



The European Law Students' Association

Proudly Presents

THE XLVIII INTERNATIONAL COUNCIL MEETING



BUGIBBA, MALTA
30TH OCTOBER – 6TH NOVEMBER 2005

CORPORATE PARTNERS:



WEBSITE DEVELOPMENT PARTNER:



IT PARTNER:



THE ICM IS ORGANISED UNDER THE DISTINGUISHED PATRONAGE OF

HIS EXCELLENCY DR EDWARD FENECH ADAMI
PRESIDENT OF MALTA

GENERAL INFORMATION

FOREWORD

Dear All,

On behalf of the International Board 2005/2006 I am proud to present the Working Materials for the XLVIII International Council Meeting (ICM). Our first Package is done and it feels great! The International Board has been in office 2 months, and those months have passed extremely quickly. We are all very excited with the upcoming ICM and meeting you all in the paradise island of Malta.

In these Working Materials I trust you to find all the information required to fully prepare for a week of Workshops and Plenaries. The Agendas, Proposals and Input Papers will enable you to take part in and make the discussions as fruitful as possible. Furthermore, filling in the Inquiries you will find at the very end of this Package, will permit you to present your National Group in the Workshop.

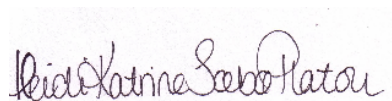
In addition, I would like to remind you that you will be able to find the Statutes and Standing Orders of ELSA International, the Council Meeting Decision Book, as well as the Minutes from the Vilnius ICM in the ELSA ONLINE Archive.

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

Finally, I will add some words of appreciation to all the members of the Organising Committee of the ICM. While the International Team has worked to prepare these Working Materials, they have been devoted to preparing the best working conditions and in other ways a great week for all of us in Malta. Thank you!

While looking forward to meeting all of you in Malta, I remain

Yours,



Heidi Katrine Sæbø Platou
Director for Internal Management
ELSA International

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REMINDERS**General**

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

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

To be prepared for Workshops...

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

To be prepared for the stay...

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

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

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

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

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

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

Then please visit the ICM Website at:

www.icm-online.org

Or write an e-mail to the Organising Committee:

icm@elsamalta.org

Autumn ICM 2006 and Spring ICM 2007



The European Law Students' Association

AUTUMN ICM 2006 SPRING ICM 2007

Do you dream of organising an ICM, but don't know when?

This is your big opportunity:

we have two dates ready to satisfy your wishes!!!

THE TIME IS NOW!

**MAKE A DIFFERENCE FOR ELSA:
APPLY FOR HOSTING AN ICM!!!**

The Council Meeting Guide for Newcomers and Experienced Users

What is an International Council Meeting?

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

What is a Workshop?

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

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

Board Management, External Relations and Expansion (BEE) – normally supervised by the President of ELSA International and attended by National Board Management, External Relations and Expansion officers.

Internal Management (IM) – normally supervised by the Secretary General of ELSA International and attended by National Internal Management officers.

Financial Management (FM) – normally supervised by the Treasurer of ELSA International and attended by National Financial Management officers.

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

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

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

Marketing (MAR) – normally supervised by the Vice President Marketing of ELSA International and attended by National Marketing officers.

What is a Workshop officer?

There are four Workshop officers; one Chair, one Vice Chair and two secretaries.

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

The role of the Vice Chair is to assist the Chair and stand in for the Chair in the event of his/her absence.

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

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

What is a Council Meeting officer?

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

What is the role of the Chair and Vice Chair?

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

What is the role of the secretaries?

The role of the secretaries of the Council Meeting is to take the minutes of the meeting. The secretaries are responsible to the Director for Internal Management of ELSA International, and should always refer to her in case of difficulty.

What is the role of the tellers?

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

What is the role of the Nominations Committee?

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

MEMENTO

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

- (i) **All debts** due to ELSA International **have been paid**. Please make sure to check your National Group's situation with the Treasurer of ELSA International in advance.
- (ii) You have delivered the **Letter of Authorisation** to the Director for Internal Management 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 Director for Internal Management of ELSA International in good time.

Reporting Time

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

- Delegates are present in all Workshops;
- Delegates are on time, especially in the morning (in case needed, wake them up);
- Delegates are informed about all practicalities;
- Delegates are summoned during the reporting time to discuss important issues raised in the Workshops and in Plenary.

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

ELSA Vision Contest

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

Workshops

Remember that unless you have fulfilled all obligations to vote in Plenary, your National Group will not have voting rights in the Workshop. Only delegates, who have been authorised by their National Group, will be able to vote in the Workshop. To facilitate the discussions in the Workshops and to make sure that the opinions and experiences of your National Group are represented in every Workshop, please make sure that your National Group has at least one delegate present in as many Workshops as possible.

Joint Workshops

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

Elections of Host for the Autumn 2006 and Spring 2007 International Council Meeting

The host for the forthcoming ICM has been elected and will be ELSA UK, an event which will take place in March 2006. Therefore, if you are thinking about organising an ICM in your country in October 2006, this is the right moment to apply. Prepare a proposal containing a draft programme and a draft budget, present it to the International Board before the ICM, and you will have the opportunity to make a nice presentation in Plenary. The Council will then decide the venue during Mid Plenary. So, do not hesitate - apply!

NOTE:

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

Nomination and Election of Council Guests

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

Elections for the vacant position in the International Board and Vice-Auditor ELSA International 2005/2006

At the Vilnius ICM no Secretary General nor Vice-Auditor ELSA International were elected for the term 2005/2006. Should you be interested in running for any of these positions, please make sure to hand in the nomination sheet to the Nomination Committee by Midnight Monday 31st October.

AGENDAS AND TIMETABLES**ICM TIMETABLE**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
07:00	Arrival & Registration of the Participants	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
07:30								
08:00								
08:30								
09:00								
09:30								
10:00		Workshops	Workshops	Workshops	Workshops	Workshops	Final Plenary	
10:30								
11:00								
11:30								
12:00								
12:30								
13:00	Lunch	Lunch	Lunch	Lunch	Report Time	Sightseeing	Lunch	
13:30					Lunch			
14:00	Opening Plenary	Workshops	Mid Plenary	Workshops	Seminar		Final Plenary ...	
14:30								
15:00								
15:30								
16:00								
16:30								
17:00	Introductory WS	Report Time	Report Time	Report Time	Sponsors' Fair			
17:30	Training							
18:00	Free Time	Pizza Night	Free Time	Free Time	Pasta Night	Dinner	Dinner	
18:30								
19:00	Dinner	Free Time	Dinner	Gala Ball	Party	Dinner	Dinner	
19:30								
20:00	Welcome Party	Theme Party: Board Room Ho'es & CEOs	Party		ELSA Vision Contest	Party	Farewell Party	
20:30								
21:00								
21:30								
22:00								
22:30								
23:00								
23:30								
00:00								
00:30								
01:00								
01:30								
02:00								
02:30								
03:00								
03:30								
04:00								

PLENARY**Draft Agenda**

Sunday 30th October 2005 (Morning; 14:30-17:00)

Morning	Arrival of the Participants
Morning	Payments due to ELSA International and delivery of Letters of Authorisation
14:30	Introduction of the members of the International Board by the President of ELSA Malta John Ellul Sullivan
14:35	Opening of the XLVIII Council Meeting by the President of ELSA International Josefin Björklund
14:40	Presentation of the Directors of ELSA International Josefin Björklund
14:45	Welcoming of Council Guests and Externals Josefin Björklund
14:50	Presentation of the Organising Committee of the Council Meeting Presentation of ELSA Malta John Ellul Sullivan
15:00	Announcement of the List of Votes by the President of ELSA International Josefin Björklund
15:10	Presentation of the Council Meeting Procedure Reading out the agreement between ELSA Greece and ELSA Republic of Macedonia (Council Decision PLE 01/99 II) Josefin Björklund
15:15	Election of the Chairman of the Plenary Josefin Björklund
15:20	Election of the other Plenary officers: Vice-Chair, at least two secretaries, two tellers, three members of the Nomination Committee Chair
15:30	Approval of the Council Meeting Agenda and presentation of the Council Meeting structure Chair
15:35	Welcome address by Externals

16:00	Approval of the Minutes from the Vilnius Council Meeting Chair
16:05	Presentation of each area of activity by the members of the ELSA International Chair and the International Board
16:20	Report from the St. Petersburg International Presidents' Meeting Organising Committee
16:30	End of the Plenary session
17:00	Introductory Workshops <ul style="list-style-type: none">▪ Board Management, External Relations and Expansion Josefin Björklund▪ Internal Management Heidi Katrine Sæbø Platou▪ Financial Management Wouter-Jan Brookman▪ Academic Activities Leo Vojčík▪ Seminar & Conferences Julianna Koppány▪ Student Trainee Exchange Programme Katia Girotto▪ Marketing Mircea Șerban Moraru
18:00	Workshop Officers Training International Trainers' Pool
18:00	Workshop introductory training ELSA International

**DEADLINE FOR NOMINATIONS FOR SECRETARY GENERAL OF
THE INTERNATIONAL BOARD 2005/06,
VICE AUDITOR OF ELSA INTERNATIONAL 2005/06,
COUNCIL GUESTS SPRING ICM 2006
COUNCIL MEETING HOST AUTUMN 2006 AND
COUNCIL MEETING HOST SPRING 2007
IS MONDAY, 31ST OCTOBER AT MIDNIGHT**

Tuesday 1st November 2005 (14:30 – 18:30)

- 14:30 Revision of the List of Votes
 Heidi Katrine Sæbø Platou
- 14:35 Announcement of Nominations
 Nominations Committee
- 14:40 Presentation by ICM Host Candidates, Autumn 2006
 Chair and Candidates
- 14:55 Presentation by the ICM Host Candidates, Spring 2007
 Chair and Candidates
- 15:10 ELSA Development Fund Report
 Wouter-Jan Brookman
- 15:20 Question and Answer time
- 15:50 Presentation of the Final Accounts 2004/2005
 Auditors' Report
 Opinion of the Financial Management Workshop
 Chair, Auditors and the Financial Management Workshop Chair
- 16:30 Elections of the Host for the Autumn ICM 2006 and Spring ICM 2007
 Chair
- 17:00 Presentation by the ICM Host, Spring 2006
 ELSA UK
- 17:15 Presentation by the ISM Host, 2006
- 17:30 Presentation of Externals
- 18:10 Presentation of the International Trainers' Pool
- 18:20 Presentation of the 25th Anniversary of ELSA
 ELSA International
- 18:30 End of Plenary session

Saturday 5th November 2005 (10:00 - ...)

10:00 Revision of the List of Votes
Heidi Katrine Sæbø Platou

10:05 Announcement of Nominations
Nominations Committee

10:10 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 of ELS
Tolga Ismen

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

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

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

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

Election of the Council Guests for the Spring ICM 2006
Chair

Election for Secretary General of the International Board 2005/06 and Vice
Auditor of ELSA International 2005/06
Chair

Miscellaneous

Closing of the XLVIII International Council Meeting
The International Board

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

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday							
07:00													
07:30													
08:00													
08:30													
09:00													
09:30													
10:00		Agenda	Analysis SotN	Joint WS IM Consolidation of the Network	Joint WS MAR Training on Fundraising	25 th Anniversary							
10:30		SotN				Miscellaneous							
11:00		CP and EO Update	Joint WS S&C International Focus Programme			Closing of WS							
11:30							Report time						
12:00		Q&A											
12:30													
13:00													
13:30													
14:00													
14:30		Joint WS FM Debts situation of EI		TYTP Part II									
15:00													
15:30		TYTP Part I											
16:00													
16:30		Introductory WS											
17:00													
17:30		Officers/Intro training											
18:00													
18:30		Report time	Report time	Report time									
19:00													
19:30													
20:00													
20:30													
21:00													
21:30													
22:00													
22:30													
23:00													
23:30													
00:00													

Draft Agenda**Reminders**

Please do not forget to read and bring the Statutes and Standing Orders, the Decision Book, the Two Year Tactical Plan (TYTP) 2003-2005 and the One Year Operational Plan (OYOP) of ELSA International. Also, make sure to read the minutes from at least the last two International Council Meetings.

The above mentioned documents are highly important for the discussions of the topics on the Agenda, the Analysis of the State of the Network, and especially since we will be discussing and deciding upon a new Two Year Tactical Plan for 2005-2007.

Please prepare an Activity Report to present to the Workshop, as well as prepare and hand in the BEE Inquiries with correct data.

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

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

Sunday October 30th (17:00 – 19:00)**17:00 – 18:00****Introductory Workshop****Aim:**

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

Means:

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

18:00 – 18:30**Officers Training****Aim:**

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

18:00 – 19:00**Introductory Training****Aim:**

To give an introduction of ELSA and BEE to the ICM Freshers.

Means:

- Basic ELSA Training;
- Basic BEE Training;
- Package and Working Materials.

Comments:

In order to reach our expectations and goals during the week of the ICM, it is important that all WS participants are well prepared and informed. This training therefore aims at the ICM Freshers and new Presidents who feel they need some basic information before the week of Workshops.

Monday October 31st (10:00 – 18:30)

10:00 – 10:30

Approval of the Agenda

Aim:

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

Means:

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

Comments

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

10:30 – 11:00

State of the Network

Aim:

To collect information on the “Status Quo” of all the Groups present at the ICM, to be analysed and discussed further on during this week.

Means:

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

Comments:

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

11:00 – 12:30

Update on the Corporate Partners and the New Online System

Aim:

To update the Network on the Status of the co-operation with the Corporate Partners of ELSA International and regarding the New Online System.

Means:

- Presentation by ELSA International;
- Open Discussion.

Comments:

The Corporate Partners of ELSA International represent an important part of the existence of ELSA International. Consequently, a constant update on the development of the relations with them is necessary. There will also be given an update on the Fundraising for the EMC². Furthermore, the stage of co-operation with Microsoft regarding the New Online System will be presented and discussed.

12:30 – 13:00

Question and Answer Time

Aim:

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

14:30 – 16:00

Joint Workshop with Financial Management on the debts situation of ELSA International

Aim:

To discuss and vote upon the Proposal by ELSA France and ELSA Switzerland related to the debts situation of the National Groups towards ELSA International.

Means:

- Presentation by ELSA France and ELSA Switzerland;
- Open discussion;
- Voting.

Comments:

Specific information of debts of the National Groups towards ELSA has previously not been displayed to the Council. At the International Presidents' Meeting in St. Petersburg, a proposal on the transparency of the debts situation of the National Groups towards ELSA International was discussed based upon a proposal by ELSA France seconded by ELSA Switzerland.

In this Workshop the Presidents and the Treasurers will discuss and vote upon the proposal. Please refer to the proposal enclosed to these Working Materials.

16:00 – 18:30

Two Year Tactical Plan 2005-2007, part I

Aim:

To discuss and vote upon the BEE and General part of the Two Year Tactical Plan 2005-2007.

Means:

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

Comments:

According to BEE 01/03 I a new Two Year Tactical Plan (TYTP) needs to be decided upon during the ICM in Malta. The General and BEE part of the draft TYTP 2005-2007 will be presented by the International Board, followed by discussions and finally voted upon in the Workshop.

It is of utmost importance that the National Groups thoroughly discuss the draft Tactical Plan prior to the ICM, so you come well prepared for this Workshop in order to easily facilitate the discussions. Please refer to the proposed Two Year Tactical Plan in these Working Materials.

Tuesday November 1st (10:00 – 13:00)

10:00 - 11:00

Analysis of the State of the Network

Aim:

To have a clear general picture of our Association.

Means:

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

Comments:

The State of the Network is a necessary tool for an Association such as ELSA. In order to get a clear overview of the situation in the Network, we will analyse the results and compare them with the ones from the previous four ICMs.

11:00 - 13:00

Joint Workshop with Seminars & Conferences on the International Focus Programme

Aim:

To discuss and vote upon the proposal regarding the International Focus Programme.

Means:

- Presentation by the International Board;
- Open discussion;
- Voting.

Comments:

At the ICM in Vilnius, the Council decided that the International Focus Programme should in its current form be abolished. However, a Working Group was established to work on a new Programme to be discussed and voted upon in Malta. In this Workshop the Working Group will present its result and the new Programme will finally be discussed and voted upon. For the Proposal of the International Focus Programme, please refer to these Working Materials.

Wednesday November 2nd (10:00 – 18:30)

10:00 – 13:00

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

To thoroughly evaluate the State of the ELSA Network and develop the next steps needed in order to consolidate our Association.

Means:

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

Comment:

An association of the size of ELSA needs to be able to have a realistic overview of its status, of the level of development it has reached and, thus, prospect on future directions of development. In ELSA this task belongs to the Presidents and the Secretary Generals. At the ICM in Vilnius, the Joint BEE/IM Workshop expressed that the ELSA Network should concentrate on consolidation rather than expansion. Now, 6 months later it is time to continue the important discussions from ICM Vilnius and the IPM in St. Petersburg to thoroughly analyse the Status Quo of the Association from a wider perspective on what steps are to be taken to consolidate our Network.

14:30 – 18:30

Two Year Tactical Plan 2005-2007 part II**Aim:**

To discuss all parts of the Two Year Tactical Plan to finally be submitted to the Council for voting.

Means:

- Presentation by each Area's Workshop Chair;
- Discussions;
- Voting.

Comments:

Planning is one of the responsibilities of the Presidents and the implementation and evaluation of the entire TYTP constitute important parts of this area of responsibilities. In this session we will go through one by one each part of the TYTP based upon presentations

by the respective Area's Workshop Chair in order to finally approve the TYTP to be submitted for voting in the Council.

Thursday 3rd (10:00 – 13:00)

10:00 – 13:00

Joint Workshop with Marketing - Training on Fundraising

Aim:

To learn and acknowledge different ways of fundraising.

Means:

- Training by a trainer from the International Trainers' Pool;
- Discussions and exchange of experience on different ways of fundraising in different countries;
- Discussions on the fundraising of ELSA International.

Comments:

For a non-profit making association such as ELSA, a properly developed fundraising is of utmost importance in order for us to be able to maintain the high quality of our activities. Exchange of different experiences in fundraising will give us more inputs and views on ways to easier facilitate our fundraising approaches and to be more successful in our fundraising. Furthermore, the fundraising of ELSA International and the benefits ELSA International offer its Corporate Partners will be discussed.

Friday November 4th (10:00 – 12:30)

10:00 – 11:00

25th Anniversary of ELSA

Aim:

To raise awareness of the importance of celebrating throughout the Network that our Association reaches a quarter of a century next year and set concrete goals for the celebrations.

Means:

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

Comments:

During this session the Workshop will sketch the steps to be taken and identify the means available to make the utmost of the 25th Anniversary of ELSA.

11.00 – 12.00

Miscellaneous

Aim:

To settle issues unresolved during other sessions.

12:00 – 12:30

Closing Workshop

Aim:

To evaluate the Workshop and to approve the minutes.

INTERNAL MANAGEMENT**Timetable**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
07:00						
07:30						
08:00						
08:30						
09:00						
09:30						
10:00		Agenda	Q &A	Joint WS BEE Consolidation of the Network	Training in the Network	25 th Anniversary
10:30		SotN	Joint WS MAR Human Resources			Training Manual
11:00		Joint WS FM EDF Report & Statutes & DB Amendments			Closing of WS	
11:30						
12:00						Report time
12:30						
13:00					Report time	
13:30						
14:00						
14:30		Analysis SotN			ELSA ONLINE	
15:00		TYTP			Training on the Role of the SecGen	
15:30						
16:00						
16:30						
17:00	Introductory WS	Report time	Report time	Report time		
17:30	Officers/Intro training					
18:00						
18:30						
19:00						
19:30						
20:00						
20:30						
21:00						
21:30						
22:00						
22:30						
23:00						
23:30						
00:00						

Draft Agenda**Reminders**

Please do not forget to read and bring the Statutes and Standing Orders, the Decision Book, the Two Year Tactical Plan (TYTP) 2003-2005 and the One Year Operational Plan (OYOP) of ELSA International. Also, make sure to read the minutes from at least the last two International Council Meetings.

The above mentioned documents are highly important for the discussions of the topics on the Agenda, the Analysis of the State of the Network, and especially since we will be discussing and deciding upon a new Two Year Tactical Plan for 2005-2007.

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

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

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

Sunday October 30th (17:00 – 19:00)

17:00 – 18:00

Introductory Workshop

Aim:

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

Means:

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

18:00 – 18:30

Officers Training

Aim:

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

18:00 – 19:00

Introductory Training

Aim:

To give an introduction of ELSA and IM to the ICM Freshers.

Means:

- Basic ELSA Training;
- Basic IM Training;
- Package and Working Materials.

Comments:

In order to reach our expectations and goals during the week of the ICM, it is important that all WS participants are well prepared and informed. This training therefore aims at the ICM Freshers and new Secretary Generals who feel they need some basic information before the week of Workshops.

Monday October 31st (10:00 – 18:30)

10:00 – 10:30

Approval of the Agenda

Aim:

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

Means:

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

Comments

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

10:30 – 11:00

State of the Network

Aim:

To collect information on the “Status Quo” of all the Groups present at the ICM, to be analysed and discussed further on during this week.

Means:

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

Comments:

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

11:00 – 13:00

Joint Workshop with Financial Management – EDF Report and Statutes and Decision Book Amendments session

Aim:

To present the EDF Report and discuss and vote upon the proposed amendments to the Statutes and IM and FM Decision Book regarding the ELSA Development Fund.

Means:

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

Comment:

Please refer to the proposals by the International Board and the National Groups included in these Working Materials.

14.30 – 15.30

Analysis of the State of the Network

Aim:

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

Means:

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

Comments:

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

15.30 – 18.30

Two Year Tactical Plan 2005-2007

Aim:

To discuss and vote upon the IM part of the Two Year Tactical Plan 2005-2007.

Means:

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

Comments:

According to BEE 01/03 I a new Two Year Tactical Plan (TYTP) will be decided upon during the ICM in Malta. The IM part of the draft TYTP 2005-2007 will be presented by the International Board, followed by discussions and finally voted upon in the Workshop. The

Workshop will also discuss the General Part of the Tactical Plan. The outcome of this Workshop will be presented in the BEE Workshop on Wednesday afternoon.

It is of utmost importance that the National Groups thoroughly discuss the draft Tactical Plan prior to the ICM, so you come well prepared for this Workshop in order to easily facilitate the discussions. Please refer to the proposed Two Year Tactical Plan in these Working Materials.

Tuesday November 1st (10:00 – 13:00)

10:00 – 10:30

Question and Answer Time

Aim:

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

10:30 – 13:00

Joint Workshop with Marketing on Human Resources

Aim:

To create different campaigns strategies for recruitment of new Members as well as keeping the Members interested.

Means:

- Presentations;
- Case studies in Groups;
- Conclusions.

Comment:

The lack of Human Resources is often mentioned as one of the main problems any Association faces from time to time. Today's law students are more demanding with the time investment made outside their university studies and therefore ELSA has to develop a more professional approach towards recruitment. During this session, we will discuss how the Marketeers and Secretary Generals can co-operate when hunting for new Members and marketing towards Members. The outcome of this session should ideally be concrete plans for future recruitment of Members. To prepare for the session, please read through the Input Papers that can be found in these Working Materials and consider how you hunt for Members and how you keep your Members interested?

Wednesday November 2nd (10:00 – 18:30)

10:00 – 13:00

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

Aim:

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

Means:

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

Comment:

An association of the size of ELSA needs to be able to have a realistic overview of its status, of the level of development it has reached and, thus, prospect on future directions of development. In ELSA this task belongs to the Presidents and the Secretary Generals. At the ICM in Vilnius, the Joint BEE/IM Workshop expressed that the ELSA Network should concentrate on consolidation rather than expansion. Now, 6 months later it is time to continue the important discussions from ICM Vilnius and the IPM in St. Petersburg to thoroughly analyse the Status Quo of the Association from a wider perspective on what steps are to be taken to consolidate our Network.

14:30 – 15:30

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

To clarify possible existent doubts regarding the running of ELSA ONLINE, as well as to present and discuss the situation of the New Online System.

Means:

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

Comments:

The continued implementation of ELSA ONLINE is still essential, as its enhanced use facilitates our Network administration. A well implemented and functional ELSA ONLINE will also contribute to the later implementation of the New Online System. Furthermore, the development of a New Online System is progressing. This session will provide an update on the developments up until the ICM in Malta.

15.30 – 18.30

Training on the Role of the Secretary General.**Aim:**

To clarify the role of the Secretary General within the ELSA structure and on the Board and specifically focus on the responsibility communication within the Board and towards your Local Groups and ELSA International.

Means:

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

Comments:

As many of the WS participants are starting their term in office as Secretary Generals on National Level for the first time, this session will help us outline the responsibilities and tasks of the Secretary General in our Network. Although communication is the responsibility of all Board Members, the main responsibility lies on the Secretary General. Therefore, will the second part of the training session focus more specifically on the responsibility for communication both within the Board and between the different Levels of ELSA.

Thursday November 3rd (10:00 – 13:00)

10:00 – 11:30

Training in the Network**Aim:**

To create awareness on the International Trainers' Pool and the benefits of training.

Means:

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

Comments:

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

11:30 – 13:00

Training Manual**Aim:**

To create a Training Manual.

Means:

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

Comments:

To make training a bigger part of the Network it is important that you who are responsible for promoting training knows the procedures for a successful training requests and ELSA Development Fund applications. Creating a Training Manual where all important and necessary information is gathered, will make the further implementation of training in the Network much easier and possibly the demand for trainings will increase accordingly.

Friday November 4th (10:00 – 12:30)

10:00 – 11:00

25th Anniversary of ELSA

Aim:

To raise awareness of the importance of celebrating throughout the Network that our Association reaches a quarter of a century next year and set concrete goals for the celebrations.

Means:

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

Comments:

During this session the Workshop will sketch the steps to be taken and identify the means available to make the utmost of the 25th Anniversary of ELSA.

11.00 – 12.00

Miscellaneous

Aim:

To settle issues unresolved during other sessions.

12:00 – 12:30

Closing of the Workshop

Aim:

To evaluate the Workshop and to approve the minutes.

FINANCIAL MANAGEMENT**Timetable**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
07:00						
07:30						
08:00						
08:30						
09:00						
09:30						
10:00		Agenda	TYTP	Joint WS AA EMC ² Budget	Financial Stability	25 th Anniversary
10:30		Q&A				
11:00		Joint WS IM		Revision of the Budget 2005/06	DB Amendment Session	Miscellaneous
11:30		EDF Report & Statutes & DB Amendments				Closing of WS
12:00			STEP Fee			Report time
12:30					Report time	
13:00						
13:30						
14:00						
14:30		Joint WS BEE		Analysis SotN		
15:00		Debt situation of EI				
15:30						
16:00		Final Accounts 2004/05		Training on Presentation Skills		
16:30						
17:00	Introductory WS	Auditing				
17:30						
18:00	Officers/Intro training					
18:30		Report time	Report time	Report time		
19:00						
19:30						
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21:30						
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22:30						
23:00						
23:30						
00:00						

Draft Agenda**Reminders**

Please do not forget to read and bring the Statutes and Standing Orders, the Decision Book, the Two Year Tactical Plan (TYTP) 2003-2005 and the One Year Operational Plan (OYOP) of ELSA International. Also, make sure to read the minutes from at least the last two International Council Meetings.

The above mentioned documents are highly important for the discussions of the topics on the Agenda, the Analysis of the State of the Network, and especially since we will be discussing and deciding upon a new Two Year Tactical Plan for 2005-2007.

Please prepare an Activity Report to present to the Workshop, as well as prepare and hand in the FM Inquiries with correct data.

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

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

Sunday October 30th (17:00 – 19:00)

17:00 – 18:00

Introductory Workshop

Aim:

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

Means:

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

Comments:

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

18:00 – 18:30

Officers Training

Aim:

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

18:00 – 19:00

Introductory Training

Aim:

To give an introduction of ELSA and FM to the ICM Freshers.

Means:

- Basic ELSA Training;
- Basic FM Training;
- Package and Working Materials.

Comments:

In order to reach our expectations and goals during the week of the ICM, it is important that all WS participants are well prepared and informed. This training therefore aims at the ICM Freshers and new Treasurers who feel they need some basic information before the week of Workshops.

Monday October 31st (10:00 – 18:30)

10:00 – 10:30

Approval of the Agenda

Aim:

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

Means:

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

Comments

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

10:30 – 11:00

Question and Answer Time

Aim:

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

11:00 – 13:00

Joint Workshop with Internal Management – EDF Report and Statutes and Decision Book Amendments session

Aim:

To present the EDF Report and discuss and vote upon the proposed amendments to the Statutes and IM and FM Decision Book regarding the ELSA Development Fund.

Means:

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

Comment:

Please refer to the proposals by the International Board and the National Groups included in these Working Materials.

14:30 – 16:00

Joint Workshop with Board Management, External Relations and Expansion on the debts situation of ELSA International**Aim:**

To discuss and vote upon the Proposal by ELSA France and ELSA Switzerland related to the debts situation of the National Groups towards ELSA International.

Means:

- Presentation by ELSA France and ELSA Switzerland;
- Open discussion;
- Voting.

Comments:

Specific information of debts of the National Groups towards ELSA has previously not been displayed to the Council. At the International Presidents' Meeting in St. Petersburg, a proposal on the transparency of the debts situation of the National Groups towards ELSA International was discussed based upon a proposal by ELSA France seconded by ELSA Switzerland.

In this Workshop the Presidents and the Treasurers will discuss and vote upon the proposal. Please refer to the proposal enclosed to these Working Materials.

16.00 – 17.30

Final Accounts 2004/2005 – Auditors report**Aim:**

To approve the Final Accounts for the financial year of 2004/2005.

Means:

- Presentation of the audited Final Accounts of 2004/2005;
- Presentation of the Auditors Report;
- Presentation of the Financial Report of ELSA International 2004/2005;
- Voting.

Comments:

All the mentioned documents above can be found in these Working Materials.

17.30 – 18.30

Auditing

Aim:

To give an update concerning the Auditing in ELSA International and a general overview of the importance of auditing.

Means:

- Presentation by ELSA International.

Comments:

ELSA International is continuously improving the Financial Management in the Association; auditing is an important part of that. Auditing the accounts of ELSA International but as well the account of National and Local Groups is an import tool to stress out the professionalism of the Association.

Tuesday November 1st (10:00 – 13.00)

10.00 – 12.30

Two Year Tactical Plan 2005-2007

Aim:

To discuss and vote upon the FM part of the Two Year Tactical Plan 2005-2007.

Means:

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

Comments:

According to BEE 01/03 I a new Two Year Tactical Plan (TYTP) needs to be decided upon during the ICM in Malta. The FM part of the draft TYTP 2005-2007 will be presented by the International Board, followed by discussions and finally voted upon in the Workshop. The outcome of this Workshop will be presented in the BEE Workshop on Wednesday afternoon.

It is of utmost importance that the National Groups thoroughly discuss the draft Tactical Plan prior to the ICM, so you come well prepared for this Workshop in order to easily facilitate the discussions. Please refer to the proposed Two Year Tactical Plan in these Working Materials.

12.30 – 13.00

STEP Fee proposal

Aim:

To discuss and vote upon the proposal concerning the STEP Fee proposed by the International Board.

Means:

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

Comments:

The International Board is of the opinion that we should not keep the STEP Fee any longer. That is why the International Board proposes to delete the related article from the Decision Book.

Wednesday November 2nd (10:00 – 18:30)

10:00-11:00

Joint Workshop with Academic Activities on the Budget for the EMC² 2005/2006

Aim:

To present the Budget of the EMC² 2005/2006.

Means:

- Presentation of EMC² 2004/2005 financial report;
- Presentation of the Budget of the EMC² 2005/2006.

Comments:

This session shall concentrate on presenting the Budget of the EMC² 2005/2006. Officers are encouraged to use this WS to gain knowledge and to provide input as to the structure and contents of the EMC² 2005/2006 related to financial issues.

11:00 – 13:00

Revision of the Budget of ELSA International 2005/2006.

Aim:

To revise the Budget according to the up to date financial situation.

Means:

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

Comments:

The financial year has only just started; nonetheless, the financial situation is changing day by day. That's why the International Board proposes a revised budget for the year 2005/2006.

14:30 – 15:30

Analysis of the State of the Network

Aim:

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

Means:

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

Comments:

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

15:30 – 18:30

Training on presentation skills

Aim:

To acquire knowledge and useful tips on making successful presentations, speeches and running workshops.

Means:

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

Comments:

Also for a Treasurer it is important to work on his/ her presentation skills. When you attend sponsor meetings, institutions concerning grants applications or other externals, but also when you have to present the budget or the accounts during a National Council Meeting, it is necessary that you know how to present it and how to communicate the information to your audience.

Thursday November 3rd (10:00 – 13:00)

10:00 – 11:30

Financial stability in ELSA International

Aim:

To discuss the different possibilities to improve the financial situation and transparency in ELSA International.

Means:

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

Comments:

At the moment a lot of National Groups have debts towards ELSA International, furthermore ELSA International keeps on invoicing the Groups which are not having a National Board and are no longer active. The debts of these countries are rising higher and higher. During this workshop the International Board wants to discuss the possibilities to handle these facts and any other ideas to improve the financial stability and transparency of ELSA International.

11:30 – 13:00

Decision Book amendment session

Aim:

To update, simplify and correct the FM part of the Decision Book.

Means:

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

Comment:

Please refer to the proposals by the International Board, ELSA Malta and ELSA Hungary included in these Working Materials.

Friday November 4th (10:00 – 12:30)

10:00 – 11:00

25th Anniversary of ELSA

Aim:

To raise awareness of the importance of celebrating throughout the Network that our Association reaches a quarter of a century next year and set concrete goals for the celebrations.

Means:

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

Comments:

During this session the Workshop will sketch the steps to be taken and identify the means available to make the utmost of the 25th Anniversary of ELSA.

11.00 – 12.00

Miscellaneous

Aim:

To settle issues unresolved during other sessions.

12:00 – 12:30

Closing of the Workshop

Aim:

To evaluate the Workshop and to approve the minutes.

ACADEMIC ACTIVITIES**Timetable**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	
07:00							
07:30							
08:00							
08:30							
09:00							
09:30							
10:00		Agenda	Training on Presentation Skills	Joint WS FM EMC² Budget	Analysis SotN	25 th Anniversary	
10:30		Q & A		Training on MCCs	Joint WS S&C Training of an OC	Miscellaneous	
11:00		SotN					
11:30		SPEL & ELSA Law Web					
12:00							
12:30			Report time				
13:00							
13:30							
14:00							
14:30		GLSE		EMC² National & Regional Rounds, FOR			
15:00		TYTP		Joint WS MAR EMC² and MCCs			
15:30							
16:00							
16:30							
17:00	Introductory WS	Report time		Report time			Report time
17:30	Officers/Intro training						
18:00							
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Draft Agenda**Reminders**

Please do not forget to read and bring the Statutes and Standing Orders, the Decision Book, the Two Year Tactical Plan (TYTP) 2003-2005 and the One Year Operational Plan (OYOP) of ELSA International. Also, make sure to read the minutes from at least the last two International Council Meetings.

The above mentioned documents are highly important for the discussions of the topics on the Agenda, the Analysis of the State of the Network, and especially since we will be discussing and deciding upon a new Two Year Tactical Plan for 2005-2007.

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

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

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

Sunday October 30th (17:00 – 19:00)

17:00 – 18:00

Introductory Workshop

Aim:

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

Means:

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

18:00 – 18:30

Officers Training

Aim:

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

18:00 – 19:00

Introductory Training

Aim:

To give an introduction of ELSA and AA to the ICM Freshers.

Means:

- Basic ELSA Training;
- Basic AA Training;
- Package and Working Materials.

Comments:

In order to reach our expectations and goals during the week of the ICM, it is important that all WS participants are well prepared and informed. This training therefore aims at the ICM Freshers and new Vice Presidents Academic Activities who feel they need some basic information before the week of Workshops.

Monday October 31st (10:00 – 18:30)

10:00 – 10:30

Approval of the Agenda

Aim:

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

Means:

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

Comments

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

10:30 – 11:00

Question and Answer Time

Aim:

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

11:00 – 11:30

State of the Network

Aim:

To collect information on the “Status Quo” of all the Groups present at the ICM, to be analysed and discussed further on during this week.

Means:

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

Comments:

ELSA International would like to stress the importance of each National Board filling in all the Inquiries to be found in this Package and handing them in to ELSA International in

Malta. In case your Group will not be present, please submit your Group's Inquiries beforehand by e-mail to the International Board, so your Group's data can also be taken into consideration. Do not forget to submit your activity reports as well.

11:30 - 13:00

SPEL – Selected Papers on European Law and ELSA Law Web

Aim:

- To give an update on the status of SPEL and to create awareness on the ELSA Law Web.

Means:

- Presentation by ELSA International;
- Open discussion.

Comments:

SPEL is a highly academic publication which is published on the website of ELSA International. ELSA Law Web is a collection of law related links divided in different categories in order to facilitate finding information on the law in other countries and their legal systems. During this session the Workshop will be given an update on the status of SPEL and discuss how ELSA Law Web is used in the Network, as well as how we should move forward regarding updating the database.

14:30 - 15:30

GLSE - the Guide to Legal Studies in Europe

Aim:

To give an update on the process and publishing of the Guide to Legal Studies in Europe.

Means:

- Presentation by ELSA International;
- Round table discussion.

Comments:

The updating process of the GLSE is a complex task, which the Network is facing this year. During this session we will evaluate the updating process as well as discuss the possibilities to develop the concept behind the GLSE.

15:30 – 18:30

Two Year Tactical Plan 2005-2007

Aim:

To discuss and vote upon the AA part of the Two Year Tactical Plan 2005-2007.

Means:

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

Comments:

According to BEE 01/03 I a new Two Year Tactical Plan (TYTP) needs to be decided upon during the ICM in Malta. The AA part of the draft TYTP 2005-2007 will be presented by the International Board, followed by discussions and finally voted upon in the Workshop. The outcome of this Workshop will be presented in the BEE Workshop on Wednesday afternoon.

It is of utmost importance that the National Groups thoroughly discuss the draft Tactical Plan prior to the ICM, so you come well prepared for this Workshop in order to easily facilitate the discussions. Please refer to the proposed Two Year Tactical Plan in these Working Materials.

Tuesday November 1st (10:00 – 13:00)

10:00 – 13:00

Training on Presentation Skills**Aim:**

To acquire knowledge and useful tips on making successful presentations, speeches and running workshops.

Means:

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

Comments:

Being able to express oneself clearly and convincingly, identifying the audience and projecting a confident and positive image is essential when making successful presentations. This training session is meant to focus on improving the oral presentation skills of the AA officers which can prove itself useful both when selling an AA event and making a presentation oneself.

Wednesday November 2nd (10:00 – 18:30)

10:00-11:00

Joint Workshop with Financial Management on the EMC² budget 2005/2006**Aim:**

To present the Budget of the EMC² 2005/2006.

Means:

- Presentation of EMC² 2004/2005 financial report;
- Presentation of the Budget of the EMC² 2005/2006.

Comments:

This session shall concentrate on presenting the Budget of the EMC² 2005/2006. Officers are encouraged to use this WS to gain knowledge and to provide input as to the structure and contents of the EMC² 2005/2006 related to financial issues.

11:00 - 13:00

Training on Moot Court Competitions

Aim:

To provide National Officers with knowledge how to prepare and organise a successful Moot Court Competition.

Means:

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

Comments:

Moot Court Competitions (MCCs) are a very big part of Academic Activities and every AA officer should know how to prepare and organise a MCC. This training session is meant to give the Officers an overview of the tasks and preparations that need to be taken care of when organising a MCC.

14:30 - 16:30

ELSA Moot Court Competition on WTO Law 2005/2006

Aim:

To present the report of the third edition of the EMC² (2004/2005) and give an update of the fourth edition of the EMC².

Means:

- Presentations by ELSA International;
- Round table discussion.

Comments:

The EMC² is organised this year for the fourth time in a row. Even this year it is expanding with two ELSA Regional Rounds and one more non-ELSA Regional Round in Asia. This session will give the Worksop an update on the status of one of the largest events in the Network.

16:30 - 18:30

Joint Workshop with Marketing on Marketing the MCCs

Aim:

To ensure proper promotion of the Moot Court Competitions, especially with the development of the ELSA Moot Court Competition on WTO Law, in order to increase the visibility throughout the target groups.

Means:

- Presentation of existing Marketing strategies related to MCCs.
- Group work to identify appropriate marketing tools for MCCs.
- Discussion on the necessity to adapt the marketing strategies to target groups.

Comments:

The importance of Marketing is higher in what regards MCCs due to the high visibility we want to achieve. Proper marketing can help solving the problems we face in relation with

these events, like lack of financial means and low participation. Ideally, marketing should adapt to the actual facts of the groups we are targeting.

Thursday November 3rd (10:00 – 13:00)

10:00 – 11:00

Analysis of the State of the Network (AA Events in the Network)

Aim:

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

Means:

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

Comments:

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

11:00 - 13:00

Joint Workshop with Seminars & Conferences on Training of an Organising Committee / Teambuilding and Communication

Aim:

To raise awareness on the importance of a well trained Organising Committee.

Means:

- Presentation by ELSA International;
- Interactive Training.

Comments:

Training of an Organising Committee (OC) is an important tool to ensure the success of events, may it be in the field of AA or S&C. During this session, we will draw the attention of the participants on the important points of event organization and discuss the different possibilities of OC trainings, as well as how to ensure the quality of such trainings.

Friday November 4th (10:00 – 12:30)

10:00 – 11:00

25th Anniversary of ELSA

Aim:

To raise awareness of the importance of celebrating throughout the Network that our Association reaches a quarter of a century next year and set concrete goals for the celebrations.

Means:

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

Comments:

During this session the Workshop will sketch the steps to be taken and identify the means available to make the utmost of the 25th Anniversary of ELSA.

11.00 – 12.00

Miscellaneous

Aim:

To settle issues unresolved during other sessions.

12:00 – 12:30

Closing of the Workshop

Aim:

To evaluate the Workshop and to approve the minutes.

SEMINARS & CONFERENCES**Timetable**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
07:00						
07:30						
08:00						
08:30						
09:00						
09:30						
10:00		Agenda	Analysis of the		Int. Annual	25 th
10:30		SotN	SotN	Training on	Events	Anniversary
11:00		Q&A	JWS BEE	Project	Joint WS AA	Future events
11:30			International	and Risk	Training of	Miscellaneous
12:00		S&C Tools	Focus	Management	an OC	Closing of WS
12:30			Programme			Report time
13:00					Report time	
13:30						
14:00						
14:30				Joint WS MAR		
15:00				Marketing of		
15:30				S&C events		
16:00						
16:30						
17:00	Introductory			Institutional		
17:30	WS	S&C and		Relations		
18:00	Officers/Intro	Human Rights				
18:30	training	Report time	Report time	Report time		
19:00						
19:30						
20:00						
20:30						
21:00						
21:30						
22:00						
22:30						
23:00						
23:30						
00:00						

Draft Agenda**Reminders**

Please do not forget to read and bring the Statutes and Standing Orders, the Decision Book, the Two Year Tactical Plan (TYTP) 2003-2005 and the One Year Operational Plan (OYOP) of ELSA International. Also, make sure to read the minutes from at least the last two International Council Meetings.

The above mentioned documents are highly important for the discussions of the topics on the Agenda, the Analysis of the State of the Network, and especially since we will be discussing and deciding upon a new Two Year Tactical Plan for 2005-2007.

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

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

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

Sunday October 30th (17:00 – 19:00)

17:00 – 18:00

Introductory Workshop

Aim:

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

Means:

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

18:00 – 19:00

Officers Training

Aim:

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

18:00 – 19:00

Introductory Training

Aim:

To give an introduction of ELSA and S&C to the ICM Freshers.

Means:

- Basic ELSA Training;
- Basic S&C Training;
- Package and Working Materials.

Comments:

In order to reach our expectations and goals during the week of the ICM, it is important that all WS participants are well prepared and informed. This training therefore aims at the ICM Freshers and new Vice Presidents Seminar & Conferences who feel they need some basic information before the week of Workshops.

Monday October 31st (10:00 – 18:30)

10:00 – 10:30

Approval of the Agenda

Aim:

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

Means:

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

Comments

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

10:30 – 11:00

State of the Network

Aim:

To collect information on the “Status Quo” of all the Groups present at the ICM, to be analysed and discussed further on during this week.

Means:

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

Comments:

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

11:00 – 11:30

Question and Answer Time

Aim:

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

11:30 – 13:00

S&C Tools

Aim:

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

Means:

- Presentation by ELSA International on the S&C Tools;
- Round table discussion.

Comments:

We need to continuously draw the attention of the S&C officer to the S&C Tools available in the ELSA ONLINE Archive, with special regard to the Lectures, Panel Discussions and the not sufficiently implemented Speakers Database.

14:30 – 17:30

Two Year Tactical Plan 2005-2007

Aim:

To discuss and vote upon the S&C part of the Two Year Tactical Plan 2005-2007.

Means:

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

Comments:

According to BEE 01/03 I a new Two Year Tactical Plan (TYTP) needs to be decided upon during the ICM in Malta. The S&C part of the draft TYTP 2005-2007 will be presented by the International Board, followed by discussions and finally voted upon in the Workshop. The outcome of this Workshop will be presented in the BEE Workshop on Wednesday afternoon.

It is of utmost importance that the National Groups thoroughly discuss the draft Tactical Plan prior to the ICM, so you come well prepared for this Workshop in order to easily facilitate the discussions. Please refer to the proposed Two Year Tactical Plan in these Working Materials.

17:30 – 18:30

S&C and Human Rights

Aim:

To raise awareness on the possibilities of implementing Human Rights in S&C events.

Means:

- Presentation of the Human Rights Tools;
- Human Rights and the Delegations
- Round table discussion

Comments:

Being one of ELSA's main commitments, focus should always be on Human Rights, especially when organising events. During this session we will examine the opportunities of implementing the Human Rights topic in S&C events.

Tuesday November 1st (10:00 – 13:00)

10:00 - 11:00

Analysis of the State of the Network

Aim:

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

Means:

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

Comments:

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

11:00 – 13:00

Joint Workshop with Board Management, External Relations and Expansion on the International Focus Programme

Aim:

To discuss and vote upon the proposal regarding the International Focus Programme.

Means:

- Presentation by the International Board;
- Open discussion;
- Voting.

Comments:

At the ICM in Vilnius, the Council decided that the International Focus Programme should in its current form be abolished. However, a Working Group was established to work on a new Programme to be discussed and voted upon in Malta. In this Workshop the Working Group will present its result and the new Programme will finally be discussed and voted upon. For the Proposal of the International Focus Programme, please refer to these Working Materials.

Wednesday November 2nd (10:00 – 18:30)

10:00 – 13:00

Training on Project and Risk Management**Aim:**

To create awareness on the importance of proper management and potential risks organising S&C events.

Means:

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

Comments:

In order to have high quality and successful events in the Network, the officers and future organising committees have to be trained on how to manage a project. This training also aims at raising awareness on the potential risks and problems of event organising and to come up with possible solutions and answers.

14:30 – 16:30

Joint Workshop with Marketing on Marketing of Events**Aim:**

To ensure that the S&Cers and the Marketeers work together as a team, in order to have properly promoted and successful events.

Means:

- Interactive Group work on marketing of S&C events;
- Presentation of the Groups and evaluation;
- Marketing of the Series of anniversary events;
- Presentation of the Study Visit Guide.

Comments:

The experience of previous years has shown that the success of S&C events depends a lot on the promotion of these projects. Therefore, this session is aiming at putting significant weight on the proper promotion of S&C events, with special regard to the anniversary events. We will also focus and spend some time on the Study Visit Guide.

16:30-18:30

Institutional Relations**Aim:**

To get an overview of the different opportunities and benefits we are granted in accordance with ELSA's co-operation with the United Nations, its subsidiary bodies and the European Institutions.

Means:

- Presentation by ELSA International;
- ELSA International Delegations and the Handbook;
- Report Templates;
- The Council of Europe Quadrennial Report - Questionnaire;
- Open Discussion.

Comments:

Although ELSA has had several Delegations sent last year to the UN, its subsidiary bodies and ELSA Members have attended several Council of Europe Trainings, the preparation and the reporting of the Delegation have not been sufficient. Therefore, it is time to focus more on the professional academic preparation, increased involvement of the Delegations and uniform reporting.

Thursday November 3rd (10:00 - 13:00)

10:00 - 11:00

International Annual Events**Aim:**

To continue the focus on the advantages which can be obtained by turning National Events International and International Events Annual.

Means:

- Presentation by ELSA International;
- Round table discussion.

Comments:

In order to increase the number of International and Annual events, and reach development on the quality of S&C events, we have to share our experiences within the Network and encourage event organisers to reach higher every year.

11:00 - 13:00

Joint Workshop with Academic Activities - Training of an Organising Committee / Teambuilding and Communication**Aim:**

To raise awareness on the importance of a well trained Organising Committee.

Means:

- Presentation by ELSA International;
- Interactive Training.

Comments:

Training of an Organising Committee (OC) is an important tool to ensure the success of events, may it be in the field of AA or S&C. During this session, we will draw the attention of the participants to the important points of event organisation and discuss the different possibilities of OC trainings, as well as how to ensure the quality of such trainings.

Friday November 4th (10:00 – 12:30)

10:00 – 11:00

25th Anniversary of ELSA

Aim:

To raise awareness of the importance of celebrating throughout the Network that our Association reaches a quarter of a century next year and set concrete goals for the celebrations.

Means:

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

Comments:

During this session the Workshop will sketch the steps to be taken and identify the means available to make the utmost of the 25th Anniversary of ELSA.

11:00-11-.30

Presentation of Upcoming International Events

Aim:

To promote the upcoming International S&C Events.

Means:

- Presentations;
- Distribution of Marketing Materials.

Comments:

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

11:30 – 12:00

Miscellaneous

Aim:

To settle issues unresolved during other sessions.

12.00 – 12.30

Closing Workshop

Aim:

To evaluate the Workshop and to approve the minutes.

STUDENT TRAINEE EXCHANGE PROGRAMME

Timetable

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
07:00						
07:30						
08:00						
08:30						
09:00						
09:30						
10:00		Agenda	TYTP	Joint WS MAR STEP logo	ELSA ONLINE Simulation	25 th Anniversary
10:30		Q&A Time				Miscellaneous
11:00		SotN				Closing of WS
11:30						Report time
12:00			Student Hunting	New EO		
12:30				Report time		
13:00						
13:30						
14:00						
14:30		STEP Calendar		Job Hunting		
15:00						
15:30		STEP Regulation				
16:00						
16:30	Training on Motivation and Presentation skills		Training on Negotiation skills			
17:00	Introductory WS					
17:30	Officers/Intro training					
18:00		Report time	Report time	Report time		
18:30						
19:00						
19:30						
20:00						
20:30						
21:00						
21:30						
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Draft Agenda**Reminders**

Please do not forget to read and bring the Statutes and Standing Orders, the Decision Book, the Two Year Tactical Plan (TYTP) 2003-2005 and the One Year Operational Plan (OYOP) of ELSA International. Also, make sure to read the minutes from at least the last two International Council Meetings.

The above mentioned documents are highly important for the discussions of the topics on the Agenda, the Analysis of the State of the Network, and especially since we will be discussing and deciding upon a new Two Year Tactical Plan for 2005-2007.

Please prepare an Activity Report to present to the Workshop, as well as prepare and hand in the STEP Inquiries with correct data.

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

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

Sunday October 30th (17:00 – 19:00)

17:00 – 18:00

Introductory Workshop

Aim:

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

Means:

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

18:00 – 18:30

Officers Training

Aim:

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

18:00 – 19:00

Introductory Training

Aim:

To give an introduction of ELSA and STEP to the ICM Freshers.

Means:

- Basic ELSA Training;
- Basic STEP Training;
- Package and Working Materials.

Comments:

In order to reach our expectations and goals during the week of the ICM, it is important that all WS participants are well prepared and informed. This training therefore aims at the ICM Freshers and new Vice Presidents Student Trainee Exchange Programme who feel they need some basic information before the week of Workshops.

Monday October 31st (10:00 – 18:30)

10:00 – 10:30

Approval of the Agenda

Aim:

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

Means:

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

Comments

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

10:30 – 11:00

Question and Answer Time

Aim:

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

11:00 – 13:00

State of the Network

Aim:

To collect and analyse information on the “Status Quo” of all the Groups present at the ICM, to be analysed and discussed further on during this week.

Means:

- Handing in the STEP Inquiries to be found in these Working Materials;
- Compare the results from the present State of the Network with the results from the previous ICMs;
- Presentation of the activity reports of the countries;
- Round table discussion.

Comments:

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

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

14:30 - 15:30

Planning in STEP and STEP Calendar**Aim:**

To stress out the importance of planning in STEP at National and Local level and to respect the STEP Calendar created by the STEP Workshop during the previous ICMs.

Means:

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

Comments:

At the beginning of the term is absolutely indispensable to plan the year. We need to decide upon our goals and the most strategic way to reach them. In this session we will analyse what means plan and how we can use it in STEP. Furthermore during this session we will analyse the STEP Calendar and find ways to implement it.

15:30 - 16:30

STEP Regulation and STEP Tools**Aim:**

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

Means:

- Presentation by ELSA International;
- Round table discussion.

Comments:

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

16:30 – 18:30

Training on motivation and presentation skills**Aim:**

To acquire knowledge and useful tips on making successful presentations, speeches and running workshops and more specifically how to come of when presenting STEP to students and possible employers, and to give the participants some input on how to motivate others to work for STEP.

Mean:

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

Comments:

Being able to express oneself clearly and convincingly, identifying the audience and projecting a confident and positive image is essential when making successful presentations. This training session is meant to focus on improving the oral presentation skills of the STEP officers which can prove itself useful both when selling a STEP traineeship to employers and students and making a presentation oneself.

Tuesday November 1st (10:00 – 13:00)

10:00 – 13:00

Two Year Tactical Plan 2005-2007

To discuss and vote upon the STEP part of the Two Year Tactical Plan 2005-2007.

Means:

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

Comments:

According to BEE 01/03 I a new Two Year Tactical Plan (TYTP) needs to be decided upon during the ICM in Malta. The STEP part of the draft TYTP 2005-2007 will be presented by the International Board, followed by discussions and finally voted upon in the Workshop. The outcome of this Workshop will be presented in the BEE Workshop on Wednesday afternoon.

It is of utmost importance that the National Groups thoroughly discuss the draft Tactical Plan prior to the ICM, so you come well prepared for this Workshop in order to easily facilitate the discussions. Please refer to the proposed Two Year Tactical Plan in these Working Materials.

Wednesday November 2nd (10:00 – 18:30)

10:00-12:00

Joint Workshop with Marketing on the STEP Logo

Aim:

To analyse the situation concerning the STEP Logo Working Group, the results and the prospective for the future.

Means:

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

Comments:

The discussions regarding a STEP Logo are a recurrent issue in the last International Council Meetings. During this session we will analyse the Working Group evolution and decide on the steps to follow from the point we reached.

12:00 - 13:00

Student Hunting**Aim:**

To discuss about this part of the STEP cycle, analyse the difficulties and find solutions to implement the number of students.

Means:

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

Comments:

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

14:30 - 15:30

Job Hunting**Aim:**

To understand what Job Hunting is.

Means:

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

Comments:

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

15:30 – 18:30

Training on Negotiation Skills

Aim:

To give to the participants a clear idea of what negotiation in STEP means.

Means:

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

Comments:

In STEP it is really important how we present ourselves and how we communicate with the externals. During this session we will analyse the different possibilities to keep in contact with the employers and the most effective ways to negotiate to get a job for the STEP Programme. This training session is meant to give the participants an introduction to the art of negotiating.

Thursday November 3rd (10:00 – 13:00)

10:00 – 12:30

ELSA ONLINE Simulation session

Aim:

To increase the knowledge in ELSA ONLINE and clarify the misunderstandings when using the System.

Means:

- Simulation of ELSA ONLINE;
- Errors' reporting time;
- Question and Answer time.

Comments:

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

12:30 - 13:00

The New Online System

Aim:

To update the Workshop on the STEP part of the New Online System.

Means:

- Presentation by ELSA International.

Comments:

The development of a New Online System is progressing. This session will provide an update on the developments up until the ICM in Malta.

Friday November 4th (10:00 – 12:30)

10:00 – 11:00

25th Anniversary of ELSA

Aim:

To raise awareness of the importance of celebrating throughout the Network that our Association reaches a quarter of a century next year and set concrete goals for the celebrations.

Means:

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

Comments:

During this session the Workshop will sketch the steps to be taken and identify the means available to make the utmost of the 25th Anniversary of ELSA.

11.00 – 12.00

Miscellaneous

Aim:

To settle issues unresolved during other sessions.

12:00 – 12:30

Closing of the Workshop

Aim:

To evaluate the Workshop and to approve the minutes.

MARKETING**Timetable**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
07:00						
07:30						
08:00						
08:30						
09:00						
09:30						
10:00		Agenda	Q&A			25 th Anniversary
10:30		SotN		Joint WS STEP STEP Logo	Joint WS BEE Training on Fundraising	Miscellaneous
11:00		Marketing Materials	Joint WS IM Human Resources			Closing of WS
11:30				Analysis of SotN		Report time
12:00		Media				
12:30					Report time	
13:00						
13:30						
14:00						
14:30				Joint WS S&C Marketing of Events		
15:00						
15:30						
16:00						
16:30						
17:00	Introductory WS			Joint WS AA Marketing the MCCs		
17:30		DB & Identity Handbook				
18:00	Officers/Intro training					
18:30		Report time	Report time	Report time		
19:00						
19:30						
20:00						
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Draft Agenda**Reminders**

Please do not forget to read and bring the Statutes and Standing Orders, the Decision Book, the Two Year Tactical Plan (TYTP) 2003-2005 and the One Year Operational Plan (OYOP) of ELSA International. Also, make sure to read the minutes from at least the last two International Council Meetings.

The above mentioned documents are highly important for the discussions of the topics on the Agenda, the Analysis of the State of the Network, and especially since we will be discussing and deciding upon a new Two Year Tactical Plan for 2005-2007.

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

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

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

Sunday 30 October (17:00 – 19:00)

17:00 – 18:00

Introductory Workshop

Aim:

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

Means:

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

18:00 – 18:30

Officers Training

Aim:

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

18:00 – 19:00

Introductory Training

Aim:

To give an introduction of ELSA and Marketing to the ICM Freshers.

Means:

- Basic ELSA Training;
- Basic Marketing Training;
- Package and Working Materials.

Comments:

In order to reach our expectations and goals during the week of the ICM, it is important that all WS participants are well prepared and informed. This training therefore aims at the ICM Freshers and new Vice Presidents Marketing who feel they need some basic information before the week of Workshops.

Monday 31st October (10:00 – 18:30)

10:00 – 10:30

Approval of the Agenda

Aim:

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

Means:

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

Comments:

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

10:30 – 11:00

State of the Network

Aim:

To collect information on the “Status Quo” of all the Groups present at the ICM, to be analysed and discussed further on during this week.

Means:

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

Comments:

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

11:00 – 12:00

Marketing materials

Aim:

To get inspiration and ideas from each other!

Means:

- Presentation of Marketing materials in the National Groups.

Comments:

Please bring your Group's Marketing materials to this session, and be prepared to present them to the WS.

12:00 – 13:00

Media

Aim:

To raise awareness of the importance of using media on all Levels, as well as to share information on how media can be approached by Officers at different Levels.

Means:

- Presentation by ELSA International;
- Presentation by participants;
- Identifying ways to approach media.

Comments:

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

14.30 – 17.30

Two Year Tactical Plan 2005-2007

Aim:

To discuss and vote upon the Marketing part of the Two Year Tactical Plan 2005-2007.

Means:

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

Comments:

According to BEE 01/03 I a new Two Year Tactical Plan (TYTP) needs to be decided upon during the ICM in Malta. The Marketing part of the draft TYTP 2005-2007 will be presented by the International Board, followed by discussions and finally voted upon in the Workshop. The outcome of this Workshop will be presented in the BEE Workshop on Wednesday afternoon.

It is of utmost importance that the National Groups thoroughly discuss the draft Tactical Plan prior to the ICM, so you come well prepared for this Workshop in order to easily facilitate the discussions. Please refer to the proposed Two Year Tactical Plan in these Working Materials.

17:30 – 18:30

Decision Book and ELSA Identity Handbook Amendment Session

Aim:

To analyse the Marketing part of the Decision Book as well as the regulations in the ELSA Identity Handbook.

Means:

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

Comments:

It is important that the Decision Book and the ELSA Identity Handbook are implemented throughout the Network. Moreover, we will analyse the progress made by the Marketing Manual Working Group.

Tuesday 1st November (10:00 – 13:00)

10:00 – 10:30

Question and Answer Time

Aim:

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

10:30 – 13:00

Joint Workshop with Internal Management on Human Resources

Aim:

To create different campaigns strategies for recruitment of new Members as well as keeping the Members interested.

Means:

- Presentations;
- Case studies in Groups;
- Conclusions.

Comment:

The lack of Human Resources is often mentioned as one of the main problems any Association faces from time to time. Today's law students are more demanding with the time investment made outside their university studies and therefore ELSA has to develop a more professional approach towards recruitment. During this session, we will discuss how the Marketeers and Secretary Generals can co-operate when hunting for new Members and

marketing towards Members. The outcome of this session should ideally be concrete plans for future recruitment of Members. To prepare for the session, please read through the Input Papers that can be found in these Working Materials and consider how you hunt for Members and how you keep your Members interested?

Wednesday 2nd November (10:00 – 18:30)

10:00-12:00

Joint Workshop with Student Trainee Exchange Programme on the STEP Logo

Aim:

To analyse the situation concerning the STEP Logo Working Group, the results and the prospective for the future.

Means:

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

Comments:

The discussions regarding a STEP Logo are a recurrent issue in the last International Council Meetings. During this session we will analyse the Working Group evolution and decide on the steps to follow from the point we reached.

12:00 – 13:00

Analysis of the State of the Network

Aim:

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

Means:

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

Comments:

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

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

14:30 – 16:30**Joint Workshop with Seminars & Conference on Marketing of Events****Aim:**

To ensure that the S&Cers and the Marketeers work together as a team, in order to have properly promoted and successful events.

Means:

- Interactive Group work on marketing of S&C events;
- Presentation of the Groups and evaluation;
- Marketing of the Series of anniversary events;
- Presentation of the Study Visit Guide.

Comments:

The experience of previous years has shown that the success of S&C events depends a lot on the promotion of these projects. Therefore, this session is aiming at putting significant weight on the proper promotion of S&C events, with special regard to the anniversary events. We will also focus and spend some time on the Study Visit Guide.

16:30 – 18:30

Joint Workshop with Academic Activities on Marketing the MCCs**Aim:**

To ensure proper promotion of the Moot Court Competitions, especially with the development of the ELSA Moot Court Competition on WTO Law, in order to increase the visibility throughout the target groups.

Means:

- Presentation of existing Marketing strategies related to MCCs;
- Group work to identify appropriate marketing tools for MCCs;
- Discussion on the necessity to adapt the marketing strategies to target groups.

Comments:

The importance of Marketing is higher in what regards MCCs due to the high visibility we want to achieve. Proper marketing can help solving the problems we face in relation with these events, like lack of financial means and low participation. Ideally, marketing should adapt to the actual facts of the groups we are targeting.

Thursday 3rd November (10:00 – 13:00)

10:00 – 13:00

Joint Workshop with Board Management, External Relations and Expansion - Training on Fundraising**Aim:**

To learn and acknowledge different ways of fundraising.

Means:

- Training by a trainer from the International Trainers' Pool;
- Discussions and exchange of experience on different ways of fundraising in different countries;
- Discussions on the fundraising of ELSA International.

Comments:

For a non-profit making association such as ELSA, a properly developed fundraising is of utmost importance in order for us to be able to maintain the high quality of our activities. Exchange of different experiences in fundraising will give us more inputs and views on ways to easier facilitate our fundraising approaches and to be more successful in our fundraising. Furthermore, the fundraising of ELSA International and the benefits ELSA International offer its Corporate Partners will be discussed.

Friday 4th November (10:00 – 12:30)

10:00 – 11:00

Anniversary

Aim:

To raise awareness on the importance of celebrating our reaching a quarter of a century.

Means:

- Presentation by ELSA International.
- Discussions

Comments:

During this session we will try to sketch the steps to take in the next year, and identify the means we have so far to reach the goals we set.

11:00 – 12:00

Miscellaneous

Comments:

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

12:00 – 12:30

Closing Workshop

Aim:

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

ACTIVITY REPORTS

INTERNATIONAL TEAM 04/05

Maria-Veronica Anton, President

FOR of the EMC² – One week after the ICM in Vilnius, the IB attended the Final Oral Round of the EMC² in Geneva. It was an experience that gave us tremendous satisfaction and one more reminder of why we invested ourselves in ELSA from the beginning. After the Competition, Ieva and I drafted the Final Report for Externals and I started preparing with Josefin the fundraising strategy for the edition 2005/2006 of the EMC².

TransLegal – On the 1st of June the Partnership with TransLegal started for the implementation and promotion of Cambridge ILEC. Drafting the final contract meant a lot of days of work and careful checking and I would like to hereby thank Mr. Picton Howell for all his support in this matter.

Corporate Partners – the main focus was put on Microsoft, CMS Cameron McKenna and Thomson. Thomson because of the Marketing materials for the EMC² 2005/2006, CMS Cameron McKenna because the contract is ending in October 2005 and with no current contact person, it is really hard to reach results and Microsoft because of the New Online Project. We had a meeting with Wali Nasir and his successor at the ELSA House. The fundraising strategy needs to be reconsidered and more tangible benefits for the CPs discussed. During our term in office, we had more than one sign that they are not thoroughly satisfied with what they currently obtain in exchange of the sponsorship.

Office of ELSA International – I worked on obtaining as in-kind sponsorship laptops and furniture for the office. We received four laptops from Latham & Watkins and a lot of new furniture for the office from Bértouille & Associés and Linklaters De Bandt in Brussels. It meant a lot of days of hard work for both IBs, but it was worth it, as the working conditions in the ELSA House were seriously deteriorated. A big thank you goes to the Advisory Board of ELSA International for their unconditional support in this matter.

Transition and IPM – A lot of work and preparation went into the general and individual transition for the IB 2005/2006. As part of the individual transition, Josefin and I went to London for meetings and I also attended the IPM in St. Petersburg, on behalf of the International Board 2004/2005. I would like to thank once more to Oxana and ELSA St. Petersburg for a fantastic organisation of the event!

Others – During these last months in office, Maria and I also went once to London for meetings and with Pål Jakob and Wouter-Jan Brookman to the Netherlands for a meeting with a pending approach. The rest of the time was dedicated to customary office activities.

Finally, I would like to thank once more all my Team Members for all their hard work and dedication to ELSA. It was not an easy year, but it certainly was an extraordinary one and I enjoyed every second of it. I would also like to thank all the participants at the BEE Workshops this year; it was truly a privilege to work with you during the ICMs and all through the year!

Johanna Lindblad, Secretary General

When the Vilnius ICM ended, the International Board went straight back to Brussels to form part of the International Organising Committee, and complete the preparations for the Final Oral Round of the ELSA Moot Court Competition on WTO Law. It was very inspiring to see the high quality of the teams, the appreciation of the event shown by Trade Law experts, and the hard work of the IOC, who did a great job in running the EMC².

Back from Geneva, it was time for the IB to have some time off, and I went home to see friends and family. While in Sweden, I had the opportunity to attend, together with several ELSA International representatives, the NCM and 20th Anniversary celebrations of ELSA Sweden. During the weekend, we gave a general ELSA introduction; furthermore, I facilitated a training on Transition, and gave an ITP presentation.

Late May, I was in London, and had the opportunity of meeting both with ELSA UK and the London ICM OC, to discuss the progress of the ICM preparations, and how to coordinate the work of the OC and the IB.

In addition, this period included the post-ICM tasks of preparing the Minutes of the Vilnius ICM, and updating the Council Meeting Decision Book accordingly. Both were made available to the ELSA Network by being published in the ELSA ONLINE Archive.

At the Vilnius ICM a Working Group on a SecGen Handbook was initiated. Unfortunately, exams periods and Transition times seemed to intervene with the work of the WG members. However, as the end result would be highly useful to SecGens at both National and Local level, this would definitely be an idea worth keeping in mind for the upcoming year.

Moreover, I started preparing for the arrival of a new Board in the ELSA House; coordinating the Transition schedule, preparing the General Sessions related to Internal Management and the Individual Transition with my successor, Ms Heidi Platou from Norway, who had meanwhile been appointed. Fortunately, Heidi was able to arrive early to Brussels, allowing us to have a first week of calm transition. Transition with Heidi was always smooth, and I have faith that her marketing skills and organised mind will be an asset for Internal Management next year, as I know she will be a great Director for Internal Management!

This year, we had decided to bring the ELSA House Training Week back to life, in a joint effort with ELSA Belgium. While the ELSA Belgium OC was responsible for accommodation and social programme, the International Board had assumed the responsibility of the academic programme. Kicking it off with a Transition BBQ at the ELSA House, both International Boards were facilitating trainings during the week, as part of Transition.

A last Thank You for an absolutely marvellous year to my Team; Maria, Aleksandra, Viviana, Kirsti, PJ, Veronica, Ieva, Tiina, Anna, Torgeir and Emma! It has indeed been a learning experience, and I never once regretted the decision made in Paris. Thank you ELSA Network for giving me this opportunity – I have truly enjoyed working with and for you! Finally, the best of luck to the International Team 2005/06, who I am convinced, will do a fantastic job.

Pål Jakob Aasen, Treasurer

Financial management

The implementation of a professional accounting programme during our term, proved to be a very wise and successful thing to do. From the very first day, a better overview over the finances was achieved. As well, when finalising the accounts, I could see the advantage of such a programme. It facilitated the work for me and my successor by giving us concise input to work with and consequently saved us a lot of workload. I am therefore very pleased with this part of the financial management this year.

I planned to make a handbook for the accounting programme, but only got half way on it due to heavy workload and too little concentration. Time went a bit quicker than I realised at the end of our term. However, I ensured my successor, Wouter-Jan Brookman, proper knowledge through the transition we had in July. So, I can only advise him to follow up the work I did, because I think indeed it is necessary. We calculated the Membership Fee in July and invoiced the countries in due course.

Wouter and I called up a few National Groups in July to settle their outstanding debts to ELSA International. We also attended a meeting with Deloitte together with Veronica in order to get a new Corporate Partner as well as having a professional firm doing the Auditing for ELSA International. The result of this approach is still pending.

Final accounts 2004/05

The accounts were finalised and presented to the Auditors, Mark Littooij and Stefan Braun, in the end of August, when they arrived for the Auditors' Weekend. For more information, please see the Auditors' report.

EMC²

Being part of the OC of EMC² was truly an amazing experience. The professionalism of the participants and the joy of being part of the organising committee is something I will never forget.

Transition

The transition was very hectic for all of us. In addition to passing on the knowledge, we arranged the ELSA House Training Week together with the appointed organising committee made up of ELSA Belgium. Thank you OC – you did a truly great job! We got office furniture from law firms in town and consequently had to get the new furniture in the office as well as getting the old ones out. The office looks now completely different and so much better!

Last but not least....

I would like to thank Veronica, Johanna, Maria, Aleksandra, Kirsti, Viviana, Torgeir, Ieva, Tiina, Emma, Anna, Mark, Stefan and Kristina for sharing this year with me and making it an unforgettable one. Being part of the International Board and the ELSA Network has been an amazing experience. It has been a great adventure working with you all. Thank you!

Aleksandra Lakovic, Vice President Academic Activities

Only after ICM Vilnius I managed to understand the feeling we were warned by previous International Boards. At the same time to feel sorry, because our term is getting closer to its end but also happy because of our successors. However, after coming back to Brussels we did not have time to think a lot about it. Soon we were packing again, trying to fit everything in the rented van and heading towards Geneva.

As we arrived in Geneva the rest of IOC and the Helpers already were waiting for us and we moved into a twelve person bedroom in the Hostel. The days before the participants started to arrive were spent on the last minute preparations. Cutting the badges, preparing folders with welcome packages and last minute hotel check up was just some of it. As for the most of us, this was the first visit to Geneva we had to get to know the city and learn about all details that could be useful to EMC² Participants.

Participants started to arrive one day before the Competition started. Together with Paula and Veronica I was dealing with the accommodation of participants and judges in the hotels. It was interesting seeing people coming from all continents gathering at one place with only one intension; to win, but at the same time being eager to find out a lot about ELSA and ELSA customs. First pleadings were held in the rooms of University of Geneva, while the Semi Finals and Finals were held at the WTO Headquarters.

Contrary to other months May was very calm. The last two weeks in May I spent in New York, where I among other things participated in the 4th Session of the Permanent Forum of Indigenous Issues held in the Headquarters of the United Nations in New York. The theme of the form was "Millennium Development Goals and Indigenous people. The session was attended by around 1200 people coming from different Non Government Organisations, UN Member States and other UN Bodies.

June passed in finishing the started work and answering all sort of e mails. After having lot of technical trouble with the SPEL 1/2004, it was finally published.

Our last month was filled with transition and the ELSA House Training Week.

I would like to wish good luck to my successor Leo and the rest of the current IB. Have at least half as a good year as we did and have a great ICM!

Kirsti Jullum Jensen, Vice President Seminars & Conferences

The ELSA Moot Court Competition on WTO Law

Returning to Brussels after a great ICM, the EMC² required a lot of preparations. Together with Ieva, I facilitated the task division and the time planning for the IOC's work in Geneva. Taking part in the IOC was an experience, and I am highly impressed by the competition's magnitude. A special thank you to Ieva and the members of the IOC for doing a great job!

The NCM and the 20th Anniversary of ELSA Sweden.

Together with Maria, Johanna and Pål Jakob, I attended the National Council Meeting and 20th Anniversary of ELSA Sweden. We facilitated trainings on General ELSA knowledge, Project Management – with a special focus on S&C, and Teambuilding and Communication.

Post-ICM work and Follow-up

As agreed on in the S&C Workshop at the ICM in Vilnius, a common Study Visit Guide should be created. Based on the inputs from the Workshop, a template was created. The purpose was to finalise the SVG during my term. However, the information from a number of National Groups is still lacking. In addition, other general post-ICM work was carried out.

Planning and conducting of Transition

The work after the ICM in Vilnius was very much devoted to the preparations for transition. During the month of general and special transition, we also facilitated trainings for the ELSA House Training Week participants. The month of transition went very smoothly, and I am confident Julianna is doing and will do a splendid job as your S&C'er for the upcoming year. Good luck Julianna!

Institutional Relations and Delegations

Eight ELSA International Delegations were called for, sent or will be sent within the next months to different UN Working Groups or Commissions, participation in CoE Training Courses. E-mails, News Items, Website posting, Visa Invitations and Recommendation Letters, Delegations' Mailing Lists, Requests of Accreditation and other necessary information are just a few of the tasks of ELSA International. Please find a short summary of the Delegations below;

- * WFUNA Seminar on the ICC 13-15 April 2005, Geneva, Switzerland
- * 2nd European Youth Summit, 14-17 May 2005, Warsaw, Poland
- * Permanent Forum on Indigenous Issues, 16-27 May 2005, New York, USA
- * CoE Development and Implementation of Participation Projects, 8-19 June 2005
- * UNCITRAL 38th Session, 4-15 July 2005, Vienna, Austria
- * Sub-Com on Promotion and Protection of HR, 25 July-12 August, Geneva, Switzerland
- * UNCITRAL WG on Security Interests, 5-9 September 2005 Vienna, Austria
- * ASP ICC, 28 November-3 December 2005, The Hague, the Netherlands

In addition, I organised Institutional visits for the EHTW participants, ELSA Bayreuth and ELSA Bristol at the European Commission.

Last but not least, I want to thank the International Team 2004/05. It has been an amazing experience to work for ELSA in Brussels. I have learned a lot about working in and for a team and a Network. I would like to thank all of you for sharing this year with me and making it an unforgettable one. I wish you all the best in the future.

Ana-Victoria Stoicescu Florescu, Vice President Student Trainee Exchange Programme

After leaving Vilnius and my second ICM as VP STEP ELSA International, it sadly seemed almost over. It was not exactly so, there were four more months full of ELSA – and here I am, writing my last activity report regarding STEP and wishing you all an incredible ICM in Malta and a great ELSA year together with the current International Board. So, what happened with STEP in the last months of my term?

Job Hunting

There were four more STEP jobs offered by ELSA International – three in Chennai, India (that were already announced during the ICM in Vilnius) and one in Detroit, USA. Several Short TSFs were promoted and for a significant number of traineeships Calls for Applicants on the STEP and general ELSA mailing lists were made to get applicants. All the traineeships promoted as such after the ICM got enough applicants and consequently were not cancelled. Two other approaches have been started.

Student Hunting

Just before the ICM, the Newsletter presenting the Short TSFs of the traineeships available between 1st of July 2004 and 27th of March 2005 was published. I kept in touch with our applicants, with the students experiencing any kind of problem or having questions regarding their applications and with those interested in participating in STEP and contacting ELSA International.

ELSA ONLINE

I was constantly checking the system and I kept in touch with the VP STEPs and sometimes Presidents in the Network reporting problems in using ELSA ONLINE. All the issues occurring were solved by Johanna and I, and if the case, Chord9. I did “manual matching” several times upon request– checking some applications of students having good qualifications and not being matched. Most of the cases had non-technical causes. The “technical cases” were reported to Chord9, which solved the situations. With help from the Network (especially Christof Heinzle from Austria, whom I want to thank), we identified a more significant technical problem in the way the system was applying the dates in the Forms that was reported to and solved by Chord9.

Others

Me and Katia Giroto prepared and facilitated the STEP trainings during the ELSA House Training Week. A part of the handouts and other materials such as the STEP Calendar for Local STEPers prepared for this session were made available in the ELSA ONLINE Archive afterwards. I prepared together with my Board the transition and the transition materials for the new International Board and of course my individual transition with Katia. I kept the communication with the STEPers, and gathered information from most of the National Groups regarding the exact STEP situation and statistics in each country (with very few exceptions). Apart from the STEP and office work (communication, board meetings etc), I was also a part of the IOC of the EMC² and helped reorganising the office at the end of our term.

Maria Litzell, Vice President Marketing

After the ICM in Vilnius, the final work on the spring issue of Synergy was carried out. Torgeir, the Director for Synergy, and I, visited the designer's offices and made the final corrections in the magazine. We distributed the magazine within 3 weeks after the ICM, with the distribution company who provided us with the most favourable offer, ABX Logistics. Unfortunately, the most favourable offer was not accompanied by the most favourable service, and many of the shipments of magazines sent were severely delayed. Several ELSA Groups were also asked to pay extra fees for the delivery. All these complications amounted in unnecessary extra work, which had not been the case if we had been provided with a normal level of service and professionalism on behalf of the distribution company. Needless to say, our Board does not recommend upcoming International Boards to work with the same delivery company for Synergy in the future.

The ELSA Moot Court Competition on WTO Law required a lot of preparations from Brussels and work as part of the OC in Geneva. Never having had the possibility to attend this event before, I must say I was very impressed by its magnitude and the respect it is shown by highly renowned specialists within the trade law area. I would like to send a special thank you to the members of the OC – you did a great job keeping the participants happy and it was a pleasure to co-operate with you! Especially I would like to thank Nikoleta, responsible for Marketing in the OC.

Furthermore, among the ICM follow-up work with minutes and Archive updates, the “new” STEP Logo Working Group's work was initiated. The Working Group, consisting of qualified volunteers from the Marketing Workshop in Vilnius, started up very ambitiously. Unfortunately, exams period followed and the work got somewhat interrupted. I tried to encourage the members of the Working Group to keep up the very professional manner in which they started their work in. However, at the end of our term, the communication within the Working Group was unfortunately at a minimum. The Marketing Manual Working Group was also initiated by starting up a new mailing list and sending out introductory e-mails and reminders to the members of the Working Group.

Together with Kirsti, Johanna and Pål Jakob, I attended the National Council Meeting and 20th Anniversary of ELSA Sweden, where we facilitated trainings for the Local Groups.

Needless to say, the work after the ICM in Vilnius was very much devoted to the preparations for transition and for my successor, Mr Mircea Moraru, to arrive in the House. During the month of transition, we facilitated trainings for the ELSA House Training Week participants. We also had several meetings with marketing contacts. The month of transition went very smoothly, and bearing in mind Mircea's great personality and the valuable ELSA experience he possesses, I am confident he will do a splendid job as your Marketer for the upcoming year. Good luck Mircea. And the rest of you – take care of him! ☺

Last but not least, I want to dedicate a few lines to our International Team 2004/05. It has been an amazing experience to work for ELSA in Brussels for a year, and I will never regret the decision I took to run for the International Board at the ICM in Paris. I have learned a lot about working in and for a team and a Network. I would like to thank all of you; Veronica, Johanna, Pål Jakob, Aleksandra, Kirsti, Viviana, Torgeir, Ieva, Tiina, Emma, Anna and Schnappy for sharing this year with me and making it an unforgettable one. I hope to see you all soon again, and I wish you all the best for your future lives and careers!

Ieva Žebryte, Director for Moot Court Competitions

My duties as the Director for MCCs were mainly related to the ELSA Moot Court Competition on WTO law (the EMC²). Therefore after Vilnius ICM where I participated, as much as I could, to provide the Network with information on the EMC² and entice National ELSA Groups to team up to organise the ELSA Regional Rounds, I have continued the preparations for the Final Oral Round in Geneva.

The IOC made last attempts to fundraise money by sending invitations to the Sponsors Fair and encouraging interested academic institutions to submit articles for Synergy on their WTO or International Trade Law programmes. The IB prepared for the Final Oral Round logistics and sorted out the Confirmation forms as sent in by the teams.

The joint organising committee consisting of the IOC and the IB have celebrated the Third edition of the EMC² in Geneva along with two members of the newly (at that time) elected International Board 2005/2006. By itself, this meant a great start of the Fourth edition of the Competition. The liaisons were made with the judges and WTO officials. The EC-sugar case came out at that time and EMC² Preliminary Rounds were the place where the announcement came and where all the internal gossip among the academia, practising lawyers and civil servants was passed. ELSA's project was serving as a venue for most elaborate WTO law specialists' networking. I was soooooo proud.

After having returned from Geneva I have procrastinated for one month and then started work on the Memorandums of Understanding for the non-ELSA Regional Round organisers, structuring the works of Academic Advisors and writing the Report on the EMC² 2005/2006. The latter was a mutual effort of Maria Litzell of the IB 2004/2005 and other members of the IB, Letizia Raschella-Sergi, EMC² Academic Advisor for Asia - Pacific, and myself. It can be downloaded through this link http://www.elsa.org/pdf/EMC2_04_05_Report.pdf or at inspection of the EMC² 2004/2005 information on the website http://www.elsa.org/emcc/emcc2004_2005.asp.

I have continued into the summer to coordinate the Drafting of the Case for the EMC² 2005/2006. I have drafted the Rules, again, along with Mrs. Letizia Raschella - Sergi and with the help of Ms Maria Pereyra-Friedrichsen of the WTO Secretariat's Legal Affairs Division. I am yet to finish the EMC² Regional Round Administrator's Manual which is designed to help the Regional Organizing Committees (the ROCs, or the Regional Rounds Organisers - RROs) to carry out their duties.

See you around!

Tiina Ojala, Director for Student Trainee Exchange Programme

Spring

The beginning of year 2005 brought many changes to my life; in a few months' time I managed to finish my studies, as well as little by little to get used to my new job as legal counsel in a Finnish public listed company. Consequently, although setting ELSA and work side by side was not always the easiest task to do, I have tried to support the ELSA Network as much as possible.

ELSA Meetings

In April, I participated in the Vilnius ICM from 7th April to 10th April and enjoyed the brilliant atmosphere and ELSA spirit there. Furthermore, in May, I had the opportunity to head to the beautiful city of Stockholm where the NCM as well as the 20th Anniversary of ELSA Sweden was held. During the Workshops, I had the pleasure to work with the admirably active and eager steppers of ELSA Sweden and to give trainings on job-hunting and ELSA ONLINE. The weekend was magnificent!

From now on

The year passed proved once again that STEP and ELSA is going strong, thanks to its active members. During the years I have been active in ELSA, there have been ups and downs but undoubtedly all the experiences faced and lessons learned have always made the Association stronger.

STEP and ELSA can be improved and taken care of only by dedicated and active ELSA members who enjoy working for a better ELSA, and a better exchange programme. There is unlimited capacity among the ELSA Members and the ELSA World. Go and find it and keep on using it!

I wish you all the best for your work in ELSA and see you in ELS ☺!

Tiina

Torgeir Willumsen, Director for Synergy

After the ICM in Vilnius I went directly to Brussels together with the International Board and started the work to finalise the first edition of Synergy in 2005. Maria and I spent several days going over the layout/design of the magazine and we also spent one full day with the designer to finalise everything. After delivering the magazine to the printer, I returned to Norway.

From Norway I followed up on contacts to the major distribution companies in Europe in order for us to be able to distribute Synergy fast and efficiently. However in retrospective it turned out that the cheapest offer was not satisfactory since we experienced large distribution problems in many countries. Our experiences have been thoroughly brought on to the new International Board and hopefully the same thing will not happen with the Synergy scheduled to be shipped after the Malta ICM.

In July I spent one weekend in Brussels giving transition to Mircea together with Maria. We tried to present our experiences and ideas for the future in the best possible way and I feel confident that Mircea will be able to further improve Synergy in the way the magazine deserves.

Emma Psaila, Director for Training

Throughout my term of office my main task was to deal with training requests from various ELSA Groups, sending these to the ITP trainers and seeing who could give the training.

Communication with the Groups

The most important aspect of this was that of seeing to the various training needs of the Network. Pre-Training questionnaires were sent to the groups interested in applying for an ITP trainer. When these were sent back to me I would pass them on to the ITP trainers in order to see who was interested in giving the training. I am very glad to say that a positive attitude towards training in the Network has grown throughout the year. A number of training events using ITP trainers have taken place in 2004/2005: ELSA Turkey, ELSA UK, ELSA Milan, the ISM, the IPM and the EHTW have all used ITP trainers. ITP trainers were also present at the ICM's in Bucharest and Vilnius.

Communication with ITP

This involved informing the ITP about training requests; keeping them updated about anything concerning them and about important occurrences in the Network; sending training materials when asked for and so on. There have been no problems in this respect.

Three ITP trainers have resigned for personal reasons. Therefore there are currently 29 trainers from 16 countries. On the whole, the trainers were available and eager to cooperate. In the rare cases where a trainer could not be found, this was generally due to the fact that the training request was made too late.

Refreshment Meeting

Johanna, Secretary General ELSA International, and I planned to hold a Refreshment Meeting for the ITP trainers in June 2005. However, even though when the dates were first set many trainers said they would attend, as the date grew closer it turned out that hardly any trainers would be able to make it. This would have defeated the whole scope of having a Refreshment Meeting. Therefore, it was postponed.

ELSA House Training Week, Brussels

This event took place in July 2005. ELSA Belgium took care of the logistics and ELSA International of anything to do with the trainings themselves. Three ITP trainers flew to Brussels to give trainings at the EHTW.

In conclusion, a big thank you goes to all those who have cooperated in ensuring the success of this past year. I would also like to thank the ITP trainers for their continuing support, contribution and dedication to ELSA.

Emma

INTERNATIONAL TEAM 05/06

Josefin Björklund, President

One Year Operational Plan: During transition, on the 22nd until the 24th of July, the International Board sat down together to set out our priorities for our term in office. I would like to take this opportunity of thanking Tine Fredstedt, a trainer from the ITP, who moderated the session for us and taught us the good spirit of teamwork.

International Presidents' Meeting: From the 3rd until the 7th of August, I attended the IPM in St. Petersburg together with my predecessor, Veronica Anton, and Leo Vojčík, Vice President Academic Activities. The IPM was very well organised by the Organising Committee, many thanks for this to the Head of the OC, Oxana Bebko. The fruitful Workshop discussions made me come back to Brussels with even more motivation to work for ELSA.

Corporate Partners: In July, the new International Board had the opportunity of meeting TransLegal and Thomson in the ELSA House. In end August, we could also welcome to the ELSA House the new Student Consultant from Microsoft, Lovelda Smith for discussions on our co-operation on the New Online System. We have also met with CMS in Brussels to discuss the future development of our co-operation. LexisNexis has sent us a notification of terminations of the Corporate Partnership, which will end in February 2006.

London: In July Veronica and I attended meetings in London with Thomson and Allen & Overy in addition to meeting Mr. Teja Picton Howell from Picton Howell LLP and the European Young Bar Association (EYBA). In our second visit to London we met with among others Mr. Russell Denoon Duncan and the OC for the London ICM.

Other Meetings: In September we met with the President the ELS Executive Committee, Tolga Ismen and the Advisory Board of the International Board to discuss pending issues of ELSA International. Other than this, I have attended several sponsor meetings regarding the EMC² and ELSA International, and worked closely with Torgeir Willumsen, the Fundraising co-ordinator in the IOC on the new fundraising structure for the EMC². I have also attended together with Heidi and Wouter a meeting with ELSA France in Paris in end August.

ICM Package and TYTP: The preparations for the Malta ICM have taken quite some time as well as the drafting of the TYTP 2005-2007, which will be discussed in the workshops at the ICM in Malta. As a result of this, we are happy to present to you these Working Materials and the first draft of the TYTP.

NCM Participation: I also visited the Dutch NCM on the 1st until the 2nd of October together with Wouter to give trainings.

From now on until the ICM: As one of my top priorities for this year is fundraising, I will focus on the new fundraising strategy for ELSA International and the EMC² and continue the contacting process, which hopefully will produce successful results.

Finally, I would like to thank the International Board 04/05, and especially Veronica, my predecessor, for all your hard work and professionalism shown throughout the year.

Heidi Katrine Sæbø Platou, Director for Internal Management

Being a part of ELSA gives you a lot; fun, friendships, experience, knowledge and challenges. Given the chance to be part of the International Team as Director for Internal Management has given me all this and far more. Working and living with 6 other persons, all coming from very different backgrounds and cultures give you a different perspective on things, you learn about yourself as well about others, and I am very grateful for the opportunity given me.

Transition and ELSA House Training Week: I came to Brussels in end-June to get a head start with my transition with my predecessor, Johanna Lindblad, before the others moved in July. The month of July was filled with a lot of information, but also fun. I had the possibility to assist in trainings given during the ELSA House Training Week and furthermore, I sat down with the International Board planning our year ahead during a weekend dedicated to our OYOP, excellently moderated by Tine Fredstedt, ITP trainer. She gave us all valuable points on teambuilding and how to work together.

ICM Malta: In mid-August I was lucky enough to go to Malta and meet with the core of the Organising Committee of the ICM and see the location for the ICM. It was really exciting to see how motivated they all were and how things were falling into place. I want to take the opportunity to thank John Sullivan and the others in the OC for hosting me and showing me a part of the Maltese way of life.

Well back in the ELSA house, ICM preparations had just begun and up until the very moment International Board and I have been working on preparing and coordinating the week of Workshops and Plenaries. On top of the general ICM preparations we have all been involved in the drafting of the TYTP 2005-2007. It has been an interesting process that of trying to plan and set the focus of the whole Network for the upcoming 2 and-a-half years.

Training: During my stay in Malta I also had transition with Emma Psaila, Director for Training ELSA International 04/05. This meant that when Giovanni Jaerisch was appointed Director for Training in August, I could pass on the knowledge and information to him during a very fruitful weekend. Together we set the aims for this year in the area of training and I am sure that Giovanni will be a great promoter of training in the Network. Use him!

Meetings: During the two months in office, I have been taking part in meetings with the European Young Bar Association (EYBA), the President of the ELS Executive Committee, Tolga Ismen, and the Advisory Board of ELSA International. Furthermore, we could also welcome the new Student Consultant from Microsoft, Lovelda Smith, to the ELSA House for discussions on our co-operation on and the further development of the New Online System.

Network: The work as a Director for Internal Management also consists of the general administrative work of a Secretary General; ELSA ONLINE, mailing lists, board meetings, and last but certainly not least, communication with you, the Network. I met with representatives of ELSA France in Paris together with Josefin and Wouter, and had a meeting in London with the Head of the OC of the London ICM. I have also tried establishing contact with two of our Observer Groups; ELSA Bosnia and Herzegovina and ELSA Georgia, as their Observerships unfortunately will automatically terminate after this ICM. Better news is the re-establishing of contact with a Local ELSA Group in Ireland. I will now, together with the International Board, work closely with this group on reviving ELSA Ireland.

Wouter-Jan Brookman, Treasurer

After the International Council Meeting in Vilnius, time went quite fast and before I knew it July arrived and I was moving to Brussels for transition, which took the whole month of July. But before transition started I already assisted the International Organising Committee of the ELSA Moot Court Competition on WTO Law (EMC²) during the Final Oral Round in Geneva in April. I also joined Veronica and Pål Jacob in June for a meeting with Deloitte. Furthermore, the International Board had various meetings on MSN, to prepare our term in office and the month of transition.

Transition: During the month of July I learned as much as possible about ELSA International, the work of the International Board, the life in Brussels and in the ELSA House and of course all the specific information needed to work as a Treasurer. Furthermore, I attended, when possible, the activities of the ELSA House Trainings Week, such as visiting the European Commission, the law firm Linklaters De Bandt, and participating at a cocktail at the Flemish Bar Association. Furthermore, during this month and the beginning of August I spent time on “renovating” the House/Office and moved old furniture out and new furniture in.

Planning: In August, the real work started and I had to spend time on setting up my own financial administration, sending out and paying the first invoices, and all the regular work of a Treasurer. Furthermore, we already had to start preparing for the International Council Meeting in Malta and start writing a draft version of the Two Year Tactical Plan. We had to spend quite a lot of time on these preparations. We started with the first preparations for the fourth edition of the Final Oral Round of the EMC² in Geneva as well.

Meetings: Besides the standard work of a Treasurer, I went to Deloitte together with Josefin, to continue the discussions concerning a possible cooperation with them in the future. Furthermore Josefin, Heidi and I went to France where we had a meeting with representatives of the National Board of ELSA France. Together with the majority of the International Board, I attended as well a meeting with the European Young Bar Association.

From now on and to the ICM: For the upcoming month I will continue working on the regular financial management work, but I will as well focus on the different grant applications for ELSA International and the EMC². Furthermore there will be another meeting with Deloitte and I will attend the National Council Meeting of ELSA the Netherlands together with Josefin. I will work on the final preparations for the International Council Meeting as well.

During the three months in the House there was luckily also enough time to get to know each other and spend some time outside the Office. After these months I am even more motivated and looking forward to work with rest of the International Team and have a fruitful and active year!

Leo Vojčák, Vice President Academic Activities

After a period of transition and two months in office I'm very excited to address the Network through lines in the ICM Package covering the main steps that have been taken in the field of Academic Activities so far.

GLSE: The project for a new publishing partner to the publication was drafted and together with Josefin presented to the most potential candidate. While waiting for an answer, the state of the Network in GLSE and the updating process were clarified and new means of updating the Guide were discussed.

SPEL: We were focused on "editorial hunting" as it has been a weak point of regular publishing of the publication. More personal way of addressing possible writers along with preparing of a "SPEL e-kit" with all necessary information for a person that has even never heard of SPEL are our solutions.

EMC²: With EMC² remaining my main point of focusing I'm proud to say that a good working and operational team has been appointed. The academic work on the new edition started with updating the website, drafting the Case and the Rules of the Competition that is completed now. For overlooking the academic quality and professionalism of the Competition, three Academic Supervisors were appointed. A relevant amount of my time was devoted to negotiations with Regional Round Organisers in ELSA countries and outside Europe. Helping the marketing and fundraising for the EMC² was an important task, as well. A Powerpoint presentation was created for sponsors as well as for students and our Network to present and promote the Competition.

Planning: Two important documents for strategy and development of the Network were drafted. In the One Year Operational Plan were included the issues I, together with the rest of the International Board, consider most important to deal with in the upcoming year. In the Two Year Tactical Plan proposal long-term priorities for Academic Activities were stated and await your comments and amendments during the ICM. The goals in both documents were created as rather optimistic but manageable.

IPM: In the very beginning of my term in office I attended the International Presidents' Meeting in St. Petersburg where I was focused on presentation and answering questions about the status quo and future of the EMC².

ILRG: The existing but not working International legal Research Group on Human Rights was added to the task description of the new Director for Human Rights ELSA International, Jana Haertling. Jana was given transition and is expected to revive the Group.

It is my great pleasure and high responsibility to stand in front of the AA Workshop in Malta and I'm looking forward to meeting you all.

Julianna Koppány, Vice President Seminars & Conferences

When I left Budapest to come to Brussels for an entire year dedicated to work for a huge Network of law students and young lawyers, it was a challenge and an honour at the same time. To be part of an International Team, which consists of 7 different people from 7 different European countries, it turned out to be another pleasure. If you have to face the tasks and stress of the daily work, furthermore if you want to conduct some creative work as well, it is good to have a great team supporting and helping you all the way; regardless if the problem is connected with work or personal.

Transition: The month of July was dedicated to Transition in Brussels, which I undertook alongside the other 6 Board Members, lead by our predecessors. Besides receiving information on general issues, we have been provided also with in depth knowledge in our Area. I would like to take this opportunity to thank my dear predecessor, Kirsti Jullum Jensen, for a perfectly conducted transition and for providing me with the essential and - as it turned out to be - sufficient information for my term in office. She has done such a great job the previous year that I could take it as a basis for my work and follow up on it. Thank you Kirsti!

This year's focus: As set in the OYOP 05/06, I would like to focus this year on continuing to increase the number and developing the quality of International Annual events by giving useful tools for proper promotion, well time-lined organisation and good communication. With the co-operation of the Network I would also like to complete and implement the Study Visit Guide. I will do my best to improve the quality of the Institutional Relations of ELSA by ensuring that we send professional, academically well prepared and uniform delegations.

Delegations: After entering term in office I have sent out several Calls for Application for Delegation and appointed ELSA International Delegations to be sent to Council of Europe Training events, UNCITRAL Working Groups and the next session of the International Criminal Court - Assembly of State Parties.

Institutional visits: I have arranged and followed up on Institutional Visits of Local Groups to the European Institutions seated in Brussels and continued the well-oiled co-operation with the European Commission.

S&C Brochure: As stated in the Decision Book, the S&C Brochure is to be published four times a year. In accordance with this, the Brochure was made, and published before the IPM in August. The next one will be published for the ICM in Malta.

Training in S&C: In October I will hold a Training on S&C for ELSA London, focusing mainly on training the participants on Project and Risk Management, Teambuilding and Communication and how to budget an event. As for every growing Local Groups, it is very important to continuously improve the S&C skills of the Officers and Members by providing them with reviewed and updated materials and lot of motivation.

Said all this, I wish you a fruitful year with lots of motivation and I am looking forward to seeing you all in Malta.

Katia Giroto, Vice President Student Trainee Exchange Programme

The 1st of July 2005 I left Italy, anxious to arrive in Brussels, excited for the adventure that was about to start and what was waiting for me and for my fellow Board Members. After a couple of hours I arrived in the ELSA House, ready to start! The month of July was very heavy: a very intensive transition, general and specific on STEP, was well prepared by the previous International Board. After that month, where the previous International Board members passed us all the ELSA information needed on the International Level of the Association, on the 1st of August we started!

Job Hunting: On the 1st of August the Network offered 14 jobs, which were the products of the previous Job Hunting period. Some of them reached the deadline without applicants in ELSA ONLINE. Therefore, I made a Call for Applicants on the mailing list and we managed to receive several applications for all the jobs promoted.

There are not many jobs offered in the Network at the moment, but we need to take into consideration that the biggest amount of jobs are offered during the summer period and this is the part of the year when the new National and Local Boards are starting to work: Hopefully we will see the fruits of their work soon!

Personally, I started to do something that has not done for long time: Job Hunting on International Level. I approached several International Law Firms and at the moment they look really interested in the STEP Programme.

Student Hunting: During my first days of my term in office, I prepared the statistics on the STEP Area. The picture of the Network I made on the 1st of August shows that the situation on Student Hunting is quite good at the moment, but most certainly we need to put much efforts into it.

Communication: I have kept in touch with the National VP STEP's, using the mailing list and personal e-mails. I have sent out reminders for blocked applications in ELSA ONLINE. I have also e-mailed the VPs asking them about the problems they are facing in STEP in order to understand what we need to focus on in the future. There is no problem with personal communication, but the mailing list is not really active at the moment.

The New Online System: The International Board already met with the new Microsoft Student Consultant for the New Online Project. We discussed the developments of the System and we will soon meet the New Team of Microsoft in order to present our needs for the New Portal to them.

Others: During these two months, time has been invested in preparing the One Year Operational Plan for the International Board 2005/2006, and the Two Year Tactical Plan 2005-2007 to present to the Network in these Working Materials and discussed during the ICM in Malta.

Mircea Șerban Moraru, Vice President Marketing

After arriving in (strange but) sunny Brussels, I started a very fruitful month of transition, that included facilitating trainings during the ELSA House Training Week, meeting with the designer and printer for Synergy and discussing our deadlines for the upcoming year. I also had individual transition with my predecessor, Maria Litzell, which proved to be very valuable.

Already during the month of transition I attended a meeting with Linklaters De Bandt, together with our President, Josefin Björklund and our predecessors. Also in July we made our first steps in collaborating with the new designer for the banner of ELSA International and the S&C Posters. Other meetings that took place in July were ones with Translegal and Thomson, during which we discussed possible ways to expand our collaboration. The research for designers and printers for general marketing material started also in July.

In August everyone was working hard on preparing the draft of the Two Years Tactical Plan 2005-2007, as well as on the ICM Package. Apart from that I was present at meetings with the European Young Bar Association, Microsoft and Careers in Europe. I also started my collaboration with Ida Lindholm, the Director for Advertisement, and took active part in developing the marketing material for EMC². I updated the S&C Brochure and the templates of ELSA International, started communicating with the mailing list (not very successful though!) and tried to make some progress with the STEP Logo and the Marketing Manual Working Groups. August was also the moment when we defined our Anniversary strategy and this was another important part of our activity for that period. The collaboration with QS regarding the World Grad School Tour also started in August, and we also placed two advertisements in the QS Magazine.

September was as well a full month, with a travel to London to meet Russell Denoon Duncan and the Head of OC for London ICM, George Georgiades; that was also the period to continue my collaboration with Ida regarding advertisements in Synergy, as well as the moment we issued the last edition of the EMC² Newsletter. We also continued our research for designers and printers for marketing material. I attended a meeting with CMS together with Josefin and worked on ways to continue our co-operation with them. We developed and started to implement the new Fundraising Strategy, by doing research on the target groups and I also began to put up an IT-team to collaborate with Microsoft in developing and implementing the New Online System. Together with Josefin I attended a meeting with Mr. David Luff regarding his law firm's support of the EMC², as well as meetings with Tolga Ismen, the President of the ELS Executive Committee and the Advisory Board of ELSA International. I also continued searching for advertisers and hunting for articles for Synergy.

Apart from these formal activities, we all contributed to the good working atmosphere in the ELSA house, managing to make it a nice place to live and work. I now have to send a big THANK YOU to the International Board 04/05 for the wonderful work they did during their term of office.

Ida Lindholm, Director for Advertisements

After several years in ELSA and especially within the field of marketing, both on Local and National level, I felt more ready than ever to take one step further and work on the International Level of the Association. During these years I have had the opportunity to work with ELSA Sweden's members' magazine and also with a magazine for law students in the Nordic countries. Since marketing and advertisement hunting is something I really enjoy doing and which also are fields I have a lot of experience within, I felt that the position as Director for Advertisements would suit me just perfectly. Now the time has come to give something back to this organisation that has given so much to me during the past years.

Since it was only a month ago I was appointed Director for Advertisements I do not have very much to report yet. I have during been in regular contact with the Vice President Marketing, Mircea Moraru. We have had meetings with planning for the coming year and a lot of research has been made. Mircea and I have also started drafting an action plan. Except for this I have spent these first weeks getting acquainted with my new task and all the responsibilities related to it.

Advertising through Publications and the Website is one of the priorities of the International Board 2005/06 and I will do my very best, in close collaboration with Mircea, to make a big change within this area and take the advertisement hunting to an entire new level!

I am excited to be a part of the International Team and I am very much looking forward to working with and for you all this year!

Jana Haertling, Director for Human Rights

As one of the new names on this International Team I would first like to introduce myself: My name is Jana Haertling. I join the team after several years of ELSA- work in Germany. Since 2002 I had local posts in Jena as VP S&C, Director for Human Rights and SecGen; last year I was Director for Human Rights in ELSA Germany. As I had still too much interest and motivation to work for ELSA and in the field of Human Rights to join the alumni I decided to apply as Director for Human Rights of ELSA International.

Contact: An e-mail address for the Director for Human Right of the International Board has been created: dir.humanrights@gmail.com . If you have any proposals, questions, ideas ... just drop me a line.

My current and planned work will consist of:

Directors for Human Rights: I am currently working on establishing a list of National (and Local) Directors for Human Rights to establish direct contact.

HR Newsletter: As of the end of September I will publish a monthly newsletter which will contain current developments in Human Rights, a focal point, information on seminars on Human Rights and delegations to Human Rights bodies (for possible participation and further marketing) as well as further current Local/National events. As the aim is that you can profit from the information, I hope you will send me a lot of information on what you are currently up to in the Human Rights field.

Delegations: After taking part in two ELSA International Delegations to Human Rights bodies myself and working with another delegation I believe that it is important that those delegations are stronger supported in their preparation in order to allow them to participate more effectively in the event. For future delegations I am planning to create a "Delegation kit" giving them a maximum amount of information as early as possible as well as encourage a more active participation by discussing early which issues could be raised by ELSA.

International Legal Research Group: I have established contact with the members of the ILRG on "Work and descent" created at the beginning of the year and will be supporting them in fixing a specific topic, setting up an internal work structure, commencing research work, planning future publication and presentation etc.

Further ideas: I am planning to organise an internet-videoconference with a high level speaker and several Local Groups as a trial project.

I would also like to work with several of you to collect ideas and discuss how best to implement Human Rights in ELSA's work. One of the issues I am thinking about is the work of ELSA International Delegations to Human Rights bodies (e.g. the collection of issues ELSA could raise with Human Rights bodies in order to help the delegation in their preparation). If you are interested contact me under dir.humanrights@gmail.com.

I will furthermore update the Human Rights Manual.

Paula Calatan, Director for Moot Court Competitions

Launch of the Competition

Getting the new International Organising Committee started, updating the International Board and communicate with the IB, especially with Leo Vojčík, Vice President Academic Activities, on my actions and also consulting them as regards to the preparations for the new edition of EMC².

The IOC

The IOC was appointed and the tasks were divided among the IOC members, the International Board and the Director. The timeline was prepared to guide the International Board and the IOC throughout the year on their responsibilities regarding teams, judges, conference and fundraising for the Moot Court.

Rules and Moot Court Procedures

Responsible for preparing the Rules and the Registration forms for the Competition were Ieva Zebryte and Leo Vojčík. They received a lot of help from Letizia Raschella-Sergi, a professor from Australia and also the Academic Supervisor for the Asia - Pacific Regional Round and from Laura Nielsen, Assistant Professor in International Trade Law at the University of Copenhagen and also the Academic Supervisor for the International Written Round.

At this moment four ELSA Groups will organise a National Round of EMC² and this year there are going to be organised two ELSA Regional Rounds for the first time in the history of the EMC².

Marketing

Marketing materials were designed by Thomson and after consulting with the International Board and with the IOC the new image of the Competition was created. By the time of the ICM the marketing materials should have been sent out to more than 300 addresses over the world and 200 Local ELSA Groups.

The WTO

The WTO has been contacted for pleading rooms and further plans for cooperation. The Missions to the WTO (representatives of the Member States) have been contacted with an announcement of the new edition of the Competition and with a request for sponsorship. The possibilities for the developing countries to receive funding from the Technical Support Fund of the WTO, are being explored.

Fundraising

Torgeir Willumsen, responsible for fundraising in the IOC and Josefin Björklund, President of ELSA International, already contacted several potential sponsors for EMC² 2005/2006. They approached International law firms and other institutions which can be at some point helpful to ELSA in organising the EMC².

Giovanni Jaerisch, Director for Training

Having become aware of the problems and needs concerning training in ELSA during transition, I developed an operational plan for the term with Heidi Platou, Director for Internal Management ELSA International.

I then proceeded to write my introductory emails to various lists, namely the ELSA INFO, IM and the ITP list. Added to my introduction to the ITP list I have sent an overview of the trainings to come (mostly preliminary dates), so as to facilitate an easier time-management for the trainers.

Based on the feedback received by the members of the International Trainers' Pool (ITP), I updated the contact details for the trainers.

I also installed a new e-mail address for the Director for Training, as it did not seem effective to have to pass on e-mails from director to director. Until a new address is installed under the new ELSA ONLINE, all e-mail traffic will go through this address and be available to all following directors for training.

I have also composed a list of possible partners in the organisation of a Train-The-Trainer-Weekend (TTTW) and/or a Refreshment Meeting (RM) for the existing trainers for the International Board to approach.

I have also forwarded training requests to the ITP.

In addition to that I have spent some time going over the past communication between the ITP, International Board and the Directors for Training.

PROPOSALS

INTERNATIONAL BOARD

Two Year Tactical Plan 2005-2007

The International Board proposes to the Council to the following:

“According to Council Decision BEE 01/03 I the annexed Two Year Tactical Plan shall be adopted for the period 2005-2007:”

Comments:

Please refer to the Two Year Tactical Plan as annexed to these Working Materials.

IM Decision Book Amendments

The International Board proposes to the Council the following:

The IM 01/99 II shall be amended as follows:

The ELSA Development Fund

[...]

2. Method

By financing national groups for projects undertaken so as to remedy such weaknesses, if, after having made satisfactory efforts, they are unable to raise enough money for the purposes (*Development Project*).

Provide support to cover the travel expenses of ELSA International - excluding the International Board – trainers from the ITP or other ELSA members assisting the national group in development and consolidation (*On-Site Assistance*).

By providing financial support to develop the ~~n~~Network. (*Network Development*).

3. Definitions

3.1 *Development Project:*

An international event, that has at least two training sessions in specific ELSA ~~a~~Areas.

National training seminar arranged to increase the awareness of ELSA in the country in question.

Any other project that the International Board deems to be a development project.

3.2 *On-Site Assistance:*

~~Training of the national board as to how to run a national group.~~ Training of the national or local groups in various skills in order to develop the ~~n~~Network. This includes ELSA training in ~~k~~Key ~~a~~Areas as well as in ~~s~~Supporting ~~a~~Areas, especially training in how to run a national or local group, setting up statutes and standing orders, in setting up accounts, budgeting and in marketing ELSA inwardly, as well as outwardly.

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

3.3 *Network Development:*

In conjunction with an established cooperation between two ELSA groups, to arrange a study visit, which shall entail an academic programme as well as a training programme.

Travel or participation of members of the ~~n~~National ~~b~~Board to international or regional training meetings;

Travel or participation of members of the ~~n~~National ~~b~~Board to ELSA ICMs or IPMs.

[...]

5. Eligible Applicants

The following are eligible applicants:

5.1 National groups lacking financial resources, which fulfil ~~both~~ either of the following criteria:

- A low level of activities
- A weakness as determined by the International Board in any one of the following areas:
 - Human Resources
 - Knowledge and know-how

5.2 All ~~N~~National ~~G~~Groups for their ~~L~~Local ~~G~~Groups lacking financial resources, provided the national group cannot afford the expenses and these ~~L~~Local ~~G~~Groups fulfil ~~both~~ either of the following criteria:

- A low level of activities
- A weakness as determined by the International Board in any one of the following areas:
 - Human Resources
 - Knowledge and know-how

~~and the National Group cannot afford the expenses.~~

5.3 Local groups lacking financial resources, when there is no ~~n~~National ~~b~~Board, provided these local groups fulfil ~~both~~ either of the following criteria:

- A low level of activities
- A weakness as determined by the International Board in any one of the following areas:
 - Human Resources
 - Knowledge and know-how

5.4 National Groups, disregarding ~~its~~ their financial structure and level of activities, organising an event as described in point 3.1 ~~paragraph 1~~ in order to cover totally or partially the travel expenses of trainers from the ITP, whenever the following criteria are cumulatively fulfilled:

- The event's target group includes potential participants coming from National Groups which fulfil the requirements present in ~~paragraph 1~~ point 5.1;
- The number of non-national participants represents at least 50% of all the participants, shall enough valid applications of non-nationals be submitted;
- The training sessions delivered by the relevant trainers from the ITP should be held in English.

5.5 National ~~G~~Groups, disregarding its financial structure and level of activities, for their ~~L~~Local ~~G~~Groups organising an event as described in point 3.1 ~~paragraph 1~~ in order to cover totally or partially the travel expenses of trainers from the ITP, whenever the following criteria are cumulatively fulfilled:

- The event's target group includes potential participants coming from National Groups which fulfil the requirements present in paragraph 1 point 5.1;
- The number of non-national participants ~~represent~~ represent at least 50% of all the participants, shall enough valid applications of non-nationals be submitted;
- The training sessions delivered by the relevant trainers from the ITP should be held in English.

5.6 The International Board to cover totally or partially the travel expenses of trainers from the ITP to attend and deliver training sessions at:

- ICMs (not more than 2 trainers from the ITP per ICM)
- IPMs (not more than 1 trainer from the ITP per IPM)
- ISMs (not more than 1 trainer from the ITP per ISM)

The aggregate amount of expenses should not exceed 2.500 euros per financial year.

5.7 The International Board to cover totally or partially the travel expenses for participants, except the members of the International Team, to events dedicated to the training and refreshment of International trainers.

The aggregate amount of expenses should not exceed 2.000 euros per financial year.

6. Application Procedure

Applicants for a Development Project shall submit a written application to the International Board, including a detailed plan of action and a draft budget for the project. This shall be submitted no later than ~~4~~ 6 weeks before the event. The International Board shall no later than 2 weeks after receiving the application, take a decision on this and on the maximum amount of the financial support. The International Board is to communicate the result to the applicant immediately after a decision has been taken.

Applicants for On Site Assistance shall submit a written plan of action on how the group described in point 5.1, 5.2 and 5.3 will benefit from the Assistance, and an itinerary and the estimated travel expenses of the trainers for the On Site Assistance. This shall be submitted no later than ~~4~~ 6 weeks before the event or travel. The International Board shall no later than 2 weeks after receiving the application, take a decision on this and on the maximum amount of the financial support. The International Board is to communicate the result to the applicant immediately after a decision has been taken.

Applicants for Network Development shall submit a written plan of action, an itinerary and a participation list for the Network Development. The person or persons travelling to receive training or participate in ELSA's ICMs or IPMs shall also submit a written plan of action on how the group described in point 5.1, 5.2 or 5.3 can benefit from the participation, and an estimate of the travel expenses. For study visits the application shall also include a description of the current cooperation between the ELSA groups. ~~This~~ The application shall be submitted to the International Board no later than ~~4~~ 6 weeks before the event or travel. The International Board shall no later than 2 weeks after receiving the application, take a decision on this and on the maximum amount of the financial support. The International Board is to communicate the result to the applicant immediately after a decision has been taken.

Comments:

The International Board has seen the need to make the section on the ELSA Development Fund (EDF) clearer and more open as it gets many enquiries to how this specific section is to be interpreted. That is firstly why some of the changes are merely formatting, i.e. giving numbers to the different provisions instead of having bullet point and then referring to the right paragraphs in the previous provisions, and the word structure in art. 3.2 and 5.2. The International Board has also tried to give the section a more uniform look when proposing to change the use of the Capital letters in some of the words.

Secondly, by exchanging the criteria “both” in article 5.1 – 5.3 to the more open “either” will make more National Groups eligible applicants for funding from the EDF. As the EDF has grown to a stable Fund, the International Board believes that is time to extend the use of it. The Network is lucky to have this financial mean to consolidate itself, and as quality in the Network and consolidation are one of the main aims in the Network, the International Board believes that the EDF is a manner of supporting these aims.

Thirdly, as to continuing to make the EDF more accessible, the International Board proposes to the Council to include a point 5.7. The education and refreshment of the trainers is important for the aims of the EDF as it is set to support the Groups in their attempt to develop and consolidate. Trainings is a very significant in this matter, as it is a way of supporting and educating the Members in general and specific ELSA knowledge as well in their personal skills, i.e. soft skills. The International Trainers’ Pool is essential in this work, as it is the International training tool the Network has at its disposal. As it is the aim of the International Board not to have the trainers pay for their own participation to the events where they are given updates and trained to give trainings, as they are already giving of their benevolence to assist the Network, the International Board proposes to the Council to open EDF for this specific use. The maximum amount propose to possibly be aggregated to this purpose is 2.000 Euros, an amount mainly taken from previous and similar events organised by the International Board.

Finally, in point 6 in the section on EDF the International Board proposes to extend the application deadline from four (4) to six (6) weeks prior to the event/travel which is the goal of the funding. The reason for this is to give the applicants enough time to adjust after getting the response from the International Board. By expanding the application deadline by two weeks, the applicant Group will get an answer from the International Board at least four (4) weeks prior to the subject of the application, not two (2) as it is now. The International Board believes that this will only be beneficial to the applicant Group as it will be able to look for funding elsewhere or cancel should the application not go through.

The further proposed amendments to point 6 in the section on EDF, is meant to clarify what is needed to include in the application form. The International Board does get several requests regarding this and sees that it is necessary to clarify the application procedure to a certain extent.

Audited Final Accounts – Financial Year 2004/2005

The International Board proposes to the Council the following:

“The audited Final Accounts for the period from 1st of August 2004 to the 31st of July 2005 shall be approved”.

Comments:

Please refer to the International Board Input Paper and the Auditors’ Report regarding the Final Accounts for the Financial Year 2004/2005.

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

The International Board proposes to the Council the following:

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

General Income	Budget:	Proposal:		Difference:
Externals	79,000	109,000		30,000
Membership and Adm. Fee	18,150	18,150		0
ELSA ONLINE Fee	10,000	10,000		0
Income from Areas (Saldo Area)	16,850	12,500		-4,350
Miscellaneous	700	400		-300
General Income total	124,700	150,050		25,350
General Expenditures				
Credit Payments:	12,550	0		-12,550
ELSA ONLINE Administration:	18,500	20,400		1900
Chord9 Maintenance Agreement			14,000	
Chord9 extra service costs			2,700	
Alternet Server			3,700	
Allowance:	8,400	8,400		0
7 x 12 x 100 €			8,400	
Representation:	2,000	2,250		250
Directors:	3,000	4,000		1,000
Travels			3,500	
Miscellaneous			500	
International Trainers Pool:	2,000	4,000		2,000
Train The Trainers Weekend			1,500	
ITP Refreshment Meeting			2,000	
Miscellaneous			500	
Auditing:	1,500	1,800		300
ICM Travels			1,050	
Auditing weekends			650	
Miscellaneous			100	
International Council Meetings:	6,000	6,950		950
Travel IB Autumn ICM			3,100	
Accommodation Autumn ICM			750	
Travel IB Spring ICM			1,800	

Accommodation Spring ICM			1,300	
International Presidents Meeting:	1,500	1,200		-300
IPM Summer			800	
IPM Winter			400	
International STEP Meeting:	0	300		300
Travels			300	
Travels:	10,650	11,500		850
Meetings with externals			2,000	
Meetings within the Network			6,000	
IB home travels			3,500	
The ELSA House:	31,500	33,500		2,000
Rent			25,000	
Heating			3,000	
Electricity			3,500	
Water			1,000	
Repairs			1,000	
Office:	4,360	4,150		-210
Day to day office supplies			2,200	
Upgrade Office facilities			750	
Cleaning costs			600	
Depreciation			600	
Communication:	12,000	9,950		-2,050
Phone and Fax			8,000	
Internet and E-mail			750	
Post			1,200	
Bank Charges:	500	600		100
Marketing Materials:	2,300	5,700		3,400
Folders			2,000	
Banner			1,200	
S&C Poster			1,200	
STEP Folder			800	
Miscellaneous			500	
The ELSA Development Fund:	7,440	8,280		840
EDF 2004/2005			8,280	
Del Credere:	0	5,000		5,000
Savings:	0	7,000		7,000
Reservation; Marketing Materials			1,000	
Reservation; New Online System			2,000	

Reservation; 25 th Anniversary			2,000	
General savings			2,000	
25th Anniversary:	0	14,200		14,200
Anniversary publication			9,000	
Anniversary Cocktail			4,000	
Miscellaneous			1,200	
Miscellaneous:	150	500		350
Realised exchange loss:	350	370		20
Expenditures Total	124,700	150,050		25,350
SALDO	0	0		0
Area Income:				
Synergy	40,000	35,000		-5,000
Links Project	0	5,000		5,000
EMC ²	55,000	77,150		22,150
STEP Application Fee	1,850	0		-1,850
Area Income total	96,850	117,150		20,300
Area Expenditures:				
Synergy	25,000	27,500		2,500
EMC ²	55,000	77,150		22,150
Area Expenditures total	80,000	104,650		24,650
Area SALDO	16,850	12,500		-4,350

*All figures are expressed in € (Euros)

Comments

GENERAL

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

INCOME**Externals:**

These are the sponsorships planned:

CMS	20,000 €
Thomson	15,000 €
Microsoft	4,000 €
TransLegal	20,000 €
European Commission	25,000 €
Unspecified sponsors	25,000 €

Total: 109,000 €

Membership and Administration Fee

The Membership Fee 2005/2006 has been calculated on the basis of an averagely small increase in GDP among our Member Countries, and in accordance with the Membership Fee formula in the Decision Book. The Administrative Fee has been based on the number of Observers, at the moment three.

ELSA ONLINE Fee:

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

Area Saldo:

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

Area Saldo gives an income of 12,500 Euros.

Miscellaneous:

The cash flow situation of ELSA International, the capital reserves and the provisions give us a certain amount of income. For this year the estimation is 400 Euros.

EXPENDITURES**Credit Payment**

In Vilnius it seemed to be necessary to create a loan. Fortunately this is not necessary at the moment. That is why the amount is 0.

ELSA ONLINE Administration:

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

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

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

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

Chord9 Maintenance Agreement:	€ 14000,00
Chord9 extra service costs:	€ 2700,00
Alternet Server:	€ 3700,00

Allowance:

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

Representation:

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

To have the possibility for presents when the International Board is visiting externals, and to be able to invite externals to the ELSA House, especially for the upcoming year when ELSA will celebrate her 25th Anniversary, an amount of 2,250 Euros is calculated.

Directors:

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

The total amount is set to 4,000 Euros. This will mean more or less 1,000 Euros per Director.

The International Trainers' Pool:

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

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

The total amount is set to 4,000 Euros, which also includes 500 Euros miscellaneous.

Auditing:

The expenses for the auditors and the costs for their participation at the International Council Meetings are budgeted in this figure. The amount is set to 1,800 Euros.

International Council Meetings:

The travel expenses of the members of the International Board and the cost of their stay at the venue before the ICM are included in this heading. It is very important that the International Board has the possibility to stay at the venue a few days earlier, in order to

prepare and to foster the co-operation with the Organising Committee. The costs of the participation are covered in the project budget of the Organising Committee.

The total amount is calculated to 6,950 Euros.

International Presidents' Meetings:

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

The amount is set to 1,200 Euros.

International STEP Meeting:

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

The amount is set to 300 Euros.

Travels:

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

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

The amount is calculated to 11,500 Euros.

The ELSA House:

This figure includes the rent payable for the ELSA House, where the International Board works and lives. The monthly fee is more or less 2,000 Euros and therefore the amount calculated is 25,000 Euros for a period of twelve months. Furthermore costs for electricity, water, heating and repairs are included in this heading. With these costs the total amount for the ELSA House is calculated to 33,500 Euros.

Office:

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

The amount calculated is 4,150 Euros.

Communication:

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

The amount calculated is 9,950 Euros.

Bank Charges:

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

The amount is set to 600 Euros.

Marketing Materials:

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

The amount is set to 5,700 Euros.

The ELSA Development Fund:

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

The total amount for the EDF is calculated to 8,280 Euros. This amount includes 6% of 64,000 Euros, which is the external income for the year 2004/2005.

Del Credere:

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

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

The amount is set to 5,000 Euros.

Savings:

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

The amount is split in different parts. Besides one part as a general saving for the general expenditures of the Association, three special reservations are made for future marketing expenditures, expenditures related to the launch of the New ELSA ONLINE System and expenditures for the celebration of the 25th Anniversary during the Financial Year 2006/2007.

The total amount is set to 7,000 Euros.

25th Anniversary:

In 2006 ELSA will celebrate her 25th Anniversary. The kick-off for this celebration will be the Spring ICM in London. For the 25th Anniversary, the International Board, planned to publish an Anniversary Publication. Furthermore the International Board has the intention to organise an Anniversary Cocktail in Brussels, for the Members and external relations.

Included in this heading is as well a post for miscellaneous. This post will cover unexpected costs for the 25th Anniversary.

The total amount is calculated to 14,200 Euros.

Miscellaneous:

This heading includes small expenses not included in the main figures of the Budget, and is set to 500 Euros.

Realised exchange loss:

During the year many transactions between different currencies are made, and this is expected to result in a loss. An exact sum is hard to come up with, but based on previous year's costs, this heading is set to 370 Euros.

AREA

Income

Synergy:

Advertisers in Synergy give a certain amount of income.

The amount is calculated to 35,000 Euros.

Links Project:

Advertisers on the website give a certain amount of income.

The amount is calculated to 5,000 Euros.

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

The income of the project aims to cover the entire project itself and the amount budgeted is 77,150 Euros.

Expenditures

Synergy:

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

Links Project:

For the costs of administrating the Links Project, a sum of 1,500 Euros is calculated.

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

The aim is to cover the expenses of the EMC² by the project itself. Therefore, the amount is set equal to the budgeted income of 77,150 Euros.

The total Area Saldo is 12,500 Euros.

FM Decision Book Amendments

The International Board proposes to the Council the following:

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

Fees

1. Membership Fee**1.1** [...]

The Membership Fee for a National Group is calculated in the following way:

$$\text{MF (X)} = \left[\frac{\text{GMF}}{\text{No. of LG}} * \text{No. of LG (X)} \right] * \left[1 + \left(\frac{\text{GDP (X)} - \text{GDP (av.)}}{\text{GDP (av.)}} \right) * 0,5 \right]$$

$$\text{MF}_x = \left[\frac{\text{GMF}}{\text{No. of LG}} * \text{No. of LG}_x \right] * \left[1 + \left(\frac{\text{GDP}_x - \text{GDP}_{av.}}{\text{GDP}_{av.}} \right) * 0,5 \right]$$

where

~~MF (X)~~ MF_x is the Membership Fee for the respective country

GMF is the Global Membership Fee

No. of LG is the number of the Local Groups in the Network

~~No. of LG (X)~~ No. of LG_x is the number of Local Groups in the respective country

~~GDP (X)~~ GDP_x is the GDP for the respective country

~~GDP (av.)~~ GDP_{av.} is the average GDP, which is calculated by multiplying for every country the ~~GDP (X)~~ GDP_x and the ~~number of Local Groups (X)~~ number of Local Groups_x. Taking the sum of all these numbers and dividing that by the total number of the Local Groups.

[...]

Comments:

Due to all the brackets in the Membership Fee Formula the Membership Fee Formula is wrongly written in the Decision Book and causes confusion.

To put the Membership Fee formula correctly in the Decision Book and to prevent any confusion, the International Board proposes to make the above mentioned changes.

The International Board proposes to the Council the following:

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

4. STEP Application Fee

~~The STEP Fee calculation is based on the number of active Local Groups (LGs) and the amount of the STEP application fee was set up at the ICM in Malta (FM 02/99 II) (see annexes III of FM DB)~~

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

~~STEP Fee = (Number of active LGs + 1) * STEP application Fee~~

~~The STEP application fee shall be annually adjusted by ELSA International and approved by the Council.~~

~~The payment to ELSA International is due 15th of February upon invoice from ELSA International. The period to be invoiced for is 1st of January to 31st of December of the previous year.~~

Comments:

The International Board proposes to delete the article concerning the STEP Fee from the Decision Book which also means that no STEP Fee will be invoiced any longer. The STEP Fee has previously been used as income for the General Budget of ELSA International and not specifically for any expenditure related to STEP. The International Board is of the opinion that we should not keep the STEP Fee any longer as it has lost its original purpose.

The International Board proposes to the Council the following:

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

Responsibilities

(...)

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 15th of February upon invoice~~
- Pay to the EDF due at the ~~31st of July and~~ 31st of January upon invoice
- Ensure that the FM inquiry for their National Group is submitted to ELSA International on the first day of each Council Meeting at the latest.

Responsibilities of ELSA International

- Pay to the EDF due at the ~~31st of July and~~ 31st of January upon invoice
- Pay a monthly allowance of 100 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~~

(...)

Comments:

During the ICM in Vilnius the Decision Book was not completely updated according to the decisions that were taken. That is why the International Board proposes to change the obligations of the National Groups and ELSA International during the ICM in Malta. Furthermore, this part of the Decision Book will have to be updated according to the other proposals of the International Board that are proposed during this ICM.

NATIONAL BOARDS

Proposal by ELSA Greece and ELSA Turkey

ELSA Greece, seconded by ELSA Turkey, proposes to the Council the following:

The BEE 01/05 I shall be amended as follows:

- (1) *The International Focus Programme to be introduced as an ELSA activity.*

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 independent 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.

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 various ELSA activities. This will allow consolidating ELSA's work and producing concrete results of a high standard.

2. Implementation of the IFP

- 2.1 Implementation of the IFP is solely a recommendation to the Network, and cannot, in any way, be enforced. However, ELSA International is responsible for making sure the Network is informed and stimulated to the utmost to organise IFP activities. The Network therefore is responsible for promotion of the IFP and organising activities as much as possible and feasible.
- 2.2 The IFP shall be promoted and implemented in at least the key areas S&C and AA. If any member country wishes to promote and implement the IFP in STEP, it shall be completely free to do so.

- 2.3 To make sure the IFP will be made known to the whole ELSA Network, to help and support the Local and/or National Groups participating in implementation and among others to motivate the Network, a Director for the International Focus Programme shall be appointed by ELSA International to carry out the implementation of the Programme. His/her specific tasks will be defined by ELSA International, but will not contravene section 7.
- 2.4 The IFP would be considered implemented if:
- 2.4.1. A minimum of 50 percent of ELSA member countries organises IFP events;
 - 2.4.2. While the total amount of organised IFP events in the network should be at least a minimum of 35 percent of all ELSA events organised in the ELSA member countries mentioned under 2.4.1.;
- and if
- 2.4.3. The IFP ended in a Final IFP Result.

3. IFP Discussion List

The IFP discussion list is 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. Duration

The duration shall be decided by the Council when setting the topic for the next IFP. The timeline shall be based on that duration by the Director for IFP, under responsibility of ELSA International.

5. Final IFP Result

- 5.1. The Final IFP Result shall consist of a Final IFP Conference and/or a Final IFP Publication. In case the Council does not find a Final IFP Result feasible, there shall be no Final IFP Result. The outcome of the IFP shall be decided when the topic and duration of the IFP is set by the Council.
- 5.2 ELSA International shall prepare materials and assist in arranging the Final IFP Result (if any).
- 5.3 In case of a Final IFP Conference, it shall have the duration of at least four working days and one social day. During the working days there will be lectures in plenary and sessions in workshops. The participants shall be law students or young lawyers, who have a good knowledge of the theme. Preferably they already put effort in previous relevant IFP events. A balance of geographical representation shall be sought in the Conference and in all workshops.

- 5.4 In case of a Final IFP Publication, it shall be sought to publish whether in writing, and/or in any digital format, or in any other appropriate and distributable way of communication, to produce a high quality report of the IFP, and/or to collect the best papers on the IFP to be put to SPEL as an IFP edition. The selection of the best papers shall be done by ELSA International, or by a group of three people appointed by and according to rules set up by ELSA International.
- 5.5 English shall be the working language of the Final IFP Result.

6. Evaluation

After each IFP event, the organising Local Group shall fill in and submit the IFP Event Evaluation Form for future evaluation of the IFP to their National Board.

After each IFP, every National Group shall submit an Activity Report on the IFP implementation in the respective country for future evaluation of the IFP. These Activity Reports will be part of the Input Papers of the next International Council Meeting and will serve as a basis for the evaluation.

At that Council Meeting the Council shall evaluate the implementation of the IFP and decide on proposed changes (if any) for a better implementation of the Programme.

7. Responsibilities

- 7.1 Taking into consideration article 2.1, acknowledging the fact that the IFP is solely a recommendation to the Network, the responsibilities of ELSA International and the responsibilities of the National and Local Groups (if applicable) are:

7.2. Responsibilities of the Local Group:

- *Information:*
 - Inform and advise members as well as other interested persons about available opportunities within the IFP.
- *Promotion:*
 - Advertise the events promoted in the IFP promotional materials.
- *Organisation:*
 - Participate in the research for finding the best “hot legal topic” and subtopics for the IFP;
 - Implement the IFP by organising events within S&C and AA key areas;
 - Contribute to the Final IFP Result (if any).

- *Evaluation:*
 - Submit the completed IFP Evaluation Form and other relevant information to their National Board at the end of each event organised, for future evaluation.

7.3. Responsibilities of the National Group:

- *Information:*
 - Forward all information on the IFP received at the national level to the Local Groups;
 - Provide necessary training, information and other assistance to Local Groups to organise IFP events;
 - Inform the International Director for the IFP periodically about problems and solutions;
 - Ensure that all Local Groups make correct use of the IFP discussion list;
 - Ensure that all Local Groups are informed about the Final IFP Result (if any) and promote contribution.
- *Stimulation:*
 - Encourage all Local Groups to organise IFP events.
- *Promotion:*
 - Promote IFP events within the National Group;
 - Ensure that all Local Groups promote IFP events.
- *Organisation:*
 - Participate in the research for finding the best “hot legal topic” and subtopics for the IFP;
 - Appoint the Director for the IFP at the national level if necessary;
 - Plan and coordinate the IFP activities within the National Group;
 - Ensure that organising groups inform ELSA International about any changes of planned events.
- *Evaluation:*
 - Ensure that all local groups archive material and when receiving the material, send it to ELSA International;
 - Ensure that all local groups submit IFP Evaluation Forms to them at the end of each event organised;
 - Evaluate all the information received on the national level and submit the activity report to ELSA International at the end of the IFP.

7.4. Responsibilities of ELSA International

- *Information:*
 - Create and publish an IFP Manual on the Email list and the website, and keep it updated;
 - Produce the necessary training manuals and update outdated training materials;
 - Put together the IFP Policies and Guidelines, send them to the National Groups, put them in the Archive, and keep them updated;
 - Ensure that the IFP Policies and the IFP discussion list are working properly;
 - Communicate with the National Groups and suggest solutions for problems and issues that arise;

- Make sure that all marketing and promotional material on the IFP is easily accessible through the Archive in ELSA ONLINE;
- Ensure that all National and Local Groups are informed about the Final IFP Result (if any) and promote contribution;
- Report to the network over the ELSA INFO list about the beginning and outcome of the IFP, and if necessary periodically in between about any other matter which is found necessary to share with the Network, so that everyone who is subscribed to the ELSA INFO list will be informed.
- *Stimulation:*
 - Encourage all National Groups to do as much as possible with the IFP.
- *Promotion:*
 - Publish the IFP supplement to the S&C events Brochure and distribute it at International Presidents' and International Council Meetings;
 - Ensure that there is the IFP supplement section at every S&C Poster;
 - Ensure at least one article on IFP published in every issue of Synergy;
 - Publish and promote IFP events on the homepage of ELSA International and update this information.
- *Organisation:*
 - Overall coordination of the implementation of the IFP;
 - Set up and coordinate the research for finding the best “hot legal topic” and subtopics for the IFP;
 - Make sure during every first International Council Meeting after the period for an IFP is finished a proposal for a topic and subtopics will be put into voting according to the results of the before mentioned research.
 - Appoint the Director for the IFP every year and make sure it's tasks are clear through the IFP Policies and Guidelines;
 - Support the Director for the IFP as much as needed by the network to maintain a high level of efficiency and quality;
 - Establish contacts necessary for the high standard of IFP events;
 - Ensure there is a host for the Final IFP Conference (if any) and assist in its organisation;
 - Ensure the Final IFP Publication (if any) will be finalised.
- *Evaluation:*
 - Collect all IFP Activity Reports, make them part of the Input Papers of the first following ICM possible, and prepare the information for evaluation;
 - Evaluate all the information received at international level and suggest and create ways to improve the IFP.

COMMENTS to the Proposal:

COMMENTS to 2.1: It was quite clear it was not certain whether the old IFP was a recommendation or an obligation. Further almost all the responding countries wanted the IFP to be a recommendation, as obligating would not be good, and work the other way around.

Only 8% said obligation, 81% said recommendation, the rest a mixture. The top reasons for the failure of the old IFP were a lack of information and promotion, therefore we included a responsibility for EI and the Network to inform and stimulate plus promote the IFP. For the Network, this just is a recommendation.

COMMENTS to 2.2: To the question, if STEP should be included, 65% said no, 23% said yes, and 12% said "yes, but only if they have good ideas." Besides that, it wouldn't be harmful to promote and implement the IFP in STEP if any country wishes to do so.

COMMENTS to 2.3: Should a Director for IFP be appointed? 92% said yes. In article 7, the general responsibilities of the respective groups are mentioned.

COMMENTS to 2.4: Although it is very difficult to exactly know what the Network wants at this point, we chose this option. Half of the Network and 35% of all ELSA events sounds reasonable.

Where it is not obliged to have a Final Result, not having the Result would mean the IFP having failed. In our opinion it would be a good compromise, especially as the Final Result can mean whether a Final Conference or a Final Publication, as you can see later on.

COMMENTS to 4: The possible durations in the Questionnaires varied from a year to 4 years, with every possibility in between which you can imagine. One option was to have an open duration. As this is feasible according to us, especially seen the large variety of opinions, it will be possible to decide every time when a topic is set, about the duration of that specific topic.

COMMENTS to 5.1: We would like to state that, according to the Questionnaires, the opinions about Conference and/ or Publication are very mixed. Half of the respondents wanted to have both. The rest only one of them, or 'maybe something like an end-result'.

It might be very difficult to have AND a Conference AND a Publication, especially if the duration of the IFP is not that long.

COMMENTS to 5.3: This means that not all participants necessarily need to be ELSA members.

COMMENTS to 6: Each LG which organised events should fill in Evaluation forms. Each NG should fill in Activity Reports (even if no events are organised, in which case it simply can suffice with checking the box which states that no IFP events have been organised in that country during that IFP) which are prepared by ELSA International, and added to the Input Papers.

Proposal by ELSA Germany and ELSA Norway

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

The Statutes shall be amended as follows:

Article 14 – Audit

[...]

The Auditors shall examine the accounts of all revenue and expenditure of ELSA and the financial management of ELSA including the administration of the account for the ELSA Development Fund, 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.

Comments:

Since the ELSA Development Fund has been a topic of ongoing debate in the network, it is necessary to accomplish a higher degree of transparency concerning the EDF account. This includes an insight in its income and the amounts of money allocated from it.

Until now there has not been a specific part in the auditing report on the administration of the EDF. It only appears as an expenditure on the budget of ELSA International. This and the oral report of the Treasurer of the International Board on the income, expenditure and current status of the EDF in plenary as well as his written report in the FM workshop does not provide sufficient professional control. On top of that, it is thus proposed that the administration of the EDF shall be examined by the auditors who are to include the results of that revision in their auditing report to the Council.

Proposal by ELSA Hungary

ELSA Hungary proposes to the Council the following.

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

Fees

5. Publishing the GDP numbers

The real GDP per capita numbers of the ELSA countries - based on the on the issue of the annual "Human Development Report" published by UNDP - is to be published in the ELSA Information e-mail list by 15 September each year. If the Human Development Report is not published till that date, the IB is to publish the real GDP per capita numbers no later than 15 days after publishing the Human Development Report.

Comments:

With this amendment, the participants of the autumn ICMs will be able to calculate with the newest GDP numbers of all ELSA countries, when having a new proposal on amending the method of the different kind of fees. There won't be a half a year delay between publishing the UNDP "Human Development Report" (June or July) and publishing the GDP numbers (together with the list of favoured countries) in the Decision Book.

This amendment will not change:

- the method of publishing the list of favoured countries,
- the method of invoicing the ELSA Groups
- the method of calculating the different kind of Fees

This amendment will only be a good method

- to inform the ELSA Network about the latest GDP numbers
- to use the latest GDP numbers at debates in connection with financial issues that has effect on the next year(s).

Proposal by ELSA Malta

ELSA Malta proposes to the Council the following

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

Event Fees

1. Maximum Participation Fee for Council Meetings and Presidents' Meetings and the International STEP Meeting

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

- The maximum Council Meeting and the Presidents' Meetings participation fee shall be calculated and charged per 24 hours.
- The maximum Council Meeting and the Presidents' Meetings participation fee for non-favoured countries is 26 Euro.
- The maximum Council Meeting and the Presidents' Meetings participation fee for countries in the list of favoured countries is 22 Euro.

The maximum participation fee for the International STEP Meeting shall be equal to the maximum participation fee for Council Meetings and Presidents' Meetings, as fixed both for Favoured and Non Favoured Countries.

The participation fee includes academic ~~and social~~ programme, accommodation, meals, and administration costs.

If a charge must be imposed for the social programme, it must be disclosed to the Network together with the application forms.

Explanation

The Decision Book imposes already too many financial restrictions on the Organising Committee to make the current bar of Social Programme fee understandable. The 'imposition' of a [Social Programme](#) fee may only be a slight financial burden for a participant, but the barring of such fee may result in a huge financial burden for the Organising Committee. In order for some countries to deliver a good social programme, it may be necessary for them to charge a social programme fee.

The bar on the social programme fee could deter potential Organising Committee's from applying for such events, at a time when it is already difficult to find a group willing to organize an ICM.

Having to disclose this information prior to the ICM would prevent a situation where participants apply and pay for the ICM and discover that they have to incur further expenses only upon their arrival.

The disclosure also means that the Organising Committee will try its hardest not to impose such a fee – or at least, keep it to a minimum – as the fee might hinder some people from attending the ICM. Yet still, there is the possibility of imposing the fee in cases where it is absolutely necessary.

A ceiling for the social programme fee should not be set out because that would give the impression that Organising Committees should always charge that amount rather than striving not to charge anything at all, or to charge a very minimal amount.

Proposal by ELSA Germany and ELSA Norway

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

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

Financial Implications of the ELSA Development Fund

1. Source of Fund

[...]

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

The ELSA Development Fund shall be capped at an amount of 12.000 €. On the 25th January of each year the International Board shall review if that amount is reached. If that is the case, ELSA International shall not invoice the national groups for that year and shall subsequently inform the network.

Comments:

In order to avoid a too broad discrepancy between the income and the amounts of money allocated from the EDF, we propose to cap it if that case should occur. We believe that an amount of 12.000 € is an appropriate limit for this purpose as the figures of the previous years do not prove that more money has been awarded from the EDF. The eventual aim of the EDF is that the money paid in should also be allocated to its applicants. Funds that remain unused on the EDF account could be better invested in other projects by ELSA International and the National Groups.

Proposal by ELSA France and ELSA Switzerland

ELSA France and ELSA Switzerland propose to the Council the following:

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

Responsibilities

Responsibilities of ELSA International

- Include in the Working Materials of each International Council Meeting a list with the concrete figures regarding outstanding debts toward ELSA International.

For the debts arising from NGs the following details shall be included in the list:

- The name of the NG that has a debt towards ELSA International
- The exact amount owed
- The source of the debt
- The reason why the debt was not covered
- The status of each outstanding debt (e.g. payment plan, delay of the payment)

Comments:

For years there have been outstanding debts towards ELSA International and it has been an ongoing matter of questioning which countries owe which amounts and for how long. The last information given by the International Board at the International Presidents Meeting in St. Petersburg stated an amount of about € 18.000 towards ELSA International by various groups. With this proposal transparency should be reached. A clear overview about the state of the debts towards ELSA International is needed in order to help each country with debts towards ELSA International and enable neighbouring ELSA countries to work out solutions with them and reduce their debts.

INPUT PAPERS

INTERNATIONAL BOARD

Human Resources

During this ICM there will be a joint IM and MAR Workshop where we will spend some time discussing Human Resources in our Network. Even though this has been a topic at the previous ICMs, the problem is not solved over night as many of our Groups, at all Levels, are facing problems with Human Resources. It is an important topic for the participants to discuss and find solutions for. In order for everyone to gain as much as possible from this session, it is essential that all participants come prepared. During this Workshop, we will discuss Human Resources strategies in different ELSA Groups, and get the opportunity to share experiences and ideas with each other.

We will discuss Human Resources as a problem in recruiting members in our Local Groups, as well as Human Resources as a problem in finding qualified and motivated persons for Organising Committees, Board positions etc at all levels of our Association. The aim is to jointly come up with concrete strategies and campaigns on how to recruit members that more or less directly can be implemented in the Groups.

Groups have different approaches on how to approach new members and some strategies may work very well in some Groups and not so well in others. We also have Groups with varying needs of Human Resources. Nevertheless, during this session the exchange of ideas and experiences is meant as encouraging and supporting to new ways of thinking in the respective Groups when it comes to Human Resources. Some Groups may have developed campaigns and strategies that are yet to be discovered in others.

Before coming to the ICM and the Human Resources session, please take some time to consider how we deal with these issues in our Network and in your respective Groups. In short, think about

- What are the problems with Human Resources?
- What is the Human Resources Strategy in your National Group?
- How do you hunt for members in your Groups?
- How do you keep them interested?

Final Accounts – Financial Year 2004/2005**Profit and Loss accounts – ELSA International 31.07.2005***

	31.07.2005	Budget	Difference
General Income			
Externals	64 000,00	54 000,00	10 000,00
Credit	0,00	12 550,00	-12 550,00
Membership Fee and Administrative Fee	18 145,20	18 150,00	-4,80
ELSA ONLINE Fee	10 000,00	10 000,00	0,00
Income from Area (Saldo Area)	4 428,71	-165,00	4 593,71
Miscellaneous	260,84	300,00	-39,16
General Income total	96 834,75	94 835,00	1 999,75
Overheads			
ELSA ONLINE Administration	20 089,34	21 500,00	1 410,66
Allowance	8 400,00	8 400,00	0,00
Representation	473,35	500,00	26,65
Directors	1 844,33	2 500,00	655,67
International Trainers Pool	0,00	0,00	0,00
Auditing	1 003,10	1 000,00	-3,10
Council Meeting	6 543,27	5 100,00	-1 443,27
International Presidents Meeting	1 289,65	1 000,00	-289,65
Travels	7 747,64	7 100,00	-647,64
The ELSA House	24 053,60	24 050,00	-3,60
Heating, Electricity, Water, Repairs	7 951,54	6 000,00	-1 951,54
Office Equipment	1 256,44	1 100,00	-156,44
Depreciation	451,58	0,00	-451,58
Communication	10 454,58	10 000,00	-454,58
Copying	151,70	300,00	148,30
Bank Charges	434,92	400,00	-34,92
Posters, Flyers	1 763,00	2 300,00	537,00
The ELSA Development Fund	0,00 ¹	3 240,00	3 240,00
Del Credere	0,00	0,00	0,00
Miscellaneous	301,71	100,00	-201,71
Realised exchange loss	109,51	245,00	135,49
Expenditures total	94 319,26	94 835,00	515,74
Net profit/Net Loss	2 515,50	0,00	2 515,50

*All figures are expressed in € (Euros)

Balance – ELSA International 31.01.2005*

ASSETS	Debit	Credit
- Fixed Assets:		
- Software	75,00	
- Office Equipment	1 279,77	
Total fixed Assets	1 354,77	
- Currents Assets:		
- Debtors;		
- Debtors Control Account	26 061,02	
Total debtors	26 061,02	
- Deposits and cash;		
- Bank Current Account – EUR	5 367,06	
- Bank Current Account – GBP	292,79	
- Bank Current Account – CHF	96,88	
- Bank Current Account – EMC ² EUR	-7,75	
- Bank Account Rent Deposit	12 738,77	
- Petty Cash	146,58	
Total deposits and cash	18 634,33	
Total Current Assets	44 695,35	
Total Assets	46 050,12	
Liabilities:		
Creditors;		
- Creditors Control Account		2 904,04
Total Liabilities		2 904,04
Capital & Reserves:		
- Share Capital		
- Ordinary Shares		40 630,58
Total Share Capital		40 630,58
Allocated result from Profit and Loss		2 515,50
	46 050,12	46 050,12

*All figures are expressed in € (Euros)

Comments:**Financial Management since ICM Vilnius**

As I explained during the Vilnius ICM, ELSA International is going through a difficult period from a financial point of view. During our term we reach the peak of these difficulties when we were carrying out the organisation of the ELSA Moot Court Competition on WTO Law. The fundraising for this event proved to be very hard to accomplish this year, as it has been since the very beginning of the Moot Court. We therefore had to take money from the general budget (as approved when we revised the budget in Vilnius), and with an already limited budget, this was a very difficult task to do.

We experienced for a time, severe cash flow problems, just after the Moot Court with expensive bills from it entering the House. This was, however, forecasted. We went through the whole situation in Vilnius and ELSA Germany was willing to help us out by granting ELSA International a loan if the situation did not change as a result of our ongoing fundraising.

The mood was immensely high in the end of May when TransLegal agreed to enter a Corporate Partnership agreement with ELSA International for the value of 20 000 Euros. This changed the whole financial situation and we were again able to settle all our incoming bills. As we got more funds, we did not have to lend money from ELSA Germany or others to secure the situation.

Regarding the decision of distribution of additional funds

A separate budget for the additional funds ELSA International would get hand on after ICM Vilnius was agreed upon in Vilnius. Since we got more funds, entering into a Corporate Partnership with TransLegal, we strived as much as we could to follow this budget. We managed to do that; all funds have been spent within the range of the budget headings.

Final accounts of 2004/2005

Presented in this Package are the Final Accounts; the balance and the profit and loss accounts of 31.07.2005. They present the respective amount spent by each heading during the year. I would like to make a few comments to some of the headings:

- ELSA ONLINE Administration: As you can extract yourself from the heading, the costs of the ELSA ONLINE are not minor, representing around 12% of total income. The costs of the System are however fixed, they are charged according to the current contract we have with Chord9. While implementing a new system, though, considerable efforts should be made to reducing the expenditures related to the ELSA ONLINE. I believe the costs we pay today for ELSA ONLINE does not represent the market price and consequently that these kinds of costs can be reduced.
- Depreciation: Office equipment has been depreciated with 25 percent; in order represent the more true value.
- The ELSA Development Fund: ELSA International did not have the funds to pay what was due to the ELSA Development Fund last year. Thus, a debt was created to the EDF that year. We were able to settle this debt during our term. The amount corresponding to the debt of 03/04 of 4,200 Euros has duly been transferred to EDF. Since the reporting date changed from the 31st of July to the 31st of January by a

decision made in Vilnius ICM, a debt is not yet to be raised to EDF for our term. This will first happen on the 31st of January 2006 as goes for all the National Groups as well.

- Realised exchange loss: Due to operating with different currencies, cost or profits arises by changes in the exchange rates during the year. This year we had costs corresponding to 109, 51 Euros by these changes.
- Synergy and the Link's Project: Synergy and the Link's Project were very successful this year financially. We rose in total 42 012, 09 Euros and had costs of in total 22 670, 60 Euros, making a profit of in total 19 341, 49 Euros by these projects. In other words, these projects have the approximately same value as a Corporate Partner. And the potential is there to raise even more profit. Considerable efforts should be made here to at least maintaining this profit, as well as to raising it.
- Net profit/loss: During the year we made a profit of in total of 2 515, 50 Euros. Taking into consideration what we experienced finance-wise during our term, this is a highly well-mannered result to have achieved.

The debt situation

As pointed out in the Auditors' Report, the debt towards ELSA International is very big. Mostly it belongs to National Groups who have not been able to settle their fees invoices. In fact the debt is not far from corresponding to the entire Fees ELSA International invoice for a whole year. The debt has accumulated for several years, but still it leads to an unsustainable situation for ELSA International. When National Groups are not able to pay what they are invoiced, it becomes hard to forecast what ELSA International can afford to spend during a year. For those National Groups in question, it is unsustainable as well, not having sufficient funds to pay what they are invoiced. I leave it for further discussion how this question properly should be addressed properly. It should be said as well, that parts of the total debt also correspond to agreements with National Groups – meaning that some of the debts are in fact settled through debt payments agreements.

Final comments

During the year discussions about the fees structure, the structure of the budget and the debt situation has been carried out. I encourage that the discussion goes on, because improvements related to these topics clearly are within reach.

Pål Jakob Aasen
Treasurer
ELSA International 04/05

Auditors' report for the Final Accounts 2004 – 2005Brussels, 28th of August 2005

We, Stefan Braun and Mark Littooij, Auditors of ELSA International 2004 – 2005 have been auditing all the financial papers presented to us by Pål Jakob Aasen, Treasurer of ELSA International.

1. The transactions during the audited term

After going through every bank statement, claim form, petty cash statement and VISA form, we are convinced that the books were kept properly, we found only a few mistakes that have been corrected and only a few receipts of minor amounts of money were missing. This brings us to the opinion that there was no misuse of the money in the sense that there were no excessive amounts spent for doubtful purposes and that no money was spent for personal purchases.

2. Liquidity of ELSA International

Due to the fact that the amount of money in the deposit and cash is very low, it is a constant struggle for the Treasurer and the rest of the board to be able to pay the unavoidable invoices on time. A lot of times there is hardly enough money to pay the rent and other invoices to externals. Therefore there might be enough money in the budget to buy a certain object, but due to the fact that there is insufficient money available in cash or in the bank, certain things that would be really useful for the association cannot be bought. This lack of available funds is jeopardizing the continuity of the association, because necessary investments in promotion materials for example are postponed.

3. The debtors of ELSA International

In the closing balance at the 31st of July 2004 there is an amount of approximately € 29.000,= that debtors owed to ELSA International. In the closing balance one year later this amount is decreased to € 26.061,02. This is due to the fact that other debtors than countries have paid their debt. The amount that the member-countries owe to ELSA International has on the other hand increased with approximately € 3.000,=. Over the past few years, there has grown a group of countries with an only increasing debt. We think that it is highly unlikely that these debts will be paid, so we urge the next Treasurer to make a proposal to write off some of these debts in the next financial year.

4. The costs of the ELSA Online administration

In total, an amount of € 20.089,34 has been spent on the administration of ELSA Online. Compared to the total turnover of the association that is 12.5%. Given the relatively small extent in which the system is used, this seems excessively much. We therefore strongly recommend the new board to implement a cheaper system that can be used more fruitfully.

5. The profit and loss statement and the balance sheet

Comparing the (revised) budget with the results from this year, it shows that an amount of € 10.000,= was received from externals that had to be spent according to decision FM 11/05 I, Distribution of Additional Funds. From this amount an old debt to the EDF of € 4.200,= has been paid. The rest of this money was needed to pay regular expenses. What is more: no single budget item was overspent excessively.

A short remark has to be made about bank charges: it is our opinion that too much money is spent unnecessarily on this, so we ask the new Treasurer to investigate whether these costs can be reduced.

In general we think that a substantial higher amount of money is needed for a proper running of the association, so that financial limits are not any longer the reason that direct contact with the local and national groups can not be made or other investments (also in human capital) in our association can not be made.

5. The EMCC

During our auditing session, we did audit all incomes and expenditures from the EMCC. Although we are convinced that the International Board 2004-2005 worked very hard to fund the moot court, still € 17.000,- were taken out of the already minimized general budget. Over the past years, the moot court has been an academic success, but financially the moot court is a very heavy load for the association. This is an important issue that needs the attention of the entire association.

6. Conclusion

We think that Pål Jakob Aasen, Treasurer of ELSA International 2004 - 2005, did a very good job, we have found no irregularities regarding the expenses made and think that the financial management has reached a much higher level in the past year. It is our recommendation to the new Treasurer to proceed with the same professionalism and dedication and we hope that he can improve the bookkeeping system even more.

We are convinced that the presented numbers give a correct overview of the financial situation and developments during the year 2004 - 2005, on which basis the current and future boards can continue to try and raise the level of financial management in ELSA.

To conclude, we are honored to recommend the Council to approve the Final Accounts 2004 - 2005.

Sincerely yours,



Stefan Braun

Auditors ELSA International 2004 - 2005



Mark Littooi

ELSA Moot Court Competition on WTO Law – Budget 2005/2006***INCOME**

Participation Fee	32,000
Registration Fee	5,450
Administration Fee	2,000
Sightseeing Fee	2,700
Externals	35,000
TOTAL Income	77,150

EXPENDITURES

Accommodation Judges (Final Oral Round)	5,250
Accommodation Participants (Final Oral Round)	35,000
Accommodation Organising Committee (Final Oral Round)	4,500
Travel Expense Organising Committee	1,500
Travel Expenses Judges	2,000
Rooms for the pleadings (Final Oral Round)	500
Opening ceremony	2,100
Sponsors' Fair	1,500
Meals (4 lunches and 3 dinners)	7,500
Awards Ceremony and Final Dinner	3,000
Awards	1,000
Welcome Packages	500
Marketing Material	in-kind
Final Oral Round Video	2,000
Administration/Communication	2,000
Sightseeing Tour	3,500
Pre EMC2 Visit to Geneva	650
Pre IOC Meeting(s)	1,500
Unexpected expenditures (4,3%)	3,150
TOTAL Expenses	77,150

*All figures are expressed in € (Euros)

Comments:**Income****Participation Fee:**

The Final Oral Round taking place in Geneva is calculated to gather a total of one hundred and thirty people. Out of these, eighteen teams of five people are expected to pay Participation Fee:

- 8 ELSA teams are to pay 60 Euros a night;
- 10 Non ELSA teams are to pay 80 Euros a night.

The EMC² starts at April the 25th and ends on Sunday 30th of April, which makes the number of nights to five.

The Organising Committee and the Judges are not calculated to pay any Participation Fee.

The total amount that is calculated is 32,000 Euros.

Registration Fee:

The Oral Selection Rounds take place in five regions: Latin America, South East Asia and Pacific, Asia, Asian Subcontinent and Europe. In addition to this, in the preliminary Written Rounds, teams coming from WTO member countries are allowed to participate.

The Registration Fee from the above mentioned is calculated as follows:

- Two ELSA Selection Regional Rounds, in which at least 26 teams participates, paying the Registration 75 Euros.
- One Selection Regional Oral Round in Latin America, in which at least 5 teams are participating, paying the registration fee of 100 Euros.
- One Selections Regional Oral Round in South East Asia and Pacific, in which at least 5 teams are participating, paying the Registration Fee of 100 Euros.
- One Selection Regional Oral Round in Asia, in which at least 5 teams are participating, paying the registration fee of 100 Euros.
- One Selection Regional Oral Round in Asian Subcontinent, in which at least 5 teams are participating, paying the registration fee of 100 Euros.
- 5 teams participating in the Selection Written Rounds, paying the Registration Fee of 200 Euros.

Summed up and rounded of, this gives the total amount of 5,450 Euros.

When teams send in their registration after the final registration date they have to pay a higher fee. This is calculated in the calculated amount.

Administration Fee:

To cover the administration costs ELSA International has to make to support the organising of the four Non-ELSA Regional Rounds. Every Non-ELSA Regional Round organiser has to pay 500 Euro.

The total amount calculated is 2,000 Euros

Sightseeing Fee:

During the Final Oral Round in Geneva, there will be one afternoon of sightseeing. The Fee for this afternoon will be 30 Euro per person.

The total amount calculated is 2,700 Euros.

Externals:

The EMC² depends on sponsorship agreements with externals. In order to make the event financially sustainable, which is the aim, the total amount from externals is set to 35,000 Euros.

Expenditures**Accommodation Judges:**

20 Judges are expected to need accommodation during the Moot Court. The total costs for their stay are calculated at 5,250 Euros.

Accommodation Participants:

During the Final Oral Round in Geneva, the participants will stay in two different hotels. The amount calculated for this expenditure is 35,000 Euros.

Accommodation Organising Committee:

Together with the International Board, the Organising Committee will stay in Geneva during the Final Oral Round. The first days they will stay in a youth hostel. When the Final Oral Round starts, a part of the International Board and the Organising Committee will move to the hotel.

The amount calculated is 4,500 Euros.

Travel Expenses Organising Committee:

The International Board and the International Organising Committee have to travel to Geneva.

The amount is calculated on 1,500 Euros.

Travel Expenses Judges:

The Judges that will come to Geneva, to assist during the Final Oral Round, will get their travel expenses reimbursed.

The amount calculated is 2,000 Euros.

Rooms for the pleadings:

Rooms for the pleadings during the Moot Court are planned to be located at the University of Geneva and in the Headquarters of the World Trade Organization (WTO) in Geneva. Total costs for the pleading rooms are set to 500 Euros.

Opening Ceremony:

The first day the Final Oral Rounds will be opened during the Opening Ceremony, followed by the Conference.

The costs for this Opening Ceremony include the rent of a room (reception + conference), drinks and snacks.

The total amount calculated is 2,100 Euros.

Sponsors' Fair:

During the Final Oral Round a Sponsors' Fair will take place. During this fair the sponsors of ELSA International and the EMC² can present themselves. During this sponsors' fair snacks and drinks are served.

The total amount calculated is 1,500 Euros.

Meals:

This heading includes 4 lunches and 3 dinners.

The total amount calculated is 7,500 Euros.

Awards' Ceremony and Final Dinner:

After the Final, which will take place in the building of the World Trade Organisation, there will be Awards Ceremony and Dinner in one of the hotels.

The total amount calculated is 3,000 Euros.

Awards:

For the awards, a total sum of 1,000 Euros is calculated.

Welcome Packages:

For the packages a total amount of 500 Euros is calculated.

Marketing Material:

In order to make the EMC² successful, Marketing is an essential tool. ELSA has established a tradition with Thomson making the marketing materials, including designing, printing, and distribution.

Final Oral Round Video:

During the Final Oral Round in Geneva, a video will be made, and used for marketing purposes.

The amount is set to 2,000 Euros.

Administration/ Communication:

This heading covers the costs for postage and packing to send the information packs to Universities and to send the copies of memorials to the judges. Furthermore, the heading includes the phone and fax communication expenditures of the International Organising Committee, as well as the maintenance of the website during the development of the event. The total expenses are estimated to 2,000 Euros.

Sightseeing Tour:

The costs for the Sightseeing Tour are estimated to 3,500 Euros.

Pre EMC² Visit to Geneva:

In November members of the International Board will visit Geneva to prepare the Final Oral Rounds in April 2006.

The amount calculated is 650 Euros.

Pre IOC Meeting(s):

The amount for these meetings is set to 1,500 Euros.

Unexpected expenditures:

The amount for unexpected expenditures is calculated to 3,150 Euros (4,3%).

Future goals for the Student Trainee Exchange Programme

During the International Council Meeting in Malta, the STEP Workshop will be called to establish the goals for the STEP Area for the next two years and six months, goals that will be inserted in the Two Year Tactical Plan.

The TYTP needs to be an effective tool for the Network, a guide in which the Local and National Groups can find the targets that the Network needs to reach. In this document, the total number of Traineeships and Applicants that the Network aspires to reach in the next future will be inserted. In order to determine these figures objectively, we need to analyse the situation of every single National Group.

For this reason it is really important that all the National Groups analyse the status of the STEP Programme in their National Group, studying the most feasible way to develop the area and the realistic number of jobs and applicants that they can wish to reach within a couple of year.

We would like to invite you to prepare this analysis before the ICM, in order to save time during the Workshop and easier facilitate the discussions. Before coming to Malta, take some time to discuss with your Board and your predecessor, these questions:

- How many Traineeships can your National Group offer **in total** during the next 2 years and six months?
- How many CVs will your National Group be able to have online in two year, taking into consideration the current situation?
- How many Applicants can your National Group have in two year?
- What will be the biggest problem for the development of STEP?

In order to consider the situation properly, your need to start researching; taking into consideration the level of activities in the STEP Area of all your Local Groups at least during the last year and the year before.

If your National Board will not be present in the STEP Workshop during the ICM in Malta, the International Board asks you to send your inputs, ideas and figures to elsa@brutele.be prior to the ICM, in order to enable the Workshop to analyse the situation in a proper way.

NATIONAL BOARDS

Input Paper by ELSA Malta on Recruitment, Reporting and Representation:

The 'Web Effect'

Introduction

The role of the Secretary General and the Marketeer are intrinsically interconnected. They are intertwined in a web which is fundamental to the system. Pull one of them out, and like pulling a string on a web, the system collapses. You may end up with a couple of strings, aimlessly intertwined – we do not exclude that they are nonetheless present, nor do we exclude that they may seem desirable. However, when you get to the crux of the matter, and truly analyse the system you will realise that you will not attain – with this fragmented system – what you can achieve with a web. A web is there to 'catch' to 'hold' and to awe the engrossed onlooker. It is only when they work together that the SecGen and Marketeer can attract members, keep them interested while at the same time engaging the respect and regard of the outside world to the image of ELSA.

When recruiting members and bringing people into the organisation, ELSA's image is being reflected. The aim behind fusing the Marketeer and the SecGen into a team for both recruitment activities and general ELSA infosessions has multiple purposes. The objectives of such sessions are primarily to make the Association more tangible and more accessible to students thus encouraging them to join and to become active. Thus the triple effect of *Recruitment, Reporting and Representation* is attained. The activities planned out by the team consist of a combination of visuals, interactive activities and the presence of current active members, OCPs and Board members at the activities organised. Having a direct contact between the activity organisers and potential active members allows for a clear portrayal of the Association, its aims and activities. This facilitates recruitment since potential active members will have a clear understanding of the Association and this would perhaps be more encouraging to those enthusiastic or willing to join.

Stages of Recruitment

Recruitment does not solely involve the SecGen asking people to join OCs to solve the Human Resources problem, or to join the Association. Recruitment creates what will be the soul of the organisation - there is therefore an important step before which must not be skipped, and this is showing the students what ELSA is all about and how their involvement in the Association will bring significant positive changes in their lives. Both the SecGen and Marketeer have to work together to produce a presentation of the organisation which will create a hype and leave an impression on the student.

Case Studies: ELSA Malta

Freshers' Week

Freshers' Week is a brilliant recruitment activity both for members and for active members as well as being the first taste of ELSA for freshers. It is therefore undisputable that the SecGen

and Marketeer should work together on this. Such an event allows for a visual presentation of the Association through faculty talks and also through a stand with posters, photos and other visual aids. This makes it easier for potential members to understand the Association thus bringing it to a level they can relate to and having the dual effect of both encouraging them to join, as well as making it easier for them to assimilate with and thus not feel intimidated about getting involved at a more active level. Freshers are generally quite overwhelmed by the university system, therefore making this more 'fresher-friendly' will make all the difference.

Freshers' Week is the first week of university dedicated to the orientation of new university students. The Campus common area is divided into different villages and a space for a stand is allocated to each student association. ELSA forms part of the International Village where it has a stand in which we can display our promotional material and make it possible for students to come along to learn about the Association and meet the people who make up the Association.

Presentations: Power Point/Flash Presentations

- Extremely effective tools for recruitment.
- The possibility of using images and music which help create this hype and also show professionalism.
- Talks alone are boring and lose their attention fast...A power point presentation with changing music and images is much more attractive.

Updating

ELSA Week

ELSA week was a trial activity which ELSA Malta carried out for the first time last year. It had multiple purposes:

- i. To carry out a second major recruitment session other than freshers' week during the year (this time it was specifically for ICM OC which recruited 30 OC members).
- ii. For people to get a better idea about the association, what it is all about (the MCC, STEP, S&C etc), through a stand on campus outside the canteen with pictures of the organisation as well as the presence of NB members.
- iii. To hold a few major activities such as a debate, the WNCM, and more importantly the annual Human Rights Seminar¹, during that week. Since the stand was up the effectiveness of the marketing of these events was maximised. This time there weren't just posters or word of mouth, we were out and about on campus telling people about our activities. Attendance to the activities increased notably.

Other Means (e-mails, phoning etc.)

Recruiting members and reporting cannot, however, stop at the organisation of major recruitment events and infosessions. E-mails must be sent consistently informing the

¹ Which was regrettably cancelled due to force majeure (emergency at the ICC)

members about what the organisation is up to, events etc. This is again carried out through joint collaboration between the Marketeer and SecGen. By working together the SecGen and Marketeer should pay attention to detail and make emails as clear, informative and appealing as possible.

Other tools also include direct one-to-one recruitment. After efficiently promoting the Association to students it is very important to follow up on what has been achieved. We have devised a system whereby each and every person who expressed interest in any part of the Association is contacted personally through phone etc... This helps in reaching out to all students and avoids situations where it is only the current active members and their circle of friends that get involved in the Association. This helps open up the Association to all students and is beneficial to the Association as it brings a variety of people with a variety of skills resulting in a more efficient and successful association.

ELSA Norway Input Paper on how to prepare a Human Resources Campaign.

Over the last couple of ICMs there has been an emphasis within ELSA on the importance of human resources. The focus has been on two things: how do we recruit new members and how do we keep active members continuously interested in ELSA? There can be no doubt that Human Resources are essential for any organisation. During the previous ICMs we've brainstormed and discussed ideas on how we can improve human resources in ELSA. Time has come to implement all the good ideas and take action. This semester ELSA Norway kicked off a National Campaign, involving all of our three Local Groups and the National Board. The focus was mainly on recruitment and the Campaign was held at the beginning of the semester. But the key to success lies in **preparations** and here is a detailed idea of how that can be done.

Aim 1: posters and/or flyers with people, representing law firms, companies, organisations and universities, making statements on why students should join ELSA.

Means:

- 5-10 written lines from each person if all the statements are to fit on one poster. Local Groups can have identical posters or they can make their own as long as it is about the same topic.
- Their thoughts about international student organisations from their point of view as a lawyer, professor, CEO, and so on.
- In what way have they experienced the value of getting involved with ELSA either throughout their years of studying at law school or when applying for jobs or holding a job.
- Picture of each person.

Focus on:

- In what way is ELSA-experience useful when applying for job?
- What skills and knowledge may be gained through ELSA-experience, e.g. soft skills, hard skills?

*Responsibilities:*VP Marketing (National and Local):

- Responsible for the lay out and shaping of the poster/flyers, e.g. colour or black/white, type of paper to be used and printing. If all the local boards want identical posters, the VP Marketing of the National Board in co-operation with the Local Marketeers make the poster. But printing is the responsibility of the local Marketeers.

National VP Marketing:

- Responsible for getting in touch with an international organisation, such as Amnesty International, UN or similar organisations. Question to be asked: In what way is experience from an international student organisation important if one want to work in your organisation?

National President:

- Responsible for getting in touch with previous National Board members that are now graduated and hold interesting jobs. Question to be asked: In what way has ELSA contributed to your position today?
- Overall control of the campaign together with the SecGen of the National Board.

Local Presidents:

- Responsible to getting in touch with Law Professors at their University. It should be a well-known Professor so that students recognise this person just by looking at the picture. Seeing someone recognisable may very well be the reason why they want to read our poster. Question to be asked: Why should students get involved with ELSA rather than use more time studying? In what way may involvement with ELSA contribute to the law study itself or the time at law school?

National SecGen:

- Responsible for getting in touch with a well known law firm. Question to be asked: In what way can involvement with ELSA help law students find a job?
- Overall control of the Campaign together with the President. Having contact with local SecGens as to how the preparations are going in the Local Group.

Local SecGens:

- Responsible for being updated at all time and make sure everybody in the local groups knows their responsibilities and deadlines.

Deadlines: - at the beginning of the semester in fall and spring in order to get in touch with new students.
- set a deadline for when the poster should be printed and posted.

Aim 2: Invite speakers to talk about student exchange programmes and involvement with international student organisation.

Means:

- It may be difficult to have an interesting lecture on only one topic - ELSA and recruitment, so why not invite STEP and organisations that run different student exchange programs.
- Invite people with different working backgrounds to talk about their experience with international student organisations and ELSA. Ask the people we contacted for our poster to be speakers.

Focus on:

- Same focus as listed under Aim 1.

Responsibilities:

- The Local Groups: Presidents, SecGens and Marketeers together with VPs S&C are responsible for finding speakers.
- STEP should also be involved if they want to give some information about their traineeships.

Deadlines: should be a follow-up to the poster.

Aim 3: ELSA stand, party or reception.

Means:

Usually all Local Groups have some sort of happening at the beginning of a semester. All Local Groups should have a stand on campus, so that new students can get information about ELSA or get invited to an ELSA party. It is all about being visible! The Local Groups are free to arrange whatever social programme they want.

Focus on:

- This is about promoting ELSA, and in order to sell ELSA as an alternative to other student organisations or activities, one has to have the same attitude as a sales person. Be prepared for any questions and know your arguments.
- Refresh your own knowledge of ELSA.
- The ELSA spirit .

Responsibilities:

All the Board Members and other active Members in the Local Groups.

Deadlines: during the first month of a semester.

WORKING GROUPS

IFP Working Group Input Paper on the International Focus Programme

I. General aspects

History: The International Focus Programme (IFP) was originally introduced and approved at the International Council Meeting in Malta in October 1994.

As the IFP did not work the way it was meant, the Council decided to abolish the IFP during the International Council Meeting in Vilnius in March 2005. It was stated, however, that the IFP should be re-built.

For that purpose, the IFP Working Group was created at the same Council Meeting. The Working Group designed the IFP Questionnaires to assess why the old IFP did not work. After comparing Questionnaires received from 26 National Groups (in total) the Working Group came with the Final Proposal for the New IFP.

Future: In this Input Paper, the IFP Working Group will explain results, and will comment on the Final Proposal.

The IFP shall be created with the purpose of giving a global dimension to the work of ELSA. The aim of the implementation of the IFP is that ELSA will consolidate its work and produce concrete results of a high standard.

Aims:

- To focus on one theme, considered a “hot legal topic” in Europe and the world at the moment;
- use the ELSA Network to create awareness amongst today’s law students and lawyers;
- try to involve ALL ELSA groups in the same activity;
- create a forum to discuss a current theme;
- provide a common goal for the entire Network over a fixed term.

Reasons of failure: The IFP failed mainly because of three reasons: lack of information, lack of marketing and a wrong topic. This was clear from the entire Network. Many people did not know anything about the IFP, as they were never informed about it. For that reason, specific responsibilities are put in the Proposal, to make sure that the Network shall be informed by ELSA International, but also by the National and Local Groups.

Marketing and information are the basics to make the IFP a success.

Marketing: Most National Groups see the IFP marketed and promoted with the following means: mailing list, websites, brochures/folders/flyers, Council Meetings, the Synergy and the IFP Manual/Handbook. It is the task of everyone to work together. Not only the VPs S&C and VPs AA can do this work. The VPs Marketing have to participate actively in creating solutions for the lack of marketing and information in the past.

Recommended: The IFP is meant to be implemented in all Key Areas, however, this is just a recommendation. It is not good to oblige a programme to the whole Network, as this simply would not work.

Duration: The duration of an IFP topic shall be decided every time the topic is set. The IFP Working Group got 16 different possibilities for duration. Therefore, it might be a good idea to let the duration be decided every time the Council decides on the topic and eventual subtopics.

Final Result: The IFP includes the organisation of a series of Local, National and International Events, such as Seminars, Conferences, Law Schools, Lectures, Panel Discussions, Legal Research Groups, Moot Court Competitions, Publications and Traineeships.

During the final year of a given IFP topic, there is a possibility to organise an International Final IFP Conference, based on the work of the previous period, or a Final IFP Publication. Where half of the National Groups would like to see a Conference and a Publication, the other half is very mixed. Besides, as the past teaches us, it can be difficult to organise both the Final Conference and Publication, especially if the duration of the IFP is not very long.

It still is possible to have both, but also to have neither, as this probably reflects reality better.

Measuring implementation: The State of the Network is the best way to measure implementation. "How many IFP events were organised in how many National Groups" would be a valid and logical measurement. If half of the National Groups organise IFP events, while one third of all events organised by these countries consists of IFP events, and when there is a Final IFP Result, it can be said that the IFP has succeeded.

Director: To help coordinating and informing the Network, a Director for the International Focus Programme shall be appointed by ELSA International. If the Director needs more persons to help, it would of course be a possibility to create an IFP team. If specific National Groups think they need a National Director for the International Focus Programme, they have all freedom to appoint one.

Responsibilities: The main task of the Local Groups shall be the organisation of the IFP events, but also for example investigating which topics or subtopics could be used for the following IFP.

The National Groups mainly plan and coordinate, but also inform the Network. Other tasks shall be marketing, inspiration, motivation and assistance.

ELSA International shall have as main responsibilities the coordination and main responsibility, but also information, inspiration and marketing are its tasks.

II. Topics

The following topics were collected the past period:

European Union Law

Changes in the EU corporate governance legislation

Harmonization of the EU-Law in the transition legal systems;
The Constitution of the EU – pros and cons.
The new European Neighbourhood policy and its impacts
Differences and potentials in the new EU family
European Law
The Four freedoms of the EU
Direct effect

International (Public) Law

The role of the United Nations in the world today
Making the UN fit for the 21st century
UN in the 21st century
War on terror
Human Rights Law
Humanitarian Law
Enforcement of foreign judgements
International Law
Terrorism and Human Rights
UN in the 21st century

Biotechnology/Medical Law

Biotechnology
Health legislation (smoking)
AIDS and Law – rights of HIV-positive people: theory and practice
Law and ethics (Law and Medicine, Biotechnology)
Patients' rights

Cultural diversity and Law

Anything related to our Philosophy Statement!
Tolerance in a (diverse) multicultural world
“Merging east and west” – exploring the legal challenges
Journalism and legal problems
Religion & Law
25th anniversary of ELSA

Environmental Law

Sustainable development
Law of alternative energy resources
Legislation on water-resources in the Middle East
Environment
Implementation of the Kyoto-protocol

Digital & IP

Digital sphere
Identity theft
Intellectual property

Law and ethics

Law and Medicine
Biotechnology
Journalism and legal problems

War on terror
Law and ethics (Law and Medicine, Biotechnology)

Trade & Transport

International sea law
International Arbitration and Trade Law
Transport law

Private Law

Contract Law and sport
Media Law
Journalism and legal problems

Corporate Governance

Corporate Governance
Changes in the EU Corporate Governance legislation

Probably all National Groups which sent back the IFP Questionnaire do recognise one or more of their possible topics. We tried to put every topic in, which came across the ELSA INFO lists, or the Questionnaires.

11 years after introduction of the IFP, we stand again in Malta, only now we stand for the decision to re-introduce the IFP. Let the IFP this time be a success!

ANNEXES

UPDATE REPORT ON THE ELSA MOOT COURT COMPETITION ON WTO LAW

Final report on the EMC² 2004/2005

The ELSA Moot Court Competition on the Law of the World Trade Organisation (EMC²) is the annually organised international moot court competition of The European Law Students' Association (ELSA).

The 2004/2005 edition of the Moot Court was launched in September of 2004 with over 50 teams registering for the Selection Rounds.

The EMC² was divided into two principle rounds: the Selection Round and the Final Oral Round.

The Selection Round was structured in the following way:

- ELSA National [Oral] Rounds (organised by five National ELSA Groups)
- The Regional Round for Asia – Pacific (organised by IBEL&L)
- The Latin America Regional Round (organised by COLADIC)
- The International Written Round (organised by ELSA International and designed to select teams coming from the WTO Member States not covered by the National or Regional Selection Rounds).

The Final Oral Round took place in Geneva between the 26th and the 30th of April 2005. 18 teams attended the Final Oral Round of the EMC². After the marathon Preliminary Rounds, the EMC² 2004/2005 had the most international Semi Finals so far. Four highest ranking teams of the Preliminary Rounds proceeded to the Elimination Rounds. The following pairs of teams attempted to the Grand Final: **NYU (USA) vs. Hong Kong University (China) and London City University (UK) vs. Maastricht University (The Netherlands)**. The teams from **Hong Kong University (China)** and **London City University (UK)** proceeded to the Grand Final. The Winner was declared to be the team from City University London.

The awards presented at the EMC² 2004/2005, in addition to the Winner and the runner-up, were the following:

Best Orator of the Preliminary Rounds,
Best Orator for the Eliminations Rounds,
Best Memorials of the International Written Round and
Best Memorials of the Final Oral Round.

The Grand Final Panel included Prof. Thomas Cottier, Managing Director of The WTI, Ms. Valerie Hughes, Director for the WTO Appellate Body Secretariat, Mr. Niall Meagher, Senior Counsel of the Advisory Centre on WTO Law, Dr. Gabrielle Marceau, Deputy-Director of the WTO Secretariat's Legal Affairs Division and Mr. Hannes Schloemann, Director of WTI Advisors.

This important ELSA event was possible thanks to the great help of the EMC² Advisory Board of the members who made important contribution to the success of the Competition, the sponsors of the EMC² 2004/2005 (Thomson Legal, the World Trade Institute, the Law

Faculty of the University of Geneva and Picton Howell LLP, London), the Corporate Partners of ELSA International.

A great help came also from the WTO Secretariat which provided technical support and the venue for the Elimination Rounds. The contribution of IBEL&L and COLADIC was also essential to the overall success of the EMC² because by organising the Regional Rounds they demonstrate their trust in this project.

Finally, we have to underline the hard work of the IOC of the EMC² who made this competition an unforgettable event not only for the teams members who were involved in the competition but for all participants who were in Geneva for EMC².

COUNCIL OF EUROPE QUESTIONNAIRE

ELSA'S Activities related to the Council of Europe

2002 - 2006

According to the Resolution (2003)8 of the Council of Europe (CoE), ELSA is required to submit every four years a report which should specify the activities of our Association which are related to the Council of Europe, in order to maintain the participatory status.

Please answer the following questions regarding the years 2002 - 2006:

1. Name of the ELSA National Group: _____

2. Have any Local Group/ Member participated in the work of any CoE body?

Yes ☐ No ☐

If yes,

Who/Which Group? _____

What CoE body? _____

When? _____

Comments? _____

3. Have any Local Group/Member attended an event organised by the CoE?

Yes ☐ No ☐

If yes,

Who/Which Group? _____

What event? _____

When? _____

Comments? _____

4. Have a Local Group arranged an event which related to CoE and its institutions (ex. invited a speaker) and/or its standards and legal instruments? (*European Court of HR, Local or Regional Authorities, Commissioner for Human Rights, GRECO, Pompidou Group, European Social Charter, Human Rights Convention, European Youth Foundation etc*)

Yes ☐ No ☐

If yes,

Which Group? _____

What event? _____

When? _____
Comments? _____

5. Have a Local Group arranged an event which published the work of CoE?

Yes ☐ No ☐

If yes;
Which Group? _____
What event? _____
What kind of activities? _____
When? _____
Comments? _____

6. Have any Local Group or the National Group had a Director for European Institutions in the years 2002-2006?

Yes ☐, No ☐

If yes, which ELSA Group? _____

7. Have any Local Group applied for a grant from the CoE?

Yes ☐ No ☐

If yes;
Which grant? _____
When? _____
For which project? _____
Was the grant awarded? _____

8. Have any Local Group/Member applied for participation in a training session (at the European Youth Centre)?

Yes ☐ No ☐

If yes;
Which Local Group/Person? _____
When? _____
Which Session? _____

9. Have a Local Group arranged a visit to a CoE body or institution?

Yes ☐ No ☐

If yes;

Which Local Group? _____

When? _____

Where? _____

Comments? _____

**Please submit the questionnaire
to VP S&C Julianna Koppány at the ICM of Malta
OR
via email to elsa@brutele.be**

AREA INQUIRIES**BEE Inquiry**

Please include the information for both National and Local Groups
Activities from Vilnius ICM till Malta ICM

ELSA Group: _____

General

1. Do you have copy of the BEE Policies (BEE part of the Decision Book)? Yes ☐ No ☐
2. Do you use the ELSA ONLINE Archive? Yes ☐ No ☐
3. If yes, to download which materials? _____
4. Do you have the Organisation Menu in EO updated? Yes ☐ No ☐
5. Do you have a copy of the ELSA Grants Handbook? Yes ☐ No ☐
6. Have you applied for a Grant already? Yes ☐ No ☐
 - ✓ If yes, how many Grants have you applied for?
 - ✓ If yes, how many Grants have you received and from what Funding Institutions?

Name of the Institution	Type of the Grant

7. How do you evaluate the communication with the IB (1-lowest to 5 -highest)
8. How do you evaluate the communication with your Local Officers (1 to 5)
9. How would you improve the communication in BEE? _____

External Relations

- | | NG | LG's |
|---|----------------------|----------------------|
| 1. How many general sponsors do you have? | <input type="text"/> | <input type="text"/> |
| 2. How many project sponsors do you have? | <input type="text"/> | <input type="text"/> |
| 3. How many approaches do you have planned/pending? | <input type="text"/> | <input type="text"/> |
| 4. Do you have contact with any international sponsors? | <input type="text"/> | <input type="text"/> |

5. Do you cooperate with Institutions? Yes ☐ No ☐

Name of the Institution

Field of Cooperation

6. Do you co-operate with other international/national NGO's in your country? Yes ☐ No ☐

Fundraising Strategy

1. Do you have a fundraising strategy in your National Group? Yes ☐ No ☐
2. If yes, please describe it in a few words _____
- ✓ If not, do you plan to develop one? Yes ☐ No ☐

Fundraising Model:

1. Do you have a fundraising model in your National Group? Yes ☐ No ☐
- ✓ If yes, please describe it in a few words _____
- ✓ If not, do you plan to develop one? Yes ☐ No ☐

Expansion:

1. Has the number of Local Groups in your country increased/decreased? Yes ☐ No ☐
- ✓ Specify: _____

Alumni:

1. Do you have any contact with alumni in your country? Yes ☐ No ☐
2. Do you have a structured co-operation with the alumni? Yes ☐ No ☐
- ✓ If not, do you plan to develop one? Yes ☐ No ☐

Transition and Long Term Planning

1. Which materials do you prepare for specific transition? _____
2. Do you organise your work according to the Two Year Tactical Plan? Yes ☐ No ☐
3. Do you organise your work according to the One Year Operational Plan of EI? Yes ☐ No ☐
4. Do you have a One Year Operational Plan for your Group? Yes ☐ No ☐
- ✓ If no, do you plan to do it with your successors? Yes ☐ No ☐
5. Do you do tactical/strategic planning? Yes ☐ No ☐

IM Inquiry

Please include the information for both National and Local Groups
Activities from Vilnius ICM till Malta ICM

ELSA Group: _____

National Group Information

Mailing address of the ELSA National Group:		Phone #:	
		Fax #:	
		E-mail:	
		Website:	
<i>Please enter name and e-mail address of your National Board members:</i>			
	Position	Name	E-mail
1.	President		
2.	Secretary General		
3.	Treasurer		
4.	VP Marketing		
5.	VP AA		
6.	VP S&C		
7.	VP STEP		
<i>Please enter name and e-mail addresses of your National Board Directors and Assistants:</i>			
1.	Director for Alumni		
2.	Director for Human Resources		
3.	Director for Human Rights		
4.	Director for MCCs		
5.	Director for Training		
6.	Other Directors		

General

1. Do you have a copy of the Decision Book? Yes ☐ No ☐
2. Do you have a copy of the Statutes and Standing Orders of EI? Yes ☐ No ☐
3. Is your Board updated in ELSA ONLINE? Yes ☐ No ☐
4. Do you issue membership cards? Yes ☐ No ☐

5. How many Local Groups does your National Groups have?
6. How many of your Local Groups are active?
7. Are the Local Boards from your country updated in ELSA ONLINE? Yes ☐ No ☐
8. How do you evaluate the communication with the IB (1-lowest to 5 -highest)
9. How do you evaluate the communication with your Local Officers (1 to 5)
10. How would you improve the communication in IM? _____

Communication

1. Do you have a national mailing list for your individual members? Yes ☐ No ☐
2. Do you have a national mailing list for the Local Officers? Yes ☐ No ☐
3. Do you have national areas mailing lists? Yes ☐ No ☐
- ✓ If yes, to which areas? _____
4. Do you send Newsletters to your members? Yes ☐ No ☐
5. Are all your National Officers subscribed to the international mailing lists? Yes ☐ No ☐

Internal Structure:

1. Number of active Local Groups out of the ones registered in ELSA ONLINE?
- ✓ In those, what is the average number of Board Members?
2. Number of Board Members in your National Group?
3. Start and end dates of your term in office?
4. When do the elections for the National Board take place?
5. When did you last update your Statutes and Standing Orders?
6. Do you have a national Decision Book? Yes ☐ No ☐
- ✓ If yes, when was it last updated?
7. Is your Group formally registered as an Association? Yes ☐ No ☐
8. Do you have an office? Yes ☐ No ☐
- ✓ If yes, do you have internet connection in the office? Yes ☐ No ☐

Administration:

3. Do you take minutes from your Board Meetings? Yes ☐ No ☐
4. Do you have an updated archive? Yes ☐ No ☐

Training:

1. Training Events organised:
- ✓ National Freshers' Camps
- ✓ International Freshers' Camps
- ✓ Officers Training Events
- ✓ Regional Training Events
- ✓ Other Training Events
2. How many times did you use ITP for Training purposes?
3. Did you use ITP for the OC before organising an event?
4. Did you consider using ITP, but did not know how to contact the trainers?
5. How many times did you use National Trainers for Training purposes?
6. How many times did you use alumni for Training purposes?
7. How many times did you use externals for Training purposes?

Transition and Long Term Planning

6. Did your Group have transition? Yes ☐ No ☐
 - ✓ If yes, how long did it last? _____
 - ✓ What pre-prepared transition materials did you use? _____
 - ✓ Did you involve ITP /National Trainers? _____
7. Do you organise your work according to the Two Year Tactical Plan? Yes ☐ No ☐
8. Do you organise your work according to the One Year Operational Plan of EI? Yes ☐ No ☐

Human Resources

1. How many law students are there in your country?
2. How many ELSA members are there in your country?
3. How do you recruit members?

FM Inquiry

Please include the information for both National and Local Groups
Activities from Vilnius ICM till Malta ICM

ELSA Group: _____

General

1. Do you have copy of the FM Policies (FM part of the Decision Book)? Yes ☐ No ☐
2. Do you use the ELSA ONLINE archive? Yes ☐ No ☐
 ✓ If yes, to download which materials? _____
3. Do you have a copy of the Grants Handbook? Yes ☐ No ☐
4. How do you evaluate the communication with the IB (1-lowest to 5 -highest)?
5. How do you evaluate the communication with the Local Officers (1 to 5)?
6. How would you improve the communication in FM? _____

FM Administration

1. Do you have a Bank account(s)? Yes ☐ No ☐
 ✓ If yes: Details _____
2. Does your National Group have a general budget? Yes ☐ No ☐
 ✓ If yes, who approves it? _____
3. Do you do projects' Budgets? Yes ☐ No ☐
4. Do you have Final Accounts? Yes ☐ No ☐
 ✓ If yes, who approves them? _____
5. Are your accounts audited? Yes ☐ No ☐
 ✓ If yes, by whom? _____
 ✓ If not, which other control mechanism is used? _____
6. Do you have professional Bookkeeping? Yes ☐ No ☐
 ✓ If yes, how much does it cost? _____
 ✓ If not, who is responsible for it? _____
7. Did you apply for grants? Yes ☐ No ☐

Type of Grant	Name of the Donor	Amount applied for	Amount granted

--	--	--	--

ELSA Development Fund

1. Do you know the structure and application procedure of the EDF? Yes ☐ No ☐
2. Did your group apply for the EDF? Yes ☐ No ☐
3. Does your Group send regular EDF Reports to the IB? Yes ☐ No ☐

Transition and Long Term Planning

1. Which materials do you prepare for specific transition? _____
2. Do you organise your work according to the Two Year Tactical Plan? Yes ☐ No ☐
3. Do you organise your work according to the One Year Operational Plan of EI? Yes ☐ No ☐

AA Inquiry

Please include the information for both National and Local Groups
Activities from Vilnius ICM till Malta ICM

ELSA Group: _____

General

1. Do you have a copy of the AA Policies (AA part of the Decision Book)? Yes ☐ No ☐
2. Do you have a copy of the AA Manual? ☐
3. How many copies of Guide to Legal Studies in Europe do you have? ☐
4. How many AA Specification Forms have you sent to ELSA International? ☐
5. Do you use the ELSA ONLINE Archive? Yes ☐ No ☐
 ✓ If yes, to download which materials? _____
6. How do you evaluate the communication with the IB (1-lowest to 5 -highest) ☐
7. How do you evaluate the communication with your Local Officers (1 to 5) ☐
8. How would you improve the communication in AA? _____

AA Events Organised

- | | NG | LGs |
|--|--------------------------|--------------------------|
| 1. Essay Competitions | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Moot Court Competitions | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Legal Research Groups | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Legal Publications | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Lawyers at Work (L@W) Events | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Selected Papers on European Law Promotional Events | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Guide for Legal Studies in Europe Promotional Events | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. From the above, how many were | | |
| ✓ Human Rights Events | <input type="checkbox"/> | <input type="checkbox"/> |
| ✓ organised in co-operation with a UN/European Institution | <input type="checkbox"/> | <input type="checkbox"/> |

Transition and Long Term Planning

1. Which materials do you prepare for specific transition _____
2. Do you organise your work according to the Two Year Tactical Plan? Yes ☐ No ☐
3. Do you organise your work according to the One Year Operational Plan of EI? Yes ☐ No ☐

S&C Inquiry

Please include the information from both National and Local Groups
Activities from Vilnius ICM till Malta ICM

ELSA Group: _____

General

1. Do you have a copy of the S&C Policies (S&C part of the Decision Book)? Yes ☐ No ☐
2. Do you have a copy of the S&C Handbook? Yes ☐ No ☐
3. Do you have a copy of the Study Visits Manual? Yes ☐ No ☐
4. Do you have a copy of the Grants Handbook? Yes ☐ No ☐
5. How many S&C Specification Forms have you sent to ELSA International?
6. How many S&C Evaluation Forms have you sent to ELSA International?
7. Do you use the ELSA ONLINE Archive? Yes ☐ No ☐
 ✓ If yes, to download which materials? _____
8. How do you evaluate the communication with the IB (1-lowest to 5 -highest)
9. How do you evaluate the communication with your Local Officers (1-5)?
10. How would you improve the communication in S&C? _____
11. Did you hand in a Report on the activities of your National Group, Local Groups and Members in connection with ELSA's Institutional Relations Yes ☐ No ☐
 (United Nations, its subsidiary bodies and the European Institutions)?

S&C Events Organised

	NG	LG's
1. Seminars	<input type="text"/>	<input type="text"/>
2. Conferences	<input type="text"/>	<input type="text"/>
3. Law Schools	<input type="text"/>	<input type="text"/>
4. Lectures	<input type="text"/>	<input type="text"/>
5. Panel Discussions	<input type="text"/>	<input type="text"/>
6. Study Visits	<input type="text"/>	<input type="text"/>
7. Institutional Visits	<input type="text"/>	<input type="text"/>
8. From the above, how many were:	<input type="text"/>	<input type="text"/>
✓ International Events	<input type="text"/>	<input type="text"/>

- | | | |
|---|--------------------------|--------------------------|
| ✓ Annual Events | <input type="checkbox"/> | <input type="checkbox"/> |
| ✓ IFP Events | <input type="checkbox"/> | <input type="checkbox"/> |
| ✓ Human Rights | <input type="checkbox"/> | <input type="checkbox"/> |
| ✓ Organised in co-operation with UN/European Institutions | <input type="checkbox"/> | <input type="checkbox"/> |
| ✓ Organised with speakers from the Speakers Database | <input type="checkbox"/> | <input type="checkbox"/> |

Transition and Long Term Planning

1. Which materials do you prepare for specific transition? _____
2. Do you organise your work according to the Two Year Tactical Plan? Yes ☐ No ☐
3. Do you organise your work according to the One Year Operational Plan of EI? Yes ☐ No ☐

ELSA International Delegations

1. Have any of the members in your country applied for a delegation? Yes ☐ No ☐
2. Have any of the members in your country participated in a delegation? Yes ☐ No ☐
3. If so, has the participant given a presentation of the meeting to a requesting Local Group? Yes ☐ No ☐

STEP Inquiry

Please include the information for both National and Local Groups
Activities from Vilnius ICM till Malta ICM

ELSA Group: _____

General

11. Do you have a copy of the STEP Policies (STEP part of the Decision Book)? Yes ☐ No ☐
12. Do you have a copy of the STEP Manual? Yes ☐ No ☐
13. Do you have a STEP Team? Yes ☐ No ☐
14. How do you evaluate the communication with the IB (1-lowest to 5 -highest)
15. How do you evaluate the communication with your Local Officers (1 to 5)
16. How would you improve the communication in STEP? _____

Traineeships

9. How many traineeships did your National Group raise since the last ICM?
10. How many of them were cancelled due to the lack of applicants?
11. How many traineeships were cancelled by employer?
12. How many traineeships were cancelled by the trainee?
13. How many of them were realised?
14. Did you ask for the Evaluation Forms?
15. Do you have a national Decision Book? Yes ☐ No ☐
- ✓ If yes, when was it last updated?
16. Is your Group formally registered as an Association? Yes ☐ No ☐
17. Do you have an office? Yes ☐ No ☐
- ✓ If yes, do you have internet connection in the office? Yes ☐ No ☐

Applications and applicants

1. How many approved Application Forms are in ELSA ONLINE for your NG?
2. How many applicants applied for a traineeship?
3. How many applicants were accepted at a traineeship?
4. How many trainees were received in your country?

5. Did you ask for the Evaluation Forms?

STEP activity

1. How many of your Local Groups are active in job-hunting?

2. How many of your Local Groups are active in student-hunting?

Marketing in STEP

1. What marketing materials do you use for STEP?

2. To whom are you advertising STEP?

3. Do you have a unified marketing strategy in your Local Groups (timing, tools, target groups)?

Yes ☐ No ☐

Transition and Training

1. Did you have transition with your predecessor?

Yes ☐ No ☐

✓ Evaluate your transition on the range of 1 (bad) to 5 (excellent):

2. How many training events did you attend during your ELSA career?

✓ What trainings did you receive in the STEP area and from whom?

3. Do you have national STEP training materials?

Yes ☐ No ☐

4. Do you have a training policy in STEP?

Yes ☐ No ☐

Planning in STEP:

1. Did you have a planning session with your Local STEP Officers?

Yes ☐ No ☐

2. Do you have area tactical planning?

Yes ☐ No ☐

3. Do you have a calendar for STEP?

Yes ☐ No ☐

National STEP Structure:

- | | |
|--|--|
| 1. Do you have a contact list of old employers? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 2. Do you have STEP archives? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 3. Do you have the Evaluation Forms from the closed traineeships in your NG? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 4. Do you have a reception programme? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 5. Do you have a brief of the legislation applicable to foreign trainees? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 6. Do you have recommendations for STEP? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 7. Do you have a STEP penalty system in your National Group? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 8. What kind of resources do you use to get information about potential STEP partners? | Yes <input type="checkbox"/> No <input type="checkbox"/> |

Personal Comments of the VP STEP

1. The biggest problem with STEP in my National Group is:

2. I consider as the most problematic aspect with STEP at the international level nowadays:

- ✓ I would suggest the following way of addressing it:

3. I think a possible solution for the student-hunting problem we are facing is:

Marketing Inquiry

Please include the information for both National and Local Groups
Activities from Vilnius ICM till Malta ICM

ELSA Group: _____

General

3. Do you have copy of the Marketing Policies (Marketing part of the DB)? Yes ☐ No ☐
4. Do you have a copy of the ELSA Identity Book? Yes ☐ No ☐
5. Do you use the ELSA ONLINE Archive? Yes ☐ No ☐
- ✓ If yes, to download which materials?

6. How do you evaluate the communication with the IB (1-lowest to 5 -highest)

7. How do you evaluate the communication with your Local Officers (1-5)?

8. How would you improve the communication in Marketing?

Marketing Tools

1. Do you have a Website? Yes ☐ No ☐

✓ If yes, which is the domain name: _____

✓ Does it have basic information in English?

✓ How often is it updated? _____

✓ Do you use it to promote events organised by other ELSA Groups
in the Network?

Yes ☐ No ☐

2. Do you use Media when promoting events?

Yes ☐ No ☐

✓ Specify:

- ☐ Newspapers
☐ Radio
☐ TV
☐ Other

3. Do you have a Members' Magazine?

Yes ☐ No ☐

✓ What is the name of the magazine? _____

- ✓ How often do you publish it? _____
- ✓ How many copies are printed? _____
- ✓ Who do you distribute the magazine to? _____
- ✓ How long has the magazine existed? _____
- ✓ Do you have advertisers in your Members' Magazine? If yes, what kind of advertisers?

4. Who is your primary target group when distributing Synergy? ☐ Active Members
☐ New Members
☐ Externals
5. How do you hunt for articles for Synergy?

6. How many articles did your Group submit for Synergy, 37/II 2005?
✓ Why? _____
7. How many marketing materials did you submit to the EO Archive?
✓ Why? _____
8. Do you have a separate budget for Marketing? Yes ☐ No ☐
9. Do you have specific marketing materials for:
☐ AA
☐ S&C
☐ STEP
☐ NMCC
☐ SPEL
☐ GLSE
☐ General ELSA Promotion
10. Do you market events organised by other ELSA Groups? Yes ☐ No ☐
✓ If yes, how?

11. Do you have a package that you bring when you meet externals/sponsors? Yes ☐ No ☐

- ✓ If yes, what kind of materials does the package contain?

12. Do you conduct Market Research?

- ✓ If yes, describe!

13. Have you created a Marketing Strategy for one or several of the Key Areas?

- ✓ If yes, for which area and how?

14. How do you support the Key Areas regarding Marketing?

Transition and Long Term Planning

9. Which materials do you prepare for specific transition? _____

10. Do you organise your work according to the Two Year Tactical Plan?

Yes ☐ No ☐

11. Do you organise your work according to the One Year Operational Plan of ELSA International?

Yes ☐ No ☐

TWO YEAR TACTICAL PLAN



TYTP

Two Year Tactical Plan 2005-2007

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I. INTRODUCTION

Dear Network,

Quality has always been among the main priorities of our Network. For ELSA, quality means having sufficient human resources, funds and diversity of activities. Without these three components, ELSA can not function as the world's largest independent law students' association.

In order to ensure the high academic quality ELSA represents, there is a need of a structured planning of our activities. When we plan, we set strategic targets for the future of our Association thus ensuring continuity and consistency in all Areas of activities. The many benefits from long term planning are all results of an efficient and well co-ordinated Tactical Plan. Furthermore, a Tactical Plan should be used as a tool of raising awareness of important issues and projects of our Association.

A Two Year Tactical Plan needs to be done cautiously and always on the basis of the Association's status quo. In order for the status quo to truly reflect the present stage of our Association and for the targets to be as realistic and achievable as possible, we need to evaluate and the current status quo; know ourselves and our needs. Only then can a Tactical Plan successfully produce concrete results for the Association.

A proper planning strategy is strongly connected to the actual use and constant evaluation of the Tactical Plan. We are all responsible for making sure that our plan is executed and evaluated for it to have any effect on the development of the Association. We strategically set out our tactics for the following years to come and choose together the direction of the development of this Association. By planning together the future of our Association we can work for the same goals; bringing the Association yet another step closer towards finding its proper value and support in the International Legal Community.

This Two Year Tactical Plan is to be the Tactical Plan of the Network. We encourage every Local and National Group to make use of and implement this Tactical Plan in your own planning of activities. Let us achieve these goals together!

The International Board 2005/2006

II. GENERAL PART**The New ONLINE System:**

The New Online System aims at providing the Network with a high quality Online System that will facilitate the administration of Members and activities at all Levels of ELSA. It should be in the interest of all Members and Observers at all Levels and Areas of ELSA to ensure the proper use and the maintenance of the New Online System.

Targets:

- The New Online System implemented in all areas of ELSA;
- 75% of the National Groups and 50% of the Local Groups using the New Online System.

Means:

- All Areas of ELSA fully incorporated in the New Online System;
- New Online System sufficiently tested and evaluated prior to the launch in the Network;
- An ELSA IT-team with constant presence and assistance in the implementation of and training on the New Online System;
- Training materials available to all Groups.

Communication:

In order to ensure continuity and quality in an association of the size and structure such as ELSA, communication is of high importance. It is the responsibility of every Board Member to ensure sufficient and efficient communication between all Areas and all Levels of ELSA.

Target:

- Constant information flow on and between all Levels of ELSA.

Means:

- Communication tools, such as national and local mailing lists, in 75% of all National Groups;
- ELSA ONLINE as a functioning tool for Member registration with constantly updated Group information;
- Group Activity Reports of national and local activities distributed on the mailing lists every three months on average;
- Long term communication strategy in 50% of the National Groups.

Quality in the Network:

Quality in the Network means having skilled and active Members with a high level of knowledge. In order to further develop our Association, consolidation within all areas of activity throughout the Network is necessary.

Target:

- 90% of all National Groups active through participation and communication on International Level and 75% of all Local Groups active on National Level.

Means:

- Campaigns for recruitment of new Members implemented in 50% of all National Groups;
- Development of official and structured regional cooperation between 50% of the National Groups;
- Preparation for and attendance of Internal Meetings on National and International Level by 75% of all Groups;
- At least one National Training Event for every third National Group on average;
- Transition periods in all National Groups and 75% of the Local Groups;
- At least one training session for the new Board during transition in 75% of the National Groups.

III. BOARD MANAGEMENT, EXTERNAL RELATIONS, EXPANSION**Planning:**

Planning is essential in ensuring high quality activities throughout the Network. Therefore, the means of good planning should be stressed out and shared at all levels.

Target:

- Strategy on Planning in 20 National Groups.

Means:

- Planning trainings at ICMs and IPMs;
- Use of ITP and Alumni in planning trainings;
- 20 National Groups using short-term planning tools;
- 20 National Groups having planning sessions during or after transition.

Fundraising:

In order to pursue our activities on all levels, there is a need of financial stability within the respective groups. This can only be done through proper fundraising, adapted to the specific needs of the group.

Target:

- Income from externals covering 80% of the activities in 25 National Groups and on the International Level.

Means:

- 25 National Groups using a fundraising strategy;
- Marketing incorporated in fundraising in 20 National Groups;
- Established Sponsors' Pool and long term sponsorships in 15 National Groups;
- Fundraising trainings at the ICMs and IPMs;
- Fundraising training modules available in the ELSA ONLINE Archive;
- Project sponsorship for funding of 60% of projects organised on National Level;
- Use of Alumni and ELS to establish contacts to externals.

Institutional Relations:

In order to consolidate our image towards International Organisations and Institutions, we need to ensure that the Network shows uniformity and professionalism.

Targets:

- Professional, uniform and academically prepared representation of ELSA towards International Institutions;
- 2 new co-operations with the International Organisations or Institutions.

Means:

- Ensure uniformity through Report Templates of Delegations;
- Distribute the Delegation Reports within the Network and make them available in the ELSA ONLINE Archive;
- Ensure professional and academic preparation of the delegations;
- Research for constant sources of funding to cover delegation expenses;
- Conduct the institutional visits according to the internal regulations;
- Ensure that all key areas make use of the institutional relations in their activities;
- Establish and diversify new contacts with Organisations and Institutions.

Alumni:

The use of Alumni is important for the support and development of our activities. The co-operation with Alumni needs to be enhanced in order for ELSA to fully benefit from it. Therefore it is vital that we focus on the means of strengthening the communication and developing our co-operation.

Target:

- Raise the awareness on Alumni in the Network.

Means:

- Alumni participating through trainings in internal Meetings on International and National Level and Local Level;
- Structured co-operation with Alumni in 15 National Groups;
- Raise awareness and encourage membership of ELS through articles in the ELSA Members' Magazines;
- Raise awareness of possibilities for funding ICM attendance through ELS Scholarships.

Sister Associations and Legal Associations:

A solid co-operation and exchange of experiences with Sister Associations and legal associations and ideas will strengthen the visibility of ELSA within the students' organisations and legal associations on all level.

Target:

- Active co-operation with the local, national and international Sister Associations and Legal Associations.

Means:

- Established communication with Sister Associations;
- Promotion of ELSA and its activities through articles in magazines of Sister Associations and Legal Associations in 15 National Groups;
- Joint projects with Sister Associations in 15 National Groups;
- National and International legal Associations used as a source of funding and contacts in 15 National Groups and on International Level.

IV. INTERNAL MANAGEMENT**Internal Structure:**

To ensure that our Association is perceived as the same one regardless of National or Local Group and to guarantee consistency in the work towards fulfilling the aims of ELSA, uniformity in structure and continuity in our Network is essential.

Targets:

- Uniform and stabile structure in all National Groups;
- Continuity on all Levels of ELSA.

Means:

- A functioning National Board in every National Group that works as a link between ELSA International and the Local Groups;
- ELSA ONLINE as a functioning tool for Member registration;
- Uniformity in board positions and task descriptions as well as harmonized terms in office and transition periods in all Boards at all levels;
- Stabile office facilities including archives for 75% of all National Boards and 50% of all Local Boards.

Internal Meetings:

Effective internal meetings can only be ensured through well prepared and active participants. It is in the Association's best interest that the Groups are as highly represented as possible through attendance of delegations from all Groups to ensure truly representative Council Meetings.

Targets:

- All Members and Observers attending internal meetings at all Levels of ELSA;
- 2/3 of the Groups being represented in all Areas of ELSA at internal meetings;
- All Delegations being well prepared;
- All Council Meeting Decisions in all Areas of ELSA implemented.

Means:

- The importance of Council Meetings at Local, National and International Level emphasised;
- Use of constant reminders on time and location of the meetings encouraged;
- Concise and quality Working Material prepared well in advance;
- Preparation Meeting in all Delegations at all Levels of ELSA;
- Knowledge of the Internal Regulations of ELSA, and availability of Minutes from internal meetings as well as an official record of all decisions taken, i.e. a Council Meeting Decision Book, to all participants;
- Use of the ELSA Development Fund to reach the above mentioned targets.

Training:

In order to increase the number and the quality of the events as well as the skills of the active ELSA Members, training is vital. By broadening the soft skills as well as the general and specific ELSA knowledge of the individual Members through training, the Network will be composed of more developed Local and National Groups.

Targets:

- Officers at all Levels of ELSA attending one training per year;
- Increased quality in training.

Means:

- 6 Annual Regional Training Events per year;
- At least one National Training Event for every third National Group on average;
- Promotional material for trainings in 75% of all National Groups;
- Train National Officers to give trainings on Local Level;
- Ensure trainer coverage in the International Trainers' Pool and national trainers' pools and high quality training material in all Areas of ELSA at all times;
- Regular refreshment of the Trainers in the trainer pools;
- Extensive use of the ELSA Development Fund to reach the above mentioned targets.

V. FINANCIAL MANAGEMENT**Financial Stability:**

To secure a solid financial situation for the Association in the future, it is of high importance to stabilise the finances and the Financial Management in the Network.

Targets:

- Intensive communication between the Treasurers on Local, National and International Level;
- Budgets in at least 80% of the National Groups and at least 60 % of the Local Groups;
- Synchronising budgeting and accounting in 50% of the National Groups;
- Improved Financial strength of ELSA on Local, National and International Level;
- Avoid long-term debtors within the Association;
- Increased use of financial related trainings within the Network.

Means:

- Create an FM Helpdesk, existing of old Treasurers of the International Board and National Boards, Auditors and others financially minded persons;
- Develop and update continuously the Financial Management Manuals, including budget and accounting templates;
- Develop, update and implement the use of trainings on all levels related to Financial Management;
- Accurate contact within the Network when debts are arising

Auditing:

To guarantee and secure a solid financial structure in the Network it is important to audit the interim and final accounts of the Association on Local, National and International level. Furthermore, a serious and professional auditing of the accounts will show the professionalism of the Association towards externals.

Targets:

- Professional Auditing in the Network;
- Credibility of Financial Management in the Network.

Means:

- Develop Auditing manuals and checklists for Local and National Groups;
- Assistance of a FM Helpdesk on Local, National and International Level;
- Engage professionals in the auditing.

Grants:

In Europe and in other parts of the world, there are a lot of possibilities to apply for grants; specific grants for projects and general grants to support the Association in its day to day

work. By intensifying our attention towards the use of Grants, the Network will benefit in various ways.

Targets:

- Increased awareness and knowledge of Grants;
- Increased use of Grants.

Means:

- Develop and updating continuously the Grants Handbook including templates, checklists and statistics;
- Coordination of Grants applications on Local, National and International Level, by the National or the International Board;
- Grant trainings in 60 % of the Local and National Groups;
- Use of Grants as an important way of income in 60 % of the Local and National Groups.

The ELSA Development Fund:

To develop the Association on different levels and in various ways, the ELSA Development Fund should be used. To have maximum benefits from the ELSA Development Fund, it is important to respect the internal regulations concerning the ELSA Development Fund and the awareness of its use.

Target:

- Increased financial strength of the ELSA Development Fund.

Means:

- Correct use of the reporting system in 80% of the National Groups;
- Develop the way of reporting by creating reporting templates;
- Find more financial resources for the ELSA Development Fund, for example in the form of Grants.

VI. ACADEMIC ACTIVITIES**The ELSA Moot Court Competition on WTO Law:**

ELSA Moot Court Competition on the WTO Law (EMC²) has become the biggest project of ELSA and its quality and good name are connected with ELSA's name all over the globe. To maintain its quality and secure its financial independence and continuity is one of the most important goals for the Network.

Targets:

- 5 Non-ELSA Regional Rounds and 3 ELSA Regional Rounds in the sixth Edition (2007/2008);
- Financial independence of the project;
- High academic level of the Competition;
- At least 70 teams from all continents participating;
- 75% of National Groups involved (with at least one team from the country participating).

Means:

- 2 major International Law Firms as Partners of the Competition;
- Gain support from institutions through sponsorships and grants;
- Establish and develop co-operation with Regional Rounds' Organisers in Africa and Asia;
- Stabilize and further expand the Advisory Board and Judges Pool of EMC²;
- Overall Marketing of the Competition with high quality materials and website;
- Final Oral Round as a prestigious event with professional academic and social programme.

Moot Court Competitions in the Network:

Moot Court Competitions are one of the best possibilities of bridging theory and practise. ELSA should therefore focus on the organisation of Moot Courts across the whole Network.

Targets:

- 15 Moot Court Competitions organised on the National Level;
- 50 Moot Court Competitions organised on the Local Level.

Means:

- Trainings on Moot Court Organisation during ICMs and NCMs;
- Handbook for Moot Courts prepared and available in the ELSA ONLINE Archive.

Academic Publications:

Guide to Legal Studies in Europe (GLSE) is a unique publication and an overview of all needed information about legal studies on law faculties in Europe. Due to its high value for

students outside Europe and ELSA's prestige as its author, the Network needs to continue with the updating process and publishing of GLSE.

Targets:

- All universities where ELSA is present and at least 100 more European Universities updated in GLSE;
- Create an electronic version of the Guide in addition to the printed book;
- Worldwide distribution of GLSE.

Means:

- Sustainable updating through GLSE Forms and new means of collecting data;
- Find a Partner for the Publishing of GLSE;
- Regular publishing of the Guide in hard copy and electronic format;
- Improve marketing of the Guide through the Network and outside of Europe in co-operation with the publisher.

Selected Papers on European Law:

Selected Papers in European Law (SPEL) is a professional publication giving students the opportunity to have their articles edited professionally and published on-line.

Targets:

- The editor having a choice of 20 articles per issue;
- High quality editorials.

Means:

- Regular Calls for Articles and interesting topics for issues;
- Use Essay Competitions as source for SPEL Articles and find partners;
- Updated and involved Editorial Board.

Legal Research Groups:

Legal Research Groups carrying out researches on specific topics of law shall be used frequently across the Network and their conclusions published in order to emphasise ELSA's academic level.

Targets:

- 2 International LRGs in the Network every year;
- 10 Regional LRGs across the Network (with more than one Local Group involved);
- 20 LRGs across the Network within Local Groups.

Means:

- Co-operation amongst groups on their LRGs;
- Encourage regional cooperation amongst LRGs;
- Exchange of experiences and creation of training materials;
- Internal marketing of LRGs organised by the Network.

VII. SEMINAR & CONFERENCES**S&C in the Network:**

S&C is a well functioning Area within ELSA, but there is always space for development. Therefore, we should continue the tradition of constant focus on the activities of this Area and to increase continuously the number and quality of S&C events every year.

Target:

- Increase the number of S&C events.

Means:

- Use the Lectures and Panel Discussions as Tools for gaining experience;
- Use the Speakers Database;
- Well time-lined organisation and planning in advance;
- Use the Network for promotion.

Seminars and Conferences:

To increase the numbers of Seminars and Conferences you need continuity in event organising from year to year and proper financial basis for the events.

Targets:

- 70 international seminars and conferences every year;
- Out of the 70 organised seminars and conferences 42 in English.

Means:

- Ensure continuity by turning events Annual;
- Turn National events International;
- Secure the financial situation of the event by planning and fundraising in advance.

Law Schools:

To maintain the high academic level in S&C you have to put significant weight on the organisation of law schools.

Target:

- 8 International law schools a year.

Means:

- Use ELSA's Institutional Relations for getting co-organisers;
- Turn the one week long, high academic level events into law schools.

Study Visits:

Study visits are one of the best opportunities to have a constant exchange of legal and cultural knowledge within the Network.

Target:

- 65 international study visits per year.

Means:

- Implement the Study Visit Guide in at least 20 countries;
- Use the study visit general agreement in cases of at least 40 study visits.

Quality in S&C events:

To ensure and develop the quality in S&C events, we need to focus on properly executed transition, fundraising and planning in advance, getting enough human resources and well time-lined organisation.

Targets:

- Constant evaluation and reporting;
- Well executed transition and trainings in S&C;
- Proper promotion of S&C events.

Means:

- 30 Academic programmes and 20 Project descriptions available in the ELSA ONLINE Archive;
- Use and submit the S&C Forms in at least 75 % of the S&C events;
- Create Area Activity Reports twice a year and submit them to ELSA International at the International Council Meetings;
- Review and update the S&C Manuals, Handbooks and Training Materials every year and use them;
- Hand over the packages of previously organised events;
- Train the organising committees on Project and Risk Management at least once a year;
- Brand the new formatted S&C Brochure;
- Distribute the S&C Brochure among the Members.

VIII. Student Trainee Exchange Programme**Job Hunting:**

The big difference of STEP jobs offered during the last years show that the Network has not exploited STEP to its fullest. We need to work hard in order to assure a stabile number of Traineeships.

Target:

- 150 jobs per year on average.

Means:

- Cooperate with ELS and Alumni;
- Use other areas to establish contacts;
- Training on Negotiation and Communication skills for Job Hunting;
- Maintain at least 50% of the Traineeships offered by the previous employers.

Student Hunting:

In order to profit from the Traineeships offered, we need to increase the awareness of these possibilities and to increase the number of students and newly graduates willing to do a Traineeship experience.

Targets:

- 700 CVs online per year on average;
- 450 applicants per year on average.

Means:

- Co-operation with Marketers, developing a marketing strategy at all levels;
- Use the Newsletter to promote STEP Jobs;
- Support and assist students during all the year in filling out the forms;
- Encourage weekly check at all Levels of students waiting for approval under Review Applicants of ELSA ONLINE;
- Use the previous Trainees as a tool to promote STEP;
- Assure a weekly check in of ELSA ONLINE at all levels;
- Assure enough time between the insert of the Traineeship in ELSA ONLINE and the deadline

Quality in STEP:

STEP is a quality exchange programme that gives the Trainees the possibility to get not only work experience but also a cultural understanding from abroad. In order to meet the high expectations of the different parts involved in the experience, we need to analyse the situation properly and constantly.

Target:

- Employer Evaluation Forms and Trainee Evaluation Forms showing satisfaction in 75% of the cases.

Means:

- Information materials sent out to the trainees before arrival;
- Evaluation forms fulfilled by all the Employers and the Trainees;
- Evaluation forms analysed at the NCMs;
- Reports presented at the ICM;
- A Reception programme ensured;
- Proper communication ensured between ELSA and the employer before, during and after the traineeship.

ELSA ONLINE:

ELSA ONLINE is the administrative tool of STEP. We need to increase the awareness and the knowledge of the current system, its problems and the solutions for them. When we will have the New ELSA ONLINE System, efforts should be put into proper testing and use of its STEP Part.

Target:

- The STEP part of ELSA ONLINE used by all active National Groups.

Means:

- Ensure Training sessions on the STEP part of ELSA ONLINE in 50% of the NCMs;
- Increase the number of STEP Training events throughout the Network;
- Create Training manuals for the STEP part of the New ONLINE System.

IX. Marketing**Uniformity:**

Our brand can be strong only if we have a uniform image, both internally and externally. This is achieved by accepting and implementing the Uniformity rules, leading to the promotion of the same image of the Association all throughout the Network.

Target:

- ELSA as a strong brand.

Means:

- Facilitate trainings on the Uniformity rules in the Marketing part of the Decision Book and the ELSA Identity Handbook;
- Review the ELSA Groups' Websites to ensure they are in compliance with the Uniformity rules;
- Develop uniform marketing strategy for all key areas.

Members' magazines:

This ELSA product is highly valuable for promotion, fundraising and motivation purposes. It also helps improving our image towards our supporters and members.

Targets:

- Local or National Members' Magazines published in 16 National Groups;
- Members' Magazines published in 45 Local Groups.

Means:

- Develop a strategy for Members' magazines;
- Increase the pool of advertisers;
- Identify the target groups for publications;
- Distribute the magazines to the relevant target groups.

Marketing tools:

Only by professional marketing materials can we improve the image we profile both internally and externally.

Target:

- 25 National Groups using professional marketing materials.

Means:

- Use high-quality designers and printers for the creation of marketing materials on all levels of the Association;
- Establish and implement a marketing manual;

- Create and use area marketing materials.

Media:

Media is a useful tool, which helps us reach our target groups, existing as well as members, organisations and academics. Media also ensures promotion of ELSA as the organisers and our supporters are offered a proper visibility through the vast target groups Media reaches out to.

Targets:

- 1 appearance in media per national event (organised by a Local or National Group);
- 2 appearances in media per international event.

Means:

- Establish relation with national media;
- Press releases for every event;
- Invite press to all events;
- Increase the usage of online media.

X. Human Rights

By aiming at the implementation of Human Rights in all Key Areas, our goal should continuously draw the attention of law students, young lawyers and externals to the topic of Human Rights.

Target:

- Human Rights implemented in all key areas.

Means:

- review and update the Human Rights Manual twice a year;
- publish the Human Rights Newsletter/Newsflash once a month;
- prepare the ELSA International Delegations for the Human Rights events;
- active International Legal Research Group;
- 5 international events on Human Rights a year.