



The European Law Students' Association

Proudly Presents

# THE XLVI INTERNATIONAL COUNCIL MEETING



BUCHAREST, ROMANIA  
24<sup>TH</sup> - 31<sup>ST</sup> OCTOBER 2004

CORPORATE PARTNERS:



**THOMSON**



WEBSITE DEVELOPMENT PARTNER:



IT PARTNER:



**GENERAL INFORMATION****FOREWORD**

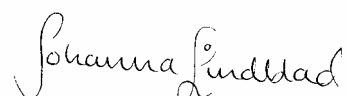
Dear All,

The International Board 2004/2005 is proud to present you the Working Materials for the upcoming ICM.

We hope you will find in these pages the information and inspiration needed to prepare for the XLVI ICM. The agendas, input papers and proposals are sure to help you prepare yourselves to the fullest for the discussions at the ICM. Likewise, filling in the Inquiries will assist your National Group in realising the great accomplishments you made over the past months, and come prepared to represent your National Group in Workshop. In addition, you will find the Statutes and Standing Orders, the Council Decision Book and the Minutes from the Paris ICM in the ELSA ONLINE Archive.

We will also extend our words of appreciation to all the members of the Organising Committee of the ICM. While we have been working on these Working Materials, they have been devoted to preparing a suitable working environment and a fabulous week for us in Romania.

Looking forward to seeing you all in Romania,



Johanna Lindblad  
Secretary General  
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 the 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;
- ✓ Bring a postcard for Workshop.

**To be prepared for the stay...**

- ✓ Make travel arrangements to be in Romania in time for the opening of the ICM at 14.00 of Sunday 24<sup>th</sup> of October;
- ✓ Bring smart clothes for the plenary and Sponsor's 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 International STEP Meeting next February or ICM in Spring 2006;
- ✓ Consider running for one of the vacant positions on the International Board 2004/05.

**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/](http://www.icm-online.org/)

Or write an e-mail to the Organising Committee:

[icm\\_bucuresti@yahoo.com](mailto:icm_bucuresti@yahoo.com)

Spring ICM 2006

## **SPRING ICM 2006**

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

**This is your big opportunity:**

we have the date ready to satisfy your wishes!!!

Have you:

- enjoyed the ELSA spirit at ICMs
- spent hours in workshops
- danced all night at the Gala Ball...

...and now started to feel it's time to give something back?

**Make a difference for ELSA:  
APPLY TO HOST AN ICM!!!**

The logo for ELSA (The European Law Students' Association) features the word "elsa" in a stylized, blue, lowercase serif font. The letters are bold and closely spaced, with a slight shadow effect.

The European Law Students' Association

## **The Council Meeting Guide for Newcomers and Experienced Users**

### **What is a Council Meeting?**

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

### **What is a workshop?**

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

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

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

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

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

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

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

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

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

### **What is a Workshop officer?**

There are four WS officers. One Chair, one Vice Chair and two secretaries.

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

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

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

If you decide you can be a good WS officer, contact the relevant member of ELSA International as soon as possible to volunteer. You are expected to attend 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?**

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

**What is the role of the secretaries?**

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

**What is the role of the tellers?**

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

**What is the role of the nominations committee?**

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



**MEMENTO**

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

- (i) All debts due to ELSA International have been paid. Please make sure to check the situation with the Treasurer of ELSA International in advance.
- (ii) You have delivered the Letter of Authorisation to the Secretary General of ELSA International. Please complete the Letter of Authorisation that was sent to all National Boards together with the ICM invitation.

This letter must include:

- ✓ The contact details of your National Group;
- ✓ The names of the delegates of your National Group who are allowed to raise the voting cards during voting;
- ✓ The names of all other delegates;
- ✓ The list of Local Groups that are currently members or observers of your National Group (please indicate which groups enjoy what status);
- ✓ Two signatures from the National Board members authenticating the letter.

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

**Reporting Time**

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

- **delegates are on time, especially in the morning (in case 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's and the Workshops' timetables). The Head of Delegation is responsible for gathering the National Group. This is the moment when the delegation meets and discusses important matters brought up in the workshops and in plenary. This is also the right moment to create a good spirit in your delegation, since you are supposed to work together in ELSA for one year and an ICM is the right place to create friendship inside your national team.

**ELSA Vision Contest**

Want to present your country as the best one? Why don't you come up with something thrilling and enthusiastic? We expect you to prepare a presentation of your country. The imagination is yours and the spotlight as well. This time 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 Workshop. Only delegates, who have been authorised by their National Group, will be able to vote in Workshop.

**Joint Workshops**

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

**Elections of Host for the Spring 2006 Council Meeting**

The hosts for the forthcoming ICMs have been elected and will be ELSA Vilnius (Lithuania), event which will take place in April 2005, and ELSA Malta, event which will take place in October 2005. Therefore, if you are thinking about organising an ICM in your country in March 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 have a nice presentation in plenary. The Council will then decide the venue. So, do not hesitate - apply!

**NOTE:**

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

**Nomination and Election of Council Guests**

The Council will also elect three Council Guests for the next 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.

**AGENDAS AND TIMETABLES**

**ICM TIMETABLE**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
07:00	Arrival and Registration	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	Breakfast
07:30								
08:00								
08:30								
09:00								
09:30								
10:00								
10:30								
11:00								
11:30								
12:00								
12:30								
13:00	Lunch	Workshop	Workshop	Lunch	Workshop	Sightseeing	Final Plenary Session	Departure of the Participants
13:30								
14:00	Lunch	Lunch	Lunch	Lunch	Lunch		Lunch	
14:30								
15:00	Opening Plenary	Workshop	Rep Time	Workshop	Workshop		Final Plenary Session	
15:30			Transport					
16:00			Opening Ceremony					
16:30			Rep Time					
17:00			Intro WS					
17:30	Training	Conference	Sponsors' Fair					
18:00								
18:30								
19:00	Dinner	Rep Time	Transport	Dinner	Gala Ball	Dinner	Dinner	
19:30		Dinner	Dinner					
20:00		Reporting Time						
20:30	Welcome Party	Mexican Party	Favourite Character Party	Show Off Party / ELSA Vision	Gala Ball	Disco Party	Halloween Party	
21:00								
21:30								
22:00								
22:30								
23:00								
23:30								
00:00								

**PLENARY****Draft Agenda**

Sunday, 24th of October 2004 (Morning; 14:30 - 16:30)

- Morning      Arrival and registration of the participants
- Morning      Payments due to ELSA International and delivery of Letters of Authorisation
- 14:30          Introduction of the members of the International Board by the President of  
ELSA Romania  
**Paula Calatan**
- 14:35          Opening of the Council Meeting by the President of ELSA International  
**Veronica Anton**
- 14:40          Presentation of Directors of ELSA International  
**Veronica Anton**
- 14:45          Welcoming of Council Guests and Externals  
**Veronica Anton**
- 14:50          Presentation of the Organising Committee of the Council Meeting  
Presentation of ELSA Bucharest  
**Mircea Moraru**
- 15:00          Announcement of the List of Votes by the Secretary General of ELSA  
International  
**Johanna Lindblad**
- 15:10          Presentation of the Council Meeting Procedure  
Reading out of the agreement between ELSA Greece and ELSA Republic of  
Macedonia (Council Decision PLE 01/99 II)  
**Johanna Lindblad**
- 15:15          Election of the chair of the plenary  
**Johanna Lindblad**
- 15:20          Election of the other plenary officers: vice chair, two secretaries, two tellers,  
three members of the nominations 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 of the Paris Council Meeting

**Chair**

- 16:05 Presentation of each area of activity by the members of ELSA International  
**Chair and International Board**
- 16:20 Report from the Salerno International Presidents' Meeting  
**Michele Corletto**
- 16:30 End of the Plenary session
- 17:00 Introductory Workshops
- Academic Activities  
**Aleksandra Lakovic**
  - Seminars and Conferences  
**Kirsti Jullum Jensen**
  - Student Trainee Exchange Programme  
**Viviana Stoicescu**
  - Board Management, External Relations and Expansion  
**Veronica Anton**
  - Internal Management  
**Johanna Lindblad**
  - Financial Management  
**Pål Jakob Aasen**
  - Marketing  
**Maria Litzell**
- 18:00 Workshop Officers Training  
**ITP Trainers and Johanna Lindblad**
- 18:30 Workshop Freshers' Training  
**ELSA International**

**DEADLINE FOR NOMINATIONS FOR  
TREASURER, VICE PRESIDENT ACADEMIC ACTIVITIES AND  
VICE PRESIDENT SEMINARS AND CONFERENCES  
OF THE INTERNATIONAL BOARD 2004/05,  
A SECOND AUDITOR AND VICE AUDITOR OF ELSA INTERNATIONAL 2004/05,  
COUNCIL GUESTS SPRING ICM 2005  
AND COUNCIL MEETING HOST SPRING 2006  
IS MONDAY, OCTOBER 25<sup>TH</sup> AT MIDNIGHT**

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Wednesday, 27<sup>th</sup> of October 2004 (10:00 – 13:00)

- 10:00      Revision of the List of Votes  
**Johanna Lindblad**
- 10:05      Announcement of Nominations  
**Nominations Committee**
- 10:10      Question and Answer Time
- 10:45      Presentation of the Final Accounts 2002/03  
Auditors' Report  
Opinion of the Financial Management Workshop  
**Chair, Auditors and the Financial Management Workshop Chair**
- 11:25      Presentation of the Interim Accounts 2003/04  
Auditors' Report  
Opinion of the Financial Management Workshop  
**Chair, Auditors and the Financial Management Workshop Chair**
- 11:45      Presentation of the Final Accounts 2003/04  
Auditors' Report  
Opinion of the Financial Management Workshop  
**Chair, Auditors and the Financial Management Workshop Chair**
- 12:15      Presentation by ICM Host Candidates, Spring 2006  
**Chair and Candidates**
- 12:30      Presentation by ICM Host, Spring 2005  
**ELSA Lithuania**
- 12:45      Presentation by ICM Host, Autumn 2005  
**ELSA Malta**
- 13:00      End of the Plenary Session

Saturday, 31<sup>st</sup> of October 2004 (10:00 - ...)

- 10:00      Revision of the List of Votes  
**Johanna Lindblad**
- 10:05      Announcement of Nominations  
**Nominations Committee**
- 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 of ELS

**Erik Vrij**

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

**Chair and Workshop Chair**

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

**Chair and Workshop Chair**

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

**Chair and Workshop Chair**

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

**Chair and Workshop Chair**

Elections of the Host for the Spring ICM 2006

**Chair**

Election of the Council Guests for the Spring ICM 2005

**Chair**

Election for the vacant positions of the International Board 2004/05, Auditors of ELSA International 2004/05 and Council Guests for the Spring ICM 2005

**Chair**

Miscellaneous

Closing of the XLVI International Council Meeting

**The International Board**

**ACADEMIC ACTIVITIES**

**Timetable**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
07:00							
07:30							
08:00							
08:30							
09:00							
09:30							
10:00		Agenda					
10:30		SOTN	Analysis SOTN		Joint WS FM EMC <sup>2</sup> Budget		
11:00		Quality in AA	LRGs and Human Rights		Contribution to AA by externals		
11:30					ECOSOC Rep		
12:00		SPEL			National Officers as Link		
12:30							
13:00		Q/A	AA Handbook				
13:30							
14:00				Legal Debates			
14:30							
15:00			Reporting Time	Local and National MCCs	Miscellaneous		
15:30		GLSE Problem Solving Session			Closing WS		
16:00					Reporting Time		
16:30							
17:00	Intro WS	Joint WS MAR Academic Publications		Training on organising MCCs			
17:30							
18:00	Officer/Freshers Training						
18:30							
19:00		Reporting Time					
19:30							
20:00				Reporting Time			
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) 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.

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

Please, bring a POSTCARD!

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

Another possibility is to use the AA mailing list ([elsa-aa@listserv.elsa.org](mailto:elsa-aa@listserv.elsa.org)) and start a discussion before the XLVI International Council Meeting in Bucharest.

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**Sunday October 24<sup>th</sup> (17:00 – 19:00)**

17:00 – 18:00

**Introductory Workshop**

Aim:

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

Means:

- Brief presentation by ELSA International;
- Round table;
- 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 AA Training**

Aim:

To give an introduction of AA to the ICM Freshers.

Means:

- What is an ICM?
- 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 AA officers who feel they need some basic information before the week of Workshops.

---

**Monday October 25<sup>th</sup> (10:00 - 19:00)**

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 presentations and discussions;
- Round table;
- Voting.

Comments:

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

10:30 - 11:00

**State of the Network**

Aim:

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

Means:

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

Comments:

ELSA International would like to stress the importance of each National Board filling in all the inquiries to be found in this package and handing them in to ELSA International in Bucharest. 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

**Quality in AA**

Aim:

To create awareness on AA events in the ELSA Network.

Means:

- Open discussion.

Comments:

AA is one of the three key areas. It follows the purpose of ELSA "To contribute to legal education, to foster mutual understanding and to promote social responsibility of law students and young lawyers." In order to maintain the reputation ELSA holds in the academic world we have to insure the quality of the AA events.

12:00 - 13:00

### **Selected Papers on European Law**

Aim:

To set up a new working policy on SPEL.

Means:

- Round table followed by open discussion.

Comments:

As an academic publication, SPEL is one of the priorities set in this year's OYOP. With its good reputation and as a respected publication, SPEL is not used to its limits. Through the round table we will stress the main problems.

13:00 - 13:30

### **Question and Answer time**

Aim:

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

13:30 - 15:00

LUNCH BREAK

15:00- 17:00

### **Guide to Legal Studies in Europe - problem solving session**

Aim:

To discuss the publication of GLSE 2004/2005.

Means:

- Update on the situation of GLSE in National Groups;
- Working Groups;
- Presentation of the information collection process by ELSA International.

Comments:

The last edition of GLSE has been published for the period 2001/2002. From that edition, all the attempts to publish an updated edition have failed. As GLSE is a unique publication, we will develop the easiest strategy for collecting information.

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17:00 – 19:00

### **Joint Workshop with Marketing on Academic Publications**

**Aim:**

To create a Marketing Strategy for ELSA's Academic Publications and improve the co-operation between the AA and Marketing officers.

**Means:**

- Brief presentation on the status quo of the Academic Publications by ELSA International;
- Working Groups;
- Presentation of the results from the Working Groups.

**Comments:**

Publications are one of the priorities for the International Board 2004/2005. During this session we will focus on how to improve the marketing of our Academic Publications, with emphasis on SPEL (Selected Papers on European Law) and GLSE (Guide to Legal Studies in Europe). In order to maintain the high quality of our Academic Publications we need to raise the awareness on them, through creating and implementing a new Marketing Strategy.

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**Tuesday October 26<sup>th</sup> (10:00 – 14:00)**

10:00 – 11:00

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

**Aim:**

To have a clear picture of AA in 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 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 the 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 – 11:30

### **Legal Research Groups**

**Aim:**

To increase the number of LRGs in the Network.

**Means:**

- Discussion on the situation of LRGs in countries;
- Round table;
- Presentation of National LRGs.

**Comments:**

The TYTP planned a large number of LRGs. Although we try to follow the TYTP, the expected number of LRGs can not be achieved. This popular tool for co-operation and development on the National and International level is waiting unused.

11:30 - 12:00

**Human Rights in the AA field****Aim:**

To implement the Human Rights topic in AA.

**Means:**

- Presentation by the Director for Human Rights ELSA International, Ms Anna Protano-Biggs.

**Comment:**

Human Rights violations are part of every day life. As an NGO, we are facing the need to fight against Human Rights abuse. The best tool is organising AA events on the topic of Human Rights.

12:00 - 12:30

**International LRGs and HR****Aim:**

To develop co-operation between National Groups.

**Means:**

- Presentation of International LRGs.

**Comment:**

As the International LRG PINIL showed great result, it is necessary to follow the idea of International LRGs.

12:30 - 14:00

**AA Handbook****Aim:**

To update the last edition of the AA Handbook.

**Means:**

- Open discussion.

**Comment:**

The AA Handbook has been published in 2001. Since then the AA field has changed. Therefore we are facing a strong need to publish the new edition.

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**Wednesday October 27<sup>th</sup> (14:00 – 19:00)**

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14:00 – 15:00

**Legal Debates**

Aim:

To implement Legal Debates in the Network.

Means:

- Discussion on Legal Debates in the Network and the differences it has with MCCs.

Comment:

One of the AA activities which has been forgotten over the years. It can, for instance, be used as a preparation for MCCs. Therefore, in this session we will point out differences and common points with MCCs.

15:00 – 16:00

**Local and National MCCs**

Aim:

To state the position of LMCCs and NMCCs in the Network.

Means:

- Round table;
- Presentation of NMCCs by National Groups.

Comment:

MCC events are one of the most popular academic activities among law students. In order to ensure better quality in the process of team creation and preparation for the crown of all MCCs in ELSA, we have to start from Local and National level.

16:00 – 19:00

**Training on organising MCCs.**

Aim:

To train AA officers in coordination of MCCs.

Means:

- Training session.

Comments:

Organising MCCs is not easy. When organising MCCs, AA officers have to take care of many important details. This training will provide them with an overview on the tasks that need to be taken care of.

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**Thursday October 28<sup>th</sup> (10:00 – 16:30)**

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10:00 – 11:00

**Joint Workshop with Financial Management on Budget for EMC<sup>2</sup> 2004/2005.**

Aim:

To present the Budget and to update the Network on the organising of EMC<sup>2</sup> 2004/2005.

Means:

- Presentation of the Budget of the EMC<sup>2</sup> 2004/2005;
- Presentation of EMC<sup>2</sup> 2004/2005 report;
- Presentation of EMC<sup>2</sup> 2003/2004 report.

Comments:

This session shall concentrate on taking a decision on the Budget of the EMC<sup>2</sup> 2004/2005. Officers are encouraged to use this WS to gain knowledge and to provide input as to the structure and contents of the EMC<sup>2</sup> 2004/2005.

11:00 – 12:00

**Contribution to AA by Externals.**

Aim:

To benefit from external relations.

Means:

- Presentation by ELS.

Comments:

Although externals are here for us, we do not use them enough. This session will provide us with the necessary information for changing our approach to externals or just to improve it.

12:00 – 12:30

**ECOSOC Quadrennial Report**

Aim:

To inform and collect information regarding the ECOSOC Quadrennial Report.

Means:

- Information presented by ELSA International;
- Round table.

Comment:

In accordance with the Consultative Status ELSA International has with ECOSOC we are obliged to submit Quadrennial Reports. This report is to be submitted to ECOSOC in January 2005. Our continued Consultative Status depends on a proper Quadrennial Report being submitted to ECOSOC. The Report shall contain all activities, including study visits, delegations, speakers, materials and other contacts, that National and Local ELSA Groups have organised the past four years. Please collect all relevant info from your Local Groups in advance.

12:30 – 13:30

**National Officers as a functional link between the International Board and the Local Officers.**

**Aim:**

To ensure an effective communication on all levels within our Association.

**Means:**

- Planning on how to pass on information from the ICM;
- Round table;
- Commitments.

**Comments:**

Due to the fact that our Network operates on three levels, it is important to ensure that the knowledge and information gained during the ICM is passed on in a proper way to the Local Officers.

PLEASE REMEMBER TO BRING A BLANK POSTCARD TO THIS SESSION!

13:30 – 15:00

LUNCH BREAK

15:00 – 15:30

**Miscellaneous**

**Comments:**

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

15:30 – 16:30

**Closing Workshop**

**Aim:**

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



**SEMINARS AND CONFERENCES**

**Timetable**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
07:00								
07:30								
08:00								
08:30								
09:00								
09:30								
10:00		Agenda	Analysis SOTN		Lectures/Panel Discussions			
10:30		SOTN						
11:00		Q/A	Joint WS MAR		Upcoming Int Events			
11:30		Tools in S&C		Marketing Tools		National Officers as Link		
12:00			Dir for Training		Certific Contest			
12:30								
13:00								
13:30								
14:00				Dir for Human Rights				
14:30								
15:00		Training on S&C Knowledge	Reporting Time	Co-operation with United Nations and the European Institutions	Miscellaneous			
15:30						Closing WS		
16:00						Reporting Time		
16:30								
17:00	Intro WS	International and Annual Events		Joint WS FM Budget Planning and Grants				
17:30								
18:00	Officer/Freshers Training							
18:30								
19:00		Reporting Time						
19:30								
20:00				Reporting Time				
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 Years Tactical Plan (TYTP) and the One Year Operational Plan (OYOP) of ELSA International. Also, make sure to read the minutes from at least the two last International Council Meetings.

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.

Please, bring a POSTCARD!

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

Another possibility is to use the S&C mailing list ([elsa-sc@listserv.elsa.org](mailto:elsa-sc@listserv.elsa.org)) and start a discussion before the XLVI International Council Meeting in Bucharest.

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**Sunday October 24<sup>th</sup> (17:00 – 19:00)**

17.00 – 18.00

**Introductory Workshop**

Aim:

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

Means:

- Brief presentation by ELSA International;
- Round table;
- 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 S&C Training**

Aim:

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

Means:

- What is an ICM?
- 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 S&C'ers who feel they need some basic information before the week of Workshops.

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**Monday October 25<sup>th</sup> (10:00 - 19:00)**

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 presentations and discussions;
- Round table;
- Voting.

Comments:

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

10.30 - 11.00

**State of the Network**

Aim:

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

Means:

- Handing in the 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 Bucharest. In case your Group will not be present, please submit your Group's Inquiries beforehand by e-mail to the International Board, so your Group's data can be taken into consideration. Do not forget to submit your Activity Reports as well.

11.00 - 11.30

**Question and Answer time**

Aim:

To give the WS participants the opportunity to clarify issues not included in the WS Agenda regarding S&C.

11.30 - 13.30

### **Tools in S&C**

**Aim:**

To create awareness of the S&C Tools that are available in the ELSA ONLINE Archive, in order to improve and update them during the year.

**Means:**

- What tools are available?
- Who uses them?
- How can they be improved?
- Open discussion.

**Comments:**

This session will provide information on how the Local and National S&Cers learn all the basic facts and knowledge needed to be known for an S&C officer. We are interested in what kind of standards, such as handbooks, training manuals etc, are being used generally, as well as the materials available concerning organising events.

13:30 - 15:00

LUNCH BREAK

15.00 - 17.00

### **Training on S&C Knowledge/ project management**

**Aim:**

To raise the level of knowledge within the Network of S&C Officers.

**Means:**

- Presentation;
- Training;
- Working Groups;
- Presentation by the Working Groups.

**Comments:**

During the past year the quality and number of S&C events has been raised. However, in order to keep up the success, it is important to continue our work as S&C officers by organising successful events on all levels. This session will focus on the possibilities that exist, and how to ensure a proper project management.

17.00 - 19.00

### **International and Annual Events**

**Aim:**

To focus on the advantages that can be obtained by turning National Events International, and International Events annual.

**Means:**

- Presentation by ELSA Croatia, ELSA Denmark and ELSA Finland on Annual Events;

- Brainstorming Session;
- Open discussion.

Comments:

Being a European Association it is important to try turning the National Events International, in order to let the whole Network participate in the events organised. In addition, we will focus on the advantage of having International Annual Events. Both, to increase the number of events organised.

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**Tuesday October 26<sup>th</sup> (10:00 - 14:00)**

10:00 - 11:00

**Analysis State of the Network**

Aim:

To have a clear general picture of S&C in our Association.

Means:

- Compare the results from the present State of the Network with the results from the last ICM in Paris.

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 the ICM in Paris. 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 Marketing on Marketing Tools**

Aim:

To establish a co-operation between S&C and Marketing Officers, in order to be able to promote own and events in the Network in the best possible way.

Means:

- Working Groups;
- Presentation of the results from the Working Groups.

Comments:

To strengthen Marketing in Key Areas is a top priority for the International Board 2004/2005. During this session we will focus on how the Marketing officers can support the S&C officers in marketing S&C Events.

Release of the S&C Certificate Contest for the Marketers.

13.00 – 14.00

**Presentation by Director for Training ELSA International, Ms Emma Psaila**

Aim:

To raise awareness as to the crucial importance of training, particularly, training before the organisation of events such as seminars.

Means:

- Presentation by Director for Training: Training concept and Training Tools (EDF, ITP...);
- Working Groups;
- Visualizing what and why.

Comments:

The importance of training has been focused on throughout the last few ELSA years. However, not much attention had been given to the potential impact of training in advance. This possibility should be exploited to its fullest in view of the immense advantages it has to offer.

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**Wednesday October 27<sup>th</sup> (14:00 – 19:00)**

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14.00 – 15.00

**Presentation by Director for Human Rights ELSA International, Ms Anna Protano-Biggs**

Aim:

To implement the Human Rights Commitment in S&C.

Means:

- Presentation;
- Discussion.

Comments:

Human Rights is one of the main commitments of ELSA, for this reason Groups should make an effort to implement Human Rights in their Events. Anna Protano-Biggs, Director for Human Rights ELSA International, will give the WS participants some insights into the Human Rights Commitment and how Local Groups can implement it.

15.00 – 17.00

**Co-operation with the United Nations and the European Institutions**

Aim:

To raise awareness of the possibilities and benefits that ELSA holds from the Consultative Status and other co-operation with the International Organisations.

Means:

- ELSA and International Organisations;
- Delegations;
- Possibilities for co-operation in other fields or with other Institutions;
- ECOSOC Quadrennial Report.

## Comments:

ELSA has through its activities and commitment within the international community gained a special status with several international institutions. The aim for this session is to inform about the possibilities that ELSA holds from the co-operation with various international organisations. Please read the Input Papers on Institutional Relations and Selection of ELSA Delegations.

17.00 - 19.00

**Joint Workshop with Financial Management on Budget Planning and Grants**

## Aim:

To create awareness on the importance of proper financial planning for events.

## Means:

- Presentation;
- Working Groups;
- Presentation from the Working Groups.

## Comments:

Organising events needs to be based on a proper financial planning, in order to ensure a realistic plan of the events as such. During this session, we will focus on the importance of co-operation between FM and S&C.

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**Thursday October 28<sup>th</sup> (10:00 - 16:30)**

10.00 - 11.00

**Implementation of Lectures and Panel Discussions in S&C**

## Aim:

To have Lectures and Panel Discussions implemented in S&C in all Local and National Groups.

## Means:

- Round table;
- Brainstorming and Discussion.

## Comments:

According to the decision taken at the ICM in Paris, Lectures and Panel Discussions moved into the area of S&C. We will spend this hour looking into the implementation so far, and take into consideration how it can be done to make it work out as a tool for our larger events.

11.00 – 12.00

### **Presentation of upcoming International Events**

Aim:

To promote the upcoming S&C Events.

Means:

- Presentations;
- Marketing Materials (Please bring your Marketing Materials!).

Comments:

There will be many S&C Events taking place in the year 2004/2005. For one hour, the National/Local Groups will have the chance to present their future international projects and convince the participants to apply and to promote these events on their National/Local Mailing Lists and to their members.

12.00 – 13.00

### **National Board Officers as a functional link between the International Board and the Local Board Officers.**

Aim:

To ensure a good flow of information between all levels within our Association.

Means:

- Planning on how to pass on information from the ICM;
- Round table;
- Commitments.

Comments:

Due to the fact that our Network operates on three levels, it is important to ensure that the knowledge and information gained during the ICM is passed on in a proper way to the Local Officers.

PLEASE REMEMBER TO BRING A BLANK POSTCARD TO THE SESSION!

13.00 – 13.30

### **S&C Certification Contest Results**

Aim:

To add new certification templates to the S&C archive

Means:

- Presentation of the different certificates made by the Marketers;
- And the winner is.....

Comments:

Templates of certificates have been required among the S&C officers. We will now have the inputs and versions from the Marketing WS.



13:30 – 15:00

LUNCH BREAK

15.00 – 15.30

**Miscellaneous**

Comments:

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

15.30 – 16.30

**Closing of the Workshop**

Aim:

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

**STUDENT TRAINEE EXCHANGE PROGRAMME**

**Timetable**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
07:00							
07:30							
08:00							
08:30							
09:00							
09:30							
10:00		Agenda					
10:30		SOTN			ELSA ONLINE		
11:00							
11:30			STEP		Problem Solving		
12:00		STEP Tools	Traineeships		Session		
12:30					National		
13:00		Q/A			Officers as Link		
13:30							
14:00							
14:30							
15:00			Reporting Time	Joint WS MAR	Miscellaneous		
15:30		Role of LG/NG		Student-hunting	Closing WS		
16:00		STEP Officers					
16:30					Reporting Time		
17:00	Intro			Student-hunting			
17:30	WS	Activity Planning					
18:00	Officer/Freshers	at Local and		Responsibilities in			
18:30	Training	National Level		student-hunting			
19:00		Reporting Time					
19:30							
20:00				Reporting Time			
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) 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.

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

Please, bring a POSTCARD!

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

Another possibility is to use the STEP mailing list ([elsa-step@listserv.elsa.org](mailto:elsa-step@listserv.elsa.org)) and start a discussion before the XLVI International Council Meeting in Bucharest.

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**Sunday October 24<sup>th</sup> (17:00 – 19:00)**

17:00 – 18:00

**Introductory Workshop**

Aim:

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

Means:

- Brief presentation by ELSA International;
- Round table;
- 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 STEP Training**

Aim:

An introduction of STEP to the ICM Freshers.

Means:

- What is an ICM?
- 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 STEPers who feel they need some basic information before the week of Workshops.

---

**Monday October 25<sup>th</sup> (10:00 - 19:00)**

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 presentations and discussions;
- Round table;
- Voting.

**Comments**

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

10:30 - 11:30

**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 STEP 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 Bucharest. 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

**STEP tools****Aim:**

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

Means:

- Presentation by ELSA International;
- Round table.

Comments:

The mean of any tool is to support the activity, to make it easier to accomplish and follow. But no tool in the world can help if not used. We will put a special focus on the Evaluation Forms, guidelines and training materials, and see if and how can they be of help for the STEPers' activities.

13:00 – 13:30

### **Question and Answer Time**

Aim:

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

13:30 – 15:00

LUNCH BREAK

15:00 – 17:00

### **The role of the NB/LB STEP Officers.**

Aim:

To re-identify the differences and to discuss the guidelines for the different levels.

Means:

- Round table.

Comments:

The role of the STEP Officer is quite different at National and Local level. Without proper transition, it takes too much time and effort to acknowledge the differences and the implications and to act consequently. We need to stress and go more into details on some aspects that have not been working properly for the last years, and consequently affected the quality of our Network.

17:00 – 19:00

### **Activity planning at National and Local level**

Aim:

To promote planning in STEP at National and Local level.

Means:

- Presentation of the IB Input Paper;
- Presentations by National Groups;
- Working Groups.

**Comments:**

As resulting from the Input Paper, settling the structure for the upcoming activity at the beginning of the term is essential, both at National and Local level. We will have a quick look at what planning is and how it can be done, followed by going more into detail on how we can use it for STEP. We will end with a few planning exercises, after having identified the planning needs in STEP.

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**Tuesday October 26<sup>th</sup> (10:00 - 14:00)**

10:00 - 14:00

**STEP traineeships****Aim:**

To get a clear picture of the current situation and to discuss possible solutions.

**Means:**

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

**Comments:**

During this session we will discuss the current situation of traineeships in the Network, the difference between paid, non-paid and institutional traineeships, the national traineeships and the STEP Supporters (or the STEP Team, as presented by ELSA Finland in Athens). We will end by a one-hour problem solving session, since last year almost half of the traineeships reached the deadline without applicants and this is an unacceptable situation that can seriously harm our image.

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**Wednesday October 27<sup>th</sup> (14:00 - 19:00)**

14:00 - 17:00

**Joint Workshop with Marketing on Student-Hunting****Aim:**

To address the student-hunting problem we are facing in STEP and to improve the co-operation between the STEPers and the Marketers.

**Means:**

- Analyse the STEP Questionnaires in Working Groups;
- Come up with solutions to the problems we are facing;
- Round table discussions on implementation of the Marketing Strategy.

**Comments:**

During the last years, STEP has been facing problems concerning student-hunting. We do not have enough applicants for the available traineeships, which has resulted in traineeships being closed without applicants. During this session we will analyse the STEP Questionnaires filled in by the WS participants. Based on the conclusions we draw from the filled in questionnaires, we can start working on a Marketing Strategy to address this problem together.

17:00 - 17:30

### **Student-hunting**

**Aim:**

To conclude and establish the follow-up of the Joint Workshop, to brief the current situation and to settle the actions that need to be taken by the STEPers regarding this (outside the frame of the Marketing Strategy established).

**Means:**

- Round table.

**Comments:**

Student-hunting is one of the most problematic aspects in STEP at the moment. We have been talking about quality for a long time, but the late results proved that quantity is the big challenge for us this term when talking about student-hunting. We can not have quality if we do not even have sufficient applications and applicants in the system.

17:30 - 19:00

### **Responsibilities in student-hunting**

**Aim:**

To draw guidelines for the STEP Officers in order to support them in student-hunting and to structure their activity.

**Means:**

- IB Input Paper;
- Working Groups.

**Comments:**

ELSA networking is not only about having levels and international approach, but also about defining the roles of the different "actors" in the Network, in order to make the system work as a whole. Student-hunting works differently at National and Local level and the different approaches need to be understood, assimilated and applied.

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**Thursday October 28<sup>th</sup> (10:00 - 16:30)**

10:00 - 11:30

### **ELSA ONLINE**

**Aim:**

To present the new project and address the problems of the current system.

**Means:**

- Presentation by ELSA International;
- Question and Answer session;
- Round table.

**Comments:**

The project of the new system brings quite a few new aspects and possibilities (much of the communication would go through the system itself, there would be a notification system, transparency of the process, but also of the national aspects of STEP, flexibility would be dramatically increased). Still, for most of this term we will still be using the current system we have – we therefore need to keep implementing it as long as it is necessary, to work with it and to identify and avoid the problems it has.

11:30 – 12:30

**Problem solving session**

Aim:

To figure out the individual problems faced and try to come up with solutions to these problems.

Means:

- Round table.

12:30 – 13:30

**National Officers as a functional link between the International Board and the Local Officers.**

Aim:

To ensure an effective communication on all levels within our Association.

Means:

- Planning on how to pass on information from the ICM;
- Round table;
- Commitments.

Comments:

Due to the fact that our Network operates on three levels, it is important to ensure that the knowledge and information gained during the ICM is passed on in a proper way to the Local Officers.

PLEASE REMEMBER TO BRING A BLANK POSTCARD TO THIS SESSION!

13:30 – 15:00

LUNCH BREAK

15:00 – 15:30

**Miscellaneous**

Comments:

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

15:30 – 16:30

**Closing Workshop**

Aim:

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



**BOARD MANAGEMENT, EXTERNAL RELATIONS AND EXPANSION**

**Timetable**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
07:00							
07:30							
08:00							
08:30							
09:00							
09:30							
10:00		Agenda	Analysis SOTN		New Online System		
10:30		SOTN					
11:00			Joint WS IM				
11:30		Management External Relations	Training on Organisational Management		ELS and ELSA		
12:00					National Officers as Link		
12:30		Q/A					
13:00							
13:30							
14:00							
14:30							
15:00			Reporting Time	Training on Fundraising	Miscellaneous		
15:30		Training on Board Management			Closing WS		
16:00							
16:30				Fundraising Problem Solving	Reporting Time		
17:00	Intro WS						
17:30		Joint WS FM		Expansion			
18:00	Officer/Freshers Training	Accounts					
18:30							
19:00		Reporting Time					
19:30							
20:00				Reporting Time			
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 Years Tactical Plan (TYTP) 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.

Prepare an Activity Report to present to the Workshop and also prepare the BEE Inquiry with correct data to present to the workshop.

Please, bring a POSTCARD!

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

Another possibility is to use the BEE mailing list ([elsa-bee@listserv.elsa.org](mailto:elsa-bee@listserv.elsa.org)) and start a discussion before the XLVI International Council Meeting in Bucharest.

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**Sunday October 24<sup>th</sup> (17:00 – 19:00)**

17:00 – 18:00

**Introductory Workshop**

Aim:

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

Means:

- Brief presentation by ELSA International;
- Round table;
- 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 BEE Training**

Aim:

To give an introduction of BEE to the ICM Freshers.

Means:

- What is an ICM?
- 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.

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**Monday October 25<sup>th</sup> (10:00 - 19:00)**

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 presentations and discussions;
- Round table;
- Voting.

Comments:

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

10:30 - 11:30

**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 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 to ELSA International in Bucharest. 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

### **Management of External Relations**

Aim:

To learn about and share the systems that each country uses for the management of the relations with Sponsors, Supporters, Alumni.

Means:

- Round table and open discussion;
- Collect all the input and conclude on some guidelines on management of externals.

Comments:

Solid co-operation relations with externals (sponsors, supporters, academics, institutions) are one of the basic pillars for the continuation and consolidation of our Association. Consequently, how to keep a Corporate Partner, a Sponsor or a Supporter interested in the co-operation with ELSA is an important subject to approach in the BEE WS.

13:00 – 13:30

### **Question and Answer Time**

Aim:

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

13:30 – 15:00

LUNCH BREAK

15:00 – 17:30

### **Board Management Training - Leadership**

Aim:

To learn about the insights of being a leader of a group.

Means:

- Training session.

Comments:

It is our role to lead our Boards and our Groups. One of the most difficult tasks we have to fulfil and which is the most complex one, is to know when to use our authority as Presidents and when to be a board member. Going through the training we will hopefully be more skilled in order to have a more precise idea on how to conceive our role within the team and make the difference between a Manager and a Leader.

17:30 – 19:00

### **Joint Workshop with Financial Management on the Accounts**

Aim:

To conclude on the options that our Association has regarding its Financial Management and the Accounts 2002/2003 and 2003/2004.

Means:

- Presentation of the conclusions of the FM workshop;
- Open discussion;
- Conclusions.

Comments:

ELSA is facing now a particular situation regarding its Financial Management and the Accounts for the financial year 2002/2003. As known, these Accounts have not been approved by the Council during the previous ICM in Paris. Consequently, now, after having the opportunity to research on the possibilities we have, we should all conclude on the options we have in order to be able to move on and ensure continuation in ELSA.

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**Tuesday October 26<sup>th</sup> (10:00 - 14:00)**

10:00 - 11:00

### **Analysis 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 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 the previous four ICMs. This will enable us to see in what direction we are heading, and where we need to put long term efforts.

11:00 - 14:00

### **Joint Workshop with Internal Management on Organisational Management**

Aim:

To learn about the importance of Organisational Management and how to implement it.

Means:

- Training session.

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. This is why this topic deserves to be discussed in a Joint Workshop, under the frame of a training.

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**Wednesday October 27<sup>th</sup> (14:00 - 19:00)**

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14:00 - 16:30

**Training on Fundraising**

Aim:

To improve our Fundraising skills through an in-depth training.

Means:

- Training session.

Comments:

Fundraising is one of our permanent priorities and a very complex task to fulfil. As a consequence, constant improvement of our fundraising techniques is required in order to serve our Association in the best way possible.

16:30 - 17:30

**Fundraising - problem-solving session**

Aim:

To acknowledge and discuss the difficulties that we all encounter during our fundraising approaches and to learn about different ways of dealing with them.

Means:

- Round table;
- Open discussion.

Comments:

Fundraising is like a never-ending story for a President. It is a very complex task, most of the times not easy at all, yet essential for the existence of our Association and for all that we want to realise within and through ELSA. Since we all have to deal with fundraising, it is important that we take the time to share the problems that we face and find potential solutions for them.

17:30 - 19:00

**Expansion**

Aim:

To have an overview of the situation that ELSA faces now at Network level in the question of Expansion and also have the presentation of the students from Azerbaijan.

Means:

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

## Comments:

ELSA is the largest law students' Network in the world. At present, it comprises 34 Members and 3 Observers. During this session, we will focus on our present Observers and also assist at the presentation made by Law Students from Azerbaijan.

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**Thursday October 28<sup>th</sup> (10:00 - 16:30)**

10:00 - 11:30

**The New Online System in BEE**

## Aim:

To research and discuss what the BEE part of the New Online System should consist of.

## Means:

- Brainstorming;
- Conclude on a draft content of the BEE part of the System.

## Comment:

The work for the building of the New Online Project is advancing with every day. Soon, inputs will be needed in order to implement all the parts of the system. This is why we need to start brainstorming on what we want to have in the BEE part of the future Online System and conclude on a basic structure of this section.

11:30 - 12:30

**ELS and ELSA**

## Aim:

To get an update on the ELS Network and on the ELS Assembly to be held during the ICM in Bucharest.

## Means:

- Presentation by ELS Representatives;
- Open discussion.

## Comments:

Alumni play a very important role in ensuring the continuation of an association. This statement is also valid for ELSA. Without our Alumni, ELSA would be more fragile and lacking an important support to count on. Therefore, investing time and action into the promotion of our Alumni and ELS is more than useful for our Network.

12:30 - 13:30

**National Officers as a functional link between the International Board and the Local Officers.**

## Aim:

To ensure an effective communication on all levels within our Association.

## Means:

- Planning on how to pass on information from the ICM;

- Round table;
- Commitments.

Comments:

Due to the fact that our Network operates on three levels, it is important to ensure that the knowledge and information gained during the ICM is passed on in a proper way to the Local Officers.

PLEASE REMEMBER TO BRING A BLANK POSTCARD TO THIS SESSION!

13:30 - 15:00

LUNCH BREAK

15:00 - 15:30

**Miscellaneous**

Comments:

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

15:30 - 16:30

**Closing Workshop**

Aim:

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



**INTERNAL MANAGEMENT**

**Timetable**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
07:00							
07:30							
08:00							
08:30							
09:00							
09:30							
10:00		Agenda	Analysis SOTN				
10:30		SOTN					
11:00		ELSA ONLINE	Joint WS BEE		Training on Writing Statutes		
11:30		New Online Proj					
12:00		Q/A	Training on Organisational Management				
12:30		Training Strategy				National Officers as Link	
13:00							
13:30							
14:00				Joint WS FM EDF			
14:30							
15:00		Training Strategy	Reporting Time	Discussion on Human Resources	Miscellaneous		
15:30						Closing WS	
16:00							
16:30					Reporting Time		
17:00	Intro WS	Training on the Role of the SecGen		Training on Human Resources			
17:30							
18:00	Officer/Freshers Training						
18:30							
19:00		Reporting Time					
19:30							
20:00				Reporting Time			
20:30							
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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) 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.

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

Please, bring a POSTCARD!

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

Another possibility is to use the IM mailing list ([elsa-im@listserv.elsa.org](mailto:elsa-im@listserv.elsa.org)) and start a discussion before the XLVI International Council Meeting in Bucharest.

---

**Sunday October 24<sup>th</sup> (17:00 – 19:00)**

17:00 – 18:00

**Introductory Workshop**

Aim:

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

Means:

- Brief presentation by ELSA International;
- Round table;
- 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 IM Training**

Aim:

To give an introduction of IM to the ICM Freshers.

Means:

- What is an ICM?
- 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 25<sup>th</sup> (10:00 – 19:00)**

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 presentations and discussions;
- Round table;
- Voting.

Comments

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

10:30 – 11:00

**State of the Network**

Aim:

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

Means:

- Handing in the 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 Bucharest. 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

**ELSA ONLINE**

Aim:

To clarify possible existent doubts regarding the running of the system.

Means:

- Question and Answer time;
- Errors' reporting time.

Comments:

The continued implementation of ELSA ONLINE is still essential, as its enhanced use facilitates our Network's administration. A well implemented and functional ELSA ONLINE will also contribute to the later implementation of a new system.

11:30 - 12:00

### **New Online Project**

Aim:

To update the WS participants on the development of the New Online Project and the work done by Microsoft and ELSA International since the ICM in Paris.

Means:

- Presentation by ELSA International and Microsoft.

Comments:

From the inputs collected from the Network at the ICM in Paris, the development of a New Online Project is progressing. This session will provide an update on the developments up until the ICM in Bucharest.

12:00 - 12:30

### **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.

12:30 - 13:30

### **Training Strategy and Tools**

Aim:

To implement training in the Network.

Means:

- Input Paper by ELSA International;
- Presentation by Director for Training ELSA International, Ms Emma Psaila;
- Working Groups;
- Discussion.

Comments:

During the previous year, IM WS was devoted to discussing the topic of training. This year, we need to focus on implementing in practice the tools we already have to use and promote trainings in our Network. During the session, we will discuss the tools available, how to use them and what our responsibilities as Secretary Generals are in regard to training.

13:30 – 15:00

LUNCH BREAK

15:00 – 17:00

**Training Strategy and Tools continued.**

17:00 – 19:00

**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.

Means:

- Training session.

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.

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**Tuesday October 26<sup>th</sup> (10:00 – 14:00)**

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10:00 – 11:00

**Analysis 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 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 the previous four ICMs. This will enable us to see in what direction we are heading, and where we need to put long term efforts.

11:00 – 14:00

**Joint Workshop with Board Management, External Relations and Expansion on Organisational Management**

Aim:

To learn about the importance of Organisational Management and how to implement it.

Means:

- Training session.

## Comments:

An association of the size of ELSA needs to be able to have a realistic overview of its status, of the level of development it has reached and, thus, prospect on future directions of development. In ELSA this task belongs to the Presidents and the Secretary Generals. This is why this topic deserves to be discussed in a Joint Workshop, under the frame of a training.

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**Wednesday October 27<sup>th</sup> (14:00 - 19:00)**

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14:00 - 15:00

**Joint Workshop with Financial Management on the ELSA Development Fund**

## Aim:

To analyse, discuss and vote on the EDF proposal by the National Groups present at the IPM in Salerno.

## Means:

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

## Comments:

Following the discussion on EDF at the ICM in Paris, a new proposal is presented by ELSA Russia, supported by the 7 National Groups present at the IPM in Salerno. The National Groups' proposal on this matter will be brought to discussion and to a vote. Please, read, analyse and discuss beforehand with your fellow Board members the relevant proposal enclosed in these Working Materials.

15:00 - 16:00

**Discussion on Human Resources in the Network**

## Aim:

To discuss and share experiences on Human Resources strategies in the Network.

## Means:

- Presentation by National Groups;
- Round table.

## Comments:

During this ICM the IM WS will spend some time discussing Human Resources in our Network. As many of our Groups, at all levels, are facing problems with Human Resources, it will be 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 part of the WS, we will discuss Human Resources strategies in different ELSA Groups, and get the opportunity to share experiences and ideas with each other. We will then receive a training on Human Resources, in order to improve our understanding of some of the problems related to Human Resources, and improve our skills in dealing with these issues.

During these sessions, 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.

Before coming to the ICM and the Human Resources sessions, 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?

16:00 – 19:00

### **Training on Human Resources**

Aim:

To raise awareness on how to recruit people for a special Board position, Organising Committee etc.

Means:

- Training session.

Comments:

Before coming to the ICM and the Human Resources sessions, 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?

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**Thursday October 28<sup>th</sup> (10:00 – 16:30)**

10:00 – 12:30

### **Training on Drafting Legal Documents**

Aim:

To learn the basic principles of drafting Statutes.

Means:

- Training session.

Comments:

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

12:30 – 13:30

**National Officers as a functional link between the International Board and the Local Officers.**

**Aim:**

To ensure an effective communication on all levels within our Association.

**Means:**

- Planning on how to pass on information from the ICM;
- Round table;
- Commitments.

**Comments:**

Due to the fact that our Network operates on three levels, it is important to ensure that the knowledge and information gained during the ICM is passed on in a proper way to the Local Officers.

PLEASE REMEMBER TO BRING A BLANK POSTCARD TO THIS SESSION!

13:30 – 15:00

LUNCH BREAK

15:00 – 15:30

**Miscellaneous**

**Comments:**

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

15:30 – 16:30

**Closing Workshop**

**Aim:**

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



**FINANCIAL MANAGEMENT**

**Timetable**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
07:00							
07:30							
08:00							
08:30							
09:00							
09:30							
10:00		Agenda	Analysis SOTN		Joint WS AA EMC <sup>2</sup> Budget		
10:30		SOTN	EI Financial Structure				
11:00		Q/A			Training on Financial Management		
11:30			Revision Budget 04/05				
12:00		Final Accounts 02/03					
12:30							
13:00			EDF		Nat Off as Link		
13:30							
14:00				Joint WS IM EDF			
14:30							
15:00		Final Accounts 02/03	Reporting Time		Miscellaneous		
15:30							
16:00				Membership Fee	Closing WS		
16:30		Final Accounts 03/04			Reporting Time		
17:00	Intro WS			Joint WS S&C			
17:30		Joint WS BEE					
18:00	Officer/Freshers Training	Accounts		Budget Planning and Grants			
18:30							
19:00		Reporting Time					
19:30							
20:00				Reporting Time			
20:30							
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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) and the One Year Tactical Plan (OYOP) of ELSA International. Also, make sure to read the minutes from the last two International Council Meetings.

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

Please, bring a POSTCARD!

Read the Agenda carefully; should you need any clarifications, please do not hesitate to contact the International Board at [elsa@brutele.be](mailto:elsa@brutele.be).

Another possibility is to use the FM mailing list ([elsa-fm@listserv.org](mailto:elsa-fm@listserv.org)) and start a discussion before the XLVI International Council Meeting in Bucharest.

---

**Sunday October 24<sup>th</sup> (17:00 - 19:00)**

17:00 - 18:00

**Introductory Workshop**

Aim:

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

Means:

- Brief presentation by ELSA International;
- Round table;
- 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 FM Training**

Aim:

To give an introduction of FM to the ICM Freshers.

Means:

- What is an ICM?
- 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 25<sup>th</sup> (10:00 - 19:00)**

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 presentations and discussions;
- Round table;
- Voting.

Comments

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

10:30 - 11:30

**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 FM 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 to ELSA International in Bucharest. 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.

11:30-12:00

**Question and answer time**

Aim:

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

12:00-13:30

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

Aim:

To approve the Final Accounts for the financial year of 2002/2003.

Means:

- Presentation of the audited Final Accounts of 2002/2003;
- Presentation of the Auditors Report;
- Presentation of the Financial Report of ELSA International 2002/2003;
- Voting.

Comments:

This is the second time these accounts are up for voting and the third time they are under discussion. Therefore, please read the minutes from these previous ICMs in order to be updated on the situation. It is now important that we find a final solution regarding this matter.

You will find all the mentioned reports in the Input Papers.

13:30 – 15:00

LUNCH BREAK

15:00-16:00

**Final Accounts 2002/2003 – Auditors report, continued**

16:00-17:30

**Final Accounts 2003/2004 – Auditors report**

Aim:

To approve the Final Accounts for the financial year of 2003/2004.

Means:

- Presentation of the audited Final Accounts of 2003/2004;
- Presentation of the Auditors Report;
- Presentation of the Financial Report;
- Voting.

Comments:

The Interim Accounts of 2003/2004 were not approved during the last ICM in Paris due to problems with the opening balance from the Accounts of 2002/2003. Please read the minutes to be fully updated on the situation.

17:30-19:00

**Joint Workshop with Board Management, External Relations and Expansion on the Accounts**

**Aim:**

To conclude on the options that our Association has regarding its Financial Management and the Accounts of 2002/2003 and 2003/2004.

**Means:**

- Presentation of the conclusions of the FM WS;
- Open discussions;
- Conclusions.

**Comments:**

ELSA is facing a particular situation regarding its Financial Management and the Accounts for the financial year 2002/2003. As known, these Accounts have not been approved by the Council during the previous ICM in Paris. Consequently, after having the opportunity to research on the possibilities we have, we should all conclude on the options we have in order to be able to move on and ensure continuation in our Association.

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**Tuesday October 26<sup>th</sup> (10:00 - 14:00)**

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10:00-10:30

**Analysis State of the Network**

**Aim:**

To evaluate the current status of our Network and draw a clear picture of the ELSA Network.

**Means:**

- Compare the results from the present State of the Network with the result 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 over the situation in the Network, we will analyse the result and compare them with the ones from the previous ICM in Paris. This will enable us to see in what direction we are heading, and where we need to put long term efforts.

10:30-11:30

**Financial structure of ELSA International**

**Aim:**

To introduce the financial structure of ELSA International.

**Means:**

- Handout to be distributed;
- Presentation of the financial structure of ELSA International.

## Comments:

In order for the Network to fully understand how the finances of ELSA International works and are organised, we will spend this hour going through the main picture.

11:30-13:00

**Revision of the Budget of ELSA International 2004/2005**

## Aim:

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

## Means:

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

## Comments:

The co-operation with one of our former Corporate Partners, Clifford Chance, has unfortunately ended. Thus, the Budget needs to be revised in order to reflect the true Financial Situation.

13.00-14:00

**ELSA Development Fund**

## Aim:

To give an overview over the structure, latest alterations and the current financial status of the ELSA Development Fund.

## Means:

- Presentation by ELSA International on the latest alteration of the ELSA Development Fund;
- Report to be distributed.

## Comments:

According to the Financial Management Policies, the responsible for the Financial Management of ELSA International is to give out a written detailed report to be discussed in the FM WS. This report contains the latest alteration and the balance of the ELSA Development Fund.

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**Wednesday October 27<sup>th</sup> (14:00 - 19:00)**

14:00 - 15:00

**Joint Workshop with Internal Management on the ELSA Development Fund**

## Aim:

To analyse, discuss and vote on the EDF proposal by the National Groups present at the IPM in Salerno.

## Means:

- Presentation by ELSA International;

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

Comments:

Following the discussion on EDF at the ICM in Paris, a new proposal is presented by ELSA Russia, supported by the 7 National Groups present at the IPM in Salerno. The National Groups' proposal on this matter will be brought to discussion and to a vote. Please, read, analyse and discuss beforehand with your fellow board members the relevant proposal enclosed in these Working Materials.

15:00-17:00

**Membership Fee - Proposal by ELSA Russia and ELSA Turkey.**

Aim:

To discuss ELSA Russia's and ELSA Turkey's proposal regarding a new formula of calculating the Membership Fee.

Means:

- Presentation of the proposal;
- Open discussion;
- Voting.

Comments:

The calculation of the Membership Fee has been a topic during the two last ICMs. Therefore, please read the minutes from the ICMs in order to understand the previous discussions and conclusions.

17.00 - 19.00

**Joint Workshop with Seminars & Conferences on Budget Planning and Grants**

Aim:

To create awareness on the importance of proper financial planning for events.

Means:

- Presentation by ELSA International;
- Working Groups;
- Presentation from the Working Groups.

Comments:

Organising events needs to be based on a proper financial planning, in order to ensure a realistic plan of the events as such. During this session, we will focus on the importance of co-operation between FM and S&C.

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**Thursday October 28<sup>th</sup> (10:00 – 16:30)**

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10:00-11:00

**Joint Workshop with Academic Activities - Budget for EMC<sup>2</sup> 2004/2005**

Aim:

To present the Budget and to update the Network on the organising of EMC<sup>2</sup> 2004/2005.

Means:

- Presentation of the Budget of the EMC<sup>2</sup> 2004/2005;
- Presentation of EMC<sup>2</sup> 2003/2004 report;
- Presentation of EMC<sup>2</sup> 2004/2005 report.

Comments:

This session shall concentrate on taking a decision on the Budget of the EMC<sup>2</sup> 2004/2005. Officers are encouraged to use this WS to gain knowledge and to provide input as to the structure and contents of the EMC<sup>2</sup> 2004/2005.

11:00-13:00

**Training on Financial Management**

Aim:

To provide the Treasurers with general skills regarding Financial Management.

Means:

- Training session.

Comments:

To enhance our skills regarding Financial Management, we will use these two hours for a general training on Financial Management.

13:00-13:30

**National Officers as a functional link between the International Board and the Local Officers.**

Aim:

To ensure an effective communication on all levels within our Association.

Means:

- Planning on how to pass on information from the ICM;
- Round table;
- Commitments.

Comments:

Due to the fact that our Network operates on three levels, it is important to ensure that the knowledge and information gained during the ICM is passed on in a proper way to the Local Officers.

**PLEASE REMEMBER TO BRING A BLANK POSTCARD TO THIS SESSION!**



13:30 - 15:00

LUNCH BREAK

15:00 - 15:30

**Miscellaneous**

Comments:

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

15:30 - 16:30

**Closing Workshop**

Aim:

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

**MARKETING**

**Timetable**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
07:00							
07:30							
08:00							
08:30							
09:00							
09:30							
10:00		Agenda			ELSA Day!		
10:30		SOTN	Analysis SOTN		Marketing Tools		
11:00							
11:30		Training on Marketing Strategy	Joint WS S&C		Mar Materials		
12:00			Marketing Tools		National Officers as Link		
12:30					Certific Contest		
13:00		Q/A	S&C Certificate Contest				
13:30							
14:00							
14:30							
15:00			Reporting Time	Joint WS STEP	Miscellaneous		
15:30		Synergy Proposal		Student-hunting	Closing WS		
16:00					Reporting Time		
16:30							
17:00	Intro WS	Joint WS AA					
17:30				Uniformity Rules			
18:00	Officer/Freshers Training	Academic Publications					
18:30							
19:00		Reporting Time					
19:30							
20:00				Reporting Time			
20:30							
21:00							
21:30							
22:00							
22:30							
23:00							
23:30							
00:00							

## Agenda

### Reminders

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

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

Please, bring a POSTCARD!

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

Another possibility is to use the Marketing mailing list ([elsa-marketing@listserv.elsa.org](mailto:elsa-marketing@listserv.elsa.org)) and start a discussion before the XLVI International Council Meeting in Bucharest.

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**Sunday October 24<sup>th</sup> (17:00 – 19:00)**

17:00 – 18:00

### **Introductory Workshop**

Aim:

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

Means:

- Brief presentation by ELSA International;
- Round table;
- 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 Marketing Training**

Aim:

To give an introduction of Marketing to the ICM Freshers.

Means:

- What is an ICM?
- 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 the WS participants are well prepared and informed. This training therefore aims at the ICM Freshers and new Marketers who feel they need some basic information before the week of Workshops.

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**Monday October 25<sup>th</sup> (10:00 - 19:00)**

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 presentations and discussions;
- Round table;
- Voting.

**Comments:**

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

10:30 - 11:00

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

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

**Means:**

- Handing in the 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 Bucharest. In case your Group will not be present, please submit your Group's Inquiries beforehand by e-mail to the International Board, so your Group's data can be taken into consideration. Do not forget to submit your Activity Reports as well.

11:00 - 13:00

**Training on Marketing Strategy****Aim:**

To gain knowledge and skills on how to make a Marketing Strategy.

Means:

- Training session

Comments:

To strengthen Marketing in Key Areas is a top priority for the International Board 2004/2005. To do this, we need to learn how to make a proper Marketing Strategy and how to implement it.

13:00 - 13:30

### **Question and Answer Time**

Aim:

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

13:30 - 15:00

LUNCH BREAK

15:00 - 17:00

### **Synergy Proposal**

Aim:

To analyse, discuss and vote on the Synergy proposal made by ELSA International.

Means:

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

Comments:

During the last years we have been facing difficulties in keeping the deadlines for Synergy set up in the Marketing part of the Decision Book. We need to find a solution for this, as well as for the distribution of the Magazine, in order to maintain and further develop the quality of Synergy.

17:00 - 19:00

### **Joint Workshop with Academic Activities on Academic Publications**

Aim:

To create a marketing strategy for ELSA's Academic Publications and improve the co-operation between the AA and Marketing officers.

Means:

- Brief presentation on the status quo of the Academic Publications by ELSA International;
- Working Groups;
- Presentation of the results from the Working Groups.

**Comments:**

Publications are one of the priorities for the International Board 2004/2005. During this session we will focus on how to improve the marketing of our Academic Publications, with emphasis on SPEL (Selected Papers on European Law) and GLSE (Guide to Legal Studies in Europe). In order to maintain the high quality of our Academic Publications we need to raise the awareness on them, through creating and implementing a new Marketing Strategy.

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**Tuesday October 26<sup>th</sup> (10:00 - 14:00)**

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10:00 - 11:00

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

To have a clear general picture of Marketing in our Association.

**Means:**

- Compare the results from the present State of the Network with the results from the last ICM in Paris.

**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 the ICM in Paris. 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 Marketing Tools****Aim:**

To improve Marketing in S&C and the co-operation between the S&C and Marketing Officers.

**Means:**

- Working Groups;
- Presentation of the results from the Working Groups.

**Comments:**

To strengthen Marketing in Key Areas is a top priority for the International Board 2004/2005. During this session we will focus on how the Marketing officers can support the S&C officers in marketing S&C Events.

13:00 - 14:00

**S&C Certificate Contest****Aim:**

To produce templates for S&C certificates.

**Means:**

- Teams.

**Comments:**

The need of certificate templates for participating in S&C Events has been discussed at previous ICMs. During this session we will create templates to put in the ELSA ONLINE Archive to be used by the S&C Officers. The templates will be presented to the S&C WS later on during this week. The S&Cers will then announce a winning team who will get a surprise from the S&C WS! Please bring your laptops to this session!

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**Wednesday October 27<sup>th</sup> (14:00 - 19:00)**

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14:00 - 17:00

**Joint Workshop with STEP on Student-Hunting****Aim:**

To address the student-hunting problem we are facing in STEP and to improve the co-operation between the STEPers and the Marketers.

**Means:**

- Analyse the STEP Questionnaires in Working Groups;
- Come up with solutions to the problems we are facing;
- Round table discussions on implementation of the Marketing Strategy.

**Comments:**

During the last years, STEP has been facing problems concerning student-hunting. We do not have enough applicants for the available traineeships, which has resulted in traineeships being closed without applicants. During this session we will analyse the STEP Questionnaires filled in by the WS participants. Based on the conclusions we draw from the filled in Questionnaires, we can start working on a Marketing Strategy to address this problem together.

17.00 - 19.00

**Uniformity rules****Aim:**

To stress out the importance of uniformity within the Network and the correct implementation of the uniformity rules.

**Means:**

- Presentation of the current situation by ELSA International;
- Round table discussion.

**Comments:**

Correct implementation of the uniformity rules has been discussed frequently during ICMs. However, we are still facing a situation where the uniformity rules are breached to a large extent. We need to find the reasons for this, and come up with practical solutions in order to reach uniformity within our Network.

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**Thursday October 28<sup>th</sup> (10:00 - 16:30)**

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10.00 - 10.30

**ELSA Day Celebration!**

Aim:

To celebrate the ELSA Day!

Means:

We will visit the other Workshops and give a Marketing surprise on the ELSA Day!

Comments:

The ELSA Day is set for the fourth Thursday in October. On this day concurrently and all over Europe there will be held ELSA promotional and training events. These events can be normal ELSA events or special parties both of which should aim to market the internationalism of ELSA.

10.30 - 11.30

**Marketing Tools**

Aim:

To discuss the different Marketing Tools which are available for the Marketers.

Means:

- Presentation by National Groups;
- Brainstorming on different Marketing Tools available;
- Round table discussion.

Comments:

To strengthen Marketing in Key Areas is a top priority for the International Board 2004/2005. In order to be able to do this, we need to be aware of which Marketing tools we can use. During this session we will discuss the different Marketing Tools used by the Groups in the Network and share our experiences when using these Tools.

11:30 - 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

**National Officers as a functional link between the International Board and the Local Officers.**

Aim:

To ensure an effective communication on all levels within our Association.

Means:

- Planning on how to pass on information from the ICM;
- Round table discussion;
- Commitments.

Comments:

Due to the fact that our Network operates on three levels, it is important to ensure that the knowledge and information gained during the ICM is passed on in a proper way to the Local Officers.

PLEASE REMEMBER TO BRING A BLANK POSTCARD TO THIS SESSION!

13.00 – 13.30

**S&C Certificate Contest Results**

Aim:

To announce a winner of the S&C Certificate contest!

Means:

Presentation of the results to the S&C Workshop.

Comments:

During this session we will visit the S&C WS. The S&Cers will announce a winner of the S&C Certificate Contest and the winner will get a surprise! Good Luck!

13:30 – 15:00

LUNCH BREAK

15:00 – 15:30

**Miscellaneous**

Comments:

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

15:30 – 16:30

**Closing Workshop**

Aim:

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

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**ACTIVITY REPORTS****INTERNATIONAL TEAM 2003/04**

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**Ieva Zebryte, Vice President Academic Activities**

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After Paris ICM...

The greatest concern was finding a person who would take care of the Academic Activities on the International Board of 2004/ 2005. However, immediate concern was the Final Oral Rounds of the ELSA Moot Court Competition on WTO law (EMC<sup>2</sup>).

**EMC<sup>2</sup>**

Treasurer and myself commenced the work barely after two days of rest after the ICM. The Logistics and academic part of the moot court have been the predominant areas of work. After couple of weeks of booking, price negotiations, invoices being sent to the teams and other little details, the logistics were settled. The academic part was not as tough with only couple of cancellations received by judges and several teams not understanding the rules. Vice President Seminars and Conferences took over the judge's logistics task where Vice President for Marketing was working on media representation and welcome package. Director for Moot Court Competitions organised the work of the IOC and the ad hoc helpers. All in all, with the hard work of the entire International Board and the IOC Final Oral Rounds came about being of undoubtedly better quality and bringing greater recognition to ELSA. The presence of Ms Amina Mohamed, Ambassador of Kenya to UN and WTO, Chairperson of the WTO Dispute Settlement Body, alone was invigorating enough for most of us to think about coming back to help next year. After a week of academic vacation some follow up work was done on the EMC<sup>2</sup> and other day to day activities commenced. New case, more Regional Rounds (negotiations with possible organizers of North American Regional came and were gone, but Latin American and Pacific ones continued into August), new project presentation and other work was done.

**Day-to-day**

Returning after the EMC<sup>2</sup> was not easy as I was quite sick, wanted to study and did not want to hear of ELSA. May was calm or I just do not remember what I did exactly, most probably ELSA SPEL tasks and attending a conference (maybe in June...). In June a lot of my time was taken up by the exams, so I performed only the immediate and necessary tasks of the EMC<sup>2</sup> and preparation for transition. I was absent from the e-mailing lists as I was a lot into setting up the background for the upcoming moot court. It turned out to be my greatest concern in July as there was no one to take over the direct management of the Competition. I finally caught up with some traveling in Belgium and checked out this country when my sister was visiting.

I wish Aleksandra Lakovic all the best. I have faith in her ambition to revive the academic publications of ELSA International, they are the face of our academic credibility!

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

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**EMC2:** In April I assisted the EMC2's IOC with the logistics for Judges. In Geneva, I was a "time keeper" and I undertook some other ad-hoc tasks.

**The ELSA International Speakers' Database:** Participated in two conferences organised in Brussels, in order to invite the speakers to join the Speakers' Database. I also received a list of speakers from ELSA Russia, to which I sent invitations to join the EISD.

**The ELSA ONLINE Archive:** The EO Archive was updated with several materials from ELSA International and from National Groups like ELSA Finland and ELSA Norway.

**ELSA International Delegations:** I dealt with the ECOSOC Permanent Forum on Indigenous Issues, UNCITRAL 37, the Council of Europe Training Courses, the Human Rights Sub-Commission, the ASP 2004 and the UN-HABITAT delegations.

**Institutional Visits to Brussels:** Arranged Institutional Visits to the DG JHA of the European Commission for ELSA Konstanz and ELSA Turku. ELSA Konstanz also met the International Board on the 14th of June, during their visit to Brussels.

**ELSA International Website:** The web site was updated with news items on S&C Events, ELSA International Delegations and Institutional Relations. The Events section was also updated, publicizing at the end of my term over 30 ELSA international events.

**Communication:** Besides the communication over the S&C and INFO Mailing Lists, I was in contact with the VPs S&C from ELSA Finland, ELSA Germany, ELSA Denmark, ELSA Norway, ELSA Sweden, ELSA Hungary and ELSA Russia.

**Institutional Relations:** Established or followed-up on cooperation with: The International Committee of the Red Cross (ICRC), The United Nations Research Institute for Social Development (UNRISD), The International Labour Office (ILO), The World Intellectual Property Organisation (WIPO), The Coalition for the International Criminal Court (CICC), Council of Europe, the European Parliament, the European Commission, the United Nations High Commissioner for Human Rights (UNHCHR), etc.

**Training:** In June I participated at the ITP Refreshment Meeting, in Amsterdam. In August I prepared the first training module on ELSA's Institutional Relations for the regional training event "ELSA in the Sun", which took place in Gedser, Denmark.

**Transition:** Filing, archiving and preparing the transition documents for the current board started in June. Plus, we organised two meetings at the ELSA House in July 2004, to which ELSA members and all external contacts of ELSA were invited. Kirsti and me joined for three days the ELSA Delegation to the Human Rights Sub Commission. My transition with the new IB and Kirsti covered topics such as ELSA Delegations, Institutional Relations, ELSA Website and other issues specific to the S&C area.

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**Emin Şanlı, Vice President Student Trainee Exchange Programme**

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**Post ICM:** After the Paris ICM, I just had a little break to recover and then I worked on the minutes and the evaluation of the Workshops. The most important issue was to prepare a draft of the needs for the new system and to pass it to Viviana for her preparations.

**EMCC:** The preparations for the ELSA Moot Court Competition took most of our time after the ICM. Ieva and Dalma prepared the whole competition and we helped them for the details of the Oral Rounds. I also moved to Geneva with my colleagues as a part of the IOC which did a great job to make judges and participants feel comfortable during the event.

**Transition:** The whole month of July has been spent for the transition with the next Board and the atmosphere was amazing. I must tell that we spent a great time and I believe that we had the opportunity to pass all our ELSA knowledge and experiences about Brussels, ELSA House and other key issues which will help to the next Board to acquire some time during their term.

After the general transition, we had 2 more weeks with Viviana for the individual one. During this time, we had a general overview on STEP and the time to share ideas on the new STEP system.

**Student Hunting & Matching:** After March, it was the hottest season for the Student Hunting. I tried to help National Groups which were looking for applicants using the Short Traineeship Forms. The matching was running better than the past years but still the lack of applicants in the system caused some traineeships being closed without applicants.

**ELSA ONLINE:** The supervision of ELSA ONLINE was highly important during this active period of STEP and it took quite some time. We also worked with Tiago on solving some little problems occurred in the system.

I had a great year in Brussels and I would like to thank to my colleagues Isabelle, Iulia, Tiago, Maurizio, Ieva, Maria and my beloved Sara who are and will always be the actresses and actors in my unforgettable memories. Secondly, to the IB 04/05: You are so brave guys and I am sure that you will do a heroic job!

I wish you all my best for the 46<sup>th</sup> ICM in Bucharest.

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**Isabelle Ginet-Kauders, President**

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Since March 2004 and the International Council Meeting in Paris the three main issues were 1) The ELSA Moot Court Competition in Geneva from the 21<sup>st</sup> to the 25<sup>th</sup> of April, 2) The Refreshment Meeting in June and 3) the Transition to prepare for and to give to the International Board.

1) Concerning the ELSA Moot Court Competition-EMC<sup>2</sup>: it was its second edition. A huge amount of work was done by Ieva (VP AA) and Dalma (Director for MCCs) although the year, yet in Geneva you have to organise it yourself. It is actually a very important and pleasant moment for any International Board. When you are part of the International Board, most of your work is bureaucratic. By organising yourself an event as the ELSA Moot Court Competition you find again the reasons why you invested yourself so much in ELSA at the first place.

I took care during this event of the judges and supporters. All financial issues were dealt by Maurizio (Treasurer) and myself. We believe everything went smoothly bearing in mind the next steps to improve for a better financial situation of the EMC<sup>2</sup>. It was a very successful event and ELSA has acquainted all the support possible from the judges and the World Trade Organization.

2) We organised in co-operation with Clifford Chance in June the Refreshment Meeting for the International Trainers' Pool in Amsterdam at the Clifford Chance Academy. Unfortunately not a lot of ITP members attended the event. Nevertheless, it was very successful and the training was very good.

3) Concerning preparation of transition, we sat down with Tiago (Secretary General). We organised the time schedule for general transition which was the first part of it. Then each one of the Board members organised their individual transition.

The general transition was quite complete and tough for the new International Board. A lot of information was given in order for them to be ready on the 1<sup>st</sup> of August sharp.

For the first time as well as part of the general transition, Clifford Chance was involved in order to give trainings to both International Boards. This year the two trainings were on Business communication and Cultural understanding.

We started then individual transition with Veronica. Obviously a travel to London was done in order to meet most of ELSA International's Corporate Partners (Remember Vero? What an adventure!) We discussed then and thanks to the Cultural understanding training the differences between the International Boards 03/ 04 and 04/ 05 in order to compare methods of management. The draft preparation of the International Presidents' Meeting in Salerno was as well on the agenda of individual transition.

Finally, I would like to thank one last time all my Team Members. Now with time out of ELSA thinking about it, it was a surreal period of time but amazing. I would like to congratulate the whole International Team and wish them all the best.

Enjoy this 46<sup>th</sup> International Council Meeting of ELSA in Bucharest.

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**Tiago Moreira Alves, Secretary General**

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**EMCC:** even if our bodies were still begging for sleep and our minds for some more time off of ELSA, our biggest project was about to start. Similarly to the ICM's, this event's organisation evolves, besides many other outstanding people, the 7 of us. I was one of the two unlucky ones that had to stay in the House during the Final Oral Rounds, being the OC members in Brussels (mostly through ensuring constant communication).

**ICM Minutes and DB Update:** nothing new here, just following the S/SO.

**Exams:** with the ICM and the EMCC passed and with the ITP Refreshment Meeting and Transition still more than a month ahead, I finally had the opportunity to have a couple of exams back home. Due to this fact, I was absent from the House for about 3 weeks in total. Even though I was communicating on daily basis with the House, this situation lead obviously to an exceptional delay on the communication with the network.

**ITP Refreshment Meeting:** together with Nina Klotz, our Director for Training, the IB organised the ITP Refreshment Meeting, event that took place in June at the Clifford Chance Academy; co-organisers of the event. Despite the known difficulties faced on its organisation, mainly related to the low number of trainers applying, the event received a very good evaluation from all its participants.

**Transition:** As SecGen, I was the overall responsible of organising an event that once again involved all the 7 of us. When the new IB came, everything was ready for a long month of hard, hard work, few hours of sleep, many hours spent in the meeting room reading, having presentations and thorough discussions, but of course, as well as loads of fun, with great parties and very nice relaxing times. They've suffered, but we can certify: they are more than ready!!! My sincere congratulations to the new IB, in particular to my lovely successor Johanna.

**Blue Team:** With Paris gone, the end of our term in office seems closer than ever. It's a rewarding feeling to know you have duly fulfilled your task and are about to close with success an important cycle in your life. But the other side of the coin is simple horror: the people with who you shared your home&office, the best&worse of you, your 24/24hours for 13 consecutive months; the people who are simply always there, with who you have breakfast, lunch and dinner and watch the DVD on a relaxing Sunday afternoon; the people with who you simply go to the corner to have a pizza and *une blanche demi avec du citron*; the people with who you've shared sleepless nights in the office, travelled under the most amazing conditions and spent the most stressful of the times; the people who you ever spent more time with in your whole life and lived all and each possible adventure and still, of many of them, you simply can not get enough; the people with who you've committed the *229BGJ crime*; these people will soon be leaving you, leading you to realize the reality under which you have been leaving for the past year ends up there, for good! When you realise that, your major task then becomes to take each every single second of these amazing people with you, to squeeze them like an orange, in a desperate attempt of *drinking* as much of their endless *juice* as you can and the thing I am proudest of is to say that I have succeeded.

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**Maurizio Sorbello, Treasurer**

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**Administration:** My main task during the last year has been to follow the daily financial running of the association. A lot of attention has been dedicated to the consolidation of the financial structure of ELSA International, with a special eye on the bank accounts.

The administration of the ELSA house has been followed with punctuality.

**Accounts:** I have worked as much as possible to provide the former International Board (2002/2003) the best conditions to finalise and present the Final Accounts for the financial year 2002/2003. I have worked as well on finalising the Final Accounts for the financial year 2003/2004. A special attention has been dedicated to the settlement of the debts and credits towards ELSA, where a good result has been reached.

**Membership Fee and ELSA ONLINE Fee:** My work has included the calculation of the Membership Fee and ELSA ONLINE fee for the financial year 2003/2004. Some technical problems have been discovered in the formula stated in the Decision Book. The interpretation given by the International Board has been recognised as the official one by the Council. I have worked on drafting a new formula to be submitted to the International Council Meeting in order to solve the situation.

**Communication:** The use of the Financial Management mailing list has improved a lot. The communication with the IB members has been on a high level during the whole year.

**International Council Meetings:** The XLIV and XLV International Council Meeting have been carefully prepared in order to have the best results possible for our Network.

**Other events:** I have personally attended on behalf of the International Board 2003/2004 several National Council Meetings (ELSA The Netherlands - September 2003, ELSA Romania - November 2003, ELSA Germany - January 2004, ELSA Italy - May 2004). I have attended as well the winter International Presidents' Meeting in Amsterdam (January 2004) and the summer International Presidents' Meeting in Salerno (August 2004).

**Synergy:** I have followed all the financial aspect of our magazine (payment, advertisements, mailing etc.) for both issues (Synergy II/2003 and Synergy I/2004). A good profit has been obtained from the publication of our magazine.

**The ELSA Moot Court Competition on WTO law:** I have given my personal contribution for the arrangement of the 2<sup>nd</sup> edition of the ELSA Moot Court Competition of WTO law. A special focus has been dedicated to the Finances and the Logistics of the Competition, mainly for the arrangement of the Final Oral Round in Geneva. The competition has come out once again like a big success for ELSA International.

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

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There was no break after the ICM in Paris. April was a busy month, finalising the 35<sup>th</sup> Synergy and the preparations for the EMC<sup>2</sup>. Unfortunately, personal reasons did not allow me to go to Geneva, and then, regrettably, I lost the best part of a project: The action! During April I had been taking care of some logistics details and public relations issues related to the EMC<sup>2</sup>. I arranged, among others, the Welcome Package, including some nice gifts! I also completed several administrative tasks assisting my team while they were in Geneva. Press releases regarding the EMC<sup>2</sup> were prepared and sent to be published in some prestigious Media, as the European Agenda, the European Voice or Euroactiv, among others. In April, as well, I established some useful contacts with the Indian Law Students' Association regarding possible future exchanges, trainings and opportunities of further collaboration.

At the beginning of May, I attended the meeting organised by the Council of Europe (CoE), held in its Headquarters in Strasbourg. From the 5<sup>th</sup> till the 9<sup>th</sup> of May, "Europe, Youth and Globalisation" gathered more than 600 participants from all over the world. Several topics were discussed. ELSA made a statement regarding cultural diversity issues and different aspects of Globalisation, always from a non- political point of view. At the end of this intervention, ELSA was invited to take a more active part in the future events of the CoE. In May, as well, and due to personal reasons, I went home to Spain, being out of office for some days.

In June, I renegotiated the contract with QS, before known as Top Careers, regarding The World Grad Tour. Indeed, they agreed to offer ELSA a full colour advertisement in their Guide, which is distributed worldwide, the layout of this advertisement was the first exercise for the Marketing transition. We also agreed on keeping up the project for at least 1 more year, Autumn and Spring 2004- 2005 included. In June, with some of my team members, I attended a training event and the Refreshment meeting organised by the Clifford Chance Academy in Amsterdam. As well, in June I held some meetings regarding future proposals for the layout & printing of the next issues of Synergy. Those meetings got as result better deals, and then luckily I was able to present them to the next Vice President Marketing. This outstanding full colour proposal for Synergy, having exactly the same price as before, was the perfect beginning for an intensive transition. I have managed to keep my promises to offer ELSA and Synergy sustainable basis in order to keep on improving.

July, as full month of transition, offered me the opportunity to pass my ELSA and Marketing knowledge on to my successor, Maria Litzell. Together we attended some meetings with other Sister Associations and Media companies. As well, and in order to improve the delivery of Synergy, I arranged a meeting with a delivery company called TNT, in order to get sponsorship or some kind of support from them. Some issues such as our future status with ILO and the F.I.F.C.J., as well as our position in the Youth Forum of UN and several UNESCO initiatives were accomplished and attended to during transition. Finally, and between tears and laughs, the floor was given to the International Board 2004 - 2005, which, I am sure, will do an excellent job. Take care of them while you take care of yourselves!!! I guess these are the last words I am entitled to write to my dearest ELSA Network, reason why I would love to take this opportunity to wish you all the best during your ELSA Time. Work hard, enjoy every minute and remember that by believing in your dreams, they can become reality.



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**Kristina Juth, Director for Grants**

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As regards my activities as director for Grants from the ICM of Paris until the last day of my term, July 31, please be informed the following:

**Grants Handbook**

The ELSA Grants Handbook was published shortly before Paris ICM in March. In the ICM I presented the handbook, but as several treasurers were not present in the ICM I informed them regarding the possibility to consult the handbook.

**NCM of ELSA Finland**

Very conveniently the NCM of ELSA Finland was held in the city where I live, Helsinki, and thus I attended the NCM and held training on grants.

**Answering enquiries**

As usually the amount of enquiries are always increasing after an ICM, and the first month after Paris ICM I made a **lot** of investigations on grant possibilities as requested by National Board all around the ELSA Network. A couple of months later the situation normalized and I was answering 4 - 5 emails a week.

**Informing the Network**

As calls for applicant were published I informed the ELSA email lists on the grant possibilities.

**Thesis and graduation**

Yes, I now I have my Master's degree and employment as associate lawyer. I thank you all for the years I have spent with you and ELSA. See you all in ELS!

Kind regards,

Kristina

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**Patrick Zupansic, Director for Human Rights**

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This is my last activity report as Director for Human Rights ELSA International 2003/2004. With great pleasure I worked in the field of human rights last year, and I would like to thank all of you for your dedication and motivation. Although I could not realize all I wanted, I had to remind myself many times to the fact that a Director is not a full time member, so that, after all, I think I can be satisfied about the past year.

**The past year: Back to the basics** - It was a year where I thought also in the field of human rights we had to go "Back to the basics to jump higher". Information was top priority, and I think information was what you got, whether in the shape of the Newsflash, with (usually) weekly an item, in the shape of presentations or trainings, or individual assistance. It was great to see that many people are willing to spend time in this important field, to create awareness of human rights by integrating it in many events they organize(d).

**Presentation and training** - After the ICM in Paris I went back to Istanbul for my exchange programme. The 17<sup>th</sup> of April I gave a presentation and training on ELSA and Human Rights, after which the 24<sup>th</sup> and 25<sup>th</sup> of April the finals of the National MCC of ELSA Turkey found place.

**HR Newsflash** - Due to severe technical problems it was not possible for me to send the Human Rights Newsflash for several weeks. A Newsflash concerning the period between 28 July and 5 September nevertheless was send out in the week of 6 September.

**The End? No, a continuing story** - 31 July my directorship officially ended, and Anna Protano-Biggs was appointed as new Director for Human Rights ELSA International. The transition took place in the weekend of 18 and 19 September. I'm really happy to see that Anna is going to continue where I left the job, so that this year our commitment can continue growing stronger.

**Your help is needed!** - However, please take in mind that the Director of ELSA International can not do his or her work without your help and information. Help is needed for finding human rights related materials or speakers for the HR Speakers' Pool, and information is needed in relation to the events you organize. Keep in mind that it is the key officers who implement human rights in their events at the end. Therefore a good communication between the VP's AA, S&C and STEP on the one hand, and between the Director for HR on the other, is of vital importance, on the local, national as well as international level, seen not only in horizontal, but also in vertical directions. Organize events, implement human rights in these events, and share this information with the Network, as without information and communication, there will be no motivation and inspiration. Do not think your local event is not of any importance. On the contrary, it is of the highest importance that all members are able to read about which events are organized where.

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

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Dear Absolutely Amazing Friends,

I would never have dreamed that this moment would also arrive some day, but here it is - I am presenting you my activity report, probably one of the last things I am doing as an ELSA officer at the end of a wonderful term of office and -to say the least- fabulous years in our Association.

The biggest challenge and the most important event in the after-Paris period on my part has been the Final Oral Round of the ELSA Moot Court Competition in Geneva, Switzerland from 21 to 25 April 2004.

Our intention has been to make everything go like a Swiss clockwork, and so it went. Maybe from the inside of the International Organizing Committee it did not seem such, but fortunately nothing has shown on the outside. The teams started arriving, then my luggage with the complete timetable and the division of tasks of the IOC, a few frenzied rushes around town to check the venues and give the final touch to the Event and then the Competition started.

The IOC was on high alert for the whole duration of the Finals, as many things had to be changed in the last moments, but it has repaid in a superb conference, smooth Preliminary Rounds, the most exciting Elimination Rounds, and a wonderful Final with the participation of illustrious persons of the world of WTO. I'm absolutely sure that the second edition of the ELSA Moot Court Competition has been a great success, thanks to the untiring work of the International Organizing Committee: Umut, Paula, Iason, Wendy, Linda, Gian and last but not least our helpers in Geneva.

Fortunately I have had the opportunity to meet Aleksandra during the summer IPM in Salerno, Italy and could share a few ideas about the past, the present and above all the future of the Moot Court. Needless to say that under the auspices of Ieva as Director MCC this year the Competition will for sure reach heights never seen before.

I wish all the best and much luck to the IOC of 2004/2005!!

I would like to thank Isabelle, Tiago, Maurizio, Maria, Emin, Iulia and above all Ieva for trusting me with this office and for this unforgettable year we could spend working and laughing together.

And finally, having said goodbye to official ELSA jobs, let me take the opportunity to thank ELSA and the mythical ELSA Spirit for all the friends and loves, heartaches and success moments it made me live! You are locked up deep in my heart forever ...

**Sara Meli, Director for Student Trainee Exchange Programme**

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To be distributed at the International Council Meeting.

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**Nina Klotz, Director for Training**

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Dear ELSA members,

This is what happened regarding training since the ICM in Paris:

**Trainings held:**

From the end of March until the end of July 7 training events took place during which 13 different training sessions were held with the involvement of ITP trainers. 13 trainings within 5 months is not enough! This is definitely something we can improve!

**Refreshment Meeting for ITP Trainers:**

The third Refreshment Meeting for ITP trainers was held from 18 - 20 June 2004 in Amsterdam at the Clifford Chance Academy. Unfortunately just 4 out of 33 ITP members were able to attend the meeting so we decided to invite the Network to join.

Saturday was the day of discussion. As you see above there are not much training requests from the network so reasons for this were discussed and the participants tried to find methods of resolution. The results of this day will hopefully help to improve the situation of training and ITP the next year.

On Saturday there was a training session held by a trainer of the Clifford Chance Academy. As Human Resources is a problem within the network this was topic of the training.

**Looking back...**

We had a year full of training especially in the IM-Workshops at the ICMs. We developed "the perfect ELSA career" and now it is on you to implement Freshers Trainings, Trainings for Local Officers at NCMs and Regional Training Events as well as Transition and OYOP sessions. The best paper is useless when the people are not getting active. So I really hope that all the hours of discussion about training the last year were not for nothing.

**Looking into the future...**

A new Director for Training has been appointed and transition has been completed.

Emma Psaila is looking forward to answer your questions regarding training and will help you to tailor the right training programme according to your needs. I wish Emma and all of you an exciting and successful year and hope that training will continue to become an integrated part of member education within ELSA.

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**Espen Nakstad, Director for United Nations**

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If you ever ask a UN diplomat, Ambassador or the head of an international criminal law institute if he/she knows ELSA, be prepared for a long and interesting conversation with one of ELSAs many international friends..!

ELSA's involvement with the United Nations to date has been focused on our consultative status with the UN Economic and Social Council (UN ECOSOC), the UN Commission on International Trade Law (UNCITRAL), the UN Educational Social and Cultural Organisation (UNESCO) and our participation in international criminal law commissions at UN headquarters.

As a member of the Steering Committee of the Coalition for the International Criminal Court (CICC), ELSA has also participated in ten Preparatory Commissions for the International Criminal Court (UN Headquarters) and three sessions of the ICC Assembly of States Parties (New York and The Hague). ELSAs work in this field has resulted in an international legal research group on ICC implementation legislation - [www.elsa-pinil.org](http://www.elsa-pinil.org) - and several publications on the Court treaty negotiations.

Numerous pages can be written about ELSAs UN related activities, but the key question I guess, is how YOU be part of the next ELSA delegation to Vienna, Geneva, Paris or New York??!

Well, all you have to do is check [www.elsa.org](http://www.elsa.org) on a regular basis - OR - subscribe to ELSA's info e-list! It is all there for you...

So, what are you waiting for??

**INTERNATIONAL TEAM 2004/05****Aleksandra Lakovic, Director for Academic Activities**

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The idea of running for the International Board cross my mind almost four years ago during the first International Council Meeting in Vienna I attended.

As the International Board send Call for Directors in April, I knew I was ready for discovering the ELSA House mysteries. Starting my ELSA Career as VP S&C and continuing it as a President, the idea to run for the post of Director for Academic Activities became a challenge.

Less then two months afterwards I was in a plane flying to meet my new house and family for the next year. Brussels weather, French, house full of people ..... Transition started!

The next few weeks were filled with discussions, team building sessions and sponsors meetings. SPEL, GLSE, L@W, Moot Courts, EMC<sup>2</sup>, Legal Debates, Essay Competitions and other AA events soon became a very important part of my every day life.

Going through AA archives, reading e-mails and ICM minutes gave me the opportunity to come closer with the meaning and importance of Academic Activities. It was also a helpful mean in deciding what we would like to focus on this year. The decision fell on Academic Publications.

The last edition of GLSE - the Guide to Legal Studies in Europe - was published three years ago and now it is perfect time to publish the new edition. During these last two months I received lot of e-mails regarding GLSE from all over the world. Currently we are working on finding a publisher for the new edition as well on the development of the information collection strategy.

Selected Papers on European Law - SPEL - is our second publication, published on the web as one of the means to help students and young lawyers in writing their dissertations and papers. This year we are faced with the problem of finding a new editor, and I hope in a short time we will be able to present you the new editor. I am also working on update of the SPEL Advisory Board.

Bearing in mind the importance of these two publications I am currently working on the way how to improve their use in the Network.

To present some of the ideas and create awareness on the current situation of Academic publications I participated together with Veronica at the International Presidents' Meeting organised by ELSA Salerno from the 1<sup>st</sup> of August till the 4<sup>th</sup> of August in Salerno, Italy. Further I would also like to improve the communication and co-operation between us, AA officers.

Once more I would like to thank Ieva for making the transition interesting and easy to follow, for her dedication to ELSA over the past years and the wish to work with our team next year.

I look forward to our first ICM and the opportunity to work with you. See you soon!

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**Kirsti Jullum Jensen, Director for Seminars and Conferences**

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Being a member of ELSA gives you a lot; Work and experiences, friendship and fun, up's and down's and most of all; challenges and opportunities. Getting the opportunity to be a part of the International Team, the challenge of working and living together with 6 different persons and devoting your life to ELSA for a year takes a thoroughly considered decision. Applying for Director for Seminars & Conferences gave me the opportunity to continue the work in the area of S&C. I have now started, and I am very much looking forward to continue to work with you, and for you.

The month of July was spent in Brussels with my fellow team members and our predecessors for transition. Receiving information and inputs, knowledge and experiences gave me the best start I could ask for. I would therefore like to thank Ms. Iulia Vass again, for everything she gave me during our transition, and for what she gave S&C the previous year.

In late July Iulia and I went to Geneva for meetings with some Institutional Relations. I am now following up on the meeting and am working for new possibilities of co-operation. In addition we joined the ELSA Delegation for a part of the Sub-Commission on the Promotion and Protection of Human Rights. ELSA International is now working on further co-operation with the Sub-Commission.

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 at the IPM in August.

By setting the OYOP for the International Board 04/05, the main focus in S&C this year is Annual and International Events and co-operation with the European Institutions and the UN bodies. This, in addition to the focus on the ELSA Delegations to ensure quality and continuity, S&C Tools, Trainings and Implementing Lectures and Panel Discussions in S&C.

ELSA Delegations to the European Institutions and UN Bodies have been appointed and co-ordinated to the following meetings; ASP for the ICC in the Hague- The Netherlands, UN HABITAT World Urban Forum in Barcelona-Spain, UNCITRAL WG on Security Interests in Vienna-Austria and UNCITRAL WG on Electronic Commerce in Vienna-Austria. This is in addition to the recommendation of ELSA members to the Training Courses offered by the CoE.

I followed up on the Institutional Visits to the DG JHA of the European Commission for ELSA Turku. ELSA Turku also met the International Board, during their visit to Brussels.

In addition I will attend the NCM of ELSA the Netherlands together with Johanna and Veronica for facilitating a training session.



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

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Now, having to summarise my STEP activity for the first time and to present it, I realise how fast the time has passed during the almost three months since I joined the ELSA House. I recall my first moments in the same house (and in the same room) with my new best ELSA friends (the International Board this year), our transition, the planning and the working together...few words for a great experience. But let's start with the beginning.

**Transition**

I had a great transition, with Emin and all the former International Board, that had helped me a lot during my activity these months. During July, we had the OYOP session during which the International Board settled that STEP is going to be one of the three top priorities for this year. In August I also had the transition with the Director for STEP, Tiina Ojala.

**IPM**

The first task I dealt with right ahead when I entered my term, was to make a presentation for the IPM that would clearly show to the Network what are the problems STEP is facing for the past years and especially for the last one. In order to make the presentation, I needed to make statistics synthesizing the situation regarding the traineeships, the applicants and the applications. The results proved that almost half of the traineeships job hunted last year ended without applicants at the deadline. We obviously have a serious student-hunting problem.

**Communication**

As a first measure addressing the issue of student-hunting, after briefing ELSA ONLINE, I sent notifications to all the National Groups having blocked applications. Communication on the STEP list is fairly good and most of the STEPers I addressed to with specific issues answered promptly, although I have to admit there is a limited number of STEP Officers that communicate on a regular basis. The International Board also settled and communicated the International STEP Day (this year, on the 13th of October).

**The STEP Project for the New Online System**

The first half of August I concentrated on the STEP project for the New Online System I had to send to Microsoft. The following months, I and Tiina will develop the training information for the system's users (that will be structured as info boxes for each field that needs explanations, so that it will be easily accessible) and the texts for the automatic e-mails the system will send to the different categories of users.

**General**

The last month, I started with the ICM preparations - the working material, preparing the handouts for the workshop and guidelines for the STEPers. I also had to keep the STEP archives updated and to take care of the general Board tasks such as communication, Board meetings or the column for Synergy.

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**Maria-Veronica Anton, President**

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**One Year Operational Plan:** During the last weekend of July, we had our OYOP session. We selected the priorities of the International Board for the term 2004/2005 and created our OYOP. I would like to take the opportunity to thank Jana Behlendorf, ITP Trainer, who was our moderator during the weekend for her great job in coordinating us!

**International Presidents' Meeting:** From the 1<sup>st</sup> of August to the 4<sup>th</sup> of August, I attended the International Presidents' Meeting in Salerno. It was very nice and, besides a very good organisation, discussions were fruitful and useful for the beginning of our term. The only disappointing aspect was the very low number of represented National Groups at the Meeting. Only 7 countries were present.

**Corporate Partners:** As you all know by now, Clifford Chance Academy is unfortunately no longer a Corporate Partner of ELSA International. Thus, the number of Corporate Partners has reduced to four and now we are doing our best to change this situation. At this moment, contact and communication has been established with all our present Corporate Partners. In July, we welcomed, for the first time in the ELSA House, Thomson Legal and Microsoft. With LexisNexis and CMS Cameron McKenna we met afterwards in their offices.

**London:** So far I had two trips to London for meetings. The first one was during the month of July, together with Isabelle Ginet-Kauders, when we met with LexisNexis, from our Corporate Partners, and also with other law firms for potential partnership, either general or for the EMC<sup>2</sup>.

In the beginning of September, Maria and I went to London for three days and attended more meetings and also met for the first time with CMS Cameron McKenna and had a second meeting with LexisNexis.

**The ELSA House:** I had one meeting so far with the Landlord. He agreed to continue the process of repairing the house this year as well. Now, we are at the stage of planning, but by the beginning of the ICM this stage will hopefully be over.

**ICM Package:** As soon as I came back from the IPM, the work for the Package started. We had one brainstorming meeting at the beginning of August and then continued at the end of the month. During the past weeks, it has taken a lot of our time and everyone is doing their best to prepare you useful Working Materials.

**NCM Participation:** From the 24<sup>th</sup> to the 25<sup>th</sup> of September, I will participate, together with Johanna and Kirsti, at the National Council Meeting of ELSA the Netherlands. At the occasion, we shall also sustain a training on general ELSA Knowledge.

**From now on until the ICM:** Before the ICM in Bucharest, I will concentrate mostly on external relations, by preparing and attending new meetings, this time in Paris and Brussels, as well as on solving the problems pending with the Belgian Administration. Also, another point on my Agenda will be the Advisory Board of ELSA.

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**Johanna Lindblad, Secretary General**

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So far, being on the International Board of ELSA has been an experience beyond what I could have expected in Paris. The people we meet, the challenges we face, the fun and work we share, I am looking forward to the rest of this year and hope it will bring more of what has just started.

**ITP Refreshment Meeting:** I went to Amsterdam for the ITP Refreshment Meeting in June, to meet the trainers, listen to the discussions and get some input for transition.

**Transition:** In the first days of July, we arrived to the ELSA House in Brussels, full of expectations and willing to learn for the year to come. It was a month filled with information. While taking in all that new knowledge, we also managed to create our own team spirit, supervised by the 'old IB'. One of the highlights of the transition was the training weekend provided by Clifford Chance on Cultural Diversity and Legal Writing – skills we are bound to need the upcoming year. We also had an OYOP session excellently moderated by Jana Behlendorf, the result of which was finalised in August.

**ICM preparations:** In August, I had the opportunity to go to Bucharest to meet with the OC for the ICM, and visit the locations for the ICM. It was a highly motivating trip, from the visit at the hotel to the discussions at ELSA Bucharest's offices as well as the beautiful Romanian mountains.

Besides coordinating our work with the OC, there was work to be done back at the office. Package meetings, agendas to be decided upon, deadlines to set, papers to read and discuss – all in all, I must say I am very proud of our team for the co-operation during this period, and for the outcome you now keep in your hands. Hopefully, you will agree it deserved the extra attention taken from you for a couple of weeks.

**Training:** I participated in the transition for the Director for Training in August, to be even further updated on the situation of training in our Network, and to discuss with our new Director, Emma Psaila, how we want to work on training this year.

The International Board also decided to appoint an ITP Liaison Person to improve communication with the ITP.

**General:** Being a SecGen, there are obviously the daily tasks in the office to take care of. Communication with the Network, Board meetings, ELSA ONLINE and mailing list administration, all require attention.

In August, Viviana and I met with ELSA Belgium to assist them in getting started working with ELSA ONLINE. It was great to see the motivation of a group finding its way back to ELSA activities, especially where the International Board resides.

Also, on the 24<sup>th</sup> to the 25<sup>th</sup> of September, I will visit the NCM of ELSA the Netherlands. Together with Veronica and Kirsti I will provide a General ELSA knowledge training.

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**Pål Jakob Aasen, Director for Financial Management**

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The last months have been very instructive and absolutely astonishing. The girls and I began our work in the early start of July, moving to Brussels to prepare our term and to start a month of Transition with the International Board 2003/2004.

During Transition, we went through the agenda for our upcoming term. The sum of information was tremendous, but went through after some time. Of course, going through the workload for a whole year ahead is not something you do in a day either, and we soon realised that we just had about time to do it. I can, however, assure you that we managed!

The following weeks were devoted to the preparation of the ICM in Bucharest, meetings with externals and to the day to day running of ELSA International. A huge effort has been done for the Financial Management and for the planning of the year. As you all probably know, one of our earlier Corporate Partners has ended the co-operation. The following of having one Corporate Partner less, has of course huge financial implications for the International Board, and as a following it affects the whole Association. Therefore, this fact can not be neglected by anyone, and therefore the work of stabilizing our income is far from being completed. This is something that really needs to be worked on throughout the year.

The preparation of the upcoming EMC2 in Geneva has as well been one of the main tasks and has taken a lot of time. The drafting of the budget has been exigent, but I think the final result is really satisfying. The biggest challenge is now to secure the income that is budgeted.

I have been trying to get a new accounting PC programme for ELSA International, and I think we soon will have a result. A PC programme is needed because the current system is not updated and complex to work with.

Possible firms for accounting and auditing have as well been located, and ELSA International is now working on an approach to get this in-kind. Because of a really difficult financial situation, as of the having one Corporate Partner less, ELSA International can not afford paying for these kinds of services, and that is why we are working on having these services in-kind.

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**Maria Litzell, Vice President Marketing**

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**Transition:** In the beginning of July, I found myself on an airplane to Brussels, leaving my beloved Stockholm behind – at least for a year. I had one month of transition ahead of me, an experience I could not have imagined beforehand. Transition was a month filled with a lot of new information and experiences. After July, I felt prepared to shoulder the responsibility the position as Vice President Marketing ELSA International brings.

**OYOP session:** During the OYOP session, To Strengthen Marketing in Key Areas was set as a top priority and Publications were set as a priority for the International Board.

**Synergy:** My work with Synergy started with the distribution of the previous issue, no. 35/I 2004. Due to the financial situation in ELSA International, I was forced to take advantage of guests in the House and members of the International Team in order to distribute as many Magazines as possible. I would like to take this opportunity to thank all of you who have helped us carry and distribute these magazines – you are true heroes!

I have also been working on the next issue of Synergy, no. 36/II 2004, together with Torgeir Willumsen, Director for Synergy ELSA International. We created an Action Plan for the upcoming year. After updating the Synergy Media Card, we started hunting for advertisers and articles. We had meetings with the printer and the designer for the previous issue of Synergy, and decided to use these contacts for the upcoming issue, in order to evaluate their efforts for the spring issue. We also decided to change the layout of the Magazine, making it more suitable for a law students' magazine.

**Marketing materials:** I have co-operated with the designers from Thomson, in creating the new marketing materials for the EMC<sup>2</sup>. I also modified the EMC<sup>2</sup> Newsletter. In terms of general marketing materials, I agreed with a designer to make the layout for the S&C Poster and the sponsors' banner.

**External meetings:** During the month of September, I went to meetings in London with current sponsors and pending approaches together with Veronica.

**ICM Preparations:** Of course, a lot of my work has been dedicated to preparing the working materials for the ICM.

**World Grad Tour:** I have continued working on our co-operation with QS, organiser of the World Grad School Tour. ELSA got the opportunity to publish an advertisement in the World Grad Tour Guide, and for this purpose an advertisement was created. I have also prepared the ELSA Groups in charge of promoting ELSA on the fair this year, which will take place in Madrid, Paris, Milan, Munich, Frankfurt, London, Athens and Istanbul.

**Anna Protano-Biggs, Director for Human Rights**

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**Transition**

I travelled to the ELSA House in Brussels for transition in September. I spent time going through past documents and talking about past experiences with Patrick, my predecessor. I also had specific transition meetings with VP S&C and VP AA to discuss how best to work on the implementation of human rights across the core areas and I had a general transition with the President and Secretary General. I also spent time planning the year ahead and creating an Action Plan.

**ICM Preparation**

I took part in planning of workshops for the ICM with the IB and I prepared a Human Rights Input Paper for the ICM package.

**Human Rights Speakers List**

I have recruited a further three people to the Human Rights Speakers Database: Ms Motoc, Mr Guisse, and Mr Yakota. They are all specialists in human rights, professors of international law and members of the Expert panel of the UN Sub-Commission on the Promotion and Protection of Human Rights.

**From transition till Bucharest**

I will be redesigning and producing a fortnightly Human Rights Newsflash. I am also planning a series of Human Rights Newsletters with a specific theme and an activity pack section, which will be coming out every 2 months. I will be updating content on ELSA ONLINE and the Website.

I will also be working with VP AA to set up two International Legal Research Groups to work with members of the UN Sub-Commission and conduct comparative legal research in the human rights field.

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

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Please note that the following is not only an activity report of the Director of ELSA International, but a report on the one and only project Director for Moot Court Competitions 2004/2005 is working on. Hopefully, it will not be too confusing as there is no real distinction between my everyday concerns and tasks and the ongoing of the ELSA Moot Court Competition on WTO law (the EMC2).

**Launch of the Competiton**

Getting the new edition of the EMC2 started, namely, hunting down a person to create the case, negotiating memorandums of understanding with the Pacific and Latin American Regional Round organisers, getting the new International Organising Committee started, updating the International Board on my actions and consulting them as regards the fundraising for the moot.

**The IOC**

The IOC was assembled and appointed after approval of the task division among the IOC, the IB and the Director. The task and timeline document was prepared to guide the IB and the IOC throughout the year.

**Rules and Moot Court Procedures**

I prepared the Rules and the Registration forms for the Competition with A LOT of help from Letizia Raschella-Sergi a professor from Australia who is also an Academic Advisor for the Pacific Regional Round. I got in touch with the IOC and distributed tasks.

**Marketing**

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

**The WTO**

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

**The Budget**

PJ, Director for Financial Management ELSA International, has prepared the budget under my guidance and financial management of the project commenced. Fundraising strategy is pending but should be drafted before the ICM.

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**Tiina Ojala, Director for Student Trainee Exchange Programme**

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During these three years as an active member in ELSA I now feel more willing and ready than ever before for to make all my efforts for our Association. Not least because of that I am more than happy to work as Director for STEP in the International Team of ELSA 2004/2005!

**First weeks in the International Team...**

Since the package will be out only one month after I have been appointed to my post, I do not have that much to report on. The most important thing has been my transition period in Brussels, in the ELSA House, in the beginning of September. In addition, the first weeks of my term in the International Team of ELSA I have spent making myself familiar with my new task and all the things related to it.

In the beginning of September (31.8.-3.9.2004) I spent four hectic - but funny - days in Brussels in the ELSA House where the International Board wished me welcome to the team. Viviana, VP STEP ELSA International, mainly gave me a proper transition on STEP while Veronica, President ELSA International, and Johanna, Secretary General ELSA International, were in charge of giving me a general part of the transition. One of the aims of my stay in the House was also to plan the STEP Workshop of the ICM Bucharest and also to introduce myself to the STEP Network on the international STEP mailing list.

**What from now?**

After I came back home from Brussels I have been working on some issues relating to the future Online System as well as planning my own action plan and time schedule for this term in the International Team of ELSA. During the weeks coming before the ICM I will also work on the new training support materials for student-hunting directed to the all levels working with STEP. I also intend to prepare an organisational chart including a timeline for all the actions we STEP officers should bear in mind during the STEP year. The first STEP newsletter will be also released by the ICM.

I am looking forward to work with you all this year!



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**Torgeir Willumsen, Director for Synergy**

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After several years of being active on the Local and National level of ELSA Norway, I had a desire to take a step up and work on the International level of the organisation. Since I have had the pleasure of being part of the creation of a members' magazine in ELSA Norway, I felt intrigued by the possibility of working on the International magazine of ELSA.

My term as Director started on the 23<sup>rd</sup> of August. Since then I have spent quite some time to get an overview of the history and current situation of Synergy. I have also made an action plan with Maria where we have defined the main priorities and goals for the year in office.

Furthermore we have drafted the proposal included in this package concerning changes to the Decision Book for Synergy. Our aim – as described in the comments to the proposal – is to make sure that ELSA International will have optimal conditions for making future editions of Synergy.

In September I spent one week in Brussels receiving transition and working on the autumn edition of Synergy. This time was mostly spent on hunting for articles and planning the making of the magazine. Maria and I met with both the printer and the designer of Synergy in order to find the best solution for the current issue. Since this issue is in full colour (provided for the same price as the printing of the previous issue), we decided to change the paper.

However, we also used the opportunity to make plans for the next issue. Our aim is to find a permanent solution for where the magazine will be printed, who will do the layout and how it is to be distributed.

I hope you all like the current issue of Synergy. Any feedback, ideas, input etc. that you might have for the next issue would be very welcomed!

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**Emma Psaila, Director for Training**

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After being appointed as Director for Training of ELSA International last August, I visited the ELSA House between the 2<sup>nd</sup> and 6<sup>th</sup> of September, 2004. The purpose of my visit was primarily to receive transition from the former Director for Training, Nina Klotz. The transition was perfectly structured giving me a good idea of what my role entails. Thank you Nina! Secondly, preparations for the International Council Meeting (ICM) in Bucharest were commenced. Various training issues were discussed with Johanna Lindblad, Secretary General, ELSA International with the view of coming up with a training strategy for this term. Trainers from the International Trainers Pool (ITP) were also contacted to give training at the ICM.

As the contact person for the ITP, it is my task to keep in touch with the ITP and send any training requests or necessary information to the ITP list. I have also written to the Internal Management list in order to try and elicit what training needs the groups envisage for this year.

For the first time this year, the post of Liaison Person for the ITP was created and Michael Zammit Maempel was appointed to this post. The Liaison Person is seen as a tool to bridge the gap between the ITP and the Network due to the difference in ELSA generations. Michael, having been around since the beginning of the ITP, knows the people and the way things function well and in my discussions with him he has already proved to be of great help.

I have also spent some time to come up with some basic steps as to how ELSA Groups wishing to have a training event should go about this, the result of which you can find as an Input Paper in this Package. Another document which has been prepared is a basic training summary for the trainers to fill in on completion of a training. This will allow ELSA International to monitor what training events have taken place.

Johanna and I, with feedback from Michael, are currently looking into the Rules for ITP Trainers and making sure they are up to date. We are also discussing the possibility of organising a Train the Trainers Weekend (TTTW) and looking into the necessity for such an event as well as what the organisation of it would entail.

I am currently drawing up an OYOP for Training. My main goals are to establish good communication with the ITP; promote training and the use of ITP and the ELSA Development Fund (EDF) for this purpose; send training requests to the ITP well in advance (for this I really depend on you, guys!)

Looking forward to a year of training and ELSA Spirit,

Emma

## **PROPOSALS**

### **INTERNATIONAL BOARD**

#### **Audited Final Accounts – Financial Year 2002/2003**

The International Board proposes to the Council the Following:

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

#### **Comments:**

Please see the International Board Input Papers regarding the accounts of the Financial Year 2003/2003.

**Audited Interim Accounts - Financial Year 2003/2004**

The International Board proposes to the Council the Following:

*“The audited Interim Accounts for the period from 1<sup>st</sup> of August 2003 to 31<sup>st</sup> of January 2004 shall be approved”.*

**Comments:**

The Interim Accounts for the Financial Year 2003/2004 will be presented after auditing together with the auditors report.

**Audited Final Accounts - Financial Year 2003/2004**

The International Board proposes to the Council the Following:

*“The audited Interim Accounts for the period from 1<sup>st</sup> of August 2003 to 31<sup>st</sup> of July 2004 shall be approved”.*

**Comments:**

The Final Accounts for the Financial Year 2003/2004 will be presented after auditing together with the auditors report.

**Revision of the Budget – ELSA International Financial Year 2004/2005**

The International Board proposes to the Council the following:

*The Budget for the Financial Year 2004 – 2005 shall be revised as follows:*

<b>General Income</b>	<i>Paris:</i>	<i>Proposal:</i>	<i>Changes:</i>
<i>Externals</i>	70,000	54,000	-16,000
<i>Membership Fee and Administrative Fee</i>	17,250	18,100	850
<i>ELSA ONLINE Fee</i>	10,000	10,000	0
<i>Income from Area (Saldo Area)</i>	7,000	14,500	7.500
<i>Miscellaneous</i>	2,000	2,000	0
<b>General Income total</b>	<b>106,250</b>	<b>98,600</b>	<b>-7.650</b>
<b>Overheads</b>			
<i>ELSA ONLINE Administration</i>	13,500	15,000	1,500
<i>Allowance</i>	8,400	8,400	0
<i>Representation</i>	1,000	500	-500
<i>Directors</i>	6,000	5,000	-1.000
<i>International Trainers Pool</i>	3,000	2,000	-1.000
<i>Auditing</i>	2,800	1,500	-1.300
<i>Council Meeting</i>	6,000	5,000	-1.000
<i>International Presidents Meeting</i>	1,000	1,000	0
<i>Travels</i>	9,000	8,000	-1.000
<i>The ELSA House</i>	24,000	24,000	0
<i>Heating, Electricity, Water, Repairs</i>	6,300	6,300	0
<i>Office Equipment (incl. Depreciation)</i>	3,000	2,600	-400
<i>Communication</i>	7,000	10,000	3000
<i>Copying</i>	800	660	-140
<i>Accounting</i>	2,000	0	-2,000
<i>Bank Charges</i>	1,000	800	-200
<i>Posters, Flyers</i>	1,750	1,000	-750
<i>The ELSA Development Fund</i>	4,200	3,240	-960
<i>Del Credere</i>	3,500	2,800	-700
<i>Miscellaneous</i>	1,000	800	-200
<b>Overheads total</b>	<b>105,250</b>	<b>98,600</b>	<b>-6,650</b>
<b>General SALDO</b>	<b>1,000</b>	<b>0</b>	<b>0</b>

<b>Area Income</b>	<i>Paris:</i>	<i>Proposal:</i>	<i>Changes:</i>
<i>Synergy</i>	17,500	35,000	17,500
<i>ELSA GLSE</i>	1,000	1,000	0
<i>ELSA SPEL</i>	1,000	1,000	0
<i>EMC<sup>2</sup></i>	50,000	79,000	29,000
<i>STEP Application Fee</i>	2,000	2,000	0
<b>Area Income total</b>	<b>71,500</b>	<b>118,000</b>	<b>46,500</b>

<i>Area Expenditure</i>			
<i>Synergy</i>	12,500	22,500	10,000
<i>ELSA GLSE</i>	1,000	1,000	0
<i>ELSA SPEL</i>	1,000	1,000	0
<i>EMC<sup>2</sup></i>	50,000	79,000	29,000
<i>Area Expenditure total</i>	<b>64,500</b>	<b>103,500</b>	<b>39,000</b>
<i>Area SALDO</i>	<b>7,000</b>	<b>14,500</b>	<b>14,500</b>

## Comments

### GENERAL

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

### INCOME

#### Externals:

These are the sponsorships planned:

Thomson	15,000
CMS	20,000
Lexis Nexis	15,000
Microsoft	4,000
<b>Total:</b>	<b>54,000</b>

#### Membership Fee & Administration Fee:

Membership Fee	17,950
Administration Fee for Observer Countries	150
<b>Total</b>	<b>18,100</b>

The Membership Fee has been calculated in accordance with the Membership Fee formula in the Decision Book. The Administrative Fee has been based on the number of Observers, at the moment three.

#### EO Fee:

The ELSA ONLINE Fee has to be calculated according to the Decision Book. The amount is based on an estimation of the ELSA ONLINE Fee to be invoiced for this year.

The estimation 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, SPEL, GLSE and the EMC<sup>2</sup>.

Area Saldo gives an income of 14,500 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 1,000 Euros.

**EXPENDITURE****ELSA ONLINE Administration Fee:**

ELSA ONLINE has to be administrated and updated permanently to the needs of the Network. The Maintenance Agreement with Chord9 insures that. The yearly contribution is approximately 13,500 Euros.

However, we could face some extra costs, so a contingency of 1,500 Euros is calculated.

**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 euro per month. Having 12 months and 7 Board members and Directors filling vacant positions, the total amount is 8,400 Euros.

**Representation:**

This is to have the possibility for small presents when the International Board is visiting Partners or persons/Groups working for and on behalf of ELSA International. The total amount is set to 500 Euros.

**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 to have a constructive co-operation with the Directors.

The total amount is calculated to 5,000 Euros, which gives a sum of 1,000 Euros to spend on each Director.

**The International Trainer's Pool:**

The International Trainer's 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 Train the Trainer's Weekend.

The amount is calculated to 2,000 Euros.



**Auditing:**

The expenses for the auditors and the costs for their participation at the International Council Meetings are budgeted in this figure. The amount is set to 1,500 Euros.

**Council Meetings:**

The travel expenses of the members of the International Board and the cost of the stay at the venue before the ICM are included in this heading. 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 5,000 Euros.

**International Presidents' Meetings:**

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

The amount is set to 1,000 Euros.

**Travels:**

This heading includes travel expenses for the International Board, for their travels to sponsors meetings and other sorts of meetings they have in order to develop our external and institutional relations for our Association.

The amount is calculated to 8,000 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 about 2,000 Euros and therefore the amount calculated is 24,000 Euros for a period of twelve months.

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

All the running costs related to the ELSA House are approximately 6,300 Euros per year. This heading includes water, heating, electricity and small repairs.

**Office Equipment:**

This heading contains equipment for the day to day running of the Office. The total amount is set to 2,600 Euro.

**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.

The amount calculated is 10,000 Euros.

**Copying:**

This figure is budgeted for the cost of copying. During the year a lot has to be copied, such as the ICM packages.

The amount is set to 660 Euros.

**Bank Charges:**

These are the costs of our bank accounts and the transfer costs we have. The amount is quite high, as most of our bank transactions are international.

The amount is set to 800 Euros.

**Poster, flyers and other marketing materials:**

This amount is to produce the events poster, flyers and Christmas cards.

The amount is set to 1,000 Euros.

**The ELSA Development Fund:**

Every ELSA Member Group and ELSA International has to pay the equivalent of 6% of the fundraised amount of the general income to the ELSA Development Fund. This fund aims at training and developing the Network.

6% of 54,000 as budgeted from our sponsors give the total amount of 3,240 Euros.

**Del Credere:**

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

**Miscellaneous:**

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

**AREA****Income****Synergy and Links project:**

Advertisers in Synergy and on the Website give a certain amount of income.

The amount is calculated to 35,000 Euros.

**STEP Application Fee:**

The STEP Fee is based on the number of Local Groups and the amount of the STEP Application Fee that was decided upon at the ICM in Malta (FM 02/99).

The total amount is calculated to 2,000 Euros.

**ELSA SPEL:**

ELSA Selected Papers on European Law is calculated to have an income of 1,000 Euros.

**ELSA GLSE:**

ELSA Guide to Legal Studies in Europe is calculated to have an income of 1,000 Euros.

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

You will find the Budget for EMC<sup>2</sup> in this Package. The expenses of the project are covered by the project itself and the amount budgeted is 79,000 Euros.

**Expenditures****Synergy and Link projects:**

For designing, printing and publishing of Synergy and cost of making the Links project, a sum of 22,500 Euros is calculated.

**ELSA SPEL:**

ELSA Selected Papers on European Law is calculated to have expenditures of 1,000 Euros.

**ELSA GLSE:**

ELSA Guide to Legal Studies in Europe is calculated to have expenditures of 1,000 Euros.

**EMC<sup>2</sup>:**

The project is budgeted as a self sustainable project and therefore the expenditures are calculated equal to the income, 79,000 Euros.

## Amendments to the Marketing Decision Book

The International Board proposes to the Council the following:

*The MAR 01/02 I should be amended as follows:*

# Synergy

## 1. General

1.1 ~~Synergy is ELSA International's magazine and shall be printed as a hardcopy twice a year.~~ Synergy is ELSA International's members' magazine which shall be printed as a hardcopy twice a year. Each edition is to be finalised within 3 weeks after each spring and autumn ICM.

### Comments:

The aim of this amendment is to provide the IB with optimal conditions to make a professional and profitable members' magazine for ELSA International. A huge problem for each and every International Board when they enter into office has been the autumn issue of Synergy. From the beginning of the term to the current deadline of Synergy, there is not much time. Moreover, this time is filled with ending transition, planning for the year in office as well as general preparations for the ICM. In addition, most of the academic Europe is still on vacation until September or October. This makes it extremely difficult to get both authors and especially advertisers for Synergy during this period.

If the deadline for Synergy is postponed until after each ICM, this will result in a number of benefits.

Firstly, the International Board will not have to deal with the workload of the magazine on top of all other tasks in the beginning of their term in office. This will improve the quality of the magazine as well as the quality of the ICM.

Secondly, it will be easier to get both authors and advertisers. Three additional weeks will enable the IB to contact and motivate authors, as well as to follow up on advertisers, once they have returned to the universities. This will ensure a more solid financial base for the magazine.

Thirdly, this change will ensure that National Groups will receive the magazine to their countries instead of it being brought to the ICM and then back to Brussels for storage (see the comments concerning distribution for a more elaborated explanation regarding this).

## 3. Distribution

3.1 ~~ELSA International shall bring copies of Synergy to the ICMs in order to distribute them amongst the national groups. If a specific group wishes so, the copies of Synergy can be~~

~~sent to the group on their costs.~~ ELSA International is responsible for distributing copies of Synergy to the national groups. The distribution of Synergy is to be done as soon as possible after the printing of the magazine. Both ELSA International and the national groups shall strive to keep the distribution costs to a minimum.

[...]

3.3 Each national group is entitled to ~~receive~~ 20 copies of each Synergy issue for each local group plus additional 20 copies for the national group.

3.4 ELSA International is only financially responsible for distributing Synergy to the member countries with voting rights at the ICM prior to the printing of the magazine.

~~3.4~~ 3.5 Printing and distribution costs of additional copies requested by the national groups will have to be financed by the requesting group.

~~3.5~~ 3.6 A request for additional copies must be submitted to ELSA International before the deadline for submission of articles to the relevant issue.

Comments:

Should the deadline for Synergy be moved until after the ICMs, it is also necessary to have a different distribution system. Until now, the solution in the Decision Book has been that the IB should bring copies of Synergy to the ICMs in order for it to be distributed to the National Groups. However, this has not been working satisfactory.

On several occasions, Synergy has not been finalised for the ICM, leaving the IB with noticeable distributional problems. On other occasions, the magazine has been finalised in time and brought to the ICM according to the Decision Book. However, National Groups have refused to fulfil their responsibilities to bring copies back to their countries according to the Decision Book. This has forced the IB to bring the magazines back to Brussels once again. Subsequently, many copies have not been distributed, resulting in dissatisfied members and advertisers.

The current proposal has a different approach; if the deadline for finalising Synergy is moved until after the ICM, it is of course not an option to distribute the copies during the event. Instead, Synergy will have to be shipped from Brussels directly to the National Groups.

The disadvantage of this solution is the cost. It is definitely more expensive to send several smaller packages to different countries than one large shipment to one destination. However, the advantages clearly outweigh this disadvantage; most importantly, this proposal will ensure that Synergy is shipped to the National Groups instead of being stored in Brussels. It will also ensure that the IB does not have to spend time dealing with this problem for every issue of Synergy. As pointed out above in the comments concerning the deadline, there are several other positive effects to changing the distribution system and the deadline.

ELSA International has made inquiries concerning the costs of distribution. However, the figures presented here must be considered as maximum expenses. The figures are based on

the international delivery company TNT's normal prices. Presumably, this company is not the least expensive transportation company given its size, meaning that cheaper options quite possibly are available. In addition, ELSA International should be able to get a discount on the normal prices due to the large number of shipments the distribution of Synergy involves. It might also be feasible to receive an in-kind sponsorship from a delivery company.

However, the numbers used below are not based on any estimation in this regard. In other words they represent the calculation of a distribution cost that is certain not to be higher (but quite possibly lower) than the figures shown here.

According to the calculations at hand (see page), it will cost 10.967 Euros to ship copies of Synergy to all the National Groups. If this would be the final cost, such a way of distribution is not feasible!

Consequently, the current proposal only obliges ELSA International to ship Synergy to the National Groups with voting rights at the ICM prior to the distribution of the magazine in question. Having voting rights means that debts with ELSA International are settled in accordance with the Statutes and Standing Orders of ELSA International. Based on the number of countries with voting rights at the previous ICM in Paris, the cost for ELSA International would be 7.521 Euros.

The reasons for only including countries with voting rights are, however, not purely financial. Such a regulation will only confirm the current situation since this is how the distribution has been settled for the past years. Since Synergy is currently to be distributed at the ICMs, only the countries present have been entitled to receive the magazine without additional costs. In reality, the current proposal will ensure distribution to more countries than what has been the case previously, since it no longer will be necessary for the country itself to be present to receive the magazine. This means that even when countries can not send a delegation, they will still receive copies of Synergy.

When considering the cost of 7.521 Euros, it is also necessary to take into consideration the money saved on transporting Synergy to the ICMs. As an example, for this ICM in Bucharest, the cost of transporting Synergy to Bucharest for the National Groups with voting rights would amount to 2.075 Euros. Accordingly, the actual extra cost is 5.446 Euros.

Furthermore, this cost includes VAT. ELSA International currently needs to pay VAT since the accounts of the past two financial years have not yet been approved by the Council. However, this can not be considered as a normal scenario, since ELSA International as a non-profit organisation normally does not have to pay VAT. Therefore, this must be taken into consideration when calculating financial expenses. Subtracting the VAT from the amount of 5446 Euros leaves ELSA International with an extra cost of 4.501 Euros.

This is undoubtedly still a significant amount of money. With a profitable delivery company, discounts and/or an in-kind sponsorship, the extra cost will not amount to this sum.

In addition, the fact that ELSA International is left with more time to hunt for advertisers must not be underestimated! It is not possible to give an accurate prediction of the extra income more time will result in, but it is safe to say that it will make a difference. This extra income will, to some extent, balance out the expenditure.

There is also a financial aspect to ensuring the distribution. Universities do not automatically renew their advertisements since they are very interested in what response they get from the money they spend. If magazines are not distributed, the advertisers will get no response. By spending money on distribution, further income is ensured.

All in all, ELSA International will still most likely be left with some extra expenses if this proposal is approved. However, we feel that the advantages are so numerous that this can not be decisive.

**NATIONAL BOARDS****Proposal by ELSA Russia and ELSA Turkey**

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

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

*Fees***1. Membership Fee**

*“The Membership Fee calculation is based on the number of active Local Groups which are members of a National Member Group of ELSA International (LG number) and the Gross Domestic Product (GDP) for the respective country.*

*The Global Membership Fee is the total amount of Membership Fees, not including Administration Fees of Observers, to be collected by ELSA International from the National Groups. The Global Membership Fee for the respective financial year is defined by the International Council Meeting of ELSA while adopting the budget for the financial year and can be amended only simultaneously with the budget of ELSA International for respective financial year.*

GDP is the real GDP per capita as published in the latest issue of the United Nations Human Development Report, available due to the time of invoicing.

*A Member Country is a country in which a National Group of ELSA International is registered.*

*To calculate the Membership Fees*

*Groups-by-GDP = LG number multiplied by the GDP*

*Coefficient = Global Membership Fee divided by the sum of Groups-by-GDP for all Member Countries.*

***The Membership Fee for a National Group is the Groups-by-GDP for the respective Member Country multiplied by the Coefficient.***

*National Groups becoming Members at the Spring Council Meeting will be taken into the Membership Fee calculations for the following year and invoiced together with the rest of the National Member Groups. A new National Member Group becoming a Member at the Autumn Council Meeting will not pay Membership Fee for the year in which it becomes a member”.*

2. *This decision enters into force on 1<sup>st</sup> of August 2005, but should be taken into consideration by the XLVII International Council Meeting of ELSA in Vilnius, Lithuania while adopting budget of ELSA International for 2005/2006 financial year.*

**Comments:**

The proposals to change the existing Membership Fee formula were presented by the International Board at the International Council Meetings of ELSA in Budva and Paris but Council only cleared up interpretation of the current formula and thus made it workable for several countries, and decided to continue efforts to invent absolutely new formula for



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Membership Fee calculation. Actually, presently proposed formula is reminiscence of the idea of Maurizio Sorbello, Treasurer ELSA International 2003/2004.

In our mind, this formula has a number of advantaged in comparison with the current one, in particular the following two.

Current formula, if properly interpreted, does not make any significant distinction between more and less economically advanced countries in which National Members Groups exist. Actually, nowadays calculation of the Membership Fee practically wholly depends on the number of Local Groups in respective National Group. PPP (significant component of the current formula) for Ukraine is 96,7% of PPP for Sweden, which should mean that ELSA Ukraine has 96,7% of financial possibilities of ELSA Sweden. Of course, economical situation in different parts of Europe is more diversified. Our proposal is to include real and internationally recognised figure in the formula. Disadvantage of current formula is that it does not encourage National Groups for expansion but it does promote the pure principle "more Local Groups - more to pay", in fact not paying consideration for any other criteria.

Inclusion of Global Membership Fee in the Budget defined annually by the Council (i.e. 17 000 Euro for 2005/2006 financial year) helps to ensure predictability of the budgeting process. The same concept is now applied by ELSA International for calculation of ELSA ONLINE Fee. At the ICM the National Groups will have the possibility to define what is the total sum they are planning to collect into the international pocket. That will lead to a clear state of affairs and allow ELSA International to calculate the budget in a precise manner.

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**Proposal by ELSA Austria, ELSA Czech Republic, ELSA Finland, ELSA Hungary, ELSA Italy, ELSA Malta, ELSA Norway and ELSA Russia**

ELSA Russia, ELSA Norway, ELSA Austria, ELSA Czech Republic, ELSA Finland, ELSA Germany, ELSA Italy and ELSA Malta propose the following:

*The following should be inserted in the IM 01/99 II:*

### *The ELSA Development Fund*

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#### **5. Eligible Applicants**

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*The following are eligible Applicants:  
[...]*

- *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.*

#### **Comments:**

The general rule that the International Board itself decides on the allocation of the EDF money to the successful applicants for the EDF shall be in force, which means that there should not be any additional supervising body to confirm the decision of the International Board on sending trainers from the ITP to the ICMs, IPMs, ISMs and the amount of money to be spent for this purpose. The only frameworks will be: number of trainers from the ITP per each International Meeting and the total annual amount of money to be spent on trainers from the ITP. These changes will prevent the International Board from spending EDF money at once.

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

The ELSA Guide to Legal Studies in Europe - GLSE - is a detailed collection of the relevant information about law studies at European Universities.

It is a unique kind of publication. The last edition was published in 2001 for the year 2001/2002 and it consisted of information from more than 38 European Countries. From then on, all the attempts to update this edition have failed.

As a publication with academic character, it is one of the priorities in this year's OYOP. We hope that until the end of the next ELSA year we will publish the new edition 2004/2005. Our main concern is the information collection.

**Strategy**

Our idea is to set up a GLSE Working Group that would consist of 5 to 7 people who will be responsible to the Vice President Academic Activities ELSA International. They will divide ELSA National Groups among each other.

**Obligations**

- GLSE Working Group members:
  1. To set the contact with National Group AA officers;
  2. To provide National AA officers with the questionnaire sheet;
  3. To collect information from the countries;
  4. To send the collected information to ELSA International.
  
- Local AA officers:
  1. To provide the National AA officers with the details about the home university.
  
- National AA officers :
  1. To provide the Local AA officers with the questionnaire sheet;
  2. To collect information from Local AA officers;
  3. To send collected information to the GLSE Working Group member.
  
- Vice President Academic Activities:
  1. To supervise the GLSE Working Group;
  2. To provide the GLSE Working Group with National AA officers contacts;
  3. To provide the GLSE Working Group members with the questionnaire sheet;
  4. To ensure that GLSE is published.

## **Institutional Relations**

### **ELSA and International Organisations**

ELSA has through its activities and commitment within the international community gained a special status with several international institutions. ELSA is known in the world of International Organisations and ELSA aims at being the student partner of the legal profession in Europe, as well as of the International Organisations.

The co-operation between International Organisations and NGO's is based on exchange of information, and there exist a number of possibilities in various fields of co-operation.

In 2000 ELSA was granted consultative status with the Council of Europe. Furthermore, ELSA has consultative status with the UN bodies; A Special Consultative Status with the UN ECOSOC, a Consultative Status with UNCITRAL, and Consultative Status in Category C in UNESCO. In addition, ELSA has a co-operation agreement UNHCR, ICRC and all the European Institutions.

### **Consultative status within International Organisations**

NGO consultative status allows NGOs access to various committees and bodies of the UN. They will be provided with certain information and allowed to make contributions and comments.

### **The ELSA International Delegations**

The ELSA Delegations consist of the delegates of the countries and members of the International Team that attend the several events within the UN and other international organisations. So far ELSA has been active by attending the ICC meetings, the UNESCO Conferences in Paris, the HABITAT Conference, the UNIDIR Conference on Electronic Commerce, the UNCITRAL Working Groups and Commissions, etc.

It may be clear that a delegation that is going to attend one of these meetings is well organised. In order to ensure quality and continuity in the co-operation between the Institutions and ELSA, ELSA International finds it essential to appoint qualified applicants. Please see the Input Paper on Guidelines for the Selection of ELSA Delegations.

### **The possibilities of co-operation within different key areas**

- The organisation of seminars, training sessions and lectures in the field of activities of the institutions;
- Experts for academic activities
- The arrangement of internships for ELSA members in Organisation Branch Offices;
- The sharing of documentation and materials for the preparation of articles by organisation staff members or ELSA members for publication of articles relating to activities in question.

## **Guidelines for the Selection of ELSA Delegations**

### **Introduction**

The vision of ELSA has a lot in common with the visions of other International Organisations working worldwide, and directs our Association to the highest standards of activities. ELSA has through its activities and commitment within the international community gained a special status with several international institutions.

ELSA has been granted consultative status with the Council of Europe, UN ECOSOC and UNCITRAL. In addition, ELSA has Consultative Status in Category C in UNESCO, a co-operation agreement with UNHCR and co-operates with ICRC and all the European Institutions.

It is highly important to represent our Association in the best way possible and get a quality outcome from the opportunities which we can use for further development.

These guidelines aim at outline on what basis the delegations representing ELSA in different institutional events are appointed.

### **Call for Applicants**

ELSA International shall send out a call for applicants at least three weeks before the application deadline. The call shall include a clear description of the event, practical information and a general task description for the delegates. This, in order to fulfill a proper academic and practical preparation.

### **Application**

The applicant should

- a. Have a solid ELSA background and an active participation in ELSA's activities;
- b. Have an academic competence in the field of law connected to the work of the institution and the topic of the event.

The application shall not be taken into consideration in case:

- a. The Application Form is incomplete;
- b. The Application Form is submitted after the deadline;
- c. The applicant did not fulfill all obligations in a previous ELSA Delegation.

### **Selection**

It is up to the discretion of ELSA International to appoint the members of the Delegation.

When appointing the delegates ELSA International should use the principles of objectiveness, neutrality and equality. The appearance of ELSA and reflection of representation of the Network shall be taken into consideration.

### **Head of Delegation**

ELSA International appoints a Head of Delegation out of the appointed delegates.

The Head of Delegation is responsible to:

1. Co-ordinate and prepare the delegation academically;
2. Ensure high quality work and appearance during the event;
3. Ensure that a report is submitted on time to ELSA International.

#### **Task Description of Delegates**

1. Represent ELSA International in a professional manner;
2. Be academically well-prepared;
3. Observe the proceedings of the event, attend all meetings and prepare working materials if requested;
4. Carry out legal research in the framework of the events on the legal topics;
5. Distribute revised editions of relevant ELSA materials to other delegations and organisations;
6. Attend briefings and meetings organised by the Head of Delegation and report all activities carried out;
7. Forward all the contacts made during the event to ELSA International to ensure that the Network can benefit from them;
8. Give feedback to ELSA by
  - a. Submitting a report to ELSA International within a month after the end of the event;
  - b. Being available to give a presentation to requesting ELSA groups in the delegate's home country.

## Planning in STEP

The Japanese say that a perfect process leads to a perfect result. They therefore do not only concentrate on the result itself, but on each step that needs to be taken in order to achieve the result. Each step is treated as a goal itself, carefully planned and accomplished.

STEP is an area where a Japanese approach towards the process is necessary and yet not sufficient to achieve good results. Working focused and structured is a must for any STEPer in order to develop a quality programme at his level, but networking is always the key to get to the result after all the other steps have been taken.

Planning is a process through which we try to anticipate the changes and to adapt ourselves, a set of concepts, procedures and tools meant to help us think and act strategically. It is the process of settling the objectives and the steps that need to be taken in order to achieve the objectives. When operational, planning is mostly a way of structuring the foreseen activities.

Planning can be one of the most challenging requires in STEP, since it looks totally different on the different levels and it implies a lot of actions and deadlines that cross each other. It is the best friend of the STEPer that learns how to use and abuse planning to structure and focus his activity.

There are several categories of planning – those in which we take interest now are divided according to the structure and timeline.

### The tactical planning

- ⇒ Is a type of planning that implies 1.setting priorities, 2.objectives that aim at improving the prioritised situations and 3.actions that need to be taken in order to achieve the objectives.
- ⇒ To make a tactical planning, the best way is to start by making a SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis of the situation.
- ⇒ After having listed all the advantages, problems, opportunities and threats, you need to settle a reasonable number of priorities (so that they can actually be properly worked on) and then draw the objectives, actions and timelines for each of them.
- ⇒ The objectives have to be SMART (Specific, Measurable, Achievable, Relevant and Time based).
- ⇒ The actions have to follow the same rules as the objectives.

### The action plan

- ⇒ Is a planning that follows the term in office.
- ⇒ It is the most concrete of the tools, following the actions that need to be taken on the timeline structure.
- ⇒ You must consider 1.the actions settled in the TYTP/OYOP (national and international), 2.the strategies aiming at specific issues, 3.the actions that are usually taken when running STEP and that are not listed in OYOP/TYTP and 4.the normal responsibilities as a board member.
- ⇒ List them not by categories (such as actions that need to be taken for reception), but by timelines.

Depending on how far-reaching the planning is, it can be short-term planning, mid-term planning or long-term planning. The mid-term and long-term planning imply and need continuity.

To follow the deadlines included in the planning, there are a few good tools that can be used, such as computer programs (Outlook Express or Microsoft Project Manager), the planners (bought or self-made) or the organisers.

Last but not least, do not forget:

- ⇒ All the effort invested in planning is pointless if the planning is not followed accordingly.
- ⇒ Keep the OYOP/TYTP planning short and simple, the more things you prioritise the less you can concentrate on each of them.
- ⇒ Make the action plan extensive, including each single action you plan on taking.
- ⇒ Include the deadlines of the persons under your responsibility in your activity plan, so that you could check the status-quo of their activity at each moment.
- ⇒ Use the STEP tools in the ELSA ONLINE Archive and consider the International OYOP/TYTP when making your own planning.
- ⇒ Encourage and support planning at all levels, since this is the way to have to ensure that your Officers are aware of what they are supposed to do.

ELSA International has started and will keep on providing the Network with models for activity planning in this area. The tools in the ELSA ONLINE Archive are a good start and can be used both by the National and Local STEP Officers. The STEP team members can also come with good ideas.

In any kind of planning you do for STEP, do not forget:

- ⇒ The 3 main parts of STEP (student-hunting, job hunting and reception) with all the preparation activities (such as preparing a database, marketing materials, train the STEP team and so on),
- ⇒ The transition,
- ⇒ The responsibilities implied by the board position
- ⇒ Focusing on the human resources under your responsibility (recruitment, training, motivation and co-ordination).

Bear in mind that your own training is essential in order to evolve as a co-ordinator, planner and organiser and also as a person – set it as a personal priority and then use and pass the knowledge you get from it.



### Responsibilities in Student-Hunting

Student-hunting has two sides that need to be considered: student-hunting in the Local/National Group and student-hunting for the traineeships raised by the Local/National Group. We will address here mostly the issue of student-hunting in the Local/National Group.

The responsibilities of the National STEP Officer:

- To encourage by all means student-hunting in the Local Groups;
- To work as a functional link between the Local and the International level;
- To supervise the student-hunting in the Local Groups through ELSA ONLINE and direct communication ;
- To ensure that the Local Group Officers under his responsibility have the necessary knowledge to properly run student-hunting in their Groups (the STEP Policies and Quality Standards);
- To provide, ensure and encourage training on student-hunting in the National Group;
- To ensure an uniform certification process of the applicants in his National Group;
- To ensure (together with the National Marketing Officer) that the Local Groups have adequate student-hunting marketing materials;
- To assist the Local Groups in student-hunting when necessary;
- To identify and provide solutions for the problems occurring in his National Group;
- To develop a student-hunting strategy for his National Group, if and when necessary;
- To advertise the traineeship opportunities to the Local Groups;
- To distribute and make proper use of the STEP marketing materials provided by ELSA International;
- To promote the International STEP Day in the National Group and to support the Local Groups in organising it if necessary;
- To manage the Student Application Forms of the National Board/Team members.

The responsibilities of the Local STEP Officer:

- To market STEP towards students (ELSA members and non-ELSA members) and to explain them the procedure they need to follow in order to participate in the programme;
- To assist the ELSA members in filling in their STEP Application Form;
- To approve/reject the entrance of the Application Forms into the system within two weeks;
- To certify the applications according to the National and International policies;
- To keep the members in the Local Group informed about the available traineeship opportunities;
- To inform the applicants and trainees about their rights and obligations;
- To keep track of the students' Application Forms' status in ELSA ONLINE;
- To ensure, together with the National STEP Officer, the preparation of the outgoing trainee;
- To report the eventual errors occurred into the system regarding the STEP Applications to the National Officer responsible;
- To organise, together with the Local Marketer, the International STEP Day;
- To make proper use of the STEP marketing materials provided by the National Group.

## Human Rights

Human Rights are of fundamental importance to ELSA and are reflected in our Philosophy Statement: "A just world in which there is respect for human dignity and cultural diversity". ELSA has had a permanent commitment to Human Rights since 1995.

The purpose of this input paper is to help consolidate knowledge of how a human rights approach can be implemented across the Network and to facilitate discussion at the International Council Meeting.

By creating Human Rights awareness in the entire Network of ELSA, comprising of law students and professionals, and encouraging law students to act for the good of society, ELSA creates a basis for real and effective enforcement of Human Rights. A culture of human rights needs to be developed and strengthened across the Network. This does not necessarily mean specific human rights events to inform people of their rights, although these are good as well. A culture of human rights means a Network of interlocking attitudes, beliefs, behaviours, norms and regulations, which form the basis of all work we carrying out within our Local Groups and across the Network.

Human Rights Education does not have to be approached solely as a separate discipline. Human Rights can be linked to a variety of local and global issues such as commercial, development, economic, environment, intercultural relations, peace, and trade. Detailed advice on how this can be achieved will be presented at the Human Rights workshops at the International Council Meeting.

However, when spending time concentrating on a given topic or theme, it will in most cases be interesting - even necessary, for a comprehensive understanding of the topic - to look at it from a Human Rights perspective. This might be in any of the key areas of ELSA.

Within S&C, seminars can be organised to supplement a topic such as International Trade Law or Constitutional Law. Even topics that are not traditionally seen as being closely related to Human Rights can benefit from being viewed in the light of Human Rights Law (for example, within IT law, you could look at Data Protection, or Child Pornography on the Internet). As Human Rights are the basis for all law, it is in fact difficult to find an area of law, which does not have a Human Rights aspect. This goes for all kind of activities where a topic of law is studied. But it is particularly relevant to keep in mind in the ELSA activity area of seminars since this is the ELSA activity, which concentrates on studying a legal topic most thoroughly.

Within AA, a Legal Research Group could be set up. This provides the structure for investigating thoroughly a legal topic together with other students and producing an outcome of the joint efforts of the research and analysis of the topic. Emphasising ELSA's Philosophy and contributing to our role as an NGO in consultative status with ECOSOC and UNESCO, it would be interesting to create a Legal Research Group to focus on an area of Human Rights Law from a national, international or comparative perspective. Alternatively, an element of human rights analysis can be added to a Legal Research Group in any area.

This input paper should generate some ideas about how to strengthen the culture of Human Rights within ELSA and help lead to good discussion at the International Council Meeting.

**5 Steps to a Successful Training Request**

1. Decide when, where, what, why and how.
  - a. When should the training take place;
  - b. Where will it be held;
  - c. What should the scope of the training be;
  - d. Why is the particular training needed;
  - e. How should it be organized.
2. Contact the Director for Training who will send you the Pre Training Request which you must fill in and return. This questionnaire involves details such as the purpose and the logistics of the training event.
3. If you want to apply for money from the ELSA Development Fund (EDF), ask the Director for Training for an application form which you must fill in and return to the International Board (IB).
4. The Director for Training will contact the International Trainers Pool (ITP) in search of an appropriate trainer for the said training event. Of utmost importance is that the training request is made well in advance in order to enable the ITP trainer to arrange his or her schedule in good time, make the necessary preparations and consequently ensure an efficient and well-planned training event for you.
5. Be trained keeping in mind that  
Training  
Resolves  
All  
Internal  
Needs

**Final Accounts - Financial Year 2002/2003****Income and expenditure ELSA International 2002/2003  
Financial Year 2002/2003**

Expenditure (1)	Income (2)
178'852.65	178'160.55

Income:

Overhead:	Budget:	Income:
<b>Externals</b>	<u>80'000.00</u>	<u>89'881.89 (3)</u>
Butterworth		7'660.87
Thompson		15'000.00
Clifford Chance		14'988.75
Commission		22'232.27
CMS		15'000.00
Lexis Nexis		15'000.00

Expenditure:

Heating and utilities.	4'734.01
EO Administration	12'373.40
Rent	23'522.40

Area income and expenditure**EHTW (4):**Budget:

Expenditure	Income
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15'000.00	15'000.00
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Final accounts

Expenditure	Income
13'198.58	15'147.00

**EMCC (5):**Budget:

Expenditure	Income
55'800.00	55'800.00

Final accounts

Expenditure	Income
26'496.45	10'964.94

**Synergy (6):**Budget:

Expenditure	Income
13'600.00	13'600.00

Final accounts

Expenditure	Income
15'975.72	20'137.83

Expenditure and income not specified but audited

Expenditure (7)	Income (8)
82'552.09	42'028.89

**Note: all the figures are expressed in EUR.**

**Comments to the Final Accounts – Financial Year 2002/2003**

## (1) Expenditure total:

This number shows the amount spent according to budget and decisions. It shows the total expenditure of the year including running costs, travels and all projects.

## (2) Income total:

This number shows the income of the year, including sponsorships, membership fees, STEP fees, EO fees and area income.

## (3) Sponsorship income:

It was possible to list all income from sponsors. The numbers show that the fundraising was acceptable, though it has to be taken into account that fundraising separately for the moot court was very difficult. This meant that we changed the fundraising strategy from project oriented to general sponsorships to finance the Moot Court and that we had to generate income by cutting in the general budget overheads and by evaluating our assets to make money on them. As you will see on the area income we generated money on the Synergy and EHTW.

## (4) EHTW:

The event took place and was successful, but the expenses and the income from the project are not proportional with the work load and the fact that it disturbs transition. It also showed that fundraising for one more project after having tried to get money for the Moot Court was almost impossible.

## (5) EMCC:

The only direct EMCC sponsorships were in kind from Thomson with marketing material, Microsoft with presents and Lexis Nexis with presents for the winners. The value of these in kind sponsorships is not possible to list. The income listed under the heading EMCC includes participation fees and administration fees from the teams. It is important to note that a lot of money can be generated by raising the amount of teams sending in memorials and by raising the administration fees. Participation fee for the actual event should also be adjusted according to the actual cost of participation. We noticed that many of the teams were surprised how cheap it was to stay in a luxury hotel. Besides fee income the moot court was financed through general sponsorships. The expenditure for the Moot Court included the accommodation, the food, the travels both for IOC and for judges and administrative costs. Unfortunately since the administration of the Moot Court took place alongside with the normal running of the association it is not possible to split which administrative costs were general budget overheads and which costs fell under the Moot Court. We therefore, when going through the expenses, noticed an increase in especially communication costs. This includes sending memorials to judges, phoning actual and potential judges and teams and advisors. It is very difficult to separate the administrative costs the council therefore has to be aware that the more projects ELSA International has, the higher the general costs for phone and postage will seem. All in all the Moot Court was financially possible because we cut costs in the budget on travels, OC members and food. Especially the fact that we were not able to cover the costs for OC members who made the event possible was very disturbing.

## (6) Synergy

It was very early during our term decided to try and make more money on the Synergy. This would be done by evaluating the prices of advertisements, cutting cost in production and creating databases with potential advertisers in order to make the search for adverts more efficient and structured. The strategy and hard work paid off and Synergy has for the first time generated a solid income. The only problem with Synergy is still distribution which is very costly unless you are lucky and manage to convince the flight companies not to charge overweight. This should be solved - you don't run an association on luck.

(7) Expenditure not specified

This post includes the following budget overheads:

Travels general - includes two trips home for each board member, sponsor meetings, NCM's and conferences. All trips have been accounted for and checked by the auditor.

ICM - includes travels to two International Council Meetings and extra accommodation. Two pre International Council Meeting' meetings, administrative costs, presents and expenses for chairmen. Travel expenses to the first International Council Meeting in Turkey were relatively high but the second International Council Meeting took place in Athens and was not that expensive travel wise. All expenses have been accounted for and checked by the auditor.

IPM - includes travels to two International Presidents' Meetings. Second International Presidents' Meeting two members of the IB were present. All expenses have been accounted for and checked by the auditor.

IIP - includes expenses for train the trainer, refreshment meeting and all travels for training events. All expenses have been accounted for and checked by the auditor.

Directors - includes expenses for the directors to come to Brussels and to go to ICM's as well as administrative costs. All expenses have been accounted for and checked by the auditor.

Communication - includes phone and mailing. As mentioned before we spent more money than budgeted with on this account but it has to be seen in connection with the increase in communication because of the projects and also the fact that we did not have email lists for almost two months in the beginning of our term when all the email lists broke down. Instead the phone was used to gather information. All expenses have been accounted for and checked by the auditor.

Office equipment - this includes all equipment to run the office. All expenses have been accounted for and checked by the auditor.

(8) Income not specified

Besides sponsorships income was membership fee, EO fee and STEP fee and STEP brochures.

**Auditors Report – Financial Year 2002/2003**

The subsequent report shall summarize the facts and findings of the audit of the Financial Year 2002 / 2003, that took place from February 25<sup>th</sup> until March 1<sup>st</sup> 2004 at the office of ELSA International in Brussels. During the Audit Bettina Kupermann (President IB 2002 / 2003) and Mark Refallo (VP AA IB 2002 / 2003) were present. Due to the fact that the Financial Report of the Interim Accounts and the Final Accounts of the Financial Year in question were postponed for several times and the Financial Year has already passed, this report shall cover both the interim and final accounts.

**A. Provided Material for the Audit**

ELSA International uses three ways for financial transactions: Bank transfers, Cash payments (Petty Cash) and Credit Card Payments (VISA). ELSA International uses four different accounts at Fortis Bank. Brussels: A main Account and one account for the EDF (in EUR) and two foreign currency accounts (GBP, USD).

The material provided for the audit consisted of the complete Bank Statements for all accounts of ELSA International, the VISA Card statements for all Credit Card uses as well as all receipts and invoices filed during the Financial Year.

For the evaluation of the Final accounts, that were also presented at this plenary session, print-outs of the excel sheets used for their derivation were provided. The IB 02 / 03 also provided all available printouts for the transaction of the Petty Cash. During the Financial Year no books were kept on a regular basis for the reasons explained in the statement of the IB 02 / 03. This situation creates the problem, that it was not possible to attribute every single transfer to a corresponding position in the budget (e.g. expenses for a Flight Ticket – Budget Position Travel). Due to this fact only those positions easy to attribute could be summed up to give an overview about the expenditures on budget.

That means on one hand, that it is not possible to find out, whether there was a higher amount spent for specific uses than budgeted. On the other hand this procedure is not consistent with the approved standards of bookkeeping.

However, as during long periods of the Financial Year there was no Treasurer in office, this situation seems unsatisfactory, but not unforgivable.

**B. Findings****I. Methods of the audit**

Due to the situation described above the audit left out questions of fiscal control and accounting procedures. It was completely focused on checking the stated transactions from all accounts with the filed invoices and receipts regarding the purpose of the transaction. By that means the possibility of misuse should be excluded. However, as can be observed by the Final Accounts as reported by the IB 02 / 03, there was a well observable over-expenditure on telephone costs.

The audit was made more difficult by the fact that there was only one auditor in office at that time and due to the filing system of receipts and invoices. As they had not been filed by accounts, but kinds of receipts and projects (invoices, claim forms, EDF, EMCC, EHTW) the



specific audit track was hard to find. That means that the invoice justifying a specific account movement had to be searched out in various different ledgers. As this system was changed this Financial Year to an Account based filing system, these problems should not occur anymore.

## II. Bank Accounts and VISA Statements

Regarding the justification of the specific transactions the audit resulted in the following findings.

The audit of **the bank accounts** showed up no hint for a misuse of funds. Almost every expenditure of the IB 02 / 03 could be justified by an invoice or receipt of the supplier.

The same result was achieved for the **VISA forms** in general. As the expenditures made by VISA cards are directly credited on the Main Account, they were audited together with the Main Account. However, the first VISA statement withdrawing a considerable amount in August indicated that large amounts had been obviously used for private purposes by former IB members. This issue had already been raised at the last ICM by the current IB, that is well aware of this situation and dealing with it. The Members of the IB 02 / 03 are by no means to blame for this, as the payments by credit card were done before their Financial Year began.

Regarding the VISA statements and bank accounts, seven invoices could not be retrieved from the files. The payments made concerned in most cases flight tickets. Bettina Kuperman agreed to sign an internal receipt for these invoices and assured, that the payments in question were in accordance with prior Board Decisions. As there was no indication, that these expenditures were made for other purposes than those connected with ELSA and the loss of a small number of receipts is very difficult to prevent even with the most conscientious filing practice, this issue should not be overrated.

Thus the audit showed no signs for misuse or bad financial conduct of the IB 02 / 03 here.

## III. Petty Cash

Unfortunately the accounts of the petty cash presented were not complete, as the petty cash bookings for the EMCC were lost due to a crash of the computer system used for the ELSA Archives during the last months. For the EMCC an additional Petty Cash was formed, that contained the EUR amount of the petty cash to the day the IB left the house for the EMCC. In Geneva an amount in Swiss Francs was withdrawn by Credit cards that also formed the EMCC Petty Cash. The Petty Cash was mainly used to collect participants' fees and to make payments for EMCC expenditures. These transactions were booked apart from the normal Petty Cash. And these bookings were lost in the already mentioned accident. During the audit these bookings were reconstructed, but this reconstruction may have missed some transactions.

On the other hand, the nominal amount of EUR of the final accounts as presented – EUR 1766.41 - did not match the amount in the Petty Cash box as counted during the transition – EUR 794.93 . But this deficit could be partially explained up to a nominal deficit of about 400.- EUR. On the one hand, 394.- EUR – cash from the ELSA House Training Week - had been collected in an additional envelope and were given to the new IB in this form, although the transactions of this project had been booked into the Petty Cash Account. On the other hand a member of the former IB had not paid an obligation towards ELSA International for

personal telephone costs of about 200,- EUR of the Financial Year 2002 / 2003. This former IB member swapped her obligation with a personal claim against a new IB member for the key money of her room in the ELSA House. So the new IB member paid this obligation in the next Financial Year, though it was due for the former Financial Year.

The missing amount of **about 400,- EUR cannot be traced** after this long time. However, the already mentioned loss of the bookings for the EMCC may explain this. It is possible, that participation fees booked into the reconstruction had been paid before on another account or by an external sponsor. This would decrease the income. On the other hand also expenditures during the EMCC have probably been left out. This might be a plausible explanation for this.

As this deficit in the petty cash sums up to less than 0.3 % of the gross revenue of the association, this uncertainty is still within the range of valid management and should not be overrated.

The examination of the remaining Receipts and Invoices for the Petty Cash showed up no signs of misuse or bad conduct.

### **C Conclusion**

All in all the Financial Management suffered during the Financial Year 2002 / 2003 from various deficits. The reason for most of the shortcomings was that there was no day-by-day accounting during the year and an unpractical filing conduct.

However, we need to see these shortcomings in the relation of the general situation of the IB during the year. As there was for a considerable time no Treasurer in office and many other problems in this respect, we cannot expect the fulfilment of all internal standards for Financial Management as described in the FM policies.

Although there are some questions open that cannot be clarified anymore today, I found **no signs of misuse, bad conduct or use of funds for other purposes** then those connected with ELSA in the material provided. During the audit I could see the very best efforts of the present members of the IB 2002 / 2003 to clarify all these points. In this situation, this point of view seems to me to be the most practical and fairest approach to evaluate the Financial Year.

It is up to the plenary how to deal with this situation. For the reasons described I recommend the approval of the Interim and Final Accounts of the Financial Year 2002 / 2003.

With kind regards,

Hans-Michael Deml  
Auditor – ELSA International 2002/2003

**Financial Report - Financial Year 2002/2003**

Dear Council

Unfortunately we are not able to be present at this Council Meeting, due to work and studies. We hope you are enjoying yourselves and working hard on supporting your local groups in organizing activities and keeping the spirit high!

In order for you to understand the financial report we feel obliged to explain you our situation. When the board was elected we did not have a treasurer. Luckily Ivan Mujovic agreed to come to Brussels and help us. He was later elected treasurer at the Alanya ICM 2002. Due to the fact that the financial papers of the year 2001/2002 were lost, transition did not take place as planned and it was agreed between the two treasurers, Robert Tremel EI 2001/2002 and Ivan Mujovic EI 2002/2003, that the bookkeeping transition would have to wait till christmas, where Robert Tremel would help Ivan Mujovic with the bookkeeping of the months in between. Unfortunately we later discovered that this transition had also failed. This meant that Ivan Mujovic was not instructed on how to use the accounting programme and that the bookkeeping from August till December was not done as agreed.

The rest of the board was not informed about the actual situation, but instead informed that bookkeeping was done but not possible to finalise for the interim accounts. The reason given to the rest of the board and the Council later at the Athens ICM was that some board members had not turned in some receipts and filled in some claim forms and therefore it was not possible to make interim accounts. Knowing the situation now we know that bookkeeping was not made and knowing the systems for bookkeeping we know that two missing administrative papers do not influence the bookkeeping. We of course feel that both we and the Council were kept in the dark about the actual critical situation and instead lead to believe that the problem concerned missing administrative papers which were found and filled in before the Council Meeting in Athens. We do not know and we do not want to know what the motives for these actions were, we still want to believe that everyone involved in this association works for the good of the association. Had the board and the Council been informed properly of the real state of affairs it would have had been possible to do something about it much sooner.

At a meeting held in the house in February 2003 it was decided together with the auditors that the interim accounts would not be presented at the Athens ICM but everything would be postponed to the Budva ICM where the final accounts would be presented.

Ivan Mujovic decided to resign as treasurer on the 1<sup>st</sup> of April 2003. This left the board in a very bad situation. We had to first concentrate on the moot court which was to take place in the end of April and then reorganize ourselves so that, Bettina Kuperman, President EI 2002/2003, took over the responsibility for the finances. This was a very painful job! No book keeping kept for the whole year, wrong administrative systems that complicated the procedure and quite a mess with the papers. With the help of the financial helpdesk we managed to do damage control and get an overview of the situation. It was decided that we proceed the year by keeping an order in the papers and continue to try and sort out the old papers.

The matter was complicated a bit by the fact that we did not have any financial papers from the year before ours to compare with and get inspiration from. Also all efforts to obtain them failed. We looked at the financial papers of the 2000 and 2001 to see how we were supposed to keep the system but that did not help us much since some of the administrative procedures had been changed in 2001/2002.

Before the end of our term we agreed with the auditors that we would meet in September 2003 to audit the interim accounts that were supposed to have been book kept and then with the assistance of the auditor, Claudius Krucker, Bettina Kuperman, President EI 2002/2003, would book keep the missing things. When arriving in the house in September 2003 confident that we would finish we discovered that there had been no real bookkeeping for the whole year, that the auditor did not know how to work the accountancy programme and that the financial papers of the year before ours had still not arrived in the house. Instead the situation with the debts from the year 2001/2002 was discovered. Due to this it was not possible to finalise anything. It was again agreed that we would return in February and finish the things the best way possible. For 5 days Mark Refalo, VP AA EI 2002/2003, Bettina Kuperman, President EI 2002/2003 and our auditor Hans-Michael Deml have been sitting together and going through all the papers. We decided to book keep the things in excel to keep it as simple as possible. We focused on making sure that all income and expenditure could be accounted for and to give the treasurer EI 2003/2004 all the information he was missing. This means that we were not able to make a nice financial report with different accounts to show the exact amount spent under each budget overhead. We have done as

much as we could. This doesn't mean that the expenses under the other headings have not been checked and audited, they have, but unfortunately due to wrong administrative forms which were introduced by our predecessor and of course used by us as well it was impossible to separate everything in the 5 days we had.

It has to be noted that during transition between Bettina Kuperman and Maurizio Sorbello, Treasurer EI 2003/2004, the problems with the administrative forms were explained and the administrative forms were immediately changed in order to avoid a continuance of this mistake. We will now present to you the balance of the year, meaning the income and the expenditure for our term as well as present to you and explain the budget headings the best way possible. Everything has been checked and audited by Hans-Michael Deml.

Before we start the fun stuff we would like to thank you for your patience and understanding. Of course we extend a big thank to our auditor who had a horrible job to do, sorry, and for the board 2003/2004 we thank you for your understanding and wish you good luck with everything.

It is important always to learn from mistakes. The situation we found ourselves in could have been avoided had the principles of transparency and honesty been kept. For many years it has been discussed to raise the level of financial management in ELSA. There is no doubt that the association should always strive to improve but in this case it is obvious that unless the basic administrative procedures are easy and well structured and functioning smoothly it makes little sense to talk about raising the level. For the area of financial management it is important that things are kept simple. It has to be possible for everyone to understand the systems used for financial management. When too complicated, things are easily misunderstood and it is much easier to hide things or overlook mistakes. If you keep these things in mind when dealing with financial management and management of the association in general, that is where the real progress starts.

We thank you for your attention and wish you good luck in your work.

Best regards on the behalf of the board 2002/2003

Bettina Kuperman

President - ELSA International 2002/2003

Mark Refalo

Vice President Academic Activities - ELSA International 2002/2003

Fatma Z. Akinci

Secretary General - ELSA International 2002/2003

Irena Bojadzievska

Vice President Seminars and Conferences - ELSA International 2002/2003

Jenny Piipponen

Vice President STEP - ELSA International 2002/2003

Andrius Vitkevicius

Vice President Marketing - ELSA International 2002/2003

**EMC<sup>2</sup> Budget****INCOME**

Participation Fee	19,000
Registration Fee	10,000
Externals	50,000
<b>TOTAL Income</b>	<b>79,000</b>

**EXPENDITURES**

Accommodation Judges (Final Oral Round)	9,000
Accommodation Participants (Final Oral Round)	27,000
Accommodation Organising Committee (Final Oral Round)	4,800
Rooms for the pleadings (Final Oral Round)	3,600
Travels	5,000
Marketing	In-kind
Website	400
Administration	1,800
Communication	1,000
Meals (Final Oral Round)	15,600
Transportation (Final Oral Round)	1,200
Reception (Final Oral Round)	2,000
Conference (Final Oral Round)	1,000
Awards (Final Oral Round)	1,000
Equipment (Final Oral Round)	600
Unexpected expenditures	5,000
<b>TOTAL Expenses</b>	<b>79,000</b>

(All the figures in € (Euro)).

**EMC<sup>2</sup> Budget Explanations****Income****Participation Fee:**

The Final Oral Round taking place in Geneva is calculated to gather a total of one hundred and twenty (120) people. Out of these, 18 teams of five (5) people are expected to pay Participation Fee:

- ten (10) ELSA teams are to pay twenty eight (28) Euros a night;
- eight (8) Non ELSA teams are to pay sixty (60) Euros a night.

The EMC<sup>2</sup> starts on April the 26<sup>th</sup> and ends on Sunday the 1<sup>st</sup> of May, which makes the number of nights to five (5).

The International Organising Committee and the Judges are not calculated to pay any Participation Fee.

In total, this gives the total amount of nineteen thousand (19,000) Euros.

**Registration Fee:**

The Selection Oral Rounds take place in three regions: Latin America, Pacific and Europe. In addition to this, in the preliminary Written Round, teams coming from WTO member countries are allowed to participate.

The Registration Fee from the above mentioned is calculated as follows:

- Five (5) ELSA Selection National Rounds, in which at least four (4) teams participates, paying the Registration Fee of fifty (50) Euros.
- One (1) Selection Regional Oral Round in South America, in which at least six (6) teams are participating, paying the registration fee of seventy-five (75) Euros.
- One (1) Selection Regional Oral Round in Pacific, in which at least six (6) teams are participating, paying the Registration Fee of one hundred (100) Euros.
- Forty (40) teams participating in the Selection Written Round, paying the Registration Fee of two hundred (200) Euros.

Summed up and rounded, this gives the total amount of ten thousand (10,000) Euros.

**Externals:**

The EMC<sup>2</sup> 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 fifty thousand (50,000) Euros.



## **Expenditures**

### **Accommodation Judges:**

Fifteen (15) Judges are expected to need accommodation during the Moot Court. The costs of each room are calculated to one hundred and twenty (120) Euros, and total nights needed are five (5). This gives the total sum of nine thousand (9,000) Euros.

### **Accommodation Participants:**

Eighteen (18) teams of five (5) people (four (4) students and one (1) team coach) are expected to participate, which gives the number of ninety (90) people. Accommodation costs for each are set to sixty (60) Euros, and nights needed are five (5). This gives the total sum of twenty seven thousand (27,000) Euros.

### **Accommodation International Organising Committee:**

Together with the International Board, the International Organising Committee is set to fifteen (15) people. Accommodation costs is set to sixty (60) Euros for each member of the IOC, and nights needed are five (5). This gives the total sum of four thousand eight hundred (4,800) Euros.

### **Rooms for pleadings:**

Rooms for the pleadings during the Moot Court are located in the hotel and in the Headquarters of the World Trade Organization (WTO) in Geneva. Total costs for renting rooms are set to three thousand six hundred (3,600) Euros.

### **Travels:**

The International Organising Committee (including the International Board) has to travel to Geneva for the event. Also meetings with externals will involve travel expenses. Total costs are set to five thousand (5000) Euros.

### **Marketing:**

In order to make the EMC<sup>2</sup> successful, Marketing is an essential tool. In accordance with the Corporate Partnership agreement between Thomson Legal and ELSA International, a total sum of five thousand (5000) Euros in-kind is granted for the designing and publishing of the Marketing materials of the Moot Court.

### **Website:**

This heading includes the costs for the maintenance of the website during the development of the event. The total expenses are estimated to four hundred (400) Euros.

### **Administration:**

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. Total costs are set to one thousand eight hundred (1,800) Euros.

### **Communication:**

This heading includes the phone and fax communication expenditures of the International Organising Committee (including the International Board). The total costs are calculated to be one thousand (1,000) Euros.

**Meals:**

This heading includes lunches and dinners. Lunch costs are set to five (5) Euros and dinner costs to fifteen (15) Euros for each one present during the event (120 people). Days of lunches and dinners are set to five (5). On one of the days a better dinner at a gourmet restaurant is calculated for the amount of forty five (45) Euros for each person. In total, this gives the sum of fifteen thousand six hundred (15,600) Euros.

**Transportation:**

This heading includes the hiring of a van, petrol and insurance for the International Board and the IOC for the event. A van will be used to bring the International Board to Geneva, and there to carry participants around during the event. Total costs are set to one thousand two hundred (1,200) Euros.

**Reception:**

A reception for all the participants and the externals is planned to take place during one of the days of the Moot Court. The costs are set to two thousand (2,000) Euros, which includes cocktails and rental of a room for the reception to take place.

**Conference:**

An amount of one thousand (1,000) Euros has been calculated for organising a conference for the participants, which is to be held during the Moot Court.

**Awards:**

For the awards, a total sum of one thousand (1,000) Euros is calculated.

**Equipment:**

Different kinds of equipment like projector, overheads, flip charts etc. are needed during the Moot Court. The total sum is calculated to six hundred (600) Euros for covering these expenditures.

**Unexpected expenditures:**

In order to secure the event from going bankrupt because of unexpected expenditures, a total sum of five thousand (5,000) Euros is calculated as a safety net.

**ANNEXES****GLSE QUESTIONNAIRES****GLSE Country Questionnaire****1. Country****1.1 Name of the Country**

**Answer:** The official name in English.

**1.2 Surface Area**

**Answer:** The surface area of the country in square kilometres.

**1.3 Brief Geographical Description**

**Answer:** Give in no more than ten lines information about surrounding countries, coasts, mountains, rivers, climate etc.

**1.4 Capital City**

**Answer:** The name in the national language and – if there is – the name in English in brackets, for example *Wien (Vienna)*.

**1.5 Main Cities**

**Answer:** The names of the biggest or most important cities in the national language.

**1.6 Brief History**

**Answer:** Describe in no more than ten lines the highlights in the history of the country.

**1.7 Population**

**Answer:** The approximate number of residents of the country.

**1.8 Language(s)**

**Answer:** The national language(s) in English.

**1.9 Main Foreign Languages spoken by Young People**

**Answer:** Name(s) of language(s) in English.

**1.10 Currency and the approximate Equivalence in Euro**

**Answer:** The official name and abbreviation and the amount of the national currency that is equivalent to one Euro.

**1.11 Average Salary**

**Answer:** The average salary an employee earns per month in Euro.

**1.12 Main Economic Resources**

**Answer:** The main sources of income, for example *tourism, industry or agriculture*.

**1.13 Political System**

**Answer:** Describe in no more than ten lines the political system of the country, including information about the form of state, information about its political parties and the form of representation etc.

**1.14 Territorial Division**

**Answer:** Inform in no more than five lines about provinces or counties and their level of autonomy etc.

**1.15 Requirements for Entry and Residence Permits, Administrative Procedure for Foreign Students**

**Answer:** Highlight the requirements and the procedure for foreign students. Include name, telephone, fax and e-mail of the information department of the university or the law faculty's studies abroad office, the Ministry of Foreign Affairs and any other institution which provides this kind of information more extensively.

**1.16 Official Holidays**

**Answer:** Names in English and their dates of beginning and end.

**1.17 Most Popular Sports**

**Answer:** Name the most popular sports in English.

### 1.18 Most Popular TV Stations & Newspapers

**Answer:** List the names of the most popular TV stations and newspapers.

## 2. Legal Information

### 2.1 Number of Lawyers

**Answer:**

- Estimated total number of employed lawyers in your country, not necessarily in a law-related profession,
- number of attorneys, solicitors, barristers or advocates in your country, meaning all lawyers who have the ability to represent someone in a court or otherwise. Please make a distinction between different kinds of lawyers, for example *15 000 barristers, 12 000 advocates*.
- number of judges, magistrates or public prosecutors. Please make a distinction that is used according to your national legal system.

### 2.2 Career Possibilities for Law Graduates

**Answer:**

- **Public Sector:** Describe briefly the various possibilities one has and requirements - such as degrees, experience etc. - necessary to be able as a law graduate to work with an institution that is part of the national or a local government or directly linked to the government.
- **Free Exercise of the Legal Profession:** Describe briefly the various possibilities one has and requirements - such as degrees, experience etc. - that a law graduate has to fulfil to exercise a traditional legal profession that is not linked to the government, for example *attorney*.
- **Private Sector:** Describe briefly the most common possibilities that a law graduate has to exercise a non-traditional legal profession in the private sector, for example *companies*.

### 2.3 Court Structure

**Answer:** Describe in no more than 20 lines the highlights of jurisdiction and procedures in the various courts in the country. Give the name of every court that you mention in the national language and the translation in English in between brackets, for example *Gerechtshof (Court of Appeal)*.

### 2.4 Access to Legal Profession(s) by Foreigners

**Answer:** Describe in no more than ten lines what possibilities there are for foreigners with a law degree obtained abroad, to exercise the legal profession(s) in the country and possible requirements for the various professions. Give name, telephone, fax and e-

mail of any institution that a reader can contact for more information, for example the *Bar Association*

### 3. Information on Superior Legal Studies

#### 3.1 Enumeration of Universities with Law Faculties

**Answer:** List all universities in the country with a law faculty by giving their name in the national language and the English name in brackets and their addresses.

#### 3.2 Number of Law Students

**Answer:** The approximate number of law students in the country.

#### 3.3 General Information on the Structure of Legal Studies

**Answer:**

- Describe what law degree(s) can be obtained?
- What main legal courses can be chosen?
- What are the characteristics of every main legal course (duration of studies, main differences [just highlights, no extensive list of subjects] of subjects between different degrees or directions)?
- How is a student credited for every (group of) subject(s) passed, for example *a system of credit points for every subject or a certain average score for all subjects in a year* ?
- What are the various stages or levels a student has to pass in order to be able to continue on a more advanced level of legal studies?

#### 3.4 State Regulations concerning Admission Requirements and Procedure for Foreign Students for:

##### - Entering the First Year

**Answer:**

- Describe what requirements there are for foreign **students** to subscribe to a legal course in the country, for example *degrees and diplomas, age, nationality, capability of speaking the national language,*
- where to get more information on the admission procedure, for example *a specific department of the Ministry of Education.*

##### - Continuation and Termination of Superior Studies Abroad

**Answer:** - Describe the specific procedure(s) for continuation and/or termination of superior legal studies abroad if there are any.

##### - Access to Postgraduate Courses for Graduates from other Countries

**Answer:**

- Describe what specific requirements there are for foreign **graduates** to subscribe to postgraduate courses in the country,
- where to get more information on the admission procedure for foreign **graduates** to postgraduate legal education in the country.

##### - Recognition of Degrees or Titles obtained Abroad

**Answer:** - Describe the various (foreign) degrees and titles that are recognised to be admitted to superior legal education at university level in the country,

- the various degrees that are recognised to be admitted to postgraduate legal education in the country.

Compare your answers with point 2.12 in the University Update Form.

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**3.5 Existing Cultural Agreements of the Country with other Countries in the World which may Affect Legal Studies**

**Answer:** Compare your answer with point 2.13 and point 3.14 in the University Update Form.

- Name the agreement(s) if there are any, and state briefly what implications they have for foreign students.

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**3.6 Information regarding Sources of Finance or Scholarships other than provided by the University, available to Incoming Students**

**Answer:** - Name, address, telephone, fax, e-mail and website of institutions and foundations that are not linked to a university that provide such funding or scholarships,

- describe briefly with each of these institutions and foundations to whom and under what conditions funding or scholarships will be made available. Mention, if possible, how much money will be funded in Euro.

**GLSE University Questionnaire****1. City****1.1 Name of the City**

**Answer:** The official name in the national language and – if there is – the name in English in brackets, for example *Firenze (Florence)*.

**1.2 Province**

**Answer:** The official name in the national language and – if there is – the name in English in brackets, for example *Toscana (Tuscany)*.

**1.3 Population**

**Answer:** The approximate number of residents of the city.

**1.4 Main Attractions**

**Answer:** Name or describe in no more than five lines the most important sights and attractions for which the city is well known.

**1.5 Important Addresses for Foreign Students**

**Answer:** Name, address, telephone, fax, e-mail and website of

- university office for international relations,
- law faculty's studies abroad counsellor,
- city hall (telephone of the switchboard),
- tourist information office, and
- any other institution that is particularly useful for a foreign student to know about.

**1.6 Accommodation Facilities**

**Answer:**

- Describe the various possibilities to find accommodation in the city and the approximate costs per month in Euro, for example *flats, prices vary from 200 to 400 Euro*.
- Name, address, telephone and fax, e-mail and website of housing agencies, private accommodation intermediaries, youth hostels and others.

**1.7 Approximate Living Costs**



**Answer:** The approximate costs of living per month for a student in Euro based on the following: daily expenses, food and beverage, going out once a week (movie, pub, disco), insurance, average use of public transport. Do **not** include costs of accommodation, studies, law books, incidental shopping, or telephone costs.

### 1.8 Possibilities for Students, especially Law Students, to find a Job during their Studies

**Answer:** - What chances there are for students in general to find a job during their studies? And if, what kind of jobs are offered in general?  
- Are there different or extra possibilities for law students to find a law-related job?  
- The average income per month in Euro for the jobs that you mentioned.

### 1.9 Entertainment and the Areas and Places in the City mostly frequented by Students

**Answer:** Describe in no more than five lines how students generally spend their time at night and name some of the pubs, clubs and other places where they meet.

## 2. University

### 2.1 Name of the University

**Answer:** The official name of the university in the national language and its name in English.

### 2.2 Address

**Answer:** Street, number, postal code, city.

### 2.3 Telephone, Fax, E-mail, Website

**Answer:** - Telephone number of the switchboard or reception of the university as it should be dialled by someone calling from abroad, for example *ELSA International*: +32 2 646 26 26,  
- fax number,  
- central e-mail of the university, and  
- website of the university.

### 2.4 Year of Foundation

**Answer:** The year in which the university was founded.

**2.5 Number of Students**

**Answer:** The total number of students registered at the faculties and departments of the university.

**2.6 Academic Authorities**

**Answer:** The name of the executive body of the university and the number of members it has.

**2.7 Faculties or Departments**

**Answer:** List all faculties and departments the university has, for example *law, economics or psychology*.

**2.8 Sports Facilities**

**Answer:** - Describe the various sports available to the students of the university.  
- Name, address, telephone, e-mail and website of the university sports department.

**2.9 University Accommodation Facilities**

**Answer:** - Describe the possibilities that students have to use accommodation supplied by the university, for example *halls of residence, low price apartments or studios*.  
- Name, address, telephone, fax, e-mail and website of the university accommodation department.

**2.10 Language Courses provided by the University**

**Answer:** - Describe the various language courses offered by the university and the tuition fees.  
- Name, address, telephone and e-mail to contact for more information.

**2.11 Medical or Accident Insurance provided by the University**

**Answer:** - Describe the various insurances the university offers and the prices.  
- Name, address, telephone and e-mail to contact for more information.

**2.12 Special University Regulations concerning Admission Requirements and the Procedure for Foreign Students**

**Answer:** Compare with point 3.4 in the Country Update Form.  
Name any differences or extra requirements in the regulations that the university has as to admission and procedure for foreign students relating to

- entering the first year,
- continuation and termination of superior studies,
- access to postgraduate courses for graduates from other countries, and
- recognition of degrees or titles obtained abroad.

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**2.13 Existing Cultural Agreements with other Universities that may affect Legal Studies**

**Answer:** Compare with answer 3.5 in the Country Update Form and answer 3.14 in this form. Mention especially the agreements that deal with exchanges of students, their conditions of (reciprocal) acceptance etc.

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**2.14 Scholarships and Financial Help provided by the University to which Foreign Law Students can apply**

**Answer:** Compare with answer 3.6 in the Country Update Form.  
If there is such funding by the university, describe

- what scholarships or other forms of financial help there are,
- under what conditions the funding will be provided, and for each of the possibilities
- the approximate amount of funding possible.
- Name, address, telephone and e-mail to contact for more information.

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**3. Law Faculty****3.1 Address**

**Answer:** Street, number, postal code and city.

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**3.2 Telephone, Fax, E-mail, Website**

**Answer:** See instructions for answer 2.3 in this form.

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**3.3 Transportation to the Law Faculty**

**Answer:** - What means of transport are mostly used by students to reach the law faculty?  
- Which buses, trams, underground lines stop close to the law faculty?

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**3.4 Number of Students**

**Answer:** The approximate number of students registered at the law faculty.

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**3.5 Number of Professors and Lecturers**

- Answer:**
- The number of professors reading at the law faculty not including the number of visiting professors.
  - The number of lecturers reading at the law faculty not including visiting lecturers.

### 3.6 Academic Authorities

- Answer:** Name of the current Dean of the law faculty and his/her titles.

### 3.7 The faculty has a good Reputation for

- Answer:** Mention the subject(s) and/or courses for which the law faculty has a good reputation for or in which the faculty is specialised in.

### 3.8 Institutions and other Educational Centres attached to the Law Faculty

- Answer:**
- Name, address, telephone, fax, e-mail and website of such institutions and centres.
  - Mention what they mainly focus on.

### 3.9 List of Subjects that can or have to be followed at Undergraduate Level and Degrees to be obtained (Curriculum)

- Answer:** Mention for every law course that can be followed
- the name of the course,
  - a list of subjects that have to be taken (compulsory subjects),
  - a list of subjects that can be chosen (elective subjects), and
  - the degree or title awarded (name in national language).

### 3.10 Postgraduate Courses

- Answer:** Compare with the answer to the next question in this form.
- Names of the postgraduate courses including research degrees, for example *Ph.D.* or *Doctorate*,
  - Describe the general structure of these courses briefly.

### 3.11 Postgraduate or other Courses especially designed for Foreign Students

- Answer:**
- **Name of the postgraduate or other course(s),**
  - admission requirements for the course(s),
  - duration of the course(s),
  - application deadlines for the course(s),
  - (for every course) the subjects that are taught,
  - language(s) of instruction for the course(s),

- the degree(s) or title(s) awarded,
- tuition fee(s) of the course(s), and
- name, address, telephone, fax, e-mail and website to contact for more information.

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### 3.12 System of Examination, Grades and Credits existing in both Undergraduate and Postgraduate Courses

- Answer:**
- Describe how many times a year/semester it is possible to have an exam,
  - if the exams are oral, written or multiple choice,
  - the system of grades- the highest and the lowest grade sufficient to pass an exam -, and
  - in what way a successfully passed subject is credited.

---

### 3.13 Summer Courses

- Answer:**
- Name of the summer course(s)/ school(s),
  - the duration of the course(s),
  - the application deadline(s) for the course(s),
  - the subjects that are taught in the course(s),
  - the tuition fee(s) of the course(s), and

- name, address, telephone, fax, e-mail and website to contact for more information.

---

### 3.14 Existing Cultural Agreements with Law Faculties world wide in which Law Students can participate

- Answer:** Compare with answer 3.5 in the Country Update Form and with answer 2.13 in this form.
- What law faculties world-wide have a cultural agreement with the law faculty?
  - How do these agreements affect the possibilities for law students to study abroad?
  - Name, address, telephone, fax, e-mail and website to contact for more information.

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### 3.15 Cost of Matriculation for the Different Courses provided by the Law Faculty

- Answer:** The general costs in Euro to be registered as a student at the law faculty, or for each course in case it differs from course to course.

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### 3.16 Study Periods and Holidays

- Answer:** Mention the timeline in which lectures are given, and the same for the holiday periods or periods free of lectures.

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**3.17 Address of Local ELSA Group and other Student Associations**

- Answer:**
- Name, address, telephone, fax, e-mail and website of the office of the local ELSA group.
  - Name, address, telephone, fax, e-mail and website of any other law or international students' association.

**AREAS' INQUIRIES****AA Inquiry**

Please include the information from both National and Local Groups  
Activities from Paris ICM till Bucharest ICM

ELSA Group: \_\_\_\_\_

**General**

- |   |  |
|---|--|
| 1. Do you have a copy of the AA Policies (AA part of the Decision Book)?      | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 2. Do you have a copy of the AA Manual?                                       | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 3. How many copies of Guide to Legal Studies in Europe do you have?           | <input type="text"/>                                     |
| 4. How many AA Specification Forms have you sent to ELSA International?       | <input type="text"/>                                     |
| 5. Do you use the ELSA ONLINE Archive?  | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| ✓ If yes, to download which materials?  | _____  |
| 6. How do you evaluate the communication with the IB (1-lowest to 5 -highest) | <input type="text"/>                                     |
| 7. How do you evaluate the communication with your Local Officers (1 to 5)    | <input type="text"/>                                     |
| 8. How would you improve the communication in AA?                             | _____  |

**AA Events Organised**

	NG	LGs
1. Essay Competitions	<input type="text"/>	<input type="text"/>
2. Moot Court Competitions	<input type="text"/>	<input type="text"/>
3. Legal Research Groups	<input type="text"/>	<input type="text"/>
4. Legal Publications	<input type="text"/>	<input type="text"/>
5. Lawyers at Work (L@W) Events	<input type="text"/>	<input type="text"/>
6. Selected Papers on European Law Promotional Events	<input type="text"/>	<input type="text"/>
7. Guide for Legal Studies in Europe Promotional Events	<input type="text"/>	<input type="text"/>
8. From the above, how many were	<input type="text"/>	<input type="text"/>
✓ Human Rights Events	<input type="text"/>	<input type="text"/>
✓ organised in co-operation with a UN/European Institution	<input type="text"/>	<input type="text"/>

**Transition and Long Term Planning**

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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 Paris ICM till Bucharest 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? \_\_\_\_\_

**S&C Events Organised**

	NG	LG's
1. Seminars	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>
2. Conferences	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>
3. Law Schools	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>
4. Lectures	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>
5. Panel Discussions	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>
6. Study Visits	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>
7. Institutional Visits	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>
8. From the above, how many were:	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>
✓ International Events	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>
✓ Annual Events	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>
✓ IFP Events	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>
✓ Human Rights	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>

- ✓ Organised in co-operation with UN/European Institutions
- ✓ Organised with speakers from the Speakers Database


### Transition and Long Term Planning

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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

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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 from both National and Local Groups  
Activities from Paris ICM till Bucharest ICM

ELSA Group: \_\_\_\_\_

**General**

1. Do you have a copy of the STEP Policies (STEP part of the Decision Book)? Yes  No
2. Do you have a copy of the STEP Manual? Yes  No
3. Do you have a STEP Team? 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 your Local Officers (1 to 5)
6. How would you improve the communication in STEP? \_\_\_\_\_

**Traineeships**

1. How many traineeships did your National Group raise since the last ICM?
2. How many of them were cancelled due to the lack of applicants?
3. How many traineeships were cancelled by the employer?
4. How many traineeships were cancelled by the trainee?
5. How many of them were realised?
6. Did you ask for the Evaluation Forms?

**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  No
2. Do you have STEP archives? Yes  No
3. Do you have the Evaluation Forms from the closed traineeships in your NG? Yes  No

- 
- |  |  |
|--|--|
| 4. Do you have a reception programme?  | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| 5. Do you have a briefing 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"/> |

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**Personal Comments of the VP STEP**

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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:

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- ✓ I would suggest the following way of addressing it:

---

---

3. I think a possible solution for the student-hunting problem we are facing is:

---

---

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**BEE Inquiry**

Please include the information from both National and Local Groups  
Activities from Paris ICM till Bucharest 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 Insitution	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 style="width: 50px;" type="text"/>                | <input style="width: 50px;" type="text"/> |
| 2. How many project sponsors do you have?               | <input style="width: 50px;" type="text"/>                | <input style="width: 50px;" type="text"/> |
| 3. How many approaches do you have planned/pending?     | <input style="width: 50px;" type="text"/>                | <input style="width: 50px;" type="text"/> |
| 4. Do you have contact with any international sponsors? | <input style="width: 50px;" type="text"/>                | <input style="width: 50px;" type="text"/> |
| 5. Do you cooperate with Institutions?                  | Yes <input type="checkbox"/> No <input type="checkbox"/> |   |

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
- ✓ If yes, please 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

2. Which materials do you prepare for specific transition? \_\_\_\_\_
3. Do you organise your work according to the Two Year Tactical Plan? Yes  No
4. Do you organise your work according to the One Year Operational Plan of EI? Yes  No
5. 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
6. Do you do tactical/strategic planning? Yes  No

**IM Inquiry**

Please include the information from both National and Local Groups  
Activities from Paris ICM till Bucharest ICM

ELSA Group: \_\_\_\_\_

**National Group Information**

Mailing address of the ELSA National Group: Phone #:

Fax #:

E-mail:

Website:

*Please enter name and e-mail address of your National Board members:*

	<b>Position</b>	<b>Name</b>	<b>E-mail</b>
1.	President		
2.	Secretary General		
3.	Treasurer		
4.	VP Marketing		
5.	VP AA		
6.	VP S&C		
7.	VP STEP		

*Please enter name and e-mail addresses of your National Board Directors and Assistants:*

1.	Director for Alumni	
2.	Director for Human Resources	
3.	Director for Human Rights	
4.	Director for MCCs	
5.	Director for Training	
6.	Other Directors	

**General**

- Do you have a copy of the Decision Book? Yes  No
- Is your board updated in ELSA ONLINE? Yes  No
- Do you issue membership cards? Yes  No
- How many Local Groups does your National Group have?



5. How many of your Local Groups are active?
6. Are the Local Boards from your country updated in ELSA ONLINE? Yes  No
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 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:**

1. Do you take minutes from your Board Meetings? Yes  No
2. 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? Yes  No
4. Did you consider using ITP, but did not know how to contact the trainers? Yes  No
5. How many times did you use National Trainers for Training purposes?
6. How many times did you use alumni for Training purposes?
7. How many times did you use externals for Training purposes?

**Transition and Long Term Planning**

1. Did your Group have transition? Yes  No 
  - ✓ If yes, how long did it last? \_\_\_\_\_
  - ✓ What pre-prepared transition materials did you use? \_\_\_\_\_
  - ✓ Did you involve ITP /National Trainers? \_\_\_\_\_
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

**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 from both National and Local Groups  
Activities from Paris ICM till Bucharest 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. Do you have Final Accounts? Yes  No   
 ✓ If yes, who approves them? \_\_\_\_\_
6. Are your accounts audited? Yes  No   
 ✓ If yes, by whom? \_\_\_\_\_  
 ✓ If not, which other control mechanism is used? \_\_\_\_\_
7. Are your accounts audited? Yes  No   
 ✓ If yes, by whom? \_\_\_\_\_  
 ✓ If not, which other control mechanism is used? \_\_\_\_\_
8. Do you have professional Bookkeeping? Yes  No

- ✓ If yes, how much does it cost? \_\_\_\_\_
- ✓ If not, who is responsible for it? \_\_\_\_\_

9. Did you apply for grants? Yes  No

Type of Grant	Name of the Donor	Amount applied for	Amount granted

**ELSA Development Fund**

- 1. Do you know the structure and application procedure of the EDF? Yes  No
- 2. Did your group apply for the EDF? Yes  No
- 3. Does your Group send regular EDF Reports to the IB? Yes  No

**Transition and Long Term Planning**

- 1. Which materials do you prepare for specific transition? \_\_\_\_\_
- 2. Do you organise your work according to the Two Year Tactical Plan? Yes  No
- 3. Do you organise your work according to the One Year Operational Plan of EI? Yes  No

**Marketing Inquiry**

Please include the information from both National and Local Groups  
Activities from Paris ICM till Bucharest ICM

ELSA Group: \_\_\_\_\_

**General**

1. Do you have a copy of the Marketing Policies (Marketing part of the DB)? Yes  No
2. Do you have a copy of the ELSA Identity Book? Yes  No
3. Do you think there is the need for a Marketing Handbook? Yes  No   
 ✓ If yes, what should the Marketing Handbook contain?  
 \_\_\_\_\_  
 \_\_\_\_\_
4. Do you use the ELSA ONLINE Archive? Yes  No   
 ✓ If yes, to download which materials? \_\_\_\_\_
5. How do you evaluate the communication with the IB (1-lowest to 5 -highest)
6. How do you evaluate the communication with your Local Officers (1-5)?
7. How would you improve the communication in Marketing?  
 \_\_\_\_\_  
 \_\_\_\_\_

**Marketing Tools**

1. Do you have a Website? Yes  No   
 ✓ If yes, which is the domain name: \_\_\_\_\_  
 ✓ Does it have basic information in English? Yes  No
2. Do you use Media when promoting events? Yes  No   
 ✓ Specify:  Newspapers  
 Radio  
 TV  
 Other
3. Do you have a members' magazine? Yes  No   
 ✓ If yes, how often do you publish it? \_\_\_\_\_  
 ✓ If yes, how do you fundraise for it? \_\_\_\_\_

- 
4. Who is your primary target group when distributing Synergy?  Active Members  
 New Members  
 Externals
5. How many articles did your Group submit to Synergy, no 36/II 2004?   
✓ Why? \_\_\_\_\_
6. How many marketing materials did you submit to the EO Archive?   
✓ Why? \_\_\_\_\_
7. Do you have a separate budget for Marketing? Yes  No
8. Do you have specific marketing materials for:  AA  
 S&C  
 STEP  
 NMCC  
 SPEL  
 GLSE  
 General ELSA Promotion
9. Do you market events organised by other ELSA Groups? Yes  No   
✓ If yes, how?  
\_\_\_\_\_  
\_\_\_\_\_
10. 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?  
\_\_\_\_\_  
\_\_\_\_\_

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### Transition and Long Term Planning

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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