekly or similar. The general impression is however that LGs seldom think about training unless "something comes up".

Training for active members done by (percent of groups using these trainers)

	ITP/NTP	Previous board	Current board	Externals	ELS/Seniors
NG	16%	38%	32%	19%	7%
LG	10%	12%	19%	9%	7%

Transition (percent of groups using the following method of transition)

	Individual	Meetings	Email	Materials/ files	NCM	None
NG	57%	50%	---	14%	13 %	13%
LG	57%	23 %	2%	4%	---	33%

With 33% of the local groups not having transition at all, we will never overcome continuity problems and we will continue losing knowledge and know how. It could also be considered a problem that 13% of the NBs do not have transition, since many groups did not hand in the IMQ and it might be that some of those groups are also not having transition. Many groups mentioned transitional problems in their comments. It has to be one of our priorities to ensure a successful transfer of knowledge and know-how to the new boards. ELSA ONLINE is one of the tools to create secure archiving especially as regards external relations and STEP there will be benefits for transition. But know-how can never be transferred in this way. The awareness of the importance of transition should be increased and to have transition meetings encouraged.

Pre and post ICM

Preparation of national delegation for the ICM (percent mentioning the following methods)

	Individual	Meetings	Email	NCM	None
NG	56%*	68%	13%	6%	--

* This is the percentage of groups mentioning individual preparation as a part of the preparation. N.B. 33% of the NGs have individual preparation only.

The preparation rate for ICM is good since all groups submitting the forms prepare. 33% of the NGs prepare only individually. This is not necessarily a sign of bad preparation for each delegate, however it is a sign that these groups tend to minimise the importance of a national group as one entity where everyone should be aware of all going on and decisions should be taken together and with the interest of the local groups and ELSA in mind. It is before the ICM the groups have a possibility to really do this since time during an ICM hardly allows well thought through discussions. If we could ensure that every national group has discussed all issues before the ICM, I am sure we would find ourselves in a more efficient working atmosphere at the ICM.

Involvement of the LGs in the preparation for the ICM (percent mentioning the following methods)

	Meetings	Email	NCM	Phone	None
NG	9%	55%	18%	9%	18%

Information from the LGs to the NGs about their ideas for the ICM. (percent mentioning the following methods)

	Meetings	Email	NCM	Phone	None
LG	8%	33%	17%	6%	56%

I am very glad to see that groups do involve their LGs in the preparation for the ICM. Feedback from the LGs seems to be low in quite some groups. It is important that the LGs feel involved and take responsibility for the preparation and outcome of an ICM. In my opinion ensuring that we ask and listen to the LGs will take us one step closer to greater involvement of the LGs.

One of the best examples of preparation for the ICM which I could read out of the IMQs is in ELSA Norway, where not only the board meets before each ICM but also the LGs when package is out where the package is being discussed. It is clear that

this cannot feasibly be done in every ELSA group. However the involvement of the LGs seems to be a weak point in the preparations. There are many reasons to stress the importance of this. Not only that a national delegation goes to the ICM representing its local groups, the local groups are also the ones, which implement the decisions and the outcome of the ICM. It must be easier to have them involved in the discussion from the start since then you will not come home with bad surprises and they will better understand the decision making process in ELSA. The local groups are essentially the ones doing ELSA, we need to think about this when developing ELSA.

According to the IMQs 52 % of the LGs read and/or discuss the working materials for the ICM. It might seem as a high number. First of all most groups stating that they read it also stated that they not necessarily discuss it, or that only one person in the board reads it and refers to the board in case something is considered essential. We must strive for every LG being aware of what is to be discussed at the ICM, and every LG giving its input.

Report to the LGs from the ICM (percent mentioning the following methods)

	Email	NCM	Phone	Written	None
NG	45%	73%	---	27%	9%

For the report from the ICM the same arguments as above can be used again. Most groups report at the NCM, this is most likely a very good way to sit down and discuss the outcome of the ICM when you meet eye to eye. Written reports or e-mails are good as well since that ensures that the information is kept. Even though it should be clear that when you send reports these are read and implemented in the work, we know that you cannot fully rely on that in ELSA. Therefore it is nice to know that many groups spend time on meetings for report from the ICM. It can never be stressed often enough that the local groups are the ones, which have to know the decisions; they are the ones to implement it in the end. The result below shows that the knowledge and awareness in the local groups of Council decisions is low.

LGs and manuals/decisions

Most groups use manuals. 37% of the NGs have national manuals. Accessibility and update of manuals on behalf of ELSA International should be improved and the IMQs show that this is considered a helpful tool, even more likely to be used than i.e. the decision book.

Not many national groups gave a very clear answer on the question how they make sure that the local groups know and implement council decisions. Some ways mentioned are the following:

- Giving them the information at every officers meeting and NCM, using special package of all important information
- DB is included in the working materials for the NCM.
- By observing the work of the LGs and giving suggestions.
- Decision book is sent to the local groups by e-mail.
- Informs about what has to be done according to the decisions.

- Training

Another point, which was mentioned more than once is implementation of Council decisions through national decisions or the statutes. Such measures of course have a good aim and most likely supports the implementation of decisions, as long as it is done correctly. However such measures can also endanger proper implementation and it should be clear to each local group what is decided and that they have to follow this even though such measures are not undertaken.

38% of the local groups consult the ICM Decision Book however almost all of them wrote that they do this rarely or seldom. I will let this number speak for itself!

Groups satisfaction

Average point from 1-5 where 5 is the highest

The national group receives information from the local groups	2,6	
The national group receives information from ELSA International	4,1	
The national group can be seen as a positive example for other national groups	3,9	
The national group receives regular feedback from the local groups	2,8	
The national group receives regular feedback from ELSA International	3,5	
The local group receives information from the national board	3,8	
The local group receives information from ELSA International	2,6	
The local group can be seen as a positive example for other local groups	3,6	
The local group receives regular feedback from my national board	3,6	
The local group receives regular feedback from ELSA International	2,1	

First of all it is very nice to see that the NGs are satisfied with ELSA International. It is also encouraging to see that the LGs are satisfied with the NGs as well as motivating to see that most groups consider themselves well working and a positive example for other groups. Weak points are obviously the information and feedback from the LGs to the NGs as well as the information and feedback from ELSA International to the LGs.

How do we increase the feedback and information from LGs to NGs? This question should be addressed by the national groups with same experiences in order to improve the situation. As regards information from ELSA International, it is not necessarily bad that the LGs give this a low grade. LGs should mainly receive information from the NGs. It is also the NGs who are responsible for passing on the information from ELSA International to the LGs. Since the NGs are satisfied with the information from ELSA International, they should have the necessary means to do so. Since the LGs are satisfied with the NGs they most likely receive quite some information being passed on from ELSA International and it might not be possible to say that the LGs do not receive the information from ELSA International, but simply receives it from their NGs as supposed to be the case. In some groups it was also a fact that the groups subscribed to the IM list gave a higher rate to ELSA International than the ones not subscribed to this list. In total the IM list however only minimally changed the average grade of the LGs to ELSA International. Any input to us as ELSA International as to how we can improve the situation by giving the NGs more specific LG aimed information is of course welcome.

Problem points

First point of the problem points noticed in the IMQs must be where this report started; the number of submitted IMQs. Not only because we need this information from all groups to be able to really evaluate the situation in ELSA, but also because it proves the lack of an efficient communication flow. *How do we in the future ensure that at least all active national groups submit the IMQs?* But I should not focus on this but try to get the main issues I think this IMQ report shows clear.

1. Offices and Internet connections

The first point brought up was the fact that quite some national and local groups lack offices and many lack Internet access in the office. Investigations should be made for possibilities for all groups to have access to an office and archiving facilities. The national board could investigate in how groups with office got this and support the local groups in getting an office.

2. Board Meetings

Secondly the fact that not all groups have board meetings must be looked into. For national groups ELSA International can support in ideas as regards how board meetings can be conducted although the board is geographically spread out. The national groups should investigate in why some local groups does not have board meetings and see how this situation could be changed.

3. Communication with members

A very important point is in my opinion the lack of communication directed towards our members. This issue should be addressed and we should consider how we can ensure that communication to our members are distinguished and conducted in the most feasible way.

4. Membership based or service provider

An issue that has many aspects in the question as regards whether ELSA should be seen as a service provider or a membership based association. This question has several aspects and should probably be thoroughly looked into and discussed with persons with knowledge about the different aspects of the two options. This input is needed before we can clearly address this question in a fruitful way.

5. Increased situation with Human resources

The situation in ELSA as regards human resources is a complex issue. We will touch aspects relating to training during the IM workshop at this ICM. However there are several other aspects relating to this such as how we best market ELSA and how we best keep our groups and active members satisfied and motivated.

6. More transition

Transitional problems have been met for a long time in ELSA. It is difficult in an association being based on students to ensure continuity. However we must try to find ways to ensure a proper transition. That this issue is considered important was shown in the personal comments of many SecGens. How do we ensure that each national group finds a feasible way to conduct transition, and then how can you as a national group support your local groups and ensure that they have and receive proper transtion?

7. ICM, LG involvement and decisions

The last point I will bring up is the question about the involvement of the local groups. It was stated above that it is vital to involve the local groups in the preparation and after-work for the ICM. It is also vital that the local groups feel involved in a European network and feel dedicated to ensure that ELSA is ELSA and decisions are followed. The question how this can be improved can probably be answered best by the national and local groups themselves.

Financial Management Workshop

Activity Report

Robert Tremel – Treasurer, ELSA International

Being board member of the International Board means not only holding a position – it also means a lot of common activities and representation. I want to split up my activity report in two parts – what was going on with the board member Robert and what was going on with the treasurer.

The board member Robert:

A lot of meetings, a lot of office work, guests, travels – that is what everyone of us has to do – shall do – and is sometimes looking forward to do (I do not necessarily mean the cleaning sessions here).

I was travelling to the Freshers Camp in Austria, to the officers meeting in Germany, to the Austrian NCM, to the German NCM and I met some of the groups visiting European institutions in Brussels and tried to show them Brussels (you can book my service by writing an email to ELSA International). I also met other organisations such as IPSA – the International Pharmacy Student's Association or our advisory board.

And finally one of my self-chosen tasks in the board is always to have some white chocolate in one of my drawers. So – if you are in the ELSA House and you feel a little bit out of energy – pass the treasurer's desk.

The treasurer Robert:

Since I am the first treasurer since several years who has the possibility to work for ELSA a full year I tried to give some input to ELSA's finances. My two main aims are to structure the finances in order to make them clearer and more understandable and to make finances in ELSA more dynamic.

The first aim I try to reach by proposing policies. These policies shall make the decisions and the process of finances in ELSA more transparent. The responsibilities are clearly defined and quality standards will be set. The standards will also reflect the way I want to deal with the final accounts, since I do not think it is useful to clear up old accounts in the middle of a financial period.

Dynamic finances – what does he mean now? If you look at the FM decision book of now you will see that most of the decisions are amended several times – not because they are not good, but because we were working with fixed amounts and had to decide most of the fees every year. I tried to make it dynamic by using indexation. The new amounts (eg for the maximum participation fee, the STEP application fee, the ICM participation fee) shall be published by the treasurer on a regular basis and

annexed to the decision book, but the workshop only has to deal with it when it wants to change the principle.

The private person Robert:

I do not believe it myself, but during this year sometimes – even though rarely – private life existed as well. But there is no place any more in this report for this part – but if you invite me for a beer at the ICM – I am sure there is some time for that part as well ...

Financial Management Workshop

Draft Agenda*Saturday, March 16th*

17:15 – 18:15

I. Introduction

Introduction of participants

Election of one workshop chair and vice chair

Election of two workshop secretaries

Introduction to the structure of the workshop

Explanation, amendments and approval of the agenda

18:30 – 19:00

Instructions to workshop chairs and secretaries by Li Axrup

Sunday, 17th March

10:00 – 14:00

II. Introduction, Training and Discussion

Financial Management, the treasurer in the team and ELSA

Financial planning in ELSA

Financial controlling

Decisions in FM in ELSA

Funds

Including

Activity Reports

Question and Answer Time

13:00 – 14:00

III. Joint WS with BEE

Ways to raise money

16:00 – 17:00

IV. Introduction and Training (continued)

17:00 – 19:00

V. Membership Fee*Monday, 18th March*

10:00 – 12:00

VI. Interim Accounts

12:00 – 12:30

VII. Evaluation of the Two Year Tactical Plan

12:30 – 13:00

VII. Ranking of the Next IFP Topic

Tuesday, 19th March

10:00 – 10:30

VIII. Presentation of Written Report on EDF

10:30 – 13:00

IX. FM Policies

Wednesday, 20th March

10:00 – 12:30

X. FM Policies (continued)

Allowance for the IB

EMCC fee

12:30 – 13:00

XI. Financial Report on ELSA ONLINE

15:00 – 18:30

XII. Budget

18:30 – 19:30

XIII. Miscellaneous

XIV. Revision of Decision Book

XV. Evaluation of the Workshop

Thursday, 21st March

18:00 – 19:00

XVI. Approval of Workshop Minutes

Closing of the Workshop

Comments to the Draft Agenda

Introduction

We will start with a short explanation of the basic workshop structure. It is a basic rule that the workshop cannot run without dedicated, well-prepared participants who are willing to volunteer for one of the workshop officer positions; this work is crucial for making the workshop effective.

Any questions regarding the agenda or suggestions for changes or additional points to the agenda should be mentioned at this point, so that we can plan our days ahead.

Introduction, Training and Discussion

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

The topics shall be:

Financial Management, the treasurer in the team and ELSA

Financial planning in ELSA

Financial controlling

Decisions in FM in ELSA

Funds

Also the Question and Answer Time shall be included – so questions to all groups present in the WS shall be possible all the time during these sessions. Every group can report about their activities and the way they handle financial management in these different fields. This session aims at exchanging information, ideas and knowledge. It shall not focus on the activities by EI, but by all ELSA groups.

Joint WS with BEE

A joint session with the BEE WS on fundraising is held with the aim to increase the awareness of the fundraising understanding in general. Unfortunately it is true that usually we do see fundraising mostly as working with sponsors. This session should limelight the other possible ways of fundraising for ELSA activities.

Membership Fee

The membership fee was already discussed at the last ICM. The WS made a statement to the plenary and this issue was discussed on the list. We will evaluate the outcome of the discussion and questionnaires on the list. Based on that we will have to decide on a new membership fee system. The International Board already proposes its idea.

Interim Accounts 2001/02

We will have a look at the interim accounts 2001/02. The auditors report will be presented to the WS and we will have the auditors present in the WS. This is one of the controlling tools we are using at the international level of ELSA.

Evaluation of the TYTP

Review of the current TYTP. What has been done since the last ICM?

ELSA Development Fund

A report shall be given as to the state of the ELSA Development Fund. This is one of the obligations stated in the Council Decision about the EDF.

FM Policies

At the moment in FM there are only single decisions in the decision book. To organise, structure and ensure quality in the area of FM the International Board proposes FM policies. We will discuss about the fee for the EMCC, that is a new proposed part in the policies. We will also discuss an allowance for the members of the International Board.

Financial Report on ELSA ONLINE

This session aims at keeping you updated on the latest financial transactions related to ELSA ONLINE.

Budget

We have to propose a budget for the financial year 2002/03. We will have a look if the presented budget is feasible for the directions this ICM gave ELSA for the future. The budget is not included in the package yet because we are waiting for some confirmation by sponsors and want to take the interim accounts in consideration as well. We will send them out as soon as possible after the auditing.

Miscellaneous

This is the last chance to discuss issues that have come up during the week.

Evaluation of the Workshop

This is the time to evaluate our work, what did we achieve and what could be improved next time we meet? Bring your national drinks!

IB Proposal

Interim Accounts

The IB proposes to the Council the following:

The audited interim accounts for the period from 1st August 2001 to 31st January 2002 shall be approved.

Explanation:

The treasurer has to present the interims accounts to the council. The treasurer presents the interim accounts to the WS first and the auditors report is also presented in the WS.

Comment:

Due to the fact that it takes some time to finish the accounts and to audit them they will be presented as soon as possible, but latest at the ICM.

IB Proposal**FM Policies**

Preamble

Financial Management is a supporting area and has two functions in ELSA: On the one hand to ensure that the association's assets are managed, on the other hand to be involved in projects and programmes as a supporting area.

Mismanagement, mistakes and errors in financial management may endanger a project's or the whole association's success. To ensure quality financial management has to be structured and clear. The laws in the different countries give the treasurer already responsibilities how to account, to plan and to control. These laws base on the principles of financial management. These principles shall also be the basis of quality in financial management in ELSA.

Quality in Financial Management

Quality in financial management is based on financial principles. These are the principle of truth, the principle of transparency, the principle of completeness and the principle of continuity.

1. The Principle of Truth

All statements, accounts and financial documentation have to reflect the true picture of the economical situation of the group. Estimations shall be avoided. Every financial action shall result from an action and shall be documented. The final and interim accounts have to reflect the activities of the association.

The principle of truth is realised by using an accounting system and by collecting and filing all documents and statements.

2. The Principle of Transparency

Financial statements, especially balances and profit and loss statements, shall be easy to understand and shall be presented in an easy to understand way. Single positions have to be clear and it shall be possible to differ them. The financial accounts shall be regularly audited.

The principle of transparency is realised by using structures in statements, especially balances and profit and loss statements, by commenting financial statements and by ensuring regular auditing.

3. The Principle of Completeness

Every income and expenditure, every change of assets has to be included in the financial management. Potential risks have to be considered in the statement. Every financial period shall start with the figures the last period ended. The principle of completeness is realised by ensuring that all financial statements are filed and no action without documentation is accounted.

4. The Principle of Continuity

The chart of accounts, the way to present finances and the structure shall only be changed if there is a special need for it. Nevertheless a comparison between different financial periods shall be possible. Every financial period shall start with the figures the last period ended.

The principle of continuity is realised by using a regular financial period and by using the final balance as opening balance of the following financial period.

Fees

1. Membership Fee

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

The fee for every member group is calculated the following way:

$$\text{Membership fee} = \text{PPP} * \text{Number of LGs} * 0.01135$$

For the PPP, the figure "real GDP per Capita (PPP\$)" as published in the latest issue of "Human Development Report" published for UNDP, is adjusted according to the following formula: $\text{WAI} + 2 * (\text{GDP} - \text{WAI})^{1/2}$

where "GDP" is "real GDP per Capita (PPP\$)", and

"WAI" is World Average Income as published in "Human Development Report".

For countries not found in the list in the "Human Development Report", the PPP of the country with the lowest PPP is used.

New National Member Groups

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

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

2. Administration Fee for Observers

National observer groups are to pay an annual administration fee of 50 Euro.

3. Administration Fee for ELSA ONLINE

The annual administration fee is for the use of ELSA ONLINE. The administrative fee is fixed at two thirds (2/3) of the total annual running cost, and calculated according to the principle for the membership fee.

The maximum administration fee paid by the groups shall not exceed a total amount of 15,000 Euro.

4. STEP Application Fee

The STEP application fee has to be paid for every application for a traineeship. The amount was set up at the ICM in Malta (FM 02/99 II).

The STEP application fee shall be annually adjusted according to the latest information on the GDP per capita, published by the United Nations in the Human Development Report, at the 15th of July every year.

Event Fees

1. Participation Fee for Council Meetings and Presidents' Meetings

The participation fee for Council Meetings and for Presidents' Meetings shall be based on the following:

- The Council Meeting and the Presidents' Meetings participation fee shall be calculated and charged on a daily basis.
- The Council Meeting and the Presidents' Meetings participation fee for non-favoured countries is 26 Euro.
- The Council Meeting and the Presidents' Meetings participation fee for countries in the list of favoured countries is 22 Euro.

2. S&C Maximum Participation Fee

The maximum fee for ELSA members at S&C events is 25 Euro per 24 hours. This fee includes academic and social programme, accommodation, meals, and administration costs.

It is recommended but remains at the discretion of the organising group to charge different prices for the following groups:

- a. ELSA members from favoured countries
- b. ELSA members from non-favoured countries
- c. Non-members
- d. Non-students

This fee does not apply to study visits.

3. ELSA Moot Court Competition Fee

Every participating team of the ELSA Moot Court Competition on WTO Law shall pay an administrative fee of 100 Euro.

The teams participating in the Final Oral Rounds shall pay an additional participation fee per day at the same rate as the S&C Maximum Participation Fee.

4. Indexation

The participation fee for ICMs and IPMs and the S&C Maximum Participation Fee shall be indexed with the inflation rate of the Euro, as stated by the European Central Bank, every 1st of January. The amount shall be rounded to the nearest natural number. The basis for indexation shall be the participation fee as calculated the year before, up to two decimal points.

Allowance

ELSA is a student run association. The lack of personal finances prevents students from spending time on ELSA. To overcome this practical border of being part of the International Board, ELSA International shall support all members of the International Board with a monthly allowance.

The allowance is meant as a support for the board members to give them the possibility to focus on their ELSA work and not on improving their economical situation.

Financial Implications of the ELSA Development Fund

1. Source of Fund

6 % of all money fundraised as general sponsorship from external relations that are classified as international, unless otherwise agreed with the sponsor.

2,5 % of all money fundraised as general sponsorship from external relations that are classified as national, unless otherwise agreed with the sponsor.

The above two clauses shall exclude any sponsorship less than 200 Euro.

The above applies to the international and national level of ELSA.

Besides the above mentioned sources of fund, donations by individuals or groups aiming at the development of the ELSA network shall be a possible source of fund.

2. Information Procedure

The national groups shall inform the International Board about their general sponsors and the amount they get from them for the relevant periods, by the 25th of January or by the 25th of July accordingly.

If the national group does not inform the International Board by the date mentioned above, the International Board has the right to invoice the national group based on the previous information ELSA International has. This shall be considered as a debt to ELSA International, and if not paid, will be treated as all other unpaid debts. If the national group does not agree with the invoiced amount, the national group can contest such amount by providing the International Board with the correct information.

3. Administration

The International Board of ELSA decides upon the award or allocation of the money between eligible applicants.

The treasurer of the International Board is responsible for the administration of the ELSA Development Fund, which is to be kept on a separate bank account from the other means of ELSA International. The treasurer is to give an oral report on the income, expenditure and current status of the fund in plenary at each International Council Meeting. Besides this oral report, the treasurer is also to give a written detailed report to be discussed in the FM workshop.

4. Payment Procedure

Within 4 weeks after an applicant for a Development Project has had the project, the applicant is to submit the audited final accounts from the project to the International Board. Within 2 weeks after receiving the accounts ELSA International is to effect the payment to the applicant. If it is not possible to finish the final accounts and the auditing within 4 weeks, the applicant shall submit interim accounts and a detailed plan of outstanding payments.

Within 2 weeks the ELSA International is to effect the payment. The payment is under the condition that the applicant hands in the audited final accounts latest two weeks after the last payment. If this does not happen the applicant will be dealt as a debtor to ELSA International according to the Statutes.

The payment in question shall in no case exceed the maximum amount agreed upon by the International Board when granting the financial support.

Within 2 weeks of On-Site Assistance the applicant has to submit the original ticket(s) and receipt(s) of the trainer for the traveling expenses to be reimbursed.

If the trainer giving On-Site Assistance is a trainer of the International Trainers Pool, the payment can occur before an event to the trainer directly if the applicant who requested training has no financial means to cover the trainer's travel expenses. The

payment in question shall in no case exceed the maximum amount agreed upon by the International Board when granting the financial support.

Within 2 weeks of Network Development, the applicant has to submit the original ticket(s) and receipt(s) for the traveling expenses or the receipt of the participation fee to be reimbursed.

Within 2 weeks after receiving the ticket(s) and receipt(s), the International Board is to effect the payment to the applicant. The payment in question shall in no case exceed the maximum amount agreed upon by the International Board when granting the financial support.

The group and ELSA International may agree that the invoice concerning the travel costs or participation cost is directly sent to the International Board and covered by ELSA International.

Responsibilities

Responsibilities of Organising Groups

- Respect the maximum participation fee

Responsibilities of National Groups

- Inform about the amounts received from general sponsors by the 25th of January and the 25th of July
- Cover the costs of the payer bank and the payer bank's international bank charges
- Pay the membership fee due at the 31st of July upon invoice or the administrative fee for observer due before the Spring Council Meeting or immediately after acceptance as observer
- Pay the ELSA ONLINE fee due at the 31st of December upon invoice
- Pay the STEP application fee due at the 31st of July upon invoice
- Pay to the EDF due at the 31st of July and 31st of January upon invoice

Responsibilities of ELSA International

- Use the doubly-entry system of accounting
- Use a recognised accounting procedure
- Ensure that all financial activities outside the ELSA International accounts are reported
- Avoid use of abbreviations and cryptic references
- Ensure that all claims are documented by receipts. If no receipt can be obtained, the respective IB member has to specify his claims in a written document to the treasurer
- Submit a budget for approval at the Spring Council Meeting

- Present the final and interim accounts
- When presenting the final accounts include a balance report for all members and observers
- Administrate the EDF
- Pay to the EDF due at the 31st of July and 31st of January upon invoice
- Pay a monthly allowance of 200 Euro to every member of the International Board
- Inform about the STEP application fee at the 15th of July the latest and annex it to the decision book
- Inform in January about the maximum amount to be charged as participation fee for Council Meetings and Presidents' Meetings and the S&C Maximum Participation Fee and annex it to the decision book

Comments:

Why Policies?

FM and marketing were the only two areas in ELSA which did not have policies up to now. Up to now in FM we only had a collection of decisions, some of them motivated by the current circumstances in the association. Some of the decisions in force were regulating simply quality standards and were taken after an auditor mentioned it or another problem came up. Obligations of a group and EI were in a random order and finding out what a treasurer has to do was always connected to reading the whole decision book.

Policies give us the possibility to define what quality in financial management means and further on to collect the responsibilities of the different groups at one place.

In the policies all former decisions are implemented.

Quality in Financial Management

Quality in financial management is defined by principles. In the beginning of November 2001 PricewaterhouseCooper stated that the future of financial management has to be more principal based and not too much based on single rules. In this part of the policies the main principles and their basic means are defined. The principles and means are that generally defined, that there should not be any problems with the legal situation in the different countries.

Fees

In this part the fees that the national groups have to pay to ELSA International are regulated. The fees themselves are not new, the decisions in force were simply implemented in the policies. In this part of the policies only the definition of the fee is implemented, the responsibility of the group, when to pay, is in the last part of the policies.

Membership Fee

This part is new and needs to be explained a little bit more:

The membership fee system and the membership fee is the most discussed topic in ELSA. The formula that was used in the past demanded a lot of information to be able to calculate the fee for one individual group.

With this solution every group can calculate the fee on its own. Every group knows in advance how changes in the number of LGs or the PPP change their membership fee.

The two indicators are again the number of LGs and the PPP. In the questionnaires the economical situation of the country and the size of the national group were mentioned as very important parameters. Fundraising was also considered to be very important. Due to the fact that fundraising models are quite different in the groups and some groups are not successful in fundraising yet, it is not feasible to use it as an indicator.

Nevertheless fundraising is the only indicator concerning the payments in the EDF.

The number of LGs is the true number of LGs, the national group is not included as an additional group anymore. The PPP is a fairer tool to charge the economical situation, since it aims at the purchase power of the individuals, meaning how much you can buy for the average income. The factor 0.01135 is to set the fee in the right proportion. Taking the information of the year 2001 as a basis, this factor would give us a total membership fee of approximately 15000 Euro. This is the amount a corporate partner of ELSA International pays per year. So the whole network would pay the same amount as a corporate partner does at the moment.

Event Fees

In this part there are again fees regulated. These are fees not due to EI, but maximum fees a group organising an event has to follow. The difference is, that there is no obligation to EI but to the single member taking part in the event. These fees shall be indexed to the European inflation rate. The information procedure concerning the indexed fees is again in the obligation of the groups.

ELSA Moot Court Competition Fee

This fee is also new. The reason for this fee is, that the EMCC is to be established. To take part every team has to pay an administrative fee. The teams reaching the Final Oral Rounds come together to compete against each other. The teams have to pay the fee a participant of an S&C event has to pay as well.

Allowance

Every member of the International Board has to move to Brussels. Holding a position in the International Board is a fulltime job, to study or to work next to the position is not possible.

The financial situation of the person running for the board has to be that good, that the person can live a year without any source of income, except savings or donations. The consequences were in the past that the number of persons running for the board was very limited. It was for example in 2001 the first time since 1996 that a person was running for the position of treasurer for a full twelve months period.

Most of the persons running for the board in the past used their own savings, made debts or were supported by their parents. These persons were mainly coming from countries having similar economical situations like Belgium because the financial loss was easier to overcome. So 85% of the IB members who were staying in the ELSA House were from non-favoured countries.

The proposed allowance will by far not cover the expenses that an IB member has during his period in office. But this allowance will give more persons the possibility to make a stay in Brussels possible and it will secure the boards in the future.

Responsibilities

Here are all the different responsibilities at the different levels collected.

IB Proposal

Revision of the Decision Book

The IB proposes to the Council the following:

The following decisions shall be set out of force:

FM 01/90I

FM 01/91I

FM 04/98 I

FM 05/98 I

FM 03/98 II

FM 04/98 II

FM 07/98 II

FM 01/99 II

FM 02/99 II

FM 03/99 II

FM 01/00 I

FM 09/00 I

FM 10/00 I

FM 02/01 II

FM 03/01 II

Comments:

All these decisions are included in the FM Policies. The only decision left will be the policies.

FM Annexes

Report on the Membership Fee Questionnaires

The results of the questionnaires:

In total I got 14 questionnaires from NGs (that is a quite good result - thanks).

14 groups know what the membership fee calculation is based on.

13 groups understand the decision in force now.

10 groups know the basic formula.

9 groups know the basic indicators.

5 groups think the system is not fair for their group.

6 groups think it is not fair at all.

6 groups think the system should be changed and 6 groups think there is no need to change the system.

4 groups think they can calculate their own fee and 4 groups think it is easy and simple.

Generally a fairer and more complex system is preferred (7 vs 1) and that Council decides a total amount (7 vs 5).

The calculation shall be based on:

Number of LGs:	13 groups
GDP	9 groups
Money fundraised by NB	8 groups
Number of seminars	5 groups
Number of STEP participants	5 groups
PPP	4 groups

Importance:

Economical situation of a country	mentioned 11 times	average 2
Fundraising	6 times	1,5
Size of NG	8	2,6
Activities	4	2

Marketing Workshop

Activity Report

Katja Peček - VP Marketing, ELSA International

My dear Marketing sweethearts,

Here it is, another package. I can't believe it's my last one!!!! I hope you will READ IT and find it good and useful. I decided to set one priority and this is the marketing policies. My wish is to bring marketing one step further, but in order to do so, we need a good basis and I hope our proposal will provide you with that.

Looking back at the past 4 months, many things happened. After the ICM I stayed in Lisbon for a few days, mainly to enjoy and relax, but as an IB member you can never really be 100 per cent on holidays, so I have attended a meeting with the KLegal branch in Portugal.

In the late November I went to Paris to attend the AIJA meeting, where I was warmly welcomed and experienced some of the so-called AIJA spirit. AIJA is one of the organisations we closely cooperate with and they were so impressed by our ICM, they wanted us to be represented at their assembly meeting. It was very successful and as recent developments have shown we are forming an alliance.

I succeeded in my attempts to get more media coverage for ELSA and you can see the results in the January edition of the Maritime Advocate where ELSA has an extensive coverage of two pages.

First week of December I went to Romania where I attended the Bucharest Law School on Human Rights. It was deeply impressed by the professionalism with which the event was organised. I got to experience some of the good old ELSA spirit. But my main reason for being in Romania was to give a training to their national and local groups. It was an enormous pleasure to meet so many ELSA enthusiasts and pass some of my knowledge on to them. I had a great time and the hospitality was just amazing.

In December it was also time to go to London to introduce Ruta to our partners. And this was almost my last assignment of the year 2001. Upon the return from London, I went home immediately for a Christmas brake. However as another edition of Synergy was coming up, I started working on getting advertisers already from home. Back in Ljubljana, I had the honor to attend the NCM of my local groups. It is always a bit of an emotional experience going back to where my ELSA career began and I was very pleased to see how well they are functioning.

Ruta and I were the first ones to return back to Brussels to a very cold house. I was attending Allen & Overy meeting, together with Ruta and Hans, that turned out to be very good and not a problem as everyone thought.

Package preparations started and it was the usual stressful period. Once again we have experienced “the beauty” of sleepless nights and all that comes along with it. But those being elected as the IB 2002/2003 at the upcoming elections, will sooner or latter know what I am talking about. ☺

At the end of January all of us, including Esteban, our IFP director, went to Cologne to the German NCM. It was a nice break in between the package meetings and we had lots of fun.

I started working on the press release campaign for the IFP final conference together with Morey McLaren, once an IB member, now having a successful career in London’s City. This is also a part of my plan to get ELSA into the media spotlight. An article about ELSA was published in prestigious magazine, the Maritime Advocate and currently I am working on getting articles in two other well-established newspapers and in addition trying to bring the promising cooperation with The Financial Times back to life.

At last, you will get Synergy and posters at the ICM as another result of my recent work. But it is certainly not the least of it...This might be my last ICM as an IB member, but after Corunna, there are still 4 more months in Brussels and still many bridges to cross.... My work is, with this package, defiantly not done just yet. ☺

A reminder: don’t forget to bring your national drinks and be prepared for a hard working but fun week, because at the end of the day friendship is one of the things that make ELSA so special. And in ten years you might not remember the proposal you were arguing for or against, but you will remember the people you met and the friendships you have formed. Could you wish for anything more?

Hugs to you all,
Katja xxx

Marketing Workshop

Draft Agenda*Saturday, 16th of March*

17:15 – 18:15

I. Introduction

Introduction of the participants

Introduction to the structure of the workshop

Election of a workshop chair and a vice chair

Election of the workshop secretaries

Explanation, amendments and approval of the workshop agenda

Expectations of the participants

18:30 – 19:00

Instruction to the workshop chairs, vice chairs and secretaries by Li Axrup

Sunday, 17th of March

10:00 – 11:00

II. Activity Reports

11:00 – 11:30

III. Marketing Quiz

11:45 – 14:00

IV. Team building session

16:00– 16:30

V. Q&A

16:30–19:00

VI. Training*Monday, 18th of March*

10:00–10:40

VII. Ranking of the Next IFP Topic

10:40–13:00

VIII. Joint WS with STEP*Tuesday, 19th of March*

10:00 –13:00

IX. Marketing policies*Wednesday, 20th of March*

10:00-13:00

X. Brainstorming session and Problem solving session

15:00-15:30

XI. Evaluation of TYTP

15:30-16:00

XII. Revision of the Decision Book

16:00-16:15

Break

16:15-19:00

XIII. Miscellaneous

19:00-19:30

XIV. Evaluation

Thursday, 21st of March

18:00-19:00

XV. Approval of the Minutes

XVI. Closing of the Workshop

Comments to the Draft Agenda

Introduction

We will get to know each other, elect a chair, a vice chair and find two secretaries. You will be introduced to the workshop structure and with the basic rules that will make our work easier during the sessions. We will also talk about what your expectations are as regards the outcome of this workshop (so think about it as we will get back to this when we evaluate our work at the end).

Activity Reports

Bring your written activity report and distribute them among the participants. Don't forget to bring samples of the marketing materials you made, so you can show off a bit!! ☺ Everyone will get a chance to highlight the most important achievements since the last ICM and what you are planning for the future. Think about all the things that have been taking place on local and national level. Think also about your future plans, strategies etc. ELSA International shall give a report as well.

Marketing quiz

Time to test your knowledge before we go deeper into the trainings and topics. Prepare yourself, read the rules and guidelines connected to marketing...you don't want to look bad in front of your colleagues and the IB. ☺

Teambuilding session

ELSA is about teamwork. Only if we stand together we can achieve great things. Sometimes the importance of this fact is left aside. This is why we have invited an ITP trainer to give us training.

Q&A

This is a chance for you to ask all the questions you want to ELSA International and each other. ELSA International will also have some question for you!!! So get ready!! ☺

Training

Training will be given by ELSA International. You will be provided with the details in the introductory workshop.

Ranking of the IFP

We are in the process of selecting the new IFP topic. We will get a list of topics, which are proposed from the BEE workshop and we will rank them. The IB will give a short instruction on the procedural matters of the ranking, but the main criteria taken into consideration will be:

General criteria: legal basis, legal curriculum, development of law, an ELSA theme, and ELSA history

Fundraising: what kind of credible fundraising – real or in kind – is available?

Marketability: is there basic knowledge of the topics amongst law students, enough to stimulate interest and how easily can this be marketed?

Materials: does the topic provide a good basis for marketing materials including posters, brochures and flyers?

Synergy: consider whether the topics provide a basis for interesting articles for Synergy – articles by ELSA members and by externals?

Website: how well can the topics be marketed on the ELSA International website?

Joint Workshop with STEP

We will join with the VP STEP and have an interactive session with the aim being creating a marketing strategy for STEP.

Marketing policies

IB decided to propose Marketing policies as a first step towards strengthening the marketing area in ELSA. The session will be divided in parts. First the IB will present the necessity of this document and point out the new things and the changes to the existing rules. Then we will go through the document section by section. The IB will explain the logic behind each section and you will be able to pose questions and give your input. At the end we will take a decision about this document. Please see the IB proposal and comments to the proposal.

Brainstorming Session & Problem Solving Session

First we will brainstorm on specific problems groups face. Then we will split into working groups and discuss issues that are of special relevance for a smaller number of groups. As probably some of you face the same problems, you can discuss how to help each other or just give each other a good advice. There will be a special focus on strategic marketing. This means to come up with a strategy/plan how to overcome the problems and measures, which need to be taken therefore.

Evaluation of the Two Year Tactical Plan

We will have a look at the parts concerning marketing. We will go through it point by point and see what we have achieved already and which bridges we still need to cross.

Revision of the Decision Book

Please see the IB Proposal.

Miscellaneous

This is the time reserved for remaining issues and questions, which might come up during the week.

Evaluation of the Workshop

Now we go back to the first day when we expressed our expectations and see whether we reached them. It is time for all the comments on what you liked, what was good, what you did not like, what you missed and what things and topics you would like to include in the workshop at the next ICM. This is especially important for the persons running for the post of Vice President Marketing of ELSA International in the upcoming elections.

Approval of the Workshop Minutes

After our secretaries have done the incredibly hard and important work of finalizing the minutes, we will read again all what was said, correct mistakes and then approve the minutes.

Closing of the Workshop

Now it is time to party, as only the marketers really know how! Do not forget to bring you national drinks ☺ and cameras, so we will all have an eternal memory of this fabulous event!

IB Proposal

Marketing Policies

The IB proposes to the Council the following Marketing Policies:

Quality in Marketing

Marketing as a supporting area has to work closely with all areas of ELSA in order to contribute to achieving the aims and goals set in the Philosophy Statement.

Marketing should see to that ELSA reflects a positive image as an association providing unique opportunities to its members and partners within the scope of ELSA's activities. Every marketer has to follow the standards set in order to ensure the highest possible quality of work.

The role of everyone involved in marketing should be to gather, analyse and present relevant information depending on the aims and goals supposed to be achieved. Marketing should build relationships with different target groups and make sure we present ELSA to them according to their needs. Marketing should aim towards improving what we offer and how we offer it to target groups. Furthermore marketing shall ensure that all contacts with ELSA are professional and pleasant.

Marketing should see to that the ELSA brand, one of our greatest assets, is protected. Furthermore Marketing shall make sure that we present ourselves as a European - wide network and therefore ensure that uniformity rules are followed.

Quality in Marketing

Quality in Marketing is achieved when Market Research, Communication and Uniformity are brought into practice as described in these policies.

Marketing Discussion List

The marketing discussion list has been set up to enable members of the association to gain clarity on the Marketing Policies, discuss and resolve quality issues amongst themselves and gather input to improve the current quality system. All quality issues related to marketing should be reported to this discussion list. This list consists of the persons involved in marketing.

Market Research

1. Introduction

Market research is analysing ELSA's presence on the market. It comprises of different target groups, which constitute different markets. The results give us an overview of how different targets see us. It also gives us guidelines how we should adopt to certain needs of specific target groups in order to gain their interest. It tells us what we are doing right and what wrong when trying to achieve our goals.

1. Research shall be an important tool of each VP Marketing and should always have a clearly defined aim.
2. Research shall comprise all the target groups, but ELSA groups can identify additional targets and include them in the research.

2. Target Groups

2.1 ELSA has five target groups with specific needs which all require a specific approach in order to be motivated to get involved with the association. Each target groups falls under a specific area of ELSA, but marketing helps with the research on these needs and the over all characteristics of the respective target group.

2.2 The target groups are:

- a. Potential Members
- b. Members
- c. Members involved in the running of the association
- d. Organisations
- e. Academics

Responsibilities for Market Research

1. Responsibilities of the Local Group

- Conduct research for specific target groups, analyse the results and identify weak points in our relations with the relevant target group
- Communicate the results of the research to the person responsible for the specific target group within the board
- Prepare a plan of action, which consists of necessary steps that need to be taken in order to overcome the weaknesses, together with the person responsible for the specific target group
- Send the results and analysis to the national group.

2. Responsibilities of the National Group

- Conduct research for specific target groups, analyse the results and identify weak points in our relations with the relevant target group
- Communicate the results of the research to the person responsible for the specific target group within the board

- Prepare a plan of action, which consists of necessary steps that need to be taken in order to overcome the weaknesses, together with the person responsible for the specific target group
 - Gather all the analysis and plans of action of the local groups
 - Analyse the results and identify weak points
 - Monitor the improvement process in the local groups and give additional advise
 - Send a report to the ELSA International describing the weakness in the respective group and plans of actions they set
3. Responsibilities of ELSA International
- Encourage groups to conduct Market Research
 - Gather all analysis and planes of action of the national groups
 - Analyse the results and identify weak points
 - Present the situation at the ICM and provide trainings on specific problems that groups face in order to improve the situation
 - Conduct research for specific target groups, analyse the results and identify weak points in our relations with the relevant target group
 - Communicate the results of the research to the person responsible for the specific target group within the board
 - Prepare a plan of action, which consists of necessary steps that need to be taken in order to overcome the weaknesses, together with the person responsible for the specific target group

Communication

1. Media

- 1.1 Media in these policies is understood as means of mass communication reaching the general public.
- 1.2 Media shall be used as a form of communication and to promote all areas of activities of ELSA.

Responsibilities for Media Communication

Responsibilities of the local and national groups and ELSA International

- Establish contacts with media and maintain good relationships
- Insert all media contacts in the Organisations Menu of ELSA ONLINE
- Ensure that media is informed of all ELSA activities taking place.

2. Production of Marketing Material

- 2.1 Each group shall produce marketing material reflecting a positive and professional image addressing a specific target group
- 2.2 The type of marketing material produced should be chosen in cooperation with the respective person under whose area the marketed activities in question fall.
- 2.3 The ELSA logo, following the uniformity rules, has to be featured on all Marketing Materials.

Responsibilities for Production of Marketing Materials

Responsibilities of the local group, national group and ELSA International

- Produce marketing materials and see to that they comply with the uniformity rules in order to reflect a positive and professional image of ELSA as an association.

3. Websites

- 3.1 Every group shall be encouraged to have a website and use it as a marketing tool
- 3.2 Every website shall feature the latest information on ELSA activities in order to be one of the basic sources of information externally and internally.
- 3.3 Every website shall have the ELSA logo (with the subtitle as described in Uniformity under point 1.3) featured on a prominent place of the homepage, meaning the opening page when you enter to the respective website of an ELSA group.
- 3.4 The ELSA logo shall be featured on all the pages of the website
- 3.5 Each website shall have a link to ELSA International's website.
- 3.6 The general information on every website in ELSA shall be coherent with the one provided on ELSA International's website and comply with all international regulations.
- 3.7 No website shall have a membership application possibility but redirect applying members to the ELSA ONLINE login page.
- 3.8 Each website shall have basic information available in English.

Responsibilities for Websites

1. Responsibilities of the Local and National Groups
 - Ensure that the appearance of the website follows the uniformity rules

- Ensure that every website features the ELSA logo in accordance with the website rules 3.3 and 3.4
- Ensure that the exception in Uniformity, point 1.7 is never used on the homepage but only on other pages of the website
- Keep information on the website up to date
- Encourage members to use the website and ELSA ONLINE
- Correct the mistakes pointed out on their website immediately
- Ensure that ELSA's activities are marketed through ELSA International's website.

2. Responsibilities of ELSA International

- Keep information on ELSA International's website up to date
- Encourage groups to submit the latest news on their activities for publishing on ELSA International's website
- Analyse the websites of all groups and point out incompliance with the Marketing Policies at every International Council Meeting
- Encourage groups to make corrections immediately

Synergy

1. General

- 1.1 Synergy is ELSA International's magazine and shall be printed as a hardcopy twice a year.
- 1.2 Synergy covers activities of ELSA throughout the network as well as external cooperations of ELSA International.
- 1.3 The Vice President Marketing of ELSA International is the editor of Synergy and responsible for the content.

2. Guidelines for Authors

- 2.1 Articles should primarily be about ELSA's activities throughout the network.
- 2.2 Authors should bear in mind that ELSA wants to project a positive and professional image as an association and the content of articles should support this aim.
- 2.3 Authors should bear in mind that the articles should be of interest to a broader audience. Anecdotes of sole interest to a closed group, internal language and jokes should therefore be avoided.

- 2.4 The length of articles should be from a minimum of 600 words to a maximum of 3000 words.
- 2.5 Photos should accompany the articles. They should be scanned and submitted in JPG, PageMaker, Photoshop, Corel Draw or EPS format.

3. Distribution

- 3.1 ELSA International shall bring copies of Synergy to the ICMs in order to distribute them amongst the national groups. If a specific group wishes so, the copies of Synergy can be sent to the group on their costs.
- 3.2 The number of copies of Synergy produced within the budget, except the requested additional copies, shall be equally distributed between the national groups in relation to the number of groups they cover.
- 3.3 Each national group is entitled to receive 20 copies of each Synergy issue for each local group plus additional 20 copies for the national group.
- 3.4 Additional copies requested by the national groups will have to be financed by the requesting group.
- 3.5 A request for additional copies must be submitted to ELSA International before deadline for submission of articles to the relevant issue.

Responsibilities for Synergy

1. Responsibilities of the Local Group
 - Encourage its members to write articles for Synergy
 - Submit articles to ELSA International
 - Promote the publication
 - Make sure the publication reaches its members
2. Responsibilities of the National Group
 - Encourage the promotion of Synergy
 - Encourage all their members to write articles for Synergy
 - Make sure the publication reaches the local groups
3. Responsibilities of the ELSA International
 - Produce the magazine
 - Promote the magazine and encourage people to write articles
 - Ensure the high quality of Synergy and that it project a positive and professional image of ELSA

- Distribute it among the national groups

Uniformity

Everyone shall value and respect the ELSA brand. To ensure this, everyone shall follow the uniformity rules, because only then the ELSA brand will be strong and recognised by a large public.

1. The ELSA Logo

- 1.1 The ELSA logo shall be used only in a way, which is beneficial for ELSA. It should not be used in a way that would damage the positive image of ELSA or in any other way that would harm the reputation of the association.
- 1.2 ELSA has two logos: one with design and subtitle and the other only with the design. The second one can only be used when relatively small and when the policies specifically indicate the usage.



- 1.3 All ELSA groups shall use the logo as described above.
- 1.4 Although for specific reasons dimensions should be altered, its proportions should not.
- 1.5 This logo consists of two parts: the design and the subtitle. Only when the design and the subtitle appear together in the correct proportions and colours may it be called the ELSA logo, unless the exception 1.7 applies.
- 1.6 The subtitle accompanying the logo should be perfectly centred and should appear only in English. If there is a legal obligation to put the subtitle in

national language, this should be given secondary importance to the ELSA logo as described in point 1.3.

- 1.7 For a specific reason, the logo can be featured without the subtitle when relatively small in which case it shall not be used in combination with any other subtitle or name. Relatively small means that the size of the logo is 45 per cent or less of the size of the logo described in point 1.3.
- 1.8 The exception in point 1.7 does not apply for business cards, letter heads, envelopes and the homepage of a website.
- 1.9 The name of the national group or of the local group must be written in capital letters, in Times New Roman font and must be perfectly centred and in the same colour as the logo.
- 1.10 The written version of the logo is: ELSA
- 1.11 The logo must be featured in PMS Reflex Blue (equivalent to HKS 42), black or white. Any colour background can be used.
- 1.12 The logo shall not be used in connection with any state or national symbol of any country.
- 1.13 The logo shall not be animated in any way.

2. Business cards

2.1. Dimensions, Logo and Format

- 2.1.1 The size of business cards is 55 x 90 mm.
- 2.1.2 The ELSA logo must be featured on business cards. It must be
 - a. perfectly centred,
 - b. on the top one third of the business card.
- 2.1.3 ELSA business cards must have a horizontal format.

2.2 Text on the Business card

- 2.2.1 The name of the ELSA group must be featured on the card and written in compliance to the logo rules in point 1.9.
- 2.2.2 The name and the title of the owner must be featured.
- 2.2.3 The name and the title of the owner must be perfectly centred.
- 2.2.4 When the business card is of the ELSA group, there is neither name nor title on the business card.

2.2.5 The title shall be featured in the full version, but it is possible to use the title in the respective language.

2.2.6 Fonts:

- a. The name of the owner is written in capital letters, Times New Roman, 11 points,
- b. The title of the owner is written in Times New Roman, 8 points

2.3 Contact Data

2.3.1 Contact data must be placed on business cards in two columns to create a balance:

- a. The left column must be aligned left.
- b. The right column must be aligned right.

2.3.2 The font used shall be Times New Roman, 8 points.

2.4 Colours of the text

2.4.1 The text on business cards must be in:

- a. PMS Reflex Blue
- or
- b. Black.

2.5 Paper

2.5.1. The preferable weight of the paper is 250 g/m²

2.5.2. The colour of the paper used for production of business cards must be either

- a. Ivory
- or
- b. White.

2.6 There shall be no background pictures of any kind featured on business cards.

3. Letterheads

3.1. Logo and the Name of the ELSA Group

3.1.1 The ELSA logo must be featured in the heading of the letterhead.

3.1.2 The name of the ELSA group must be written in compliance with the logo rules point 1.9.

3.2. Pre-printed text should be written in

- a. PMS Reflex Blue
- or
- b. Black.

3.3. Body Text

3.3.1. Font

The body text must be written in a Sans Serif font, preferably Times New Roman or Book Antiqua.

3.3.2. The colour of the body text must be black.

3.4. Paper

3.4.1. The weight of the paper is preferably 100 g/m²

3.4.2. The colour of the paper used for production of letterhead must be either:

- a. Ivory
- or
- b. White.

4. Envelopes

4.1. The ELSA logo shall be featured on envelopes.

4.2. Both the colours of the logo and pre-printed materials shall be

- a. PMS Reflex Blue
- or
- b. Black

4.3. The name of the ELSA group must be written in compliance with the logo rules as described in point 1.9

5. Stamps

When using stamps, the colour of the ink of the stamp shall be black or Blue.

Responsibilities for Uniformity

1. Responsibilities of the Local Group

- Ensure the protection of the ELSA brand
- Implement the uniformity rules in the local group
- Ensure that breaches of the uniformity rules, especially the logo rules are corrected immediately and mistakes removed
- Consult the national group if in doubt

2. Responsibilities of the National Group

- Ensure the protection of the ELSA brand

- Implement the uniformity rules in ELSA in the respective groups
- Make sure that the local groups have knowledge about the uniformity rules
- Supervise the correct use of the uniformity rules and enforce them in the groups
- Make sure that all breaches are corrected immediately and mistakes removed
- Consult ELSA International if in doubt

3. Responsibilities of ELSA International

- Ensure the protection of the ELSA brand
- Make sure that the uniformity rules are implemented throughout the network
- Prepare manuals on how to implement the uniformity rules and make these manuals available to the network
- Supervise the correct use of the uniformity rules in all national groups
- When breaches are noticed, contact the breaching group immediately and see to that they are corrected

Comments:

The Vice President Marketing, traditionally a skilled and important member of the board at every level, has seen a decrease in focused responsibilities over the years. Previously being the primus motor of fundraising, marketing in ELSA has now come to focus increasingly on promotional materials, which has caused some confusion and a decline for the utility as well as the status of the function. It is time that we define what marketing in ELSA is, stress the importance of it as well as clarify the role of the VP Marketing in a team.

Not having marketing clearly defined as an area and knowing its focuses not only reflects a problem of lack of knowledge since the picture of marketing differs so much throughout the network, it also makes ELSA unable to fully use the potential of marketing. In order to develop this, we have studied how other non-profit organisations use marketing. The findings conclude that there is an abundance of undiscovered territory which we could benefit from exploring, not only by increasing the utility of the marketing functionary, but also by making the position more attractive by making it a truly skilled role for the benefit of the whole team.

We have drafted the marketing policies accordingly, describing the functions and corresponding responsibilities as well as role of the VP Marketing in ELSA. In order for the policies to have an actual impact and recalling the requests from the last workshop evaluation, we have decided to schedule training for a considerable part of the workshop time.

Do read the materials carefully, and if possible acquire a marketing book. Unlike other activities in ELSA, we don't have to develop a discipline by trial and error. Marketing has been thoroughly studied since the start of the century and was applied to non-profit organisations already thirty years ago. It is time that we start using it as well.

Market Research

This is the biggest novelty in ELSA marketing when one looks what these policies are actually regulating. The bottom line is, this is one of the primary characteristics of marketing and so far it has been neglected. ELSA is present on different markets and that implies different target groups. Our actions on these markets are not satisfactory. Different ELSA groups encounter different problems, but they all come down to one solution, the market strategy. What does this actually mean? ELSA provides certain services that aim at different groups. We have to bear in mind that each of these groups has different needs and we must adapt our services/products accordingly to their needs in order to motivate them in cooperating with ELSA. If we don't do that, no matter how great services/products we offer, nobody will be interested in consuming them because there is no group of people that would find them appealing in relation to what they need. Half of the magic behind this is how to detect these needs. The other half is to identify the weak points in our services and draw up an action plan to adapt them to the target groups in order to accommodate their needs. The chapter outlines what is market research and assigns different responsibilities to different levels of ELSA. This is necessary in order to get the overview what is going on on all levels of ELSA, because only when we identify the weak points, we can build up a strategy and improve. This chapter should give you basic guidelines how to implement the research in marketing. We believe this is one of the most important steps on the path to a better functioning of marketing and consequently ELSA as such.

ELSA International is currently also working on a handbook or manual which will complement the policies as regards market research and will in more detail give explanations and ideas as regards how to fulfil the responsibilities for market research.

Communication

A simple example: A shop offers high quality clothes at a ridiculously low price. But they still don't manage to sell them, as no one knows about it.

ELSA offers a variety of opportunities. But no matter how great they are, it is useless if they are not communicated to the interested public (our target groups). We do it for them, not for the sake of doing it as such. Often people don't take advantage of the opportunities because they simply don't know that they exist. This applies for any of our activities.

We feel we have to stress the importance of media. Only when ELSA raises awareness of its activities in public, we will be able to achieve our aims. We feel that so far, good relations with the media haven't been emphasised enough. Media is there for us and we should make a use of it! This will help us in raising our profile, which might open doors when it comes to fundraising, getting speakers etc. The second very important thing is the production of marketing material. Here we have encountered numerous problems. First of all, there is a lack of cooperation between

marketing and other areas. Secondly, there is an issue with the appearance of these materials as the logo rules are (too) often breached and they often appear unprofessional.

The website as another means of communication is especially important in the days of cyberspace. At the last ICM we have made a thrill analysis of every existing website in the ELSA world. The conclusions were that the situation is far from being satisfactory. But for every problem we always have to try to find the reasons behind it and offer solutions. Mere complaining won't solve the matter. We feel that the rules, either for the website or marketing material have been somewhat unclear. So, this section of the policies aims at providing solid foundations for building up a more professional image of ELSA towards the public. The rules outlined and responsibilities assigned to them are nothing new. Because only when the duties are clearly stated there is a much better chance that you will be aware of them. Only then it is possible to successfully bring them into practice. As you know ELSA International is planning to create a global website, that could solve most of the current problems. But until then, we have to make the best of what there is.

The second aspect to the website is the content of it. Only when it is regularly updated with interesting and useful content, people will use it as a source of information. We as ELSA International still struggle for example with the lack of information we could feature from the groups on our website. We believe that by stressing this aspect of the role of the marketers could improve the current situation.

Synergy has been an endless topic of many workshops. There have been good times and there have been bad times. But the ineffective distribution and therefore lack of advertisements is not the only problem we encounter. Unfortunately the quality of articles is not as high as we would wish for. This is why we are introducing a new subsection, guidelines for authors. This regulates the content of the magazine as well as the technical details, which are useful for the authors. We get many questions from potential writers about what kind of articles should they write. Here is now something that they can lean on. Another concern we have is the promotion of the magazine on the national and local level, so we have pointed out your part of the responsibilities you carry towards the success of Synergy.

Uniformity

Last, but certainly not least, part of the policies. All the different modifications and alterations of the logo we have witnessed over the recent years have proven the lack of knowledge of the logo rules. We have to set in our minds and hearts the value we are dealing with here, the ELSA brand. And why is it so important? If we don't show respect to our own assets, nobody will do it for us!! I will take up an example from one of my predecessors, Anette. Would you be happy with buying a Ferrai and having a hippopotamus instead of a horse featured on the car? My guess would be not!! The same applies for the ELSA logo.

We have made some changes. The most basic is that now we have two logos. One with the design and subtitle and one only with the design. But the usage of the last one is very restricted. This should clarify many of the uncertainties that we have noticed over the years. Our conclusion from this is that the decision in force is quite unclear and not at all explanatory enough. We tried to structure it in a way it would

be clear for everyone. We strongly believe that by taking these measures as described in the policies, the enforcement of the rules will be easier and therefore improvement much faster.

When it comes to regulations on the business cards, letterheads, envelopes and stamps, some are new, but have existed in ELSA before. They describe very comprehensively how things shall be in order to avoid any misunderstanding and confusion. And, please don't freak out when it refers to the weight of the paper for business cards and paper as such. These are mere recommendations, which are at the end of the day very useful as these are the first things a printer will ask you, when you order business cards.

The approval of these policies is of utmost importance to bring marketing one step further to a well defined area which helps ELSA move forward and supports the work of our key areas.

IB Proposal**Revision of the Decision Book**

IB proposes to the Council the following:

The following decisions shall be set out of force:

MAR 02/97 II Uniformity in ELSA, the ELSA House Style

MAR 04/98 II How to use the ELSA Logo

MAR 02/99 II Rules for Synergy

MAR 02/00 II Distribution of Marketing Materials made by ELSA International
Point 5 Websites in the IM Policies under the heading Information Systems

Comments:

These decisions shall be set out of force since they are integrated in the marketing policies.

Academic Activities Workshop

Activity Report

Hans Lederer – VP Academic Activities, ELSA International

This report includes my activities, beginning from the last day of the Coimbra ICM 2001 and ending with the day that the working materials are sent out.

ELSA Moot Court Competition (EMCC)

Thanks to the support of Inta, President of ELSA Estonia, I could establish contacts with Prof. Dr. Frank Emmert, Dean of the Law School of the Concordia International University in Estonia. Mr Emmert is not only specialising on the law of GATT and WTO since more than 12 years but was also involved in the establishment of the European Law Moot Court Competition for which he wrote the case twice and acted as judge several times. He helped preparing the presented set of rules for the EMCC and also provided me with a list of contacts. He also agreed on preparing a case for the EMCC.

In December 2001 I attended a conference at the Academy of European Law, titled 'Judicial Review of Trade Defence Measures in the EC & WTO'. Apart from getting a better knowledge in WTO law, I had the chance to meet and establish contacts with some of Europe's finest lawyers in this field of law.

I am currently contacting a number of experts that I was referred to by the EMCC Advisory Board, by Prof. Dr. Frank Emmert and others.

I attended the NCM of ELSA Switzerland and presented the project to the Swiss local ELSA groups. ELSA Switzerland decided to organise the first Final Oral Rounds in spring 2003 in Geneva and will prepare a presentation for this ICM.

Promotional material as well as an EMCC Implementation Package for all ELSA groups was prepared and will soon be accessible in the Archive of ELSA ONLINE.

With the help of Mark, VP AA of ELSA Malta, I prepared the set of rules that is presented in these working materials to be approved by Council.

ELSA Selected Papers on European Law (ELSA SPEL)

Being back from Portugal I revised the Guidelines for Authors with the support of Richard Crowe, finalised the specifications for ELSA SPEL as a web journal and sent them to Chord9.

Since December 2001 ELSA SPEL is online on the website of ELSA International and includes the 1998 (1) issue.

I started promoting the possibility of publishing in ELSA SPEL over ELSA's website and over the ELSA lists. I also prepared a brochure that includes the Guidelines for

Authors, which shall be used to attract possible authors for ELSA SPEL. This brochure is accessible through the Archive in ELSA ONLINE.

I contacted the Editorial Advisory Board twice and was promised support in finding articles by a number of members of the board. I also met three times with Richard Crowe and sent the first articles to him for revision.

I hope that the first issue of 2002 of ELSA SPEL will be uploaded on ELSA International's website by the end of March. I am also working on putting up other previous issues of ELSA SPEL and the ELSA Law Review.

ELSA Guide to Legal Studies in Europe (ELSA GLSE)

The update forms for the ELSA GLSE edition 2002/2003 were sent out after they were presented in the AA workshop during the Coimbra ICM 2001. Currently I am still waiting for a large number of missing updates that makes it impossible to think about the production of the new issue in the near future.

Legal Research Groups

Under the coordination of Esteban Mucientes a legal research group on topics related to the current theme of the International Focus Programme was started later last year.

Currently there is an initiative of establishing a legal research group on different topics related to the implementation of the International Criminal Court. A group of five persons under the coordination of Hans-Michael Deml is currently preparing specifications for the work of such a legal research group.

ELSA Law Web

Some changes were done to the structure of the ELSA Law Web. Still, although I was able to add some more links to it, it needs further update before becoming a really useful tool for legal research on the web.

Attendance of Meetings

Since the Coimbra ICM 2001 I attended the NCM of ELSA France in Nantes, the NCM of ELSA Switzerland in Fribourg, the Referententreffen of ELSA Germany in Trier, ELSA International's Train the Trainers Weekend in Amsterdam, the NCM of ELSA Germany in Cologne, the Presidents Meeting in Lyon and visited the newly established ELSA group in London. Thanks to everyone for their hospitality during my stays!

Academic Activities Workshop

Draft Agenda*Saturday, 16th of March*

17:15 – 18:15

I. Introduction

Introduction to workshop participants

Introduction to the structure of the workshop

Election of a workshop chair and vice chair

Election of two workshop secretaries

Explanation, amendments and approval of the workshop agenda

Expectations of the participants

18:30

Instructions to the workshop chairs, vice chairs and secretaries by Li Axrup

Sunday, 17th of March

10:00 – 10:10

Energiser

10:10 – 11:40

II. Activity Reports

11:40 – 12:00

III. Question and Answer Time

12:00 – 12:30

IV. Evaluation of the Two Year Tactical Plan

12:30 – 14:00

V. Revision of AA Policies

See IB Proposal

16:00 – 19:00

VI. Updating the AA Manual, Part 1*Monday, 18th of March*

10:00 – 10:10

Energiser

10:10 – 11:10

VII. Updating the AA Manual, Part 2

Presentation of results

11:10 – 12:15

VIII. Legal Research Groups

12:15 – 13:00

IX. Ranking of the Next IFP Topic

Tuesday, 19th of March

10:00 – 10:10

Energiser

10:10 – 13:00

X. ELSA Moot Court Competition

Presentation of the EMCC

Action Plan

EMCC Rules, see IB Proposal

Wednesday, 20th of March

10:00 – 10:10

Energiser

10:10 – 13:00

XI. ELSA ONLINE Training

15:00 – 16:30

XII. Revision of the Decision Book

16:30 – 18:00

XIII. Miscellaneous

18:00 – 19:30

XIV. Evaluation of the Workshop

Thursday, 21st of March

18:00 – 19:00

XV. Approval of the Workshop Minutes

XVI. Closing of the Workshop

Comments to the Draft Agenda

The AA workshop will focus on two main issues. One is the follow up of the discussion on the structure and contents of AA that was held during the AA workshop at the Coimbra ICM 2001, which resulted in the presentation of a revised set of AA Policies as presented in these working materials. The other focus shall be the implementation of the ELSA Moot Court Competition on WTO Law, this including a presentation of the status quo and an outlook into what has to be done over the next weeks and months by the different ELSA groups in order to start off with this project in the academic year 2002/2003. Other AA related issues were not forgotten, they shall be addressed during the time allocated for the activity reports and might also be shortly discussed during the time allocated for miscellaneous if felt necessary.

Introduction

We will start with a general introduction of ourselves as well as to the structure of the workshop. We will elect the workshop chairs and secretaries, approve the agenda and take a look at the aims and expectations we have with this workshop.

Activity Reports

This is the time for the oral presentation of our activities. This is also the time to hand out the written Activity Reports.

Further this time shall be used to take a look at activities, which are not mentioned as separate points on the agenda for this AA workshop.

Question and Answer Time

Questions that we want to ask each other related to Academic Activities shall be brought up at this point in the workshop.

Evaluation of the Two Year Tactical Plan

The final evaluation of the current TYTP will take place at the Ankara ICM 2002. Therefore we have to see to which extent the aims set out in the TYTP were achieved and where work is still needed.

Revision of AA Policies

The AA Policies shall be revised and adapted according to what was discussed during the AA workshop at the Coimbra ICM 2001. The proposed AA Policies aim at ensuring quality in this key area of ELSA by introducing a comprehensive structure that involves all levels of ELSA into all activities within AA. For your preparation please also read the minutes of the AA workshop at the Coimbra ICM 2001.

Updating the AA Manual

In order to ensure the proper implementation of the AA Policies and to achieve uniformity within AA, it is necessary to update the AA Manual according to the proposed AA Policies. We shall use the time allocated in the agenda to work on concrete supporting materials that can be used for the implementation of Academic Activities throughout the ELSA network. Please bring material you use for such purposes in your respective ELSA groups.

Legal Research Groups

Two legal research groups were established since the Coimbra ICM 2001. One is working on questions related to the current topic of the International Focus Programme; one is researching on issues relating to the implementation of the International Criminal Court. The structure and working methods of these legal research groups will be presented to the AA workshop, followed by a brainstorming on how legal research groups can be best implemented in ELSA's structure and what the role of ELSA groups shall be in relation to legal research groups.

Ranking of the Next IFP Topic

The BEE workshop will brainstorm on a number of topics for the next topic of the International Focus Programme. The potential topics will be presented to the AA workshop and shall be graded according to aspects such as their suitability for the basis of moot court competitions and articles for ELSA SPEL, the likelihood of legal research groups based on the topics or the viability of essay competitions in these topics. Our grading will be returned to the BEE workshop, which will decide which themes will be proposed to plenary to be included in a feasibility study.

ELSA Moot Court Competition

We will start this session of our workshop off with a presentation of the status quo of the implementation of the EMCC.

Sufficient time shall be allocated to look into the implementation of the EMCC throughout ELSA's network. The upcoming tasks of the ELSA groups shall be discussed and clarified. In order to facilitate the discussion you will have access to an EMCC Implementation Package that will be available in the Archive of ELSA ONLINE before the ICM. Please have these papers printed out for this workshop session.

Last but not least, the Rules for the ELSA Moot Court Competition on WTO Law were finalised since the Coimbra ICM 2001 and shall be adopted during this ICM. Please take a look at the proposed rules.

ELSA ONLINE Training

With the implementation of ELSA ONLINE every board member shall get used to working with our new management system. We therefore will take the chance to have a closer look at ELSA ONLINE.

Revision of the Decision Book

All changes that need to be done to the AA Decision Book should be voted upon at this point.

Miscellaneous

If there is anything else that we want to bring up during this AA workshop, this is the right time to do so.

Evaluation of the Workshop

This time is dedicated to analyse our expectations that we defined during the first workshop day. Do not forget your national drinks as we will have some time to test and taste the different liquid specialities that you have brought along!

IB Proposal

AA Policies

The IB proposes to the Council the following AA Policies:

Quality in Academic Activities

1. Introduction

Following the aims - set out in the Philosophy Statement - to contribute to legal education and to equip law students and young lawyers for a professional life in an international environment ELSA provides opportunities to learn about other cultures and legal systems in a spirit of critical dialogue and scientific cooperation and assists law students and young lawyers to be internationally minded and professionally skilled.

ELSA's commitment to human rights and the theme of the International Focus Programme shall be taken into account and imply awareness when organising Academic Activities

These policies constitute a comprehensive system ensuring quality in Academic Activities. They shall be used to facilitate operations within the activities of this key area and to guide the management of quality programmes and events on a local, national and international level. Therefore these policies present the basis of any activity within AA in ELSA.

It is a primary role of ELSA International and the national ELSA groups to make the proper means available to implement these policies in order to ensure continuity and development in Academic Activities.

2. AA Discussion and Information List

The AA discussion and information list has been set up to enable those working in this key area of ELSA to gain clarity on Academic Activities and shall be used as a forum of discussion and for the exchange of information and knowledge.

AA Policies

1. General

These AA Policies ensure quality and uniformity in the organisation 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 and Bridging Theory and Practice.

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 and Lawyers at Work Events (L@W Events).

Legal Writing

To foster the enthusiasm of legal writing among law students and young lawyers ELSA is publishing a law review and is promoting and engaged in the organisation of essay competitions.

1. ELSA Selected Papers on European Law (ELSA SPEL)

1.1 ELSA SPEL is the law review of ELSA International and is published twice a year as a web journal on the website of ELSA International.

1.2 ELSA SPEL contains contributions of students, academics and professionals.

1.3 Contents and Requirements

Essays, papers, dissertations and other legal papers in the field of Public and Private European Law are eligible for publication in ELSA SPEL. Contributions concerning the implementation of European Law in a national legal order are also welcome.

Articles already published or being submitted for publication elsewhere will not be considered for publication in ELSA SPEL.

Materials submitted for publication in ELSA SPEL must be in English.

1.4 An editor shall revise the articles according to the Guidelines for Authors of ELSA SPEL to ensure a high quality standard.

- 1.5 The Editorial Advisory Board made up by prominent European academics shall raise the reputation of the publication.

Responsibilities in ELSA SPEL

Responsibilities of the Local Groups

- Raise awareness of ELSA SPEL as well as of the possibility for law students, academics and professionals to publish in ELSA SPEL
- Provide potential authors with the Guidelines for Authors and promotional material

Responsibilities of the National Groups

- Raise awareness of ELSA SPEL as well as of the possibility for law students, academics and professionals to publish in ELSA SPEL
- Provide the local groups with the Guidelines for Authors and promotional material

Responsibilities of ELSA International

- Promote ELSA SPEL in the legal society as a high quality legal web journal
- Provide the national and local groups with the Guidelines for Authors and promotional material and make them accessible through the ELSA ONLINE Archive
- Collect the contributions and hand them over to the editor for revision
- Publish ELSA SPEL on the website of ELSA International

2. Essay Competitions

- 2.1 Essay competitions aim at preparing law students and young lawyers for the specialised forms of written communication that are required within the legal profession.
- 2.2 An essay is a short exposition on a legal topic, usually a forum of presenting the writer's personal point of view.
- 2.3 In the assessment of the essays the jury shall be guided by factors such as clarity, conciseness, persuasiveness and conformity with the objective standards that have evolved in the legal profession.

Responsibilities in Essay Competitions

Responsibilities of the Local Groups

- Promote the participation of law students and young lawyers and engage in the organisation of essay competitions
- Submit information about topic, rules, timeline, structure, awards and supporters, a short evaluation and promotional material to the national group

- Update the Organisations Menu in ELSA ONLINE with participating organisations and contact persons

Responsibilities of the National Groups

- Provide necessary training material and information on how to organise essay competitions to the local groups
- Collect information about essay competitions organised by the local groups and pass it on to ELSA International
- Ensure that the local groups are updating the Organisations Menu in ELSA ONLINE with information about participating organisations and contact persons
- When engaged in the organisation of essay competitions themselves national groups shall act according to the responsibilities of the local groups

Responsibilities of ELSA International

- Provide necessary training material and information on how to organise essay competitions to the national and local groups and make them accessible through the ELSA ONLINE Archive
- Collect information about essay competitions organised by the local and national groups and archive it

Studies Abroad

ELSA is promoting opportunities for law students and young lawyers to learn about other cultures and legal systems and is assisting them to be internationally minded by providing access to information about studies abroad.

1. Studies Abroad Events

- 1.1 Studies abroad events are informative events about different possibilities of studying abroad as well as reception activities for incoming foreign students.

Responsibilities in Studies Abroad Events

Responsibilities of the Local Groups

- Complete the AA Events Specification Form for studies abroad events and send it to the national group and ELSA International at least two weeks prior to the event
- Complete the AA Events Evaluation Form for studies abroad events and send it to the national group and ELSA International not later than two weeks after the event
- Update the Organisations Menu in ELSA ONLINE with information about participating organisations and contact persons

Responsibilities of the National Groups

- Provide necessary training material and information on how to organise studies abroad events to the local groups
- Ensure that the local groups are submitting the AA Events Specification Form for studies abroad events to ELSA International at least two weeks prior to the event
- Ensure that the local groups are submitting the AA Events Evaluation Form for studies abroad events not later than two weeks after the event
- Ensure that the local groups are updating the Organisations Menu in ELSA ONLINE with information about participating organisations and contact persons

Responsibilities of ELSA International

- Provide necessary training material and information on how to organise studies abroad events to the national and local groups and make it accessible through the ELSA ONLINE Archive
- Publish information about studies abroad events on the website of ELSA International
- Collect and archive all information received about studies abroad events

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

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

2.2 The ELSA GLSE is published by ELSA International.

Responsibilities in ELSA GLSE

Responsibilities of the Local Groups

- Update the university information for the ELSA GLSE within the deadline set by ELSA International and submit it to the national group
- Promote the ELSA GLSE to the international offices of the university and to university libraries as well as to law students and young lawyers

Responsibilities of the National Groups

- Provide the local groups with the necessary information and forms to update the information for the ELSA GLSE
- Update the country information for the ELSA GLSE within the deadline set by ELSA International and submit it to ELSA International
- Collect the updated information from all local groups and submit it to ELSA International within the deadline set by ELSA International
- Provide the local groups with information on how to obtain a copy of the ELSA GLSE

Responsibilities of ELSA International

- Provide the national and local groups with the necessary information and forms to update the information for the ELSA GLSE and make them accessible through the ELSA ONLINE Archive
- Collect and edit the updated information
- Ensure that the ELSA GLSE is published on a regular basis
- Provide the national and local groups with information on how to obtain a copy of the ELSA GLSE

Legal Research

ELSA provides opportunities for law students and young lawyers to learn about other legal systems in a spirit of critical dialogue and scientific cooperation by providing a platform for legal research.

1. Legal Research Groups

- 1.1 A legal research group is a group of law students and young lawyers carrying out a research on a specified topic of law with the aim to make their conclusions publicly accessible.
- 1.2 Depending on the topic, the working methods and the language chosen a legal research group can involve students and young lawyers on a local, national or international level.

Responsibilities in Legal Research Groups

Responsibilities of the Local Groups

- Promote ELSA's network as a platform for legal research and support the establishment of legal research groups
- Provide legal research groups with the Legal Research Group Form and the Legal Research Group Evaluation Form, make sure that the forms are filled in properly, and send them to the national group and ELSA International
- Support legal research groups with the presentation of their conclusions and send the outcome of legal research groups to the national group

Responsibilities of the National Groups

- Provide the local groups with information about active legal research groups and support them in promoting ELSA's network as a platform for legal research
- Ensure that the local groups provide legal research groups with the Legal Research Group Form and the Legal Research Group Evaluation Form and that they are sent to ELSA International

- Collect the outcome of legal research groups from the local groups and sent it to ELSA International

Responsibilities of ELSA International

- Provide the national and local groups with information about active legal research groups and support them in promoting ELSA's network as a platform for legal research
- Collect the Legal Research Group Forms and Legal Research Group Evaluation Forms and archive them
- Collect the outcome of legal research groups from the national groups and make it accessible to the national and local groups

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

Bridging Theory and Practice

ELSA is assisting law students and young lawyers to prepare for their professional life in an international environment, to develop legal skills of analysis and interpretation, but also personal skills of argument and public speaking.

1. Moot Court Competitions

- 1.1 A moot court competition aims at actuating the academic knowledge acquired during law studies and at enriching it with presentation and public speaking skills.
- 1.2 In a moot court two pairs of students argue a fictitious legal case in front of a bench of judges. To win, one does not necessarily have to win the legal case, but must make the best presentation of legal arguments.

Responsibilities in Moot Court Competitions

Responsibilities of the Local Groups

- Promote the participation of law students and young lawyers and engage in the organisation of moot court competitions
- Submit information about topic, rules, timeline, structure, awards and supporters, a short evaluation and promotional material to the national group
- Complete the AA Events Specification Form for the oral pleadings of moot court competitions and send it to ELSA International at least two weeks prior to the event
- Complete the AA Events Evaluation Form for the oral pleadings of moot court competitions and send it to the national group and ELSA International not later than two weeks after the event
- Update the Organisations Menu in ELSA ONLINE with participating organisations and contact persons

Responsibilities of the National Groups

- Provide necessary training material and information on how to organise moot court competitions to the local groups
- Collect information about moot court competitions organised by the local groups and pass it on to ELSA International
- Ensure that the local groups are submitting the AA Events Specification Form for the oral pleadings of moot court competitions to ELSA International at least two weeks prior to the event
- Ensure that the local groups are submitting the AA Events Evaluation Form for the oral pleadings of moot court competitions not later than two weeks after the event
- Ensure that the local groups are updating the Organisations Menu in ELSA ONLINE with information about participating organisations and contact persons
- When engaged in the organisation of moot court competitions themselves national groups shall act according to the responsibilities of the local groups

Responsibilities of ELSA International

- Provide necessary training material and information on how to organise moot court competitions to the national and local groups and make it accessible through the ELSA ONLINE Archive
- Collect information about moot court competitions organised by the local and national groups and archive it

- Publish information about oral pleadings of moot court competitions on the website of ELSA International

2. Lawyers at Work Events (L@W Events)

- 2.1 L@W events aim at allowing law students and young lawyers an insight view into the legal profession.
- 2.2 L@W events are an opportunity for law students and young lawyers to receive career information from those working in various professions which are open to law graduates.

Responsibilities in L@W Events

Responsibilities of the Local Groups

- Complete the AA Events Specification Form for L@W events and send it to ELSA International at least two weeks prior to the event
- Complete the AA Events Evaluation Form for L@W events and send it to the national group and ELSA International not later than two weeks after the event
- Update the Organisations Menu in ELSA ONLINE with information about participating organisations and contact persons

Responsibilities of the National Groups

- Provide necessary training material and information on how to organise L@W events to the local groups
- Ensure that the local groups are submitting the AA Events Specification Form for L@W events to ELSA International at least two weeks prior to the event
- Ensure that the local groups are submitting the AA Events Evaluation Form for L@W events not later than two weeks after the event
- Ensure that the local groups are updating the Organisations Menu in ELSA ONLINE with information about participating organisations and contact persons

Responsibilities of ELSA International

- Provide necessary training material and information on how to organise L@W events to the national and local groups and make it accessible through the ELSA ONLINE Archive
- Publish information about L@W events on the website of ELSA International
- Collect and archive all information received about L@W events

Comments:

The AA Policies were introduced during the Warsaw ICM 2000 in order to accomplish a greater understanding for this key area. Still they were lacking a number of activities, which clearly fall under the definition of AA and therefore did

not constitute an exhaustive explanation of what Academic Activities in ELSA actually are.

The Two Year Tactical Plan still refers to a number of activities not being included in its AA section due to their local or national character. Working towards uniformity in this key area makes it vital to involve all levels of ELSA in all AA related activities in order to ensure proper communication and information flow between the groups. The presented AA Policies establish a comprehensive structure for all activities being organised within this key area.

Any activity not regulated in the AA Policies therefore is not an AA activity. Still, this fact does not mean that ELSA cannot engage in other fields of activity, since already Article 6 of ELSA's statutes says that ELSA may be active in any field that promotes the aims laid down in the preamble of the statutes and ELSA's Philosophy Statement. However, the main fields of activity shall be AA, S&C and STEP.

Please also take a look at the AA Events Specification Form and the AA Events Evaluation Form, which are included in the annexes to the AA working materials.

IB Proposal

Rules for the ELSA Moot Court Competition

The IB proposes to the Council the following:

Rules for the ELSA Moot Court Competition

1. General Terms and Definitions

1.1 Organisation

The ELSA Moot Court Competition on the Law of the World Trade Organization (EMCC) is the annually organised international moot court competition of The European Law Students' Association (ELSA).

1.1.1 The International Organising Committee (IOC) is responsible for the overall organisation including drafting the case, nominating the bench, interpreting the rules of the EMCC, advertising the EMCC, organising the applications of the teams, organising the clarifications to the case, setting up the timeline of the EMCC and supporting the Local Organising Committee according to the Memorandum of Understanding.

1.1.2 The Local Organising Committee (LOC) is responsible for all logistical aspects related to the organisation of the Final Oral Rounds of the EMCC.

1.1.3 Between the IOC and the LOC a Memorandum of Understanding shall be established determining all aspects of the organisation of the EMCC.

1.2 Structure

1.2.1 Written Round

Each team shall send, according to the timeline, two written memorials, one for the claimant and one for the respondent.

1.2.2 Final Oral Rounds

The Final Oral Rounds consist of a number of sessions where paired teams will plead their arguments in front of a bench.

Based upon the submitted memorials and following the scoring procedures, the bench will select the participants for the Final Oral Rounds.

Where a national ELSA group organises a national moot court competition on WTO law pursuant to an agreement with the IOC, the winning team of this round may participate in the Final Oral Rounds.

The IOC shall determine the number of teams being admitted to the Final Oral Rounds of the EMCC each year.

1.3 Timeline

The IOC will issue a timeline for the EMCC as an appendix to these rules, including the deadline for the registration of the teams, the deadline for publishing the case and the rules, the deadline for clarification requests to the case and the rules, the deadline for responding to clarification requests, the deadline for sending the memorials to the IOC and the dates and venue of the Final Oral Rounds.

1.4 Case

WTO law experts, upon request of the IOC, shall draft the case. The case shall be published according to the timeline of the EMCC.

1.4.1 Clarifications to the Case

On publication of the case, and until the date established in the timeline, teams have the right to request clarifications to the case. The IOC will publish the clarifications according to the timeline. The clarifications to the case are an integral part of the case.

1.4.2 Applicable Law

The IOC will annex to the case a list of relevant international conventions applicable to the case. They shall form the applicable law of the EMCC.

1.5 Bench

The judges forming the bench shall be WTO law experts nominated by the IOC. The bench will judge both the written memorials and the Final Oral Rounds. A member of the bench shall not judge a team from a university to which he or she is directly affiliated.

1.6 Participants

Any team composed in accordance with these rules, which fulfils the requirements of the registration, can participate in the EMCC.

1.7 Language

The EMCC shall be conducted entirely in the English language.

1.8 Scores

The scores of both the Written Round and the Final Oral Rounds will be kept by the IOC on official scoring sheets. These scoring sheets are not public and will remain confidential at all times.

The IOC will only reveal the final scores of each individual team after the Final Oral Rounds.

1.9 Appendices

The IOC shall issue the following appendices to the rules:

- Timeline (1.3)
- Form requirements for written memorials (3.2)

- Participation of teams winning a national moot court competition on WTO law in the Final Oral Rounds (4.2)
- Procedure of the preliminary rounds (4.4.1)

The appendices form an integral part of the rules.

2. Teams

2.1 Team Composition

Each team shall be composed of two to four members. There shall not be more than one team per local ELSA group.

In case of absence of a local ELSA group, the IOC may sign an agreement with the law school allowing the participation of one team of that law school.

2.2 Team Members

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

2.3 Grounds of Exclusion

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

2.4 Team Assistance

Teams should receive outside assistance by a coach. The assistance shall be limited to a general discussion on the issues, suggestions as to research resources, linguistic help and training in presentational skills.

The team assistance shall not interfere with the substance of the final product.

2.5 Registration

The participants shall send the completed application forms to the IOC by the date set out in the timeline. The IOC shall confirm the team registration to the sender. The list of participants shall be published the day following the last day of the registration period.

2.6 Fees

[According to FM decision]

2.7 Team Identification and Anonymity

Each team will upon registration be assigned a number. The number will be given to the teams together with the confirmation of the registration. All the references to the participants will be done using this number.

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

3. Written Round

Each team shall prepare and submit a claimant's and a respondent's memorial according to the following regulations.

3.1 Submission

Teams shall submit three paper copies of each written memorial to the IOC within the deadline indicated in the timeline.

No team may alter their memorials after they have been submitted.

Delayed submission and submission of less than three paper copies of the written memorials may result in a penalty or disqualification.

The copyright of the written memorials stays with the authors and ELSA International acquires publication rights. Authors are free to re-use their own material.

3.2 Form and Contents

Each memorial shall contain the following sections:

A. General

Table of Contents

List of References

List of Abbreviations

B. Argument

Statement of the Facts

Summary of Arguments

Arguments

The length of the argument shall not exceed 15 pages. Exceeding the maximum length of the argument can result in a penalty.

The IOC shall issue a list of form requirements as an appendix to these rules. The non-compliance with these requirements can result in a penalty.

3.3 Scoring of Written Round

Each memorial is reviewed by two members of the bench individually and independently.

Each member of the bench can assign a maximum score of 20 points, 0-5 being poor, 6-10 being average, 11-15 being good, 16-20 being excellent. Therefore the maximum score for each memorial is 40 points, for both memorials it is 80 points.

The bench shall be guided by factors such as correct legal analysis and argumentation, clarity of argument, complete and correct recognition and weighting of problems, correct application of the relevant rules and legal principles, presentation and style, persuasiveness, structure, logic, thoroughness, eloquence, reasoning, grammar and style.

3.4 Penalties

3.4.1 Delayed Submission of Written Memorials

A one-day delay results in a penalty of minus three points, a delay of two days results in a penalty of minus ten points, a delay of three or more days results in disqualification of the team from the EMCC.

3.4.2 Exceeding the Maximum Length of Argument

Exceeding the maximum length of the argument of 15 pages results in a penalty of minus three points per exceeding page.

3.4.3 Submission of Less than Three Copies of the Memorials

A submission of less than three paper copies of each of the written memorials results in disqualification of the team from the EMCC.

3.4.4 Non-Compliance with Form Requirements

The non-compliance with form requirements results in a penalty of minus one point per infraction.

4. Final Oral Rounds

4.1 Number of Teams Being Admitted to Final Oral Rounds

The IOC shall determine the number of teams being admitted to the Final Oral Rounds of the EMCC each year.

4.2 Selection of Teams for Final Oral Rounds

The teams selected by the bench, based upon the submitted memorials and following the scoring procedures, can participate in the Final Oral Rounds.

Where a national ELSA group organises a national moot court competition on WTO law pursuant to an agreement with the IOC, the winning team of this round may participate in the Final Oral Rounds. The IOC shall determine the procedure on how such an agreement can be reached between national ELSA groups and the IOC as an appendix to these rules.

4.3 Venue and Time

The Council of ELSA shall – upon application of an ELSA group - elect at the Spring International Council Meeting prior to the beginning of the next EMCC the venue of the Final Oral Rounds.

The dates of the Final Oral Rounds are determined by the timeline for the EMCC. The IOC will plan the schedule for the Final Oral Rounds in cooperation with the LOC.

4.4 Structure of the Final Oral Rounds

The Final Oral Rounds are divided into the preliminary rounds and the elimination rounds that result in the Final of the EMCC.

4.4.1 Preliminary Rounds

Each team shall plead twice in the preliminary rounds, once as claimant and once as respondent. The IOC shall determine the procedure for the preliminary rounds as an appendix to these rules.

4.4.2 Scoring of Oral Arguments

A bench of three judges shall assess the oral arguments of the teams. In the Final of the EMCC a bench of five judges shall score the oral arguments of the teams. The members of the bench shall judge each oral argument individually and independently.

Each member of the bench can assign a maximum score of 20 points, 0-5 being poor, 6-10 being average, 11-15 being good, 16-20 being excellent. Therefore the maximum score for each oral argument is 60 points, in the Final of the EMCC the maximum score is 100 points.

The bench shall be guided by factors such as competence, inclusion of all relevant facts, structure and logic of the argument, soundness of the argument presented, response to questions by the bench, time management, role of team members.

4.4.3 Ranking

Teams shall be ranked according to their total score for their pleadings in the preliminary rounds.

Ties in the ranking will be determined by comparing the total score for the written round of the teams ranking equally.

4.4.4 Elimination Rounds

The elimination rounds consist of the semi finals and the Final of the EMCC. In the elimination rounds no ties are allowed.

4.4.4.1 Qualifying Teams

The four highest ranked teams from the preliminary rounds shall qualify for the elimination rounds.

4.4.4.2 Determination of Roles as Claimant and Respondent in Elimination Rounds

If the two teams argued against each other in one of the preliminary rounds, they will argue for the opposite party in the elimination rounds. If they did not argue against one another in the preliminary rounds, the determination as to which team will be claimant and which team will be respondent will be determined by lot.

4.4.4.3 Semi Finals (SF)

In the semi finals the team with the highest total score in the preliminary rounds argues against the team with the third highest score (SF 1), the team with the second highest score against the team with the fourth highest score (SF 2).

4.4.4.4 Final of the EMCC

The winning team of SF 1 pleads against the winning team of SF 2. The winning team of the Final of the EMCC will be declared Winner of the EMCC.

4.5 Form and Contents of the Oral Arguments

4.5.1 Order of Presentation and Scope of Oral Argument

First the claimant shall be asked by the bench to present his oral arguments. Subsequently the respondent shall be asked to present his oral arguments. The claimant shall be given time for rebuttal and subsequently the respondent time for surrebuttal.

The scope of the oral argument is not limited to the written memorial. The scope of the claimant's rebuttal is limited to the issues raised in the respondent's arguments and the scope of the respondent's surrebuttal is limited to the issues raised in the claimant's rebuttal.

4.5.2 Questions by the Bench

The bench is asked and encouraged to pose questions to the teams at any point of their argument. While in the preliminary rounds these questions shall mainly focus on problems of the argumentation, questions of more general nature may be included during the elimination rounds.

4.5.3 Duration of Oral Arguments

Each team shall be given a total of 30 minutes to present its oral arguments, including time needed to answer questions of the bench as well the time for rebuttal or surrebuttal. No more than 10 minutes may be used for rebuttal or surrebuttal.

The bench is responsible for the time keeping. The bench may allow extra time in order to allow a team to finish its argument. In such case, the other team shall be granted the same extension of time.

4.5.4 Role of Team Members in Oral Arguments

Each team member shall act as an orator in the presentation of the team's oral argument in at least two out of the four sessions in the preliminary rounds.

No team member shall speak longer than 20 minutes in one session.

4.6 Exclusion from Oral Sessions

Team members of teams who are still to plead during the Final Oral Rounds of the EMCC are excluded from any oral sessions, except when pleading as claimant or respondent.

5. Awards

5.1 Winner of the EMCC

The winning team of the Final of the EMCC is the Winner of the EMCC.

6. Rules

6.1 Interpretation of the Rules

Only the IOC shall interpret the rules.

6.2 Clarifications to the Rules

Within the period of time, defined in the timeline for the EMCC, the participants can address the IOC for clarifications to the rules. The IOC will respond within 14 days. All clarifications will be published and considered as official interpretation of the rules.

6.3 Additional Rules

The IOC in consultancy with the judges may issue additional rules if it deems necessary. They shall be applied from the moment of their publication.

Comments:

Since the Coimbra ICM 2001, when the organisational structure of the EMCC was adopted, these rules were developed with the support of Prof. Dr. Frank Emmert, Dean of the Law School of the Concordia International University in Estonia, and Mark Refalo, VP AA of ELSA Malta.

The rules are inspired by a number of rules of established international moot courts such as the European Law Moot Court Competition, the Philip C. Jessup International Law Moot Court Competition, the Willem C. Vis International Arbitration Moot Court, the Telders International Law Moot Court Competition and the Manfred Lachs Space Law Moot Court Competition.

The rules aim at being a comprehensive document that makes it easy for the reader to understand the structure of the ELSA Moot Court Competition on WTO Law. The IOC therefore shall regulate questions of formalities in appendices to the rules.

The structure of the rules shall facilitate the implementation of the EMCC by being flexible, for example by not obliging national ELSA groups to organise pre-rounds by including the option to directly qualify for the Final Oral Rounds through the Written Round.

The rules delegate the authority to regulate certain issues addressed in these rules more thoroughly to the IOC in order to ensure that proper reaction on problems coming up during the implementation of the EMCC is possible.

The appendices to these rules will be included in an EMCC Implementation Package that you will have access to before the ICM in the Archive of ELSA ONLINE.

IB Proposal

Revision of the AA Decision Book

The IB proposes to the Council the following.

AA 02/99 II shall be set out of force. (ELSA ONLINE Library)

AA 01/00 I shall be set out of force. (AA Policies)

Comments:

During the Malta ICM 1999 Council decided that an ELSA ONLINE Library shall be established. The comments to the proposal read 'The purpose of the Online Library (OL) is to fulfil the aims of ELSA SPEL, that is, to offer law students and young lawyers a cheap and easy way of publishing their articles which they might otherwise not be able to. At the same time, the OL can overcome the limitations of ELSA SPEL.'

Since it was decided at the Coimbra ICM 2001 to publish ELSA SPEL as a web based law journal, one of the main purposes of the ELSA ONLINE Library was achieved and therefore this decision shall be set out of force.

The International Board proposes a new set of AA Policies. Therefore the AA Policies in force since the Warsaw ICM 2000 shall be set out of force if the proposed policies are approved by Council.

AA Annexes

Clarifications to Article 2.3 (Grounds of Exclusion) of the Rules of the ELSA Moot Court Competition on WTO Law

Moot courts constitute a supplement to courses at law schools and are a tool to develop extra-curricular legal skills of analysis and interpretation but also personal skills of public speaking and argument. They therefore open an opportunity to law students to gain skills, which are required in a later career as a practising lawyer.

Allowing persons to participate in a moot court who however had the chance to gain the above-mentioned skills already, contradicts the purpose of any moot court, and therefore they shall be excluded from participation by the article on Grounds of Exclusion in the EMCC rules. The article reads as follows:

'Grounds of Exclusion

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

The aim of this article in no way is to exclude students with a specific interest in the topic or students working partly in law firms as interns from participating in the EMCC.

When selecting team members, it shall be taken into consideration that no person is selected for team membership that might harm the principle purpose and idea of a moot court, thus being the above-mentioned.

In case of doubt about this article, ELSA groups are asked to contact the IOC for details, since the IOC is the body authorised to interpret the rules.

Below you will find excerpts of the rules of established moot court competitions with regard to the discussed issue.

Willem C. Vis International Commercial Arbitration Moot

'Composition. Each participating law school may enter one team. A team is composed of two or more students registered at the school for the study of law. Students may be registered either for the first degree in law or for an advanced degree and need not be from the country in which the law school is located. There is no maximum limit on the number of students who may be members of the team. No student who has been either admitted or licensed to practice law is eligible to participate. Teams may include former participants. However, students who have participated in an argument in an elimination round (Round of 16 or later) in a previous Moot may not participate in the oral arguments. Eligibility to participate in the Moot is determined as of 1 December 2001.'

Philip C. Jessup International Law Moot Court Competition

2.2 Team Member Eligibility

All students enrolled on a full-time or part-time basis in a program of study leading to the equivalent of a U.S. Juris Doctor or an international law-related advanced degree (i.e. Masters or Doctorate) are eligible to compete in the Competition. Only students who have not completed studies, exams or apprenticeships sufficient to enable them to practice law in any jurisdiction will be allowed to participate.

Team members must be enrolled as students at only one institution during the academic year of the Competition, subject to the following exceptions:

2.2.1 Required Externships and Apprenticeships

Students who complete their primary legal studies after the release of the Competition Problem in any year and are enrolled in externship or apprenticeship programs shall be allowed, with the written approval of the Executive Director, to participate in the Competition if: 1) the externship or apprenticeship is required as a part of their legal education; and 2) the externship or apprenticeship does not involve work of a nature which would provide the student a significant or unfair advantage over other students participating in the Competition. In exceptional circumstances the Executive Director may consider extended externships or apprenticeship programs beyond one year in length.

2.2.2 Participation by Joint Program Students

The Executive Director may, upon written request, allow the participation of Teams which have one or more visiting students studying in a joint program between schools or on a special one-semester program at a school other than the student's primary school of enrollment.

2.2.3 LL.M. Students

Students enrolled in a full-time program leading to a Master of Laws Degree (LL.M.) or its equivalent may, with the written approval of the Executive Director, participate in the Competition if: 1) they entered the LL.M. or equivalent program within eight (8) months after completing their primary legal education; 2) they did not, during the interim, engage in the practice of law or any work of a nature which would provide the student a significant or unfair advantage over other students participating in the Competition; and 3) they otherwise meet the requirements of these Rules.

2.2.4 Returning Students

Students who have enrolled full or part-time in a program of study leading to the equivalent of a U.S. Juris Doctor or an international law-related advanced degree more than one year after the completion of studies leading to the equivalent of a U.S. bachelor's degree may, with the written approval of the Executive Director, participate in the Competition if: 1) they did not, during the period they were not enrolled full or part-time in classes, engage in the practice of law or any work of a nature which would provide the student a significant or unfair advantage over other

students participating in the Competition; and 2) they otherwise meet the requirements of these Rules.'

European Law Moot Court Competition

'Admission of teams

The Competition is open to all students of any subject, having sufficient knowledge of EC law presently enrolled in a university or a similar institution, provided that:

- a. he or she is not practising as a lawyer;
- b. he or she has not previously participated in the oral rounds of the ELMC Competition.'

Telders International Law Moot Court Competition

' The teams shall be composed of students who are enrolled in a programme of undergraduate law studies at the participating universities and have not graduated in law at any other university.'

Concours Jean Pictet

'**Article 6** : Candidates can be all teams composed of three students representing a higher education institution, provided the following conditions are met:

- a) an institution can be represented by one team only;
- b) the students have completed a Bachelor Degree, can justify a good knowledge of international public law, have never participated to the Competition and are less than thirty-year old at the date of the beginning of the Competition;
- c) the coach (if any) holds a teaching position or has already participated to the Competition.'

Manfred Lachs Space Law Moot Court Competition

'Article 3: Participation

1. The Competition is open to teams composed of two students enrolled in Law Schools, Law Faculties or Law Departments. In addition, the Competition is open to teams composed of students enrolled in schools other than law where space law or public international law forms a part of the teaching programme.
2. The teams shall consist of two students who are registered students during the six months prior to the Preliminary round. The term 'students' shall also include LL.M. students. Each team may have one student alternate, but only two students will argue in any one particular Round of the Competition, and only two students of a winning team will receive funding to participate in the Semi Final(s) or Final of the competition. No School, Faculty or Department shall enter the Competition with more than one team.'

AA Annexes



The European Law Students' Association

**AA Events
Specification Form**

AA Event Code: AA- - - -

*To be filled in by ELSA International***Type of AA Event***Please select the type of AA event that your ELSA group organises:*☐ **L@W Event**

L@W Events are a platform for law students and young lawyers to receive career information from persons working in various law-related professions or professions which are open to law graduates.

☐ **Studies Abroad Event**

Studies abroad events are informative events about different possibilities of studying abroad as well as reception activities for incoming foreign students.

☐ **Oral Pleadings of a Moot Court Competition****Event Details***Title of the Event:**Start Date (dd-mm-yyyy):**End Date (dd-mm-yyyy):**Participation Fee (if any): Euro**Maximum number of participants accepted:**Application Deadline (dd-mm-yyyy):***Venue***Name and Address of Venue:**City:**Country:*

Communication Section

Organising ELSA group:

Website with more information about the event:

Contact Person:

Tel #:

Fax #:

E-mail:

Event Description

Please give a short description of the event including the academic and social programme:

Working Language(s)

Please specify the working language(s) of the event:

Do not forget to update the Organisations Menu in ELSA ONLINE with any information about institutions, law firms or other companies that you are cooperating with in your AA events.

ELSA International will post the information about your AA event in the event section of ELSA's website.

Please send this form to your national group and to ELSA International at:

**239, Boulevard Général Jacques
B-1050 Brussels, Belgium**

Fax: + 32 2 646 29 23

**E-mail: elsa@brutele.be
<http://www.elsa.org>**



The European Law Students' Association

AA Events Evaluation Form

AA Event Code: AA- - -

To be filled in by ELSA International

ELSA International is evaluating the AA events to assure quality in this key area of ELSA. Please fill in this AA Events Evaluation Form and return it to your national board and to ELSA International.

Type of AA Event

Please select the type of AA event that your ELSA group organised:

- ☐ L@W Event
 - ☐ Studies Abroad Event
 - ☐ Oral Pleadings of a Moot Court Competition

Event Details

Title of the Event:

Start Date (dd-mm-yyyy): _____ End Date (dd-mm-yyyy): _____

Participation Fee (if any): Euro

Number of participants:

Planning and Preparation of the Event

How long prior to the event did you start with the planning?	If yes, which? And how useful did you find it?
--	--

How many people were involved in the planning of the event?	Did you use any other material to support you in your planning? If yes, which?
Did you use training material provided	

Did you use training material provided by your national group or ELSA International for the planning of your event?	which?
	Which problems occurred during the planning of your event?

Speakers or Judges

Name	Organisation	E-mail

How did you establish contacts with your speakers or judges?

Marketing of the Event

Please attach any marketing material used to promote this event to this form.

How and where did you advertise your AA event?	How long prior to the AA event did you advertise it?

Programme

Please attach the academic and social programme of this event to this form.

Your Comments

Please mention problems you were facing with the organisation of this event or provide helpful hints for the organisers of similar events in the future.

Do not forget to update the Organisations Menu in ELSA ONLINE with any information about institutions, law firms or other companies that you are cooperating with in your AA events.

Please send this form to your national group and to ELSA International at:

**239, Boulevard Général Jacques
B-1050 Brussels, Belgium**

Fax: + 32 2 646 29 23

**E-mail: elsa@brutele.be
<http://www.elsa.org>**

Seminars and Conferences Workshop

Activity Report

Kate Aleksidze - VP Seminars & Conferences, ELSA International

It is true that time in ELSA House goes by very fast, as if only yesterday I was writing my first activity report and preparing for the ICM in Coimbra, and now I find myself sitting in front of my computer doing the same.

The period from the last ICM was quite packed with different kind of activities, I will briefly go through what I have been doing since then.

One of the most important things that happened during this period is that Ruta our new president arrived, together with my fellow board members I also had my time to have little transition with her, to update her about the things going on in S&C, as well as to inform her about the situation with the Institutional Relations.

In the beginning of December I attended a meeting of NGOs in UNESCO, which was combined with the conference and also the election of the Liaison Committee. The event was very interesting. Together with administrative issues there were discussion panels and workshops on different topics that was later summarised by the specially elected committee. All the ideas were formulated in the form of resolutions that were later submitted to UNESCO.

Just before the Christmas I attended the NCM of ELSA Italy, what I have to admit was a wonderful experience and I want to thank ELSA Italy for the time I spent there. The NCM of ELSA Italy was very intense and I was mainly present at the S&C workshop and the BEE workshop. I made a presentation on IFP and also introduced the new Institutional Relations Regulation and outlined the relation of ELSA with different institutions. In the end of the NCM I made an ELSA ONLINE presentation.

From 25-27 January, together with the other members of the IB I attended the German Council Meeting in Cologne, this as well was a wonderful experience especially sleeping in the gym, but the highlight was the morning wake up songs at 5:45 ☺. During the meeting I attended the S&C workshop and Study Visits workshop.

In January I attended a meeting with the President of AIJA where the future cooperation between our associations was discussed. In the beginning of February I attended the meeting with EPSA (European Pharmaceutical Students Association) together with Sussi and Katja, where we exchanged information about our organisations and updated each other.

It is a very good tradition that when ELSA groups come to visit institutions they drop by the ELSA House. During all these months we had a lot of ELSA groups from different countries visiting us, I provided them with the information about the

institutions and contact persons. During their visit we had presentations on ELSA, since many of them were new members in ELSA, or just about to become members.

Starting from October till end of January I was dealing with the ELSA Delegation to the II PrepComm on Sustainable Development. One of my tasks is also to assist the OC of the final IFP conference mainly by working on the academic programme together with the respective members of the OC.

I have been also in contact with the OCs of different S&C events, to get updated information about the events. From mid January till mid February I was busy preparing for the ICM in Corunna. I was collecting data for the poster and S&C brochure. I tried to get in contact with the VP S&C of different national groups, and assist them with anything I could. I also updated the S&C discussion list and now I am proud to announce that I know name and position of every person subscribed to the list. Naturally I also followed my general responsibility as a board member.

Now I am preparing for my trip to Rostock where I will attend the International STEP Meeting together with Sussi.

Notwithstanding that there is a lot of things to do, it was and still is a great experience in my life to be here and to work for ELSA. I would like to encourage those who are thinking to run for IB to do it, as you will never regret it.

Package is out, and I would ask all of you to carefully go through the proposal and issues that will be discussed in the workshop. If you have any comments or remarks it would be nice if you would address them to the S&C discussion list.

Seminars and Conferences Workshop

Draft Agenda*Saturday, 16th March*

17:15 – 18:15

I. Introduction

Introduction of the workshop participants

Introduction to the structure of the workshop

Election of a workshop chair and a vice chair

Election of two workshop secretaries

Explanations, amendments and approval of the workshop agenda

Expectations of the participants

18:30

Instructions to the workshop chairs, vice chairs and secretaries by Li Axrup

Sunday, 17th March

10:00 – 10:15

Icebreaker

10:15 – 11:00

II. Activity Reports

Distribution of written activity reports; Presentation of oral activity reports

11:00 – 11:30

III. Question and Answer Time

11:30 – 11:45

Break

11:45 – 12:45

IV. State of S&C (Evaluation of S&C Questionnaires)

12:45 – 13:15

V. Evaluation of the Two Year Tactical Plan

13:15 – 14:00

VI. Ranking of the Next IFP Topic

16:00 – 18:30

VII. Planning in S&C*Monday, 18th March*

10:00 – 10:10

Icebreaker

10:10 – 11:30

VIII. S&C Policies Part I

11:30 – 11:45

Break

11:45 – 13:00

S&C Policies Part II

Tuesday, 19th March

10:00 – 10:10

Icebreaker

10:10 – 11:30

IX. Brainstorming Session

Brainstorming on the problems that we face in S&C

11:30 – 13:00

X. Problem Solving Session

Discussion on solutions to the different problems we are facing in S&C at the moment

Wednesday, 20th March

10:00 – 10:15

Icebreaker

10:15 – 13:00

XI. Training

Project Management

15:00 – 16:00

XII. IFP in S&C

16:00 – 17:00

XIII. Miscellaneous

17:30 – 18:00

XIV. Revision of the S&C Decision Book

17:30 – 18:00

XV. Evaluation of the Workshop

Thursday, 21st March

18:00 – 19:00

XVI. Approval of the Workshop Minutes

XVII. Closing on the Workshop!!!

Comments to the Draft Agenda

Introductory Workshop

Time passed since the last ICM and I am sure there will be some new people in the workshop; therefore we will start our work by introducing ourselves. The introduction will be followed by an explanation of the workshop structure, election of the workshop officers; chair, vice chair and two secretaries, and approval of the workshop agenda. Finally we will define the expectations we have for the ICM and the workshop.

Icebreaker

We will have icebreakers every morning, the aim of these little games is to warm up, create a nice team spirit and start the day with new motivation.

Activity Reports

We need to update each other on the activities that have been going on. Therefore all participants will be given time to outline what activities took place in S&C in their ELSA groups. Please bring your written activity reports, posters and leaflets from past events!

Question and Answer Time

This is the time when we can ask questions to other participants as well as to the IB. Prepare that the IB might also have questions to you.

State of S&C in ELSA

We will go through the state of our area and look at the situation in each national group. During this session we will also have a look at the outcome of the S&C questionnaires, therefore do not forget to fill them in and send them to ELSA International!

Evaluation of the Two Year Tactical Plan

The Two Year Tactical Plan is coming to its end in autumn. We will take a look at the S&C part and see how the plan was followed, what has been done so far, what problems occurred during this period and what is to be done in the future.

Ranking of the Next IFP Topics

As presented in the input paper of the BEE workshop we will start the process towards choosing a new IFP theme at this ICM. The S&C workshop will be focusing on the following prospects general criteria, speakers, events, internal ELSA cooperation, external cooperation, the final IFP Conference and knowledge. We will discuss these aspects of the suggested IFP topics emanating from the BEE workshop and rank the topics accordingly. Please have a look at the input paper for the BEE workshop. I would strongly encourage all of you to think about this issue in advance, and maybe suggest some topics to your board, which can be brought up in the BEE workshop.

Planning in S&C

We see that we often lack planning in S&C, which in the end results in a half empty S&C Brochure and cancellation of events several days before it is scheduled, or vice

versa, when the seminar is scheduled far in advance and then it is never realised. In this session we will see the importance of strategic planning in S&C and the role of the NGs in this. We will also try to come up with some general recommendations.

S&C Policies

This session will be divided in two parts. First we will discuss the importance of the policies, why do we have them and how they should be used. This will be followed by a presentation of the proposed new S&C Policies which we will discuss point-by-point.

Brainstorming Session

In this session we will form groups and brainstorm on problems that exist in S&C, we will also point out positive aspects. In the end the groups will present their results to the workshop.

Problem Solving Session

When the brainstorming session is over, we will again split up into groups and try to find solutions to the problems that were revealed. The outcome of the groups will be presented to the workshop. The overall outcome will be transferred to a recommendation that will be sent out to all S&C officers through the network.

Training

Here we will receive the training on Project Management from an ITP trainer.

IFP in S&C

We had a working group on IFP at the ICM in Coimbra. In this session we will go through the outcome of this working group, and talk about the problems that were outlined during the session. However the discussion will be concentrated to IFP within the framework of S&C.

Miscellaneous

There might be a couple of issues to add to the workshop or maybe we forgot to bring something up.

Revision of the S&C Decision Book

This is the point where we will vote on the proposals discussed in the workshop.

Evaluation of the Workshop

We will discuss how productive our workshop was and evaluate to which extent our expectations were met. We might bring up issues such as your input for the next ICM, any ideas and suggestions are welcome.

Approval of the Minutes

Once the minutes are done, we will take our time to go through them and approve them.

Closing of the S&C Workshop

Well looks like we are done, this is the time to finish all the drinks and of course have a picture to remember our wonderful workshop.

IB Proposal

S&C Policies

The IB proposes to the Council the following

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

Quality in Seminars & Conferences

Introduction

Seminars & Conferences aims to give law students and young lawyers from different countries the opportunity to learn and discuss legal topics that are not usually included in the curricula of universities, thus contributing to a better legal, cultural and social education.

By following ELSA's Philosophy Statement we contribute to legal education and ensure that S&C events are carried out in a spirit of mutual understanding. Thus the aim of an S&C event shall be to provide students with a positive learning experience, interaction with a new social and cultural environment and prepare them for future responsibilities as members of the academic society.

ELSA's commitment to human rights and the theme of the International Focus Programme shall be taken into account and imply awareness when organizing S&C events.

By adapting S&C to ELSA ONLINE we go one step forward to prepare S&C for the new millennium, giving this key area the possibility to be even more effective and thus improve the legal education we offer our members.

S&C Policies & Quality Standards

The S&C Policies present a comprehensive system to ensure quality and uniformity in this key area. The S&C Policies & Quality Standards shall be used to facilitate the operation of S&C events and to guide the management of quality S&C events on local, national and international level. All local groups and national groups facilitating S&C events must abide by the S&C Policies and Quality Standards. National groups may develop additional policies and standards to the ones stated below to meet the specific needs of their country and legal systems.

S&C Discussion and Information List

The S&C discussion and information list has been set up to enable those working in this key area of ELSA to gain clarity on Seminars & Conferences, discuss and resolve quality issues amongst themselves and gather input to improve the current quality system. The list shall be used as a forum of discussion and for the exchange of information and knowledge.

S&C Policies

1. General

- 1.1. S&C events are lectures, seminars, conferences, law schools, panel discussions and study visits.
- 1.2. S&C events are international when aimed at participants from more than one country.
- 1.3. All participants of an S&C event should receive a certificate or a diploma. This policy does not apply for study visits.

1. Lecture

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

2. Panel Discussion

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

3. Seminar

A seminar is an event, which consists of several lectures, about a legal topic or field of law. The topic is discussed in a plenary.

4. Conference

A conference is an event that entails more individual participation and scientific contribution than a seminar. The topic(s) are/is discussed in workshops to finally be reported to a plenary.

5. Law School

- 5.1 A law school is an event lasting for at least a week with a minimum of a 20 hours scientific programme.
- 5.2 A law school aims to be annual.

- 5.3 A law school is organised in close co-operation with an academic or institutional partner.
- 5.4 The scientific programme includes lectures followed by workshops, which deepen and emphasis different areas of the lecture.
- 5.5 The scientific programme includes time for homework to revise the lectures and prepare the next lessons.

6. Study Visits

- 6.1 Study visits are the exchange of ELSA groups on international level, for the reason of sharing cultural experience, combined with an academic programme. Study visits can be bilateral or multilateral.
- 6.2 An agreement should be concluded between the groups participating in the study visit.
- 6.3 The agreement should be in written form.
- 6.4 The agreement should include the parties involved, the dates of the visit, and the responsibilities of the parties.
- 6.5 In case an agreement is not concluded:
Financial damage incurred during the visit – deposit and insurance
 - a) The organising group may request a deposit from the visiting group(s), which will not be fully refunded in case of:
 - Withdrawal of the visit if the organising group already has had a proven financial loss. The organising group shall determine the latest date of canceling the visit without loss of deposit,
 - Damage incurred during the visit, for example financial loss (e.g the use of telephone), material damage, etc.,
 - The deposit and its use have been agreed on beforehand by the groups.
 - b) The visiting group is responsible for their insurance.

7. Institutional Study Visits

- 7.1 Institutional study visits are visits to international governmental or non-governmental organisations, public administrations or private institutions.
- 7.2 Before the institutional study visit the organising group shall inform ELSA International and follow the procedure of the Institutional Relations Regulations.

8. ELSA ONLINE Policies

(These policies apply only after the implementation of ELSA ONLINE for S&C Events)

- 8.1 Every S&C event shall be registered and updated in ELSA ONLINE. This means that every S&C Application and S&C Specification Form (SSF) shall be registered in ELSA ONLINE.

- 8.2 Local groups shall only approve S&C Applications and SSF that have met the minimum quality criteria set by the S&C Policies. This approval shall be done within 2 weeks after the form has been entered.
- 8.3 S&C events shall be considered realised once the status of both the S&C Application and SSF has been changed to “Realised” in ELSA ONLINE. This can only occur upon the arrival of the participants.

9. Presentation Policies

- 9.1 Every S&C event shall be specified in the S&C Specification Form (SSF).
- 9.2 Every organising group shall send the complete information in the SSF to ELSA International. In case the information is not complete before the publication of the promotional materials, or the organising group wants to post the event on the website, the information submitted to ELSA International should at least contain:
- Title of the event;
 - Dates or at least month of the event;
 - Language of the event;
 - Registration deadline.
- 9.3 ELSA International advertises all events on the website, additionally the international S&C events shall be included in S&C Brochure, S&C Poster and Synergy. This policy does not apply to study visits unless the organising group wants to be included in the brochure.
- 9.4 Each national group should prepare a study visits guide containing the following information about each local group:
- Short description of the group;
 - Previous activities;
 - Surrounding, climate;
 - Preferable periods;
 - Number of participants.

10. Application Policies

- 10.1 Every law student and young lawyer shall have the opportunity to apply for an S&C event.
- 10.2 Applicants should get information about their responsibility as a participant.
- 10.3 Every law student and young lawyer applying for an S&C event should be encouraged to become a member of ELSA.

- 10.4 All applicants of an S&C event shall possess the necessary documentation for proof of academic qualification filled in the S&C Application to ensure the quality of the student participant. This policy does not apply to study visits.
- 10.5 In case the applicant provided false or inaccurate information in the application, the organising group has the right to reject the application. In case the applicant was already selected, the organising group can suspend him/her.

Quality Standards

1. Selection

Only the organising group shall select the participants.

2. Notification

After the selection process, the organising group shall inform the applicants and their respective ELSA group.

The participant shall confirm the participation before the deadline set by the organising group.

3. Preparation

All participants should receive the necessary preparation, which includes:

- Obtaining basic knowledge about ELSA;
- Be aware about their responsibilities as a participant;
- Any other preparation that the organising group deems necessary for the academic quality of the event.

4. Reception

The organising group shall provide the incoming participants with adequate reception and support throughout the duration of the S&C event.

The adequate reception means that participants shall:

- Be picked up at the airport/train or bus; or receive detailed guidance as how to get to the place of destination.
- Receive a reception package/booklet – including information about the S&C event, in case the participant is from a foreign country additionally general information about the country and the local environment (public transportation, different services, emergency phone numbers, etc.).

When there is a fee for the S&C event the fee should cover general administration costs, accommodation (in case the event lasts longer than a day), the participation, meals, and social programme.

5. Evaluation

Every participant in an S&C event shall, upon completion of the event:

- Fill in the Participant Evaluation Form, which shall at least include the information indicated on the standard evaluation form;
- Submit the Participant Evaluation Form to the organising group.

The organising group shall evaluate the S&C event with the participant and the partners involved in the event.

Implementation of the S&C Quality Standards

1. Introduction

To ensure that we are meeting the expectations of all participants in our events, there is a need to monitor the quality of S&C events.

2. Conflict

The S&C Policies and Quality Standards should be implemented and referred to when in doubt of how a case should be handled.

In case the organising group has problems with organisational issues of the S&C event and there is no solution in the S&C Policies:

- I. The case should be referred for advice to the S&C discussion list;

In case of complaints by participants about low quality of an S&C event, the conflict can be solved by:

- I. Reaching a friendly agreement between the parties involved

In case the parties cannot reach a mutual agreement amongst themselves the case can be referred to ELSA International.

Responsibilities for Quality in S&C

1. Responsibilities of the Organising Group

- Complete the S&C Specification Form for the S&C event and send it to ELSA International.

- In case there is new information about the event, or details have changed, this should be sent to ELSA International as soon as possible.
- Select the participant based on objective criteria, taking into account their academic background.
- Notify the applicant and respective ELSA group about the selection.
- Provide all the necessary information to the participant about visa, insurance, and all other legal requirements.
- Inform the participants or applicants of cancellation of the S&C event immediately after the event was cancelled.
- Provide adequate reception and assistance throughout the whole event.
- Invite the speakers or lecturers to join the S&C Speaker Database by filling in the S&C Speakers Form.
- Complete the S&C Evaluation Form and submit to ELSA International.
- Archive all materials and lectures given at the S&C event.

2. Responsibilities of the Sending Group

- Assist the applicant in filling in the S&C Application.
- Ensure adequate preparation for the participants in case of necessity.
- In case of necessity advise and assist participant in acquiring the required documentation and legal papers (i.e., visa, insurance, and other requirements).

3. Responsibilities of the Applicant

- Complete and submit the S&C Application to the organising group.
- Possess the necessary documentation for proof of academic qualification filled in the S&C Application to ensure the quality of the student participant.

4. Responsibilities of the Participant

- Confirm participation before the deadline set by the organising group.
- Pay the necessary participation fees and/or deposit directly to the organising group.
- Acquire the necessary legal documents to participate in an S&C event in a foreign country (visa, insurance, and other required documents).
- Cover all expenses related to transportation to the host country and territory.
- Complete and submit the Participant Evaluation Form at the end of the S&C event.

5. Responsibilities of the Local Group

- Implement the S&C Policies and Quality Standards.
- Advertise the events promoted in the S&C promotional materials.

- Inform and advise members as well as other interested persons about other available opportunities.
- Submit the completed S&C questionnaires at least 30 days before the International Council Meeting to ELSA International.
- Submit necessary information to the national group for the study visits guide.

6. Responsibilities of the National Group

- Ensure that all local groups are implementing and following the S&C Policies and Quality Standards and other policies that the national group has developed specifically for their country.
- Ensure that all local groups make correct use of the S&C discussion list.
- Ensure that all local groups submit SSF to ELSA International.
- Ensure that all local groups are submitting the completed S&C Evaluation Form within 3 weeks after the S&C event to ELSA International.
- Ensure that organising groups inform ELSA International about any changes of planned events.
- Encourage all local groups to organise S&C events.
- Ensure that all local groups advertise S&C events.
- Prepare a study visits guide.
- Ensure that all local groups are submitting the completed S&C questionnaires at least 30 days before the Autumn International Council Meeting to ELSA International.
- Evaluate all the information received on the national level and establish a development plan for the following year in order to improve S&C.
- Provide necessary training and information to local groups to organise S&C events.
- Ensure that all local groups archive material and when receiving the material, send it to ELSA International.

7. Responsibilities of ELSA International

- Ensure that the necessary systems to run S&C are in place (ELSA ONLINE).
- Ensure that the S&C Policies and the S&C discussion list are working properly.
- Publish the S&C Brochure and distribute it at International Presidents' and International Council Meetings.
- Publish the S&C Poster and distribute it at International Council Meetings.
- Publish S&C events on the homepage of ELSA International and update this information.
- Communicate with the national groups and suggest solutions for problems and issues that arise.

- Evaluate all the information received at international level and suggest ways to improve S&C.
- Make sure that all training material is easily accessible through the Archive in ELSA ONLINE.
- Produce the necessary training manuals and update outdated training materials.
- Collect all archived material submitted by the national boards in the ELSA S&C Archive.

Comments:

During the Malta ICM 1999 S&C Policies were introduced, replacing the existing decisions, to clearly define how S&C shall work as a quality key area of ELSA by setting standards for events and responsibilities for each level of ELSA. However, the S&C Policies only apply to international S&C events, and therefore other events are left out, while the policies and decision books of other areas are binding for activities in all levels of the association. The proposed changes to the S&C Policies apply to all activities within this area, regardless whether they are international or not.

These policies introduce lectures and panel discussions in S&C, since these activities show far more similarities with S&C events than they do with activities within AA.

These amendments aim to clarify the structure of the policies and to make them easier to apply for their user.

S&C Annexes



S&C Questionnaire 2001 <i>Seminars and Conferences</i>	Country: ELSA Group:
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ELSA International is evaluating the Seminars and Conferences to make this key area more efficient by supporting the local groups and national boards' activities.

In order to be able to improve S&C we need your help. Please fill in this S&C questionnaire and return it to your national board and to ELSA International.

LOCAL GROUP <input type="checkbox"/>	NATIONAL GROUP <input type="checkbox"/>
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Contact Details

ELSA group	
Name of VP S&C	
Term of office (starting and ending date)	
Office address	
Telephone	
Fax	
E-mail	
Website	

Consolidation

Do you have a copy of the S&C Policies?	
Do you have a copy of the S&C handbook?	
Do you have a copy of the study visits manual?	
Are you subscribed to the S&C discussion and information list?	
Did you have transition with your predecessor?	

Evaluate your transition on a range from 1 (bad) to 5 (excellent)	
Did you receive training in S&C? If yes, a) From who? b) How often? c) Did you find it useful?	

Events

<i>How many S&C events do you organise in your term of office?</i>	
Seminars	
Conferences	
Law schools	
Study visits	
Institutional study visits	
How many of them are international events	

IFP in S&C

Are you organising any IFP events in S&C?	
If yes, what type of events are they?	
If not, why?	

Human Rights in S&C

Are you organising any Human Rights events in S&C?	
If yes, what type of events are they?	
If not, why?	

Research Resources

How do you choose topics for your events (for example, do you consult your students, teachers, professors)?	
How do you find speakers for your events?	

Do you cooperate with your university?	
Do you cooperate with other local/national groups for your S&C events and how?	
Do you contact ELSA International for assistance? If yes, what kind of assistance do you expect? If not, why?	
Do you contact alumni for assistance? If yes, for what kind of assistance? If not, why?	

Marketing

How do you market S&C events to potential partners?	
How do you market S&C events to students?	
Do you know how to advertise on the ELSA International S&C poster, brochure, and website and in Synergy?	
How do you cooperate with the VP Marketing?	

Fundraising

How do you fundraise for your S&C events?	
Did you ever have to cancel an event because of funding problems?	

Communication

How would you evaluate your communication with the other VP S&C in your country (1-5)?	
How would you evaluate your communication with the VP S&C of ELSA International (1-5)?	

How would you improve communication within your country?	
How would you improve communication with ELSA International?	
Do you and how do you use the S&C discussion and information list? If not, why?	
Do you use the S&C forms? If not, why?	

Personal Comments of the VP S&C

What could be done to improve S&C in your local/national group and in general?

THANK YOU VERY MUCH FOR YOUR CO-OPERATION AND YOUR HELP TO IMPROVE S&C IN THE FUTURE.

PLEASE RETURN THIS S&C QUESTIONNAIRE TO YOUR NATIONAL BOARD AND TO ELSA INTERNATIONAL.

ELSA International, 239, Boulevard Général Jacques, B-1050 Brussels, Belgium

Tel: + 32 2 646 26 26; Fax: + 32 2 646 29 23

E-mail: elsa@brutele.be

Student Trainee Exchange Programme Workshop

Activity Report

Susanna Mehtonen – VP STEP, ELSA International

Time has passed fast since the ICM in Coimbra. I can still vividly remember us sitting there on the small chairs and discussing passionately and endlessly. I also remember the last day out on the stairs, desperately trying to get some sun. Now we are going back to, hopefully, get some sun, have discussions and enjoy national drinks.

I decided to write my activity report in a different way this time and divided it into the following topics, ELSA ONLINE, materials, communication, training, ISM, STEP Development Partner, STEP Outside Europe, travels and general.

ELSA ONLINE

Together with Li I have been taking care of reviewing the system, following the implementation and communicating with Chord9. We are also working on new powerpoint presentations and some promotional material for ELSA ONLINE for you to use. I must say that the implementation of ELSA ONLINE so far has been a disappointment. Not only for the fact that the deadlines were not respected, but also for the fact that this delay has already harmed the first traineeships raised. I cannot do anything else than urge you all to register yourselves, read the manual and ask questions if something is unclear. I have also taken part in updating the website, content-wise as well as updating it with ELSA & STEP News. I have started to plan an additional STEP page for case stories and been looking for case stories about old traineeships.

Materials

After Coimbra I reviewed the STEP part of the ELSA ONLINE user manual. I also wrote some documents for job hunting support and made a collection of Frequently Asked Questions on STEP & ELSA ONLINE. Recently I finished the new Traineeship Form and made guidelines for filling in the form. Additionally I finished two different kinds of STEP brochures, specifically aimed for employers. The Thank You Brochure was finished layout-wise in the same style as the employers brochures, but turned out to be quite a disappointment since it was of no use to send it out since only few groups submitted their employer information.

I plan to create promotional material similar to the employer brochure, but targeted for students. I abandoned the plan to review the current STEP training manual and decided to write a new one. Together with the STEP handbook they are my long-term projects, which I devote time and thoughts to regularly. It seems that there is a need for a more detailed ELSA ONLINE & STEP manual, which - when done - will either be integrated into the new STEP manual or become a manual of its own. Furthermore I have planned some training and promotional powerpoint presentations for both STEP and ELSA ONLINE.

Communication

Communication has been fairly good on the list, although it seems that time after time the same persons are active on the list! I sent some updates on my activities to the list and tried to contact personally those of you who have not been very communicative lately. Additionally I try to e-mail each one of you every now and then to see how things are going, unfortunately I don't get replies to some of them. With some of you I'm regularly in contact via Messenger and ICQ and I invite the rest of you to contact me on any of these programmes if you want to.

Training

The highlight as regards training was the TTTW in Amsterdam where I had the possibility to get trained by professionals and ITP trainers. It was a great experience and I learnt many new things about training, which I still think is one of the most influential tools we have when it comes to improving STEP. I gave a STEP training and an ELSA ONLINE training at the NCM of ELSA the Netherlands in December and during my Christmas break I also gave an ELSA ONLINE training to ELSA Finland. So far I have planned one upcoming training session with the VP STEP of ELSA France that should take place in the beginning of March.

International STEP Meeting

ELSA Rostock has mainly done the practical organisation of the event. I prepared the agenda and planned the working methods and trainings and received valuable input from Mareike, VP STEP of ELSA Germany. The agenda was prepared according to the input on the STEP list. The input received was good, but there could have been some more input as well! I am slightly disappointed by the fact that only few national VP STEP will attend the ISM; not only because I would have liked to meet you all again soon but also because so many of you requested the ISM and thought that it was a good idea. I do however look forward to the ISM and by the time this package is out I will already be there with 40-something other STEP enthusiasts!

STEP Development Partner

I have been communicating with our STEP Development Partner Andersen Legal about their participation in STEP and planned some specific promotional materials for them. By the ICM I should have received more concrete information from them.

STEP Outside Europe

I have been communicating with ILSA and ALSA Japan and we are now in the verge of seeing how exactly to organise cooperation in practise. The other students associations have, unfortunately, not been very communicative lately.

Travels

In January I went to the German NCM where I was present in the STEP workshop. Now I am planning to go to Rostock and in March me and Ruta will go to Paris for meetings with externals.

General

In December we had transition with Ruta, which took quite some time. I still take care of our firms in Paris with her, so some of my time goes to fundraising as well. A major part of a normal day in the office goes to administrative issues such as email

and other correspondence, moderation of the email list, board meetings and phone calls.

In the end of my report I would like to draw your attention to the point, which I find the most crucial: communication. To be honest you have not requested as much support as I expected you to do and from this I draw two conclusions. Either it is something good: that you are doing well and do not need that much support, either it is something less good: that you have not communicated your need for support to me. I can only support you fully, if you communicate with me, in other words: you need to help me to help you.

In either way, it would be nice to hear from all of you more often, regardless of whether you need help or are triumphant. You need to start communicating when you are successful, when you have failed and when you are uncertain about something. It is only then, when we exchange all kinds of information, that we actually can develop STEP to the quality programme it should be.

Student Trainee Exchange Programme Workshop

Draft Agenda*Saturday, 16th March*

17:15-18:15

I. Introduction

Introduction of the workshop participants

Introduction to the workshop structure

Election of a workshop chair and a vice chair

Election of two workshop secretaries

Explanation, amendments and approval of the workshop agenda

Expectations of the participants

18:30 – 19:00

Instructions to the workshop chairs, vice chairs and secretaries

Sunday 17th March

10:00-10:45

II. Activity Reports

Presentation of oral activity reports

Defining problematic issues

Distribution of written activity reports

10:45-12:30

III. STEP Policies

Training on the STEP Policies

12:30-14:00

IV. ELSA ONLINE

Training on ELSA ONLINE

16:00-17:30

ELSA ONLINE (cont.)

STEP and ELSA ONLINE

17:30-17:45

V. Question and Answer time

17:45-18:45

VI. STEP Application Fee

See IB Input Paper

18:45-19:00

VII. Teambuilding Game*Monday 18th March*

10:00-10:40

VIII. What is STEP, Why STEP?

What is STEP?

Why are you working as a VP STEP?

10:40-13:00

IX. Marketing Strategy of STEP (joint workshop with Marketing)

Tuesday 19th March

10:00-11:00

X. Student Hunting

11:00-11:15

XI. Ranking of the Next IFP Topic

11:15-13:00

XII. Reception

Training in reception

Wednesday 20th March

10:00-13:00

XIII. Training by ITP

15:00-16:00

XIV. ISM

Report from the ISM

16:00-17:30

XV. Job Hunting

17:30-18:00

XVI. Evaluation of the Two Year Tactical Plan

18:00-18:30

XVII. Revision of the Decision Book

18:30-19:00

XVIII. Miscellaneous

19:00-19:30

XIX. Evaluation of the Workshop

Thursday 21st March

18:00 – 19:00

XX. Approval of the Workshop Minutes

XXI. Closing of the Workshop

Comments to the Draft Agenda

Introduction

We will start off the workshop by getting to know each other and by an introduction to our working method. Then we will move on to the formal part by electing the workshop officers and approve the agenda. As a final part we will outline what expectations and goals we have with the workshop.

Activity Reports

Here you will shortly highlight your STEP activities since the autumn ICM. Focus on splitting up your success and problems. ELSA International will give a short overview of which non-present groups are active/inactive in STEP. This will facilitate for you to make expectations of the upcoming season as regards to from where you can anticipate applicants. Please prepare a written activity report to distribute among the participants. We will finish the activity report session by collecting the most common problems stated and by directing some time for them during the week.

STEP Policies

Training on the background, structure and content of the STEP Policies and ideas on how to implement them.

ELSA ONLINE

We will have training on how to use ELSA ONLINE and simulate situations where we act as applicants, sending local groups and receiving local groups. We will also spend some time on defining what changes ELSA ONLINE brings into STEP.

Question and Answer Time

At this point on the agenda you may pose questions to the International Board or the other participants of the workshop. ELSA International may also pose questions to you.

STEP Application Fee

The changes ELSA ONLINE brings into the STEP procedure affect the timing of the STEP Application Fee. Here we will discuss which options seem to be the most feasible solutions. This can also be a way for those of you who have not solved this issue to get some ideas on how to deal with the timing of the STEP Application Fee.

Teambuilding Game

Lets have some fun after all the discussions!

What is STEP, Why STEP?

This is a session where we will concentrate on seeing why we are working for this specific key area.

Marketing Strategy of STEP (Joint Workshop with Marketing)

We will join with the marketers and have an interactive session with the aim being to create a marketing strategy for STEP.

Student Hunting

Here we will concentrate on the specific issues related to student hunting: how to ensure certification of applicants, which are the responsibilities of the applicants and how to prepare applicants before they leave for a traineeship.

Training by ITP

A trainer from the ITP will come and give us a training on skills that support us in STEP

ISM

We will bring up one of the topics which was found important at the ISM to continue discussion at the ICM.

Reception

We will take a look at the quality standards for reception, our responsibilities to ensure adequate reception and the importance of evaluation. We will also analyse some case studies from successful and unsuccessful reception and see how we can prevent the latter.

Job Hunting

We will devote some time to job hunting and specific issues related to it, depending on what has come up during the activity reports.

Evaluation of the TYTP

Evaluation of the TYTP; where do we stand now and which are the small steps we need to take towards reaching some of the aims?

Revision of the Decision Book

In the STEP Policies, there is no responsibility stating that the applicant has to pay the STEP Application to his/her local group when applying, although this point has been featured in the contract part of the SAF for quite some time.

Miscellaneous

Issues, which have been brought up during the week but have not fitted under a specific topic on the agenda will be referred to here.

Evaluation of the Workshop

We will take a look at our expectations from the beginning of the workshop and evaluate whether we reached them or not. We will finish the workshop with a picture and some national drinks.

IB Proposal

Revision of the Decision Book

The IB proposes to add the following point to the Responsibilities of the applicant in the STEP Policies under Responsibilities for Quality in STEP

- *Pay the STEP Application Fee and/or deposit fee determined by his/her local group*

Comments:

There is no decision that states the responsibility of an applicant to pay the STEP Application fee when the group has specified a fee. Nevertheless this has always been on the SAF forms and is already by practice a rule in many groups.

To keep the Policies consistent with the practice the IB therefore proposes to insert this point under the Responsibilities of the applicant.

IB Input Paper

STEP Application Fee

The STEP Application Fee is an FM Decision, and regulates that the national groups pay the fee to ELSA International, according to the amount determined in the decision. The fee is adjusted annually to the GDP per capita. ELSA International invoices this fee per application from the national groups. How the national groups deal with the application fee in relation to their local groups and their applicants is up to each national group to decide. Therefore, it is up to the national group to decide the amount as well as the timing of the application fee paid by their own applicants. In fact a group can even decide whether they charge an application fee from the applicant or not.

In reality, most applicants pay a STEP application fee to their local groups. However due to the changes in the STEP application procedure that ELSA ONLINE has brought with it questions regarding the timing of the fee have come up. To see how the procedure has changed, see Graph 1.

Before, when the application procedure was different, the fact that you handed in your application to your local group provided that you actually had the possibility to apply then and there - regardless of whether you fulfilled the basic criteria or not. Normally you would select a specific traineeship, which was of interest for you. At this stage some groups had a certification process and sent only the applications of those students that could prove that they fulfilled the qualifications that they stated on their application form. Some groups sent the applications only when the applicants had paid the fees and deposits, some groups did both of these controlling stages- some groups did none. The matching was manual, done by the national groups. If you did not fulfil the criteria of the traineeship you had selected to apply for, you were simply matched to another traineeship by the receiving national group. Your application reached an employer, sooner or later.

Now with ELSA ONLINE it is different. By inserting your application in EO you only pass on to automatic matching and you can only apply in case you are matched to a traineeship. You have to qualify for a traineeship in order to be able to apply at all. Your application stays in ELSA ONLINE for one year and is being matched every day. When you have been matched to one or several traineeships, you may apply for one of them and only then, after matching and applying, is your application sent to an employer. With ELSA ONLINE, the applicants will also become slightly more invisible, since they will not actually go into the office of their local groups in order to apply, but they can do it from home.

Closely connected to the application fee, you have the deposit fees, often paid in conjunction with the application fee. Some groups charge a deposit from their applicants in addition to the application fee. The purpose of the deposit varies. Some groups have a deposit so that the applicants who are not selected and the ones who are selected are treated differently. The ones who are not selected are refunded the deposit and the ones who are not selected do not get a refund. Some groups use

deposits in order to ensure that evaluation forms and reports are handed in after the traineeship and refund it only when the trainee has done this. Some groups use the deposit fee as a penalty fee for the cases when applicants are selected but they cancel their participation.

What is the convenient timing in the new procedure for paying the fee?

What would be the right timing of refunding deposits in the new procedure (deposit criteria)?

There are many different options and I will now present some of them, this list is not complete and you should feel free to come with additional solutions. Basically you can twist and turn around different options and make the result look completely different. Therefore you should all be ready to present your current/former fee system and also reflect on what kind of a system is reasonable for your group.

It would be wise to consult your treasurers in order to see what would be financially the most feasible solution for your group. You should also think of a fee, which is easy to administrate by your local groups. Additionally we should view this issue from a consumer point of view, and try to find a comfortable solution for our applicants and potential applicants.

We should also reflect on whether it would be interesting to have a completely unified system in all groups or whether the groups should keep regulating the fee and deposit system by themselves.

INTEGRATE TO MEMBERSHIP FEE

The most radical option is that you integrate the application fee into your membership fee so that all your members automatically have the right to apply for STEP and they wouldn't have to pay an additional application fee. This creates a direct membership benefit, applying for STEP. However this would be a solution where you would need to change your whole membership fee structure and probably raise the fee as well.

PAYMENT PER YEAR

The applicant pays after he has submitted his application and before the local group approves his application. Pays a yearly fee for keeping his application in EO, regardless of the matching results and regardless of whether he applies or not. All applicants are all equally treated independent from the fact whether they are matched or not and whether they are selected or not. No refunding of fee.

PAYMENT PER APPLICATION (GRAPH 2)

Payment when applying once you have been matched to traineeships and chosen to apply for a specific traineeship. Here it is an application fee in the same way as the fee was before. You pay when applying. The good side is that we might have more applicants inserting their applications. We would also avoid a double fee when the member enters the application into EO (membership fee + application fee). The problem with this is that it requires that the VP STEP is very alert all the time and

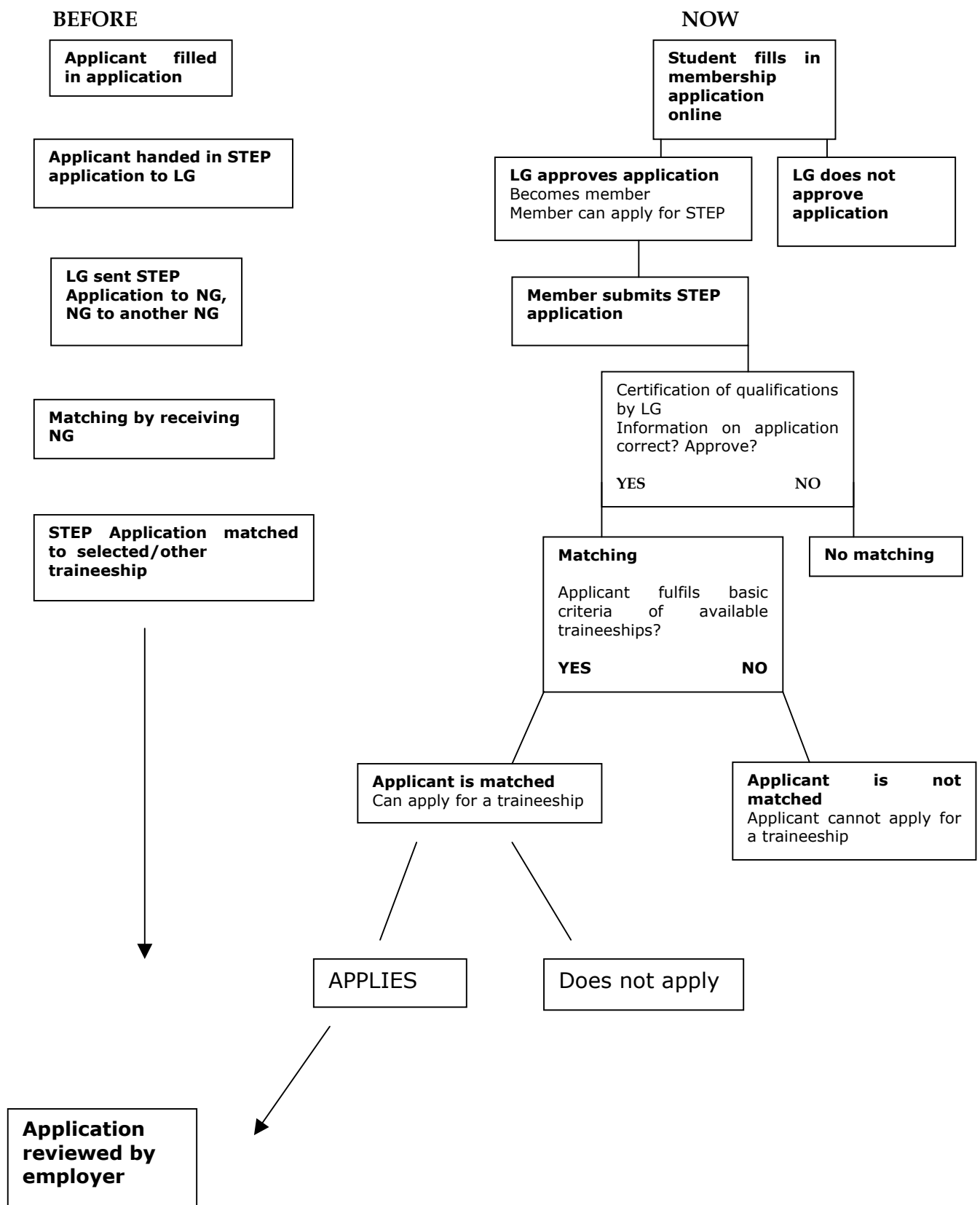
follows the application flow in their group almost on a daily basis in order to be able to notice who has applied and to invoice them promptly. And what would you do in a case when someone applies for a traineeship and has not paid the fee?

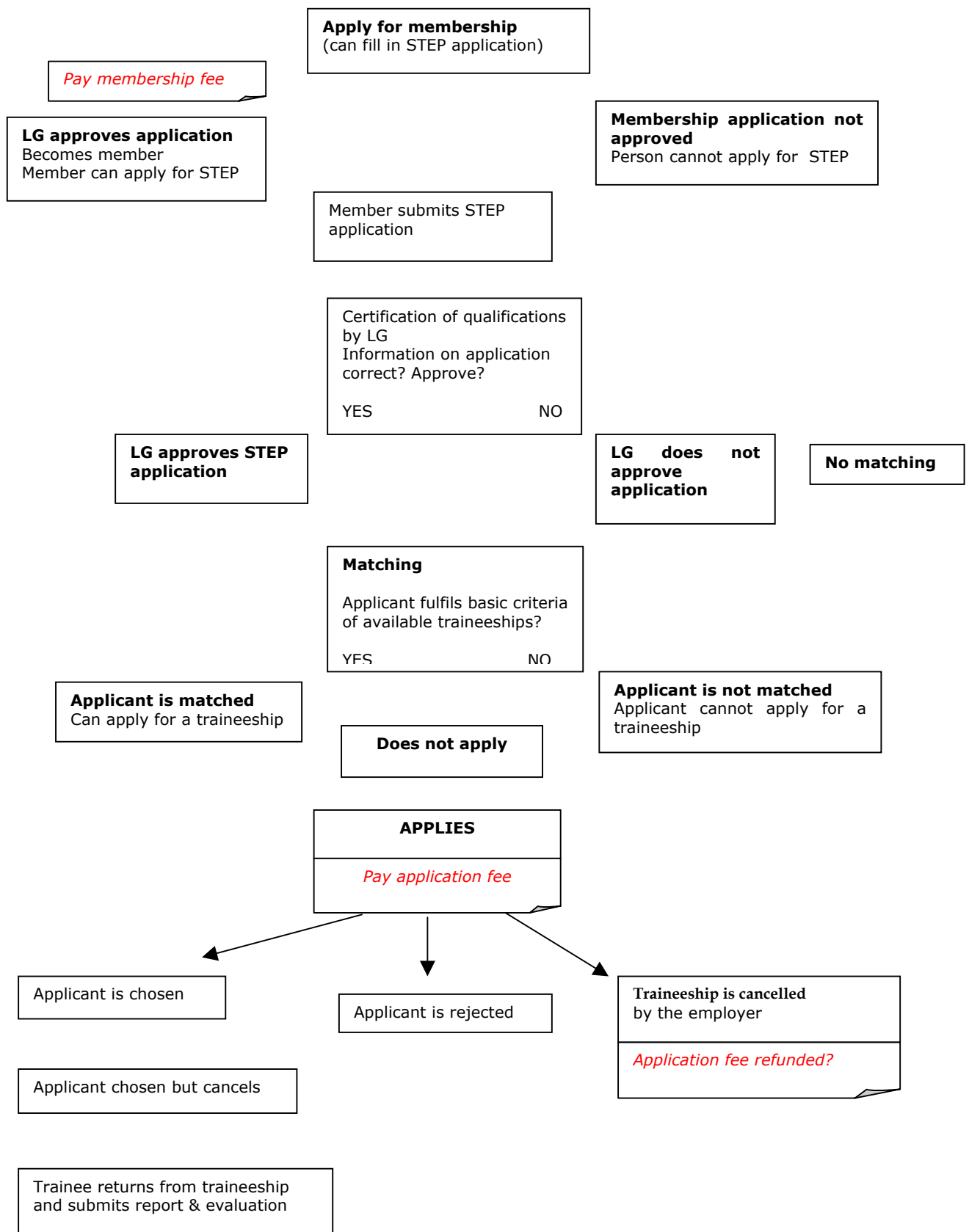
PAYMENT PER APPLICATION WITH DEPOSIT (GRAPH 3)

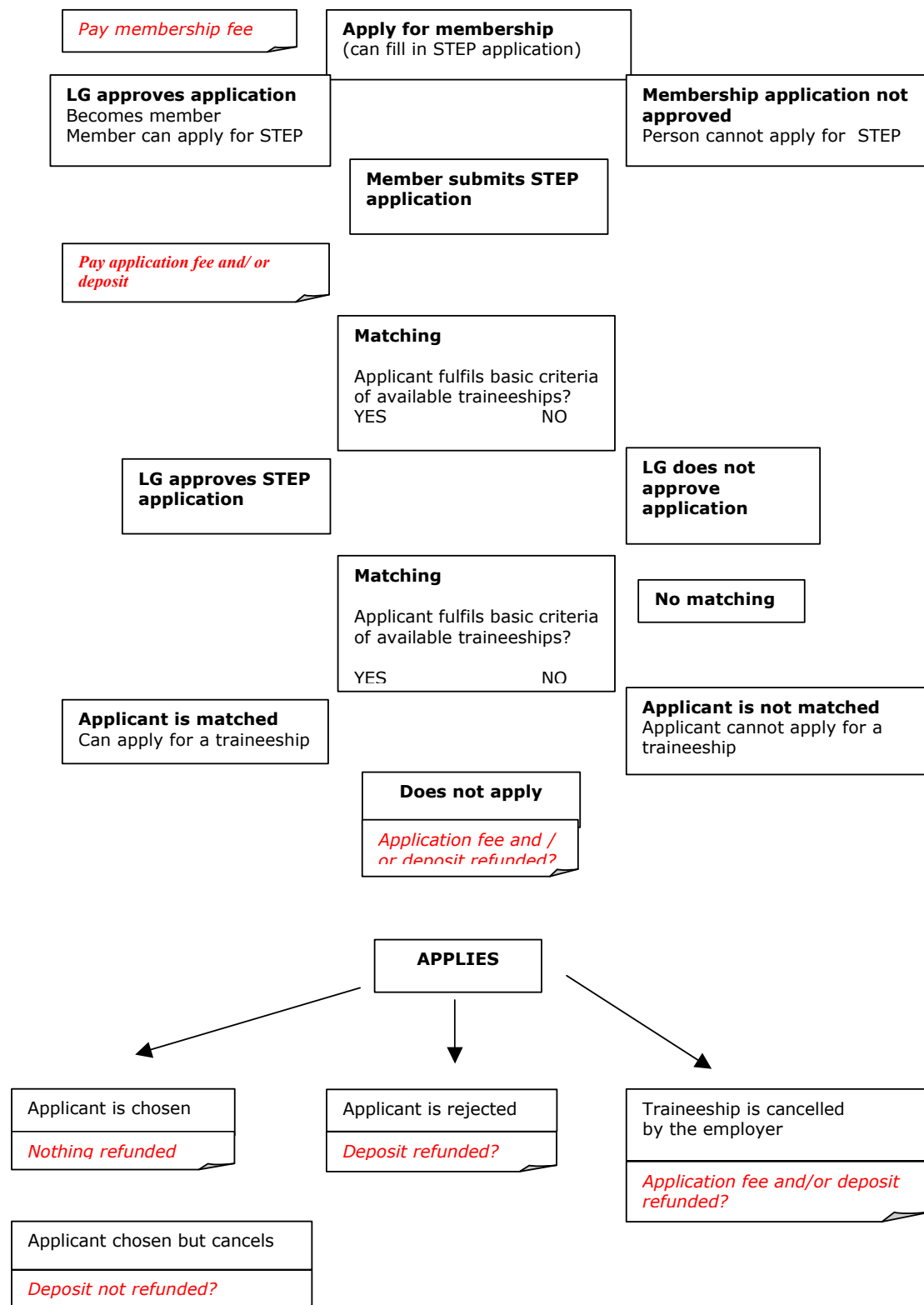
This is a fee including a deposit. Here you would pay the fee + a deposit before the local group approves the application. Therefore you cannot be matched before you have paid the whole amount. The applicant would get the deposit refunded in case he is not matched at all, hence does not apply, during one year. In case he applied, he would not get the deposit refunded. Here you treat matched and non-matched applicants in a different way. Only those who match and apply for a specific traineeship pay the whole amount. And the ones who are not matched and do not apply, pay less.

An application fee with a deposit system where the applicants who are selected and not selected as a refunding criteria (not refunded to selected, refunded to not selected) is also an option.

- What fee/deposit system do you use now?
- What system will my group most likely use with the implementation of EO?
 - What system is feasible for your group?
 - What system is feasible in the eyes of our applicants?
- Is a unified system for all groups a direction we would like to take?

GRAPH 1: APPLICATION PROCEDURE BEFORE AND NOW*"Application to employer"*

GRAPH 2: PAYMENT PER APPLICATION PAID UPON APPLICATION

GRAPH 3: PAYMENT PER APPLICATION WITH DEPOSIT

STEP Annexes

**Traineeship Form*****Student Trainee Exchange Programme***

*NB: Fields marked with * are essential in matching and form the criteria of first selection of the trainee*

ORGANISATION INFORMATION		
Name of the organisation:		Country:
Organisation Type: <input type="checkbox"/> Bank <input type="checkbox"/> Consulting firm <input type="checkbox"/> Court <input type="checkbox"/> Educational Institute <input type="checkbox"/> Government <input type="checkbox"/> Insurance company <input type="checkbox"/> Inter-governmental organisation <input type="checkbox"/> IT Company		<input type="checkbox"/> Law firm <input type="checkbox"/> Non profit organisation <input type="checkbox"/> Notary <input type="checkbox"/> Other <input type="checkbox"/> Public Administration <input type="checkbox"/> Training company <input type="checkbox"/> Travel agency <input type="checkbox"/> University
Scale of operations (international, national, local):		
Does the company have a parent company and if yes, what is the name?		
Address:		
Post Code	Country:	Phone #:
Fax #:	E-mail:	Web site:

ORGANISATIONAL CONTACT		
First Name		Last Name:
Organisational position:		Are you an ELSA Alumni?
Address:		
Post Code:	Country:	Direct Phone #:
Direct Fax #:	Personal E-mail:	Personal Web site:
Additional information:		
TRAINEESHIP DESCRIPTION		
How law related is the traineeship? <input type="checkbox"/> Mainly <input type="checkbox"/> To some extent <input type="checkbox"/> Very little		Responsibility of the trainee? <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low
Working hours From : Until: Total of hours per week		Saturdays are free ? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Mostly
Number of trainees:	Net salary per month: (amount, currency) equal to EURO	The salary is payable: <input type="checkbox"/> Weekly <input type="checkbox"/> Twice a month <input type="checkbox"/> Monthly
Fringe benefits:		
Please specify your reasons for taking a trainee through ELSA:		
Please give a brief overview on the tasks that the trainee will have to fulfil:		
Please specify any additional information a potential applicant may require for the traineeship:		

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ADMINISTRATIVE INFORMATION

Earliest Start Date:	Minimum duration: _____ weeks
Latest End Date:	Maximum duration: _____ weeks
Graduation level required from the trainee*: <input type="checkbox"/> Undergraduate <input type="checkbox"/> Graduate <input type="checkbox"/> Postgraduate	
Number of applications required:	Deadline until which you accept applications:

PREPARATION AND RECEPTION ACTIVITIES

How do you prepare the trainee for his experience abroad?
What main reception activities do you organise for the trainee?
How do you involve the trainee after his return from abroad?

LEGAL STUDIES*

*Please indicate the subjects (**maximum 5**) and level of studies required from the trainee (**general (G), advanced (A) or specialised (S)**) according to the appendix. Please note that it is not possible to chose more than **1 subject** that the trainee should be specialised in*

N/A G A S	N/A G A S
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Legal theory	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Social security law
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Legal history	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Tax law
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Political science	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Administrative law
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Sociology	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Constitutional law

<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Civil law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Consumer protection law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Contract law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Family and inheritance law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Industrial & intellectual property law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Information technology law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Insolvency law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Private International law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Property law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Tort law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Civil procedure <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Banking law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Commercial law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Company law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Competition law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Insurance law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Labour law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Securities (shares, stocks, bonds)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Environment law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Criminal law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Public international law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Human rights <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> International arbitration <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> International taxation <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Maritime and transport law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Mergers and Acquisitions <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Comparative law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> European constitutional law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> European competition law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> European economic law <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Microeconomics <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Macroeconomics																																																																																										
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COUNTRY PREFERENCE* <i>If you require the trainee to come from a specific country, please specify below: Please be as flexible as possible.</i>			
<input type="checkbox"/> World (The trainee can come from any country)			
<input type="checkbox"/> Austria <input type="checkbox"/> Belgium <input type="checkbox"/> Bosnia & Herzegovina <input type="checkbox"/> Croatia <input type="checkbox"/> Czech Republic <input type="checkbox"/> Denmark <input type="checkbox"/> Estonia <input type="checkbox"/> Finland <input type="checkbox"/> France	<input type="checkbox"/> Georgia <input type="checkbox"/> Germany <input type="checkbox"/> Greece <input type="checkbox"/> Hungary <input type="checkbox"/> Iceland <input type="checkbox"/> Ireland <input type="checkbox"/> Italy <input type="checkbox"/> Kazakhstan <input type="checkbox"/> Latvia	<input type="checkbox"/> Lithuania <input type="checkbox"/> Rep. of Macedonia <input type="checkbox"/> Malta <input type="checkbox"/> Norway <input type="checkbox"/> Poland <input type="checkbox"/> Portugal <input type="checkbox"/> Romania <input type="checkbox"/> Russia <input type="checkbox"/> Slovakia	<input type="checkbox"/> Slovenia <input type="checkbox"/> Spain <input type="checkbox"/> Sweden <input type="checkbox"/> Switzerland <input type="checkbox"/> The Netherlands <input type="checkbox"/> Turkey <input type="checkbox"/> Ukraine <input type="checkbox"/> United Kingdom <input type="checkbox"/> Yugoslavia

CONTRACT

This "Traineeship Form", is considered to be a formal contract and commitment between ELSA and the company/organisation stated on this form. Both parties should keep an original copy with official stamps and signatures of both the company/organisation and ELSA. Changes that are made after signing the contract should be initiated by both parties, or a new contract should be completed and signed.

In accepting to take a trainee through ELSA, the company/organisation is committing to:

- Selecting one of the applicants offered by ELSA within 2 weeks after reception of the applications
- Ensuring that the trainee performs the work stated on the Traineeship Form unless otherwise agreed upon by the trainee and ELSA
- Providing adequate working conditions, salary or stipend, orientation, guidance and training for the trainee to achieve the objectives agreed upon
- Giving the trainee(s) feedback about his/her performance during the traineeship so he/she can learn and improve
- Filling in the Organisation Evaluation Form to give ELSA feedback on the quality of the service they are providing (prior to, during and after the traineeship), so ELSA can continuously improve and enhance its services
- Paying the traineeship administration fee to ELSA

ELSA is committing to:

- Submitting qualified applicants among the students entered into the ELSA ONLINE database who fulfils all the requirements mentioned in this Traineeship Form
- Providing the company/organisation with the application forms of the students in order to make a decision to select the student
- Providing the company/organisation with all the information requested regarding the Student Trainee Exchange Programme
- Giving support to the trainee to integrate him/her into the local environment (accommodation, transportation, bank account, insurance, visa, etc.)
- Evaluating the student and traineeship experience

Company Stamp:

ELSA Stamp:

Signature: _____

Signature: _____

Name:

Name:

Date:

Date:

This form will be entered by the local group into ELSA ONLINE on www.elsa.org



The European Law Students' Association

Organisation Evaluation Form

Student Trainee Exchange Programme

Dear STEP employer;

In order to make sure that STEP is run in the most efficient way and to provide individual trainees and employers the best possible service; we need your opinion. Please fill in this Company Evaluation Form and return it to ELSA.

ORGANISATION INFORMATION	
Name of the organisation:	
Supervisor of trainee:	Title:
Address:	
Phone:	Email:

TRAINEE INFORMATION	
Trainee's Name:	
Dates of the traineeship: Nationality:	

GENERAL QUESTIONS	
<i>How did you learn about ELSA's Student Trainee Exchange Programme?</i>	
<input type="checkbox"/> ELSA representative <input type="checkbox"/> Business function <input type="checkbox"/> Colleague referral <input type="checkbox"/> Other	<input type="checkbox"/> ELSA Alumni <input type="checkbox"/> Brochure <input type="checkbox"/> Internet

ORGANISATION SATISFACTION ELSA
<i>In the following parts please use the scale from 1 to 5 to describe your opinions while 1 is the lowest and 5 is the highest grade:</i>

ELSA gives a clear explanation of the Student Trainee Exchange Programme's administrative process

1 2 3 4 5

ELSA is performing a consistent communication

1 2 3 4 5

ELSA delivers the applicants in time

1 2 3 4 5

ORGANISATION SATISFACTION TRAINEE

The trainee had an accurate academic background

1 2 3 4 5

The trainee had an accurate level of work experience

1 2 3 4 5

The trainee had the specified language skills

1 2 3 4 5

The trainee worked in a professional way

1 2 3 4 5

The trainee was reliable

1 2 3 4 5

The trainee was punctual

1 2 3 4 5

The trainee was trained quickly

1 2 3 4 5

The trainee took self initiative

1 2 3 4 5

The trainee was able to work well with other employees

1 2 3 4 5

The trainee met the traineeship requirements stated in the Traineeship Form

1 2 3 4 5

**OVERALL EXPERIENCE WITH ELSA'S
STUDENT TRAINEE EXCHANGE PROGRAMME**

What was your motivation for participating in the Student Trainee Exchange Programme?

- ☐ I want to have short term qualified trainees
☐ I want to support ELSA and its aims
☐ The trainee increases the cultural awareness and diversity in the company
☐ The trainee provides an international perspective that results in cost savings
☐ The trainee provides me connections with foreign companies
☐ The trainee might be a potential employer or partner in the future
☐ Other

Do you wish to have an ELSA trainee again? Why/ why not?

If yes please mention when you would like us to contact you again.

How could ELSA improve its Student Trainee Exchange Programme

Do you have any colleagues or associates to whom you would like to refer us?

ADDITIONAL COMMENTS

Please write any comments that you may have about your experience and your satisfaction with ELSA's Student Trainee Exchange Programme?

THANK YOU VERY MUCH FOR YOUR CO-OPERATION. WE WILL KEEP IN
TOUCH WITH YOU AND WE HOPE YOU ENJOYED YOUR EXPERIENCE

PLEASE RETURN THIS COMPANY EVALUATION FORM TO YOUR LOCAL ELSA
GROUP OR ELSA INTERNATIONAL AT WWW.ELSA.ORG.



The European Law Students' Association

Trainee Evaluation Form

Student Trainee Exchange Programme

Dear STEP trainee;

In order to make sure that STEP is run in the most efficient way and to provide individual trainees and employers the best possible service we need your opinion. Please fill in this Trainee Evaluation Form and return it to ELSA.

STUDENT INFORMATION	
Student's Name:	Date of Birth:
Permanent Address:	
Phone:	Email:

ORGANISATION INFORMATION	
Name of the organisation:	
Department:	
Contact name:	Email:
Date of the traineeship:	Traineeship was extended by () weeks

GENERAL QUESTIONS		
<i>How were you accommodated?</i>		
<input type="checkbox"/> On my own	<input type="checkbox"/> In a shared apartment with another trainee	
<input type="checkbox"/> In a host family	<input type="checkbox"/> In a youth hostel	
<input type="checkbox"/> On a campus	<input type="checkbox"/> Other	
The local ELSA group arranged my accommodation:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
I was picked up from the airport/train station by ELSA	<input type="checkbox"/> Yes	<input type="checkbox"/> No
I was introduced to the company by ELSA	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<i>How did you find the application form in ELSA ONLINE?</i>		

<input type="checkbox"/> Easy <input type="checkbox"/> Comprehensible <input type="checkbox"/> Difficult ; Please specify what you found difficult:
TRAINEESHIP SATISFACTION
<p><i>In the following parts please use the scale from 1 to 5 to describe your opinions while 1 is the lowest and 5 is the highest grade:</i></p> <p>The traineeship fulfilled the traineeship description adequately</p> <p style="text-align: center;">1 2 3 4 5</p> <p>I got proper orientation into my workplace</p> <p style="text-align: center;">1 2 3 4 5</p> <p>My traineeship provided challenging and rewarding work</p> <p style="text-align: center;">1 2 3 4 5</p> <p>I received regular feedback from my supervisor</p> <p style="text-align: center;">1 2 3 4 5</p> <p>I had good relations with the other employers</p> <p style="text-align: center;">1 2 3 4 5</p> <p>My traineeship expectations were met</p> <p style="text-align: center;">1 2 3 4 5</p> <p>ELSA worked with me and my supervisor during the traineeship and when problems occurred in my working relationship with my supervisor</p> <p style="text-align: center;">1 2 3 4 5</p>

HOSTING LOCAL GROUP INVOLVEMENT
<p>I was informed about local group meetings regularly</p> <p style="text-align: center;">1 2 3 4 5</p> <p>I was informed about ELSA seminars and conferences</p> <p style="text-align: center;">1 2 3 4 5</p> <p>I was informed about social events</p> <p style="text-align: center;">1 2 3 4 5</p>

Reception events with the local group were frequent

1 2 3 4 5

I had good relations with the local group

1 2 3 4 5

I received enough country/cultural orientation by the local group

1 2 3 4 5

The local group and I have discussed our expectations of the traineeship

1 2 3 4 5

How would you rate your overall satisfaction with ELSA during your traineeship

1 2 3 4 5

I have been involved in the following reception events

What would you tell to your friends about the experience with ELSA in a foreign country

SUPPORT SERVICES FROM YOUR HOME LOCAL GROUP

My home local group communicated frequently with me

1 2 3 4 5

My home local group gave me regular updates on what was happening in ELSA locally and nationally

1 2 3 4 5

My home local group updated me on the current events in my hometown and/or country

1 2 3 4 5

What kind of support would you like to have had from your home local group during your traineeship

How can ELSA improve its Student Trainee Exchange Programme?

ADDITIONAL COMMENTS

Please write any comments that you may have about your experience

THANK YOU VERY MUCH FOR YOUR CO-OPERATION. WE WILL KEEP IN TOUCH WITH YOU AND WE HOPE YOU ENJOYED YOUR EXPERIENCE

PLEASE RETURN THIS TRAINEE EVALUATION FORM TO YOUR LOCAL ELSA GROUP OR TO ELSA INTERNATIONAL AT WWW.ELSA.ORG.



National Group
STEP Questionnaire 2002
Student Trainee Exchange Programme

In order to be able to improve STEP we need your help. Please fill in this STEP questionnaire and return it to ELSA International.

NATIONAL GROUP	
Name of national group:	Name of VP STEP: E-mail of VP STEP:
Number of traineeships total: Number of traineeships cancelled by employer: Number of traineeships cancelled due to no applicants:	Number of applicants: Number of applicants cancelled application: Number of applicants refused traineeship: Number of applicants chosen to traineeship:
STEP APPLICATION FEE Do you have a unified STEP participation fee system?	If yes, fee: currency
PENALTY SYSTEM Do you have a unified penalty system? If yes, fee currency	Please explain further your penalty fee system:

CONSOLIDATION	
Are you subscribed to the all-of-elsa-step list?	Do you have a copy of the STEP Policies?

TRAINEESHIP RESOURCES	
Law firms and notaries in your country: #: International law firms: #: Traineeships in law firms and notaries: #	Companies in your country: #: International companies: #: Traineeships in companies: #:
Banks in your country: #: International banks: #:	Insurance companies in your country: #: International insurance companies: #:

Traineeships in banks: #: Consulting firms in your country: #: International consulting firms: #: Traineeships in consulting firms: #:	Traineeships in insurance companies: #: Traineeships at the university: #: Traineeships in the public administration: #: Traineeships in institutions: # Traineeships in non-governmental organisations: # Traineeships in other companies or organisations: #:
CO-OPERATION RESOURCES	
What kind of co-operation do you have with ELSA Alumni regarding STEP?	What kind of co-operation do you have with your national bar association regarding STEP?
What kind of co-operation do you have with the ELSA Lawyer Society (ELS) regarding STEP?	What kind of co-operation do you have with other students associations regarding STEP?
Do you cooperate with any other organisations/entities?	

RESEARCH RESOURCES	
What kind of resources do you use to get information about potential STEP partners? <input type="checkbox"/> Telephone directory <input type="checkbox"/> List of lawyers from the bar association <input type="checkbox"/> Internet <input type="checkbox"/> Other	Are you using the Martindale-Hubbell lawyer locator (www.martindale.com) for your research? Are you using another lawyer's directory in the internet? Are you using company directories (i.e. the biggest 500 companies or similar)?

MARKETING

Do you have a unified marketing strategy in your local groups? (timing, tools, target groups)	
Do you have unified marketing material in all your local groups? (if no, continue to “communication”)	
What STEP marketing material do you have to advertise STEP to a potential STEP partner?	What marketing material do you use to advertise STEP to the students?
Who creates your STEP marketing material? (layout)	Do you use a professional printer service or print your materials yourself?

COMMUNICATION

How do you communicate with your local VP STEP? (how often, by what means)

PREPARATION AND SUMMER RECEPTION

How do you prepare your local groups for the summer reception programme?

Do you have unified reception materials for all local groups?

TRAINING AND TRANSITION

<p>How do you organise STEP training in your local groups?</p> <p>What do you organise trainings in?</p> <p>Who trains at your training events (if you organise any)?</p>	<p>What would you need more training in as a national VP STEP?</p> <p>How do you organise STEP transition for your successor?</p>
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PERSONAL COMMENTS FROM THE VP STEP

What difficulties have you encountered when doing STEP?

What could be done to improve STEP in your national group and on an international level?

***THANK YOU VERY MUCH FOR YOUR CO-OPERATION AND YOUR HELP TO
MAKE STEP IMPROVE IN THE FUTURE.***

***PLEASE RETURN THIS STEP QUESTIONNAIRE TO YOUR NATIONAL BOARD
OR TO ELSA INTERNATIONAL AT ELSA@BRUTELE.BE***



Local Group
STEP Questionnaire 2002
Student Trainee Exchange Programme

In order to be able to improve STEP we need your help. Please fill in this STEP questionnaire and return it to your national board.

LOCAL GROUP	
Name of local group: Country:	Name of VP STEP: E-mail of VP STEP:
Number of law students: Number of ELSA members:	Number of traineeships: Number of traineeships cancelled by employer:
STEP participation fee: currency Penalty fee: currency	Number of applicants: Number of applicants cancelled application: Number of applicants refused traineeship: Number of applicants chosen to traineeship:

CONSOLIDATION	
Active ELSA members in your LG: # Active members in your local STEP Team: #	Do you have an ELSA office? Do you have internet connection in the office?
Are you subscribed to the all-of-elsa-step list?	Do you have a copy of the STEP Policies?

TRAINEESHIP RESOURCES	
Law firms and notaries in your city: #: International law firms: #: Traineeships in law firms and notaries: #	Companies in your city: #: International companies: #: Traineeships in companies: #:
Banks in your city: #: International banks: #: Traineeships in banks: #:	Insurance companies in your city: #: International insurance companies: #: Traineeships in insurance companies: #:
Consulting firms in your city: #: International consulting firms: #:	Traineeships at the university: #: Traineeships in the public administration: #:

Traineeships in consulting firms: #: 	Traineeships in institutions: # Traineeships in non-governmental organisations: # Traineeships in other companies or organisations: #:
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CO-OPERATION RESOURCES

What kind of co-operation do you have with ELSA Alumni regarding STEP?	What kind of co-operation do you have with your local or national bar association regarding STEP?
What kind of co-operation do you have with the ELSA Lawyer Society (ELS) regarding STEP?	What kind of co-operation do you have with other students associations regarding STEP?

RESEARCH RESOURCES

What kind of resources do you use to get information about potential STEP partners? <input type="checkbox"/> Telephone directory <input type="checkbox"/> List of lawyers from the bar association <input type="checkbox"/> Internet <input type="checkbox"/> Other	Are you using the Martindale-Hubbell lawyer locator (www.martindale.com) for your research? Are you using another lawyer's directory in the internet? Are you using company directories (i.e. the biggest 500 companies or similar)?
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MARKETING	
What STEP marketing material do you have to advertise STEP to a potential STEP partner?	What marketing material do you use to advertise STEP to the students?

COMMUNICATION	
How do you keep your STEP partners informed about STEP during the year?	How do you keep your STEP applicants informed about STEP during the year?

PREPARATION AND SUMMER RECEPTION	
How do you prepare your outgoing trainees for their experience abroad?	How do you prepare the summer reception for your incoming trainees?
How do you prepare your outgoing trainees for their evaluation when they return from abroad?	What events do you organise for your incoming trainees during the summer reception?

TRAINING AND TRANSITION	
<p>How do you organise STEP training in your local group?</p> <p>What do you organise trainings in?</p> <p>Who trains at your training events?</p>	<p>What would you need more training in?</p> <p>How do you organise STEP transition in your local group?</p>

PERSONAL COMMENTS FROM THE VP STEP
<p>What difficulties have you encountered when doing STEP?</p> <p>What could be done to improve STEP in your local group and in general?</p>

**THANK YOU VERY MUCH FOR YOUR CO-OPERATION AND YOUR HELP TO
MAKE STEP IMPROVE IN THE FUTURE.**

**PLEASE RETURN THIS STEP QUESTIONNAIRE TO YOUR NATIONAL BOARD
OR TO ELSA INTERNATIONAL AT ELSA@BRUTELE.BE**

Annex

IFP Questionnaire 2002



The European Law Students' Association

<p>IFP QUESTIONNAIRE</p> <p>2002</p>	<p>Local Group:</p> <p>National Group:</p>
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ELSA International is evaluating the International Focus Programme for the year 2002 to make it run more efficiently by supporting the local groups' and national boards' activities.

In order to be able to improve the IFP, we need your help. Please, fill in this IFP Questionnaire and return it to ELSA International.

Management and Marketing

Management and Marketing	
Director for IFP (if you don't have, responsible):	When did you receive this training?
E-mail:	Who trained you in the IFP?
Have you received training about the IFP?	Do you have the marketing materials of the IFP?

S&C

Have you organised any S&C events relating to the IFP topic?	Title, When, Where, speakers, participants, sponsors, etc. (if you want, use S&C Questionnaire):
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AA

Have you organised any AA activity relating to the IFP topic?	When did you organise this activity?
Which activity?	How many participants?
If other, please specify:	

STEP

Have you offered any STEP positions regarding IT Law topics?	If other, please specify:
Where?	How many applicants did you have?

Thank you for your help and your time. Please send this questionnaire back to:

ELSA International
239, Boulevard Général Jacques
B - 1050 Brussels

E-mail: elsa@brutele.be
Fax: +32-2-646 29 23

Report from the Lyon International Presidents' Meeting by Espen Rostrup Nakstad

**Lyon, France
30 January - 3 February 2002**

The Winter IPM of 2002 was hosted by ELSA Lyon and ELSA France. Twenty-five participants attended workshops, receptions and social events in the city of Lyon. Nine member groups were represented at the meeting, whereas Rūta Žarnauskaitė and Hans Lederer represented ELSA International. The items of the agenda covered a number of issues that will be just briefly touched in this report. These items are numbered in brackets in accordance with the agenda. The IPM minutes can be downloaded from the ELSA ONLINE Archive.

Day 1 of the IPM started with ELSA International's Oral Activity Report (4) and Question and Answer Time (5). The questions focused on IB's pending approaches and current status with international sponsors. The following fundraising session (6) resulted in a gentlemen's agreement of which presidents are to register national sponsor contacts in ELSA ONLINE within 14th February 2002 and inform IB about their planned approaches before 21st February 2002. The IB agreed to continuously inform about the nature of their pending approaches and whether NGs can proceed with specific contacts or not. This exchange of information will be done on the BEE list in order for all Presidents to have access to the information.

During discussions on the information flow in the BEE area (7) it was stressed that information routines ought to be improved in the entire network. It was mentioned that members should use www.elsa.org to promote events and not count on repeated e-mail promotion via AOE. Further, it was stressed that it is the NB's responsibility that members are subscribed to e-lists immediately after transition. The participants also hoped that IB's netiquette would be used to a larger extent during transition in national and local groups.

Following the report of the ICM Coimbra BEE workshop (8), the discussion turned to the Spring 2002 ICM agenda and whether a more feasible structure of the BEE workshop should be drafted prior to the meeting (9). There was a consensus that presidents will have to prepare thoroughly on a number of issues before the next ICM, especially on BEE Policies and the sponsors structure. It is likely that some work will have to be done in smaller teams within the workshop. However, this will eventually be up to the chair and WS participants attending the next ICM. The presidents were committed to use the BEE list for initial preparations and ELSA International will send out a draft agenda of the BEE WS for inputs and comments.

The Board Management Training and Discussion session (10) concluded that transition is surprisingly bad in many of ELSA's local groups. The presidents shared the opinion that continuity and quality in ELSA suffers from insufficient follow-up procedures and a clear lack of transition in many parts of the network. Some concrete steps should be taken by national groups to improve the situation.

Day 2 of the IPM started with detailed discussions on ELSA's Fundraising Regulations and sanctions (12). The IPM participants thought that only FRR violations that harm other ELSA groups or the IB should be sanctioned. Grave FRR violations should primarily be solved by an arbitration group and not by the Council. The rules applying to the composition of this group and possible proposals regarding the regulation of sanctions in ELSA's FRR will continue to be discussed in Corunna based on a draft by ELSA Switzerland.

ELSA International also reported to the IPM on the implementation of the Institutional Relations Regulations and on their directors' work on EI & UN, Human Rights and IFP (13). Hans Lederer gave training on ELSA ONLINE (14) and a discussion on Grants (15) resulted in an agreement that separate grants regulations should be implemented in the BEE Decision Book at the next Council Meeting. These regulations should be simple and clear, and will be drafted by ELSA Norway. It was also suggested that IRR should be taken into the BEE Policies, as originally proposed in Coimbra. Further, the IPM participants expressed that most decisions related to BEE are sufficiently clear after amendments made in Coimbra. The focus of the future should be on implementation of current decisions and continuity.

At the last day of the IPM, Rūta Žarnauskaitė gave training on ELSA presentations to potential members (16), whereas Rebecca Cenalmor Rejas answered questions from the participants on behalf of the Organising Committee of ICM Corunna (17). The minutes from the Montenegro IPM were approved (18) and the chair listed those preparations that participants had agreed to carry out over the next two months (19).

A round-table discussion on the future of ELSA's IPMs (20) concluded that summer IPMs function very well for transition whereas winter IPMs are more constructive and important for ICM preparations. IPMs can still benefit from improved promotion. Regarding costs, some participants stressed that NGs should integrate IPM expenses in their budgets, in order for participants to have some of their costs refunded. It was also mentioned that IPMs motivate many local groups and national groups who cannot organise International Council Meetings.

After a Fundraising Simulation (21), ELSA Poland was unanimously elected host of the Summer IPM 2002 (22). The local group composing the Organising Committee will be announced in Corunna.

Finally, the IPM evaluation (23) concluded that discussions had been concrete and fruitful. Participants obviously enjoyed the event. Both ELSA Lyon and ELSA France was sincerely thanked for organising a successful International Presidents' Meeting.