41st State of the Network

Based on the results from the 41st State of the Network Inquiry conducted before the 90th ICM Budapest 2026.

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Abbreviations

- NG – National Group
- LG – Local Group
- IFP – International Focus Programm
- SotN – State of the Network
- HR – Human Resources
- OYOP – One Year Operational Plan
- NTP – National Trainers' Pool
- SG – Strategic Goals
- CI – Corporate Identity
- EDF – ELSA Development Foundation

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Information about the Report

Number of National Groups represented: 35

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General

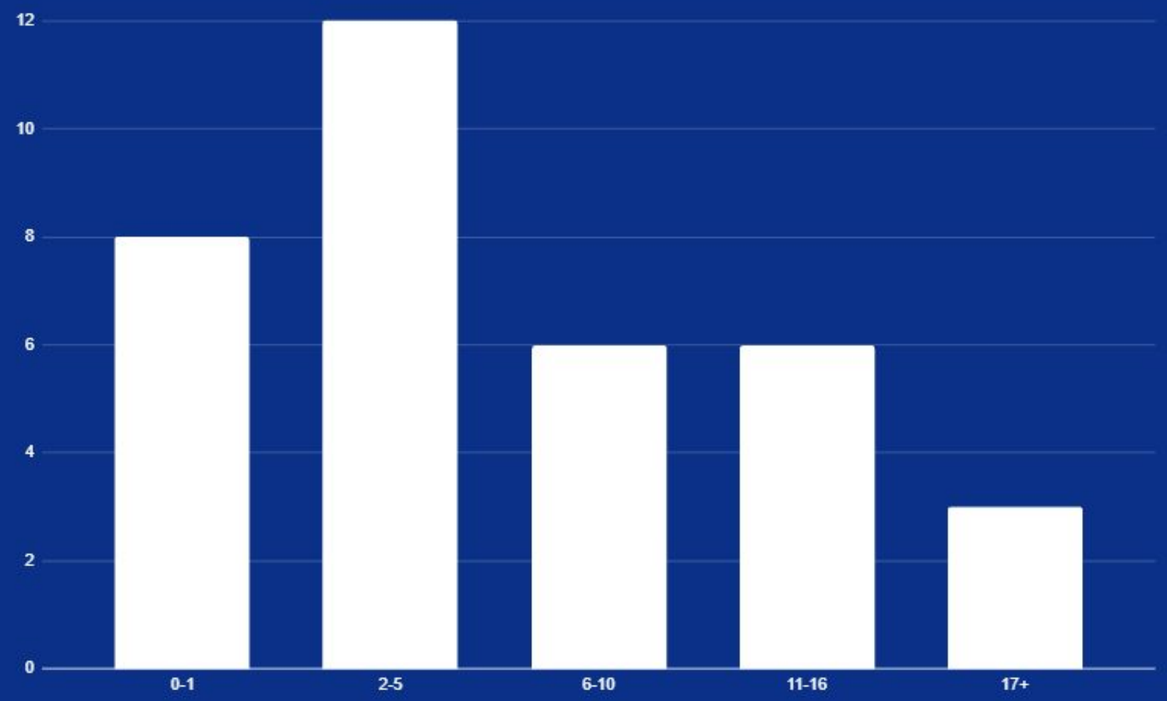
Information

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1. How many Local Groups do you have within your National Group (including both Members and Observers)?

Mean: 7.94
Median: 4
Maximum: 43

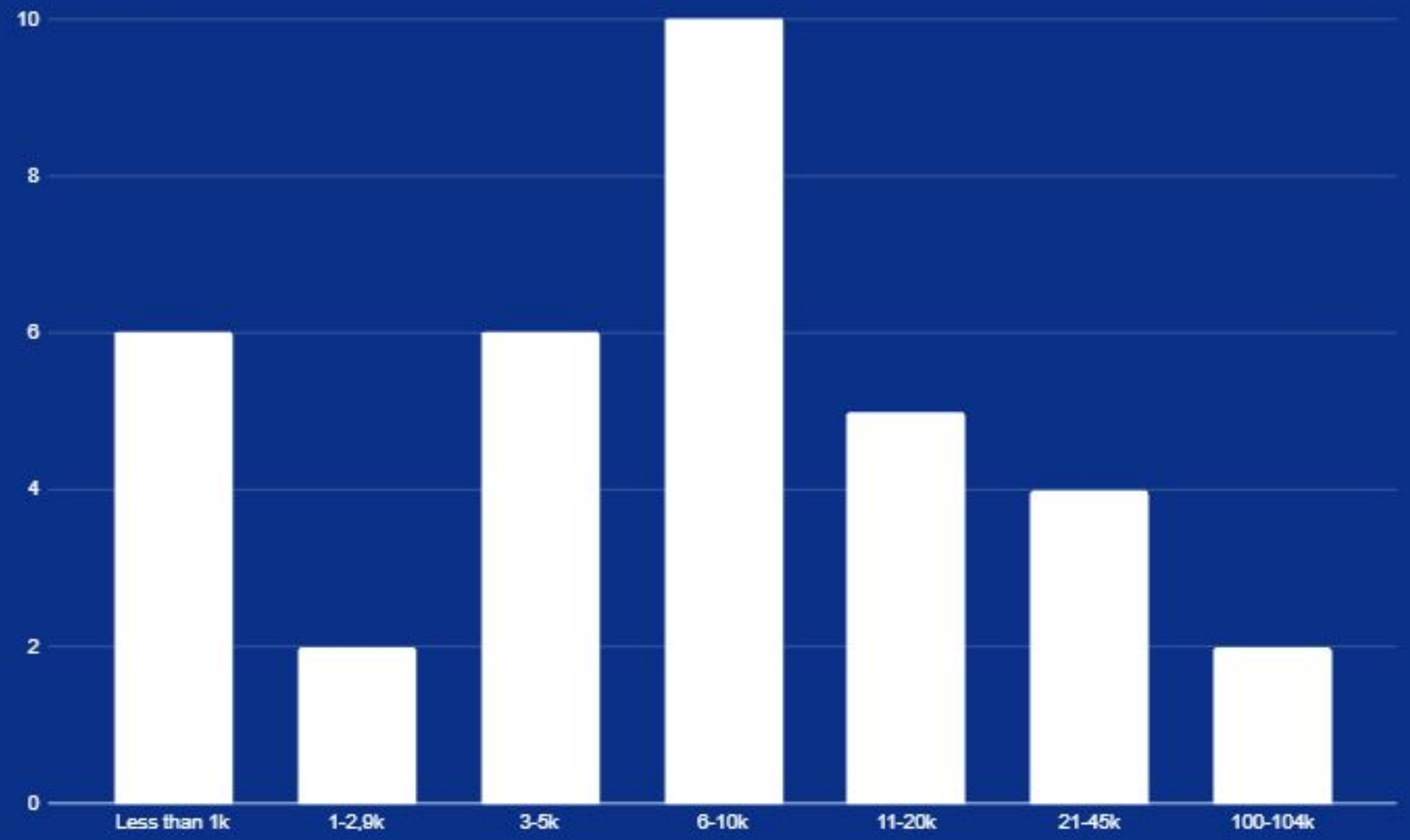
Sum: 278



4x 0
4x 1
1x 2
2x 3
5x 4
3x 5
2x 6
1x 7
1x 8
1x 9
1x 10
3x 12
1x 13
1x 14
1x 16
1x 28
1x 30
1x 43

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2. How many law students are there in your country?

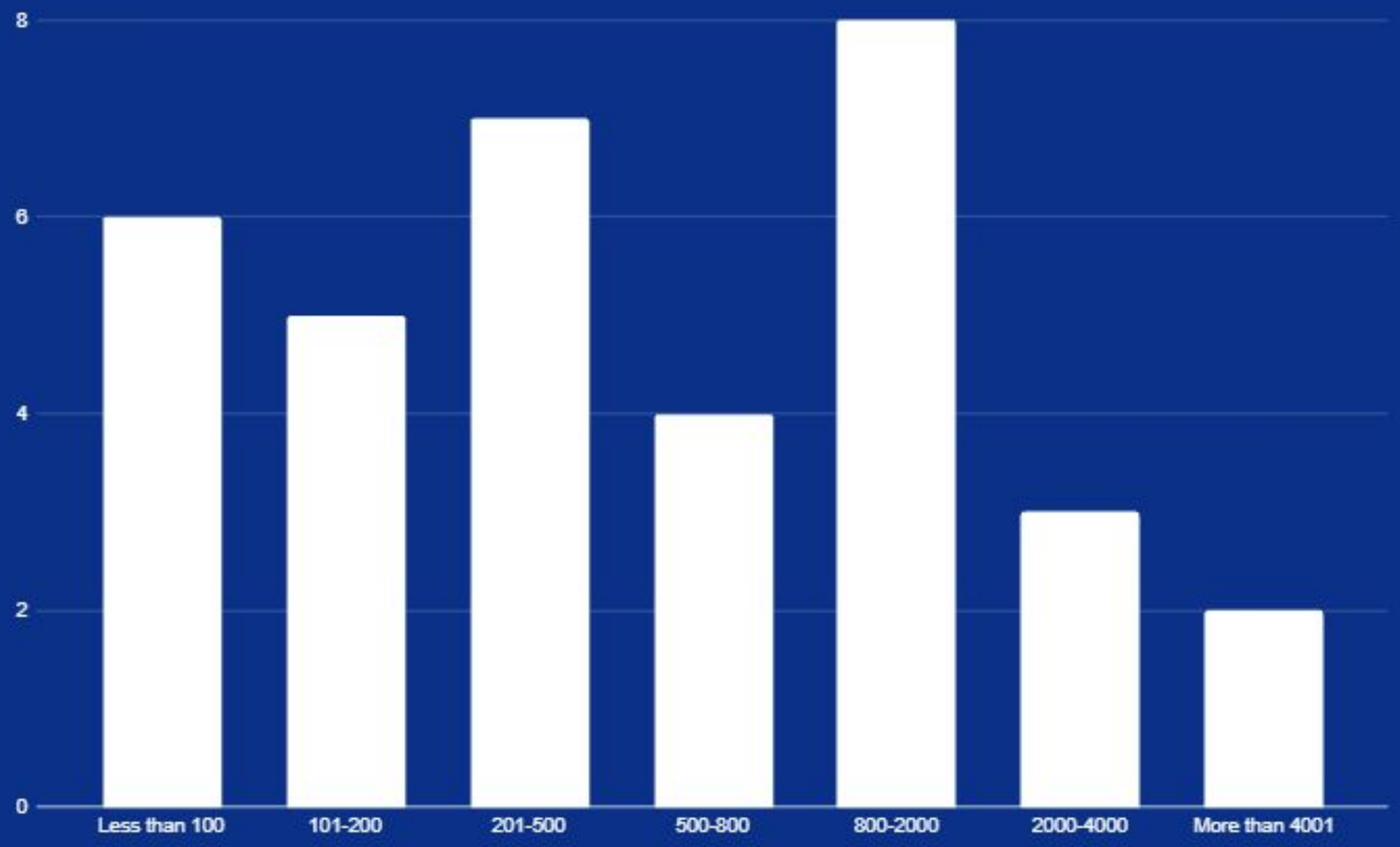


Mean: 14,729.03
Median: 7,500
Minimum: 554
Maximum: 104 000

Sum: 515,516

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3. How many individual members does your National Group have (meaning individual people who have joined your National Group and each of your Local Groups combined)?

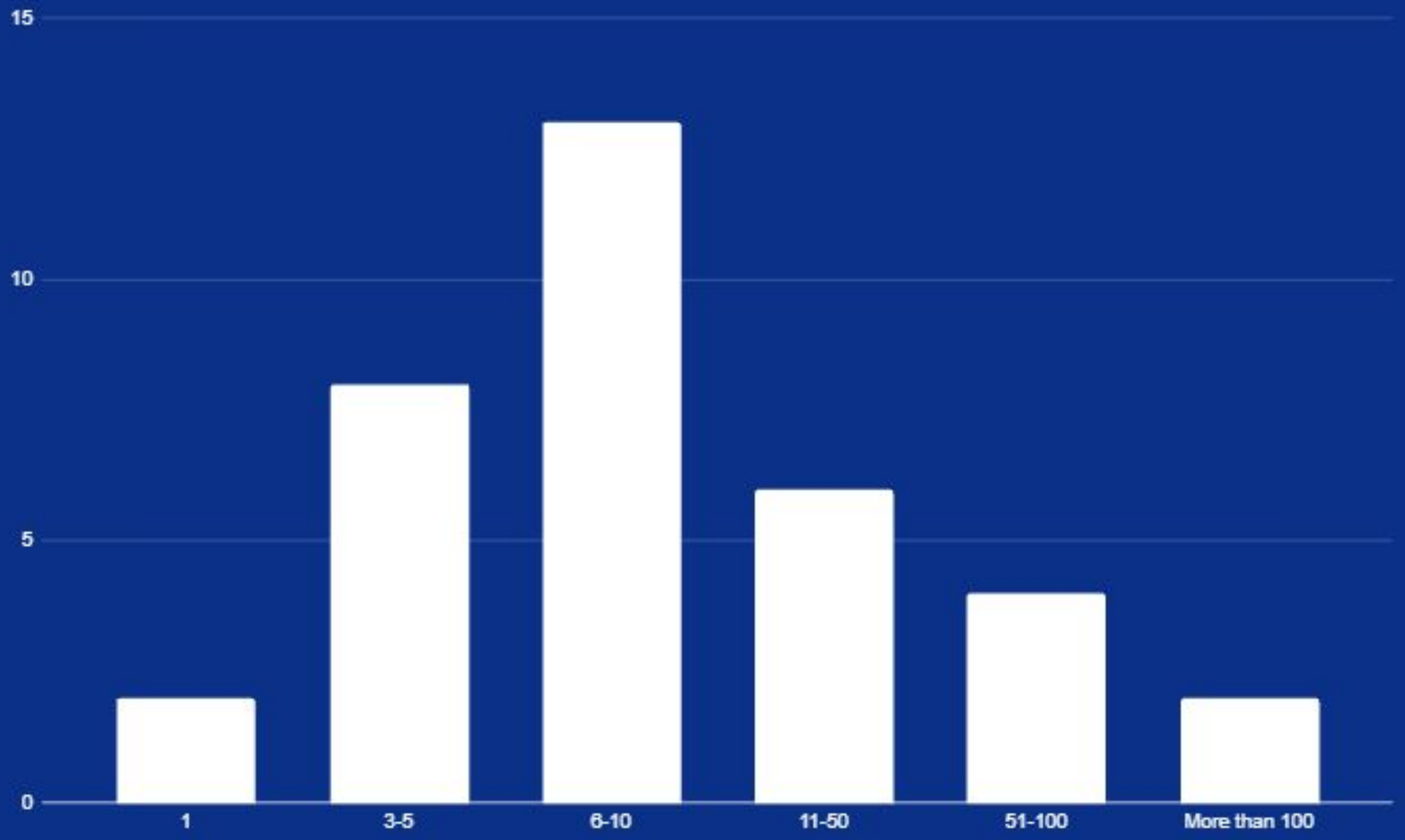


Mean: 1 178.61
Median: 470
Minimum: 9
Maximum: 6,251

Sum: 41 252

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4. How many law faculties are in your country?



Mean: 25.57
Median: 9
Minimum: 1
Maximum: 160

Sum: 895

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5. How would you rate the quality of communication between your National Group and the International Board? (1 the lowest, 5 the highest)

- 1-3: 2x
- 4: 13x
- 5: 20x

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What is the reason behind your score? p.1

- We don’t have any issues with communication. We try to be as involved in the international level of ELSA as possible.
- We feel strong support from the International Board. They are easily approachable, professional, and always willing to help us solve any issues our National Group faces.
- Quick to answer our questions and always ready to help and schedule calls.
- We have had very good communication with the International Board across all our areas. Regular meetings, combined with ongoing written communication, have allowed us to stay in close contact, exchange updates and address any questions or issues as they arise. Overall, we feel that the communication has been effective and has worked very well.
- Communication with the International Board is quite productive, because every request always receives a complete and clear answer. At the moment, we are satisfied with this communication, as it is very comfortable and effective.
- IB is very supportive and reacts very quickly to all our questions and problems
- The International Board have been very helpful and efficient in their communication with ELSA Ireland.
- No complaints
- Important deadlines sent via email are often communicated with very short notice—sometimes with only a day or two of advance warning. Additionally, documents, templates, or forms sent out frequently contain formatting errors or incorrect specifications, which leads to multiple revised versions being distributed and creates unnecessary confusion.
- IB are always very active and responsive on e-mail and WhatsApp.

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What is the reason behind your score? p.2

- I think we have quite good communication between us, IB is always very supportive and available.
- The reason behind our score is that we are generally satisfied with our communication with ELSA International, while recognising that our experiences regarding this have varied somewhat among board members. We have experienced getting informative emails and frequent reminders regarding important deadlines, which we appreciate very much. Many of us are in regular contact with our respective IB members, and have received quick responses across different platforms, as well as helpful and supportive communication. At the same time, some Board members have had little to no communication with their respective IB members. We appreciate the opportunity to give feedback on this in the State of the Network Inquiry, but we believe it would be beneficial to include a question regarding this in every area questionnaire.
- We are satisfied with the IB's communication. The International Board help us a lat during the organization of the ICM.
- The International board has been very active in communicating specific deadlines and projects the National group has to partake in, at the same time the national group has not been in the position of sending many requests to ELSA International, so the communication has been effective
- To be honest its more on our side and not from the IB, we dont contact you as often as we could and should.
- Coaching meetings could be held more frequently.
- The communication between ELSA Estonia and the International Board is generally working well.
  We are able to communicate when needed and the overall cooperation is positive.
- We would describe our relationship with ELSA International as very positive. We have already
  had the opportunity to get to know our Coach and to interact with most of the Board, and
  we immediately noticed a great willingness to communicate and a very open and supportive approach.

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What is the reason behind your score? p.3

- Whenever a member of the ELSA Portugal Board needed help or support from the International Board, the support provided was always prompt, and everyone was very helpful and responsive.
- The International Board consistently provides us with all the necessary information on time and supports us whenever we need it, whether through Open calls, useful materials, or direct communication.
- They were on I Central European Meeting, Good Open Calls
- There could be more communication between the IB and us, the National Board, regarding upcoming proposals for the ICM, but that might also just be a matter of personal taste.
- We believe the communication has been very good due to the International Board's accessibility, responsiveness, and openness to questions and feedback. Communication feels approachable and collaborative, with a genuine willingness to provide guidance and support whenever needed.
- we can always ask them questions and they answer quickly.
- Sometimes a little overload in information. Especially information from areas that other areas do not need
- Haven't had a problem yet when it comes to the IB, but we think that we will get to interact more closer to the ICM.

What is the reason behind your score? p.4

- I gave this score because, from my experience as a former Local Board member, communication between the National Group and the local offices was not always sufficiently present or accessible. I personally experienced situations where it was difficult for local offices to receive even a simple response or message from the National Board. As a result, rebuilding trust and improving the relationship with local offices has been a real challenge. Since becoming President, I have therefore made communication and accessibility one of my priorities. I reintroduced the coaching system and made it mandatory for all local offices, while also ensuring my presence in each Local Board's WhatsApp group. This allows me to stay directly connected with the local offices, be as available as possible, follow their needs more closely, and make sure they know that they can reach the National Board when they need support. I believe there has been a clear improvement in the structure and accessibility of communication, but I gave a 3/5 because rebuilding trust takes time and there is still room to strengthen consistency and communication between all levels.
- The score is based on the fact that communication with the International Board is clear, responsive, accessible, and supportive. We can easily reach out when we have questions or concerns, and we generally receive timely and helpful responses. This allows our National Group to stay informed and engaged with the wider Network.
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- The IB offers very quick and warm responses.
- The communication with the International Board has been excellent. We have always received timely and accurate responses, and whenever we have had a question or needed assistance, we have been able to rely on the IB for a clear and helpful response.

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What is the reason behind your score? p.5

- Communication with the International Board has been clear, accessible and supportive. We are able to reach the relevant officers when needed, receive guidance on ongoing matters and maintain regular communication regarding Network activities and international opportunities. The cooperation has been constructive and responsive throughout the term.
- everything is good
- The communication between ELSA International and ELSA Belgium is smooth and friendly. ELSA International is approachable and we are satisfied with the collaboration :)
- you are the best
- Everything is great regarding communication with our coach and so on

6. How can the communication between National Groups and IB be improved? p.1

- We are satisfied with the current situation.
- As we rated the communication with a 5, we are fully satisfied with the current system. Maintaining this high level of responsiveness and support is exactly what we need.
- No improvement needed. We are very happy how you have approached this term.
- ELSA Denmark has been quite busy with planning NOM recently, but going forward, we would like to dedicate more time and effort to strengthening our communication with IB. In particular, we could be more proactive in reaching out, sharing updates and seeking input or sparring from IB outside the monthly meetings, rather than primarily communicating when specific issues arise. We believe that taking greater initiative from our side could contribute to a closer and more continuous dialogue between ELSA Denmark and IB.
- Communication is currently good and comfortable, and there are no ideas for improving it.
- Don't have any suggestions
- At the moment, we believe both sides have been very open in their communication, it can possibly be improved by more regular updates and informal check ins.
- It would make communication more transparent if IB would publish meeting agendas and possibly meeting minutes for National Boards to see.

6. How can the communication between National Groups and IB be improved? p.2

- Better Advance Planning: Establish clear, fixed deadlines with sufficient lead time (ideally at least 1–2 weeks in advance) so National Groups can plan and process requests effectively. Quality Control Before Sending: Thoroughly review and format all documents, templates, and call specifications before sending them out to avoid issuing multiple corrected versions. Predictable Scheduling: Implement a centralized calendar or structured communication digest for all upcoming deadlines, open calls, and meetings to streamline information flow across the network.
- Maybe increase the number of coaches and instead of with each National Board, rather each office.
- I think it´s not bad, the only way can be improved is developing along the year
- The communication can be improved by more check-ins and initiatives to low-threshold communication. We also believe more contact with our Coach could improve the communication, as that can be a platform for continuous feedback on this matter.
- -
- ELSA Iceland sees no specific need to improve communication at the moment
- That we contact you more often and dont hesitate so much
- Coaching sessions could be held more frequently.
- We think that the communication could be more frequent and proactive. It would be helpful if the IB took more time to understand how things work in National Groups, including the problems and areas of concern we encounter. An understanding in these aspects would help make the communication even more effective and meaningful.

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6. How can the communication between National Groups and IB be improved? p.3

- we think the communication is already very good.
- So far, there is nothing to improve, as the International Board is already doing an incredible job.
- More frequent and structured Open callsIt is ok, we are happy
- Asking the National Groups on their opinion regarding various matters - exspecially before making proposals in context of the ICM.
- We are satisfied with the current level of communication. As a possible improvement, maintaining regular and structured updates from the International Board could further facilitate communication and ensure that National Groups remain consistently informed about relevant developments and opportunities.
- you are doing great!
- Less overload in information
- Hard to say, but we think the open calls are the best way to interact properly with the network. As such, we would recommend focusing on making as many and as diverse calls.
- At the moment, I believe the communication between the National Group and the IB is very good. The IB team is very present, responsive, and supportive whenever we need them. We feel that we can easily reach out to them and that they are genuinely available to support us. For now, I would mainly encourage maintaining this level of communication and presence. I would also like to thank the IB for their continuous support, availability, and efforts throughout the year. It is greatly appreciated.

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6. How can the communication between National Groups and IB be improved? p.4

- The communication is already strong, but it could be improved by providing more regular updates and creating more opportunities for National Groups to share feedback, experiences, and best practices with the International Board.
- The communication is already strong, but it could be improved by providing more regular updates and creating more opportunities for National Groups to share feedback, experiences, and best practices with the International Board.
- We should see each other more often (face-to-face). Just getting drinks together would tighten our bonds. Btw this is not unfeasible, as Luxembourg is really close to Brussels.
- As the communication has been very effective, we do not see any changes that would be necessary at the moment. Maintaining communication clear and accessible would be sufficient.
- Communication is already functioning well. It could be further improved by maintaining regular and structured communication with National Groups, sharing important information and deadlines as early as possible, and continuing to create spaces where National Officers can exchange questions, challenges and good practices directly with the International Board.
- it's amazing as it is!
- Reacting more promptly if a person from the Belgian Network reaches out to ELSA International
- /
- At this moment our NB thinks that everything is good

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Board Management, External Relations and Expansion

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1. How does your National Group coordinate and regulate approaches to external contacts? Please describe any relevant procedures or guidelines, including who can submit CAFs and how Local Groups approach entities in or outside their own city. p.1

- The CAF is submitted exclusively by the President of ELSA Poland, including on behalf of the Local Groups. We have our own CAF procedure in Poland, which is handled by the VP for Marketing of ELSA Poland. Local Groups (VP MKT) submit requests through the VP for contact with nationwide entities or entities based outside their own city. International CAF requests are submitted directly to the President of ELSA Poland.
- In cases where a Local Group wishes to contact an external that requires a CAF, the respective Local Officer contacts the National President, who submits the CAF on their behalf. For potential partners, Local Groups must notify the National Group and all other Local Groups at least seven working days before making contact, allowing them to raise any concerns or flag existing cooperation. If the entity already cooperates with another Local or National Group, it may only be approached with that group's approval. This procedure applies regardless of the city in which the entity is based.
- In the National Board of the UK, all of the board members are free to contact externals within the UK if they have personal connections with them, given that they introduce to me who they are prior and that I have oversight of the particulars of what they wish to arrange. This applies to non-financial partners, such as speakers or judges for the competitions. Typically in Local Groups in the UK, we have the Presidents who submit CAFs. I am super happy with the new platform. All the locals are understanding it and using it frequently as well.
- ELSA Denmark only has one partner who supports us in all of our annual projects. As a result of this, we have not yet been in contact with other potential partners, and therefore have not yet needed to submit CAFs.. The ELSA Denmark Local Groups' partnerships mostly consists of long-standing local sponsorship deals, due to which it has not yet been relevant for the local groups to submit CAFs. Should this be of relevance in the future, this shall be the responsibility of the President of ELSA Denmark or the President of the relevant Local Group.

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1. How does your National Group coordinate and regulate approaches to external contacts? Please describe any relevant procedures or guidelines, including who can submit CAFs and how Local Groups approach entities in or outside their own city. p.2

- In ELSA Ukraine, the National Board coordinates all approaches to foreign and national contacts, and Local Groups must obtain its approval before reaching out, with a response due within 7 working days. CAFs are submitted through the National Board, so Local Groups do not contact the International Board directly. Local Groups can freely approach contacts in their own city or region, but need the permission of the relevant Local Group before approaching an entity in another group's region. Requests are submitted by Local Presidents, who may delegate this to the Head of an event's Organising Committee. Local Groups report the results within two months to the National Board, or to the host Local Group in the case of local contacts. Breaches of procedure are resolved by consensus or, failing that, by the National Council Meeting.
- We don't have Local groups
- ELSA Ireland coordinate and regulate approaches to external contacts from our official emails, or if informal - LinkedIn. We coordinate on the National Board through a Master Excel sheet for future boards. The whole board approaches externals for their area, with BEE with the most contact for general contacts etc. Local Groups are left on their own to approach externals, with guidelines known and taught by the National Board.
- When it is a local contact, a request is sent to the local president via email usually and the president decides whether to grant the approval or not. If it's a national contact, we have a google forms that people can fill out and the answers go to a Google Sheets document. From there the President or the External Relations Director approve or disapprove the CAFs. If it is an international contact, our people fill the same Forms as with the national contacts but the president or the External Relations Director send them to the ER Platform.

1. How does your National Group coordinate and regulate approaches to external contacts? Please describe any relevant procedures or guidelines, including who can submit CAFs and how Local Groups approach entities in or outside their own city. p.3

- External contacts are coordinated and regulated through the new ERRP utilizing Contact Approval Forms (CAF) and Contact Evaluation Forms (CEF). All local officers are permitted to submit standard contact requests, but only Presidents are authorized to submit international contact requests. When a CAF is granted, the Local Group receives 3 months of exclusivity with that external partner, which can be extended if an agreement is signed. If another Local Group wishes to contact the same partner, a referral is issued for approval. The entire process from receiving a CAF to a final decision is handled within 7 days (with a national target of 2 days for prompt service), governed by a dedicated portal and handbook.
- E-mail addresses are always verified and we ensure never to share internal documents with external contacts.
- In ELSA Spain, Local Groups must always request prior permission from the National Board before approaching any external contacts. We strictly regulate this to prevent any interference or overlap with our national partner network. Accordingly, Contact Approval Forms (CAFs) are managed and submitted by the National Board to ensure full alignment. If a Local Group wants to approach an entity—especially one outside their own city—they must first get our explicit approval to protect our national strategy and existing sponsorships
- ELSA Norway has national regulations for approaching external contacts, outlined in Chapter 11 of our Decision Book. Local Groups must coordinate external approaches with the National President, particularly when approaching international contacts or partners relevant to the Network as a whole. The regulations aim to ensure coordinated and professional External Relations across ELSA Norway and compliance with ELSA's principles and ER rules.
- In case we want to contact a partner of a different national group, it is the President`s responsibility to submit the CAF. It is also their responsibility to answer incoming requests. Our Local Groups usually work with partners who are present in their cities.
  If not, it is usually in connection with institutional visits. In this case, the Local Group that has the institution in their oity is the one who usually helps the other in arranging their visit. Other than that, officers mostly arrange the approaches with the help of their personal network. In Hungary, we do not have internal regulations regarding how Local Groups can contact partners of ELSA Hungary, but as discussed amongst each other at several NCMs, they usually let ELSA Hungary know before they approach any of our partners.

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1. How does your National Group coordinate and regulate approaches to external contacts? Please describe any relevant procedures or guidelines, including who can submit CAFs and how Local Groups approach entities in or outside their own city. p.4

- ELSA Iceland is a small but flexible national group where through closeness between board members each one has a great amount of personal freedom to suggest and approach potential partners according to personal possibilities of success in engaging potential partners, ELSA Iceland has implemented a common form where potential partners can be listed
- All approaches to international externals, including those initiated by Local Groups, are coordinated through the National Board. Within Austria, Local Groups must submit a prior approval request to the President of ELSA Austria before contacting an external that: is a partner of ELSA Austria, exceeds a certain size (15+ employees in law, tax or audit, or 300+ employees overall, or revenue above EUR 30 million), is a public institution (other than the Local Group's own university), has offices in another Local Group's catchment area or abroad, or requires approval from ELSA International or a foreign ELSA group. If an external is located in another Local Group's catchment area, or already cooperates with that Local Group, the President of that Local Group must also be consulted first.
- As ELSA Türkiye, external contacts are coordinated between the National Board and Local Groups. Local Groups may contact entities within their own city independently, while contacts outside their city or involving national-level partners should be coordinated with the National Board beforehand. CAFs may be submitted by authorised members in accordance with ELSA procedures. The National Board ensures transparency, avoids overlapping contacts, and coordinates relations with national or international entities.
- The President is always the first contact with a new external partner. FM approaches partners exclusively within the specific ongoing traditional event - ELSA Estonia Christmas Saloon (in Estonian: Jõulusalong). Depending on the project the VP of the relevant area is attending the meeting with the new external partner together with the President and FM.
- Local Groups submit contact authorisation requests through the designated form to the National President, who handles national contacts within 7 days and forwards requests concerning international contacts or contacts falling under another National Group’s responsibility through the ERRP within 3 days. Local Groups may approach local entities based exclusively in their own city without requesting authorisation from another Group. To approach a local contact in another city where ELSA is present, they must request authorisation from that Local Group’s President. Where ELSA is absent from the city, authorisation must be requested from all Local Presidents in the relevant region; where there is no ELSA presence in the region, the request is handled nationally.

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1. How does your National Group coordinate and regulate approaches to external contacts? Please describe any relevant procedures or guidelines, including who can submit CAFs and how Local Groups approach entities in or outside their own city. p.5

- ELSA Portugal coordinates external relations through the President of the National Board, in cooperation with Local Group Presidents. Our procedures are established in the national regulations and explained in our External Relations Guide. Before approaching an entity, Local Groups must consult the National Partners Database and check its territorial scope, existing partnerships and any contact reservations. Local Group Presidents are responsible for ensuring that their teams follow these rules. For international entities, Local Groups must refrain from initiating or replying to contacts and request support from ELSA Portugal. This procedure includes completing a CAF, following the National Board's guidance. However, the document refers to a separate international external relations guide and does not specify who is authorized to submit CAFs. For entities operating nationally within Portugal, Local Groups must obtain prior authorization from ELSA Portugal. For entities operating exclusively within one city, the procedure depends on their status in the National Partners Database. If an entity is not listed, the Local Group must inform ELSA Portugal and may proceed if no objection is raised within five working days. If it is an exclusive partner of ELSA Portugal, national authorization is required; if it is an exclusive partner of another Local Group, that Group's authorization is required, alongside notification to ELSA Portugal. These rules apply whether the entity is in the Local Group's own city or another city: the guide bases the procedure on the entity's scope and partnership status, rather than geographical proximity. Authorization requests have an initial response deadline of seven days. If unanswered, the requesting President must send a second request, allowing three further days; continued silence constitutes authorization. The contact authorization form must then be completed and signed by the Presidents involved before the activity or partnership is publicized. Contacts must also be recorded and updated in the database. Registered contacts are reserved for four months, extendable to six where progress is demonstrated, and other Groups must obtain permission from the Group holding the reservation before approaching the entity.
- Local Groups approach entities based on the existing records of external contacts allocated among the Local Groups, in order to avoid multiple groups approaching the same partner.
- We have a national external relations regulation. In order to contact a partner of LG's or NG you need permission from the respective group. Furthermore, we have 14 regions in the Czech Republic and if you want to contact a subject which is seated in one of the regions where a LG is present you need an approval form the respective LG.
  For the rest of the regions, you need an approval from the NG. The LG's can also extend their coverage to up to two other regions for the duration of one term if all of the presidents approve it. The national president is the only responsible person who can send CAFs, LG have to ask me to fill out CAFs on behalf of them.

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1. How does your National Group coordinate and regulate approaches to external contacts? Please describe any relevant procedures or guidelines, including who can submit CAFs and how Local Groups approach entities in or outside their own city. p.6

- Any local can submit CAFs, they have to be sent to the President, SecGen or Treasurer. The CAFs are excel sheets, that have to contain the same information as asked by ELSA International. The procedure is regulated in the Standing Orders.
- When it comes to the ERR of ELSA Greece it is regulated in our Decision Book and is mainly split in two separate parts. Firstly we have the ARD (Approach Relation Database) where all the local groups and the National group state their upcoming partner approaches. In order for them to happen all the rest of the ELSA Groups have to approve the specific contact. We have some very specific reasons for denial much like ELSA International. After that once the partnership is successful we have the ERD of ELSA Greece where very much like ELSA International we put our partnerships and seal them as exclusive to each group. Additionally for CAFs the local groups and the National group put their contacts in the ARD and then the National Submits the CAF on behalf of all the groups. Concerning the cities all local groups approach partners outside their city after agreement from the rest of the groups through the ARD.
- ELSA the Netherlands requires an NCAF to be submitted before contacting external partners, Traineeship Providers outside the Local Group's territorial jurisdiction, potential sponsors or partners, institutions for Study/Institutional Visits, ELSA Groups abroad, and other external parties, with the relevant permissions obtained where required. Requests must be answered within three working days, after which contact may proceed if no response is received; refusals must be based on specific reputational, financial, negotiation, existing partnership, or ELSA Philosophy Statement concerns, and Traineeship Provider contacts must respect the territorial division among Local Groups.
- Similar to the international provisions, we have our own national guidelines regarding which partners Local Groups can contact and what procedure they need to follow. Each Local Group has a jurisdiction spanning the county they inhabit and other Local Groups require permission from them in order to contact any partners that have headquarters there. CAFs can be sent out by any interested officer.
- Our National Group coordinates external relations by ensuring that Local Groups follow a common framework when approaching external contacts. The aim is to keep our communication professional and consistent while avoiding duplicated or conflicting approaches. CAFs can be submitted by Local Groups when they want to approach an external entity. The National Group reviews and follows up on these requests to ensure that the contact is relevant and aligned with our objectives and that there are no conflicts with existing national or local partnerships. For entities located within their own city, Local Groups can approach them directly, while keeping the National Group informed through the CAF process. For entities outside their city, Local Groups are expected to coordinate with the National Group before making contact, particularly when the entity could be relevant at a national level or when another Local Group may already have an existing relationship with them. The National Group also remains available to guide Local Groups throughout the process and to support them when an approach requires national-level coordination or follow-up.

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1. How does your National Group coordinate and regulate approaches to external contacts? Please describe any relevant procedures or guidelines, including who can submit CAFs and how Local Groups approach entities in or outside their own city. p.7

- External relations are mainly coordinated by the National Board, by the President overseeing national-level approaches and ensuring that contacts are not duplicated. Local Groups can approach entities within their city, while approaches to national-level institutions or existing ELSA partners are coordinated with the National Board. CAFs are submitted through the relevant responsible Board member.
- The VPs and the Directors are allowed to reach out to external contact (in case of need for a conference or to visit a workspace). They all act in coordination with the President and the Secretary General.
- Since ELSA Bulgaria currently has only one Local Group, which also acts as the National Group, external relations are mainly coordinated by the President of the National Board. Other Board Members may also contact partners within their respective areas, with communication generally coordinated internally. CAFs are submitted through the National Board, and contacts with entities both within and outside Sofia are handled at the national level.
- External Relations are coordinated primarily through the National Board in cooperation with the Local Boards. Local Groups may approach external contacts within their own city, while approaches to entities outside their city or to organisations with national relevance are coordinated with the National Board in advance. This helps us avoid overlapping approaches and ensures consistency across the network. CAFs are coordinated through the responsible officers and submitted in accordance with the applicable ELSA procedures. Local Groups are expected to inform and consult the National Board where an external relationship may have relevance beyond the local level.
- n/a
- I explained the whole External Relations procedure to all the President in their individual BEE call with me. I will send another reminder mail with all the information in one place to the Presidents and their respective director for external relations/public relations. They feel in an excel sheet and send it to me. Afterwards, I submit the CAF through the External Relations platform and keep them up to date of the outcome.
- /
- ELSA Lithuania maintains shared Excel contact lists to coordinate approaches to external entities and avoid duplicate communication. Local Groups wishing to approach or cooperate with institutions first contact the National Group to check existing relations and coordinate the approach.
- Local Groups send national contact requests to me as President/BEE. I check existing partnerships, ongoing approaches and territorial responsibilities. International contacts are handled through CAFs where required. If a contact is located in another Local Group's territory, that Local Group must also approve the approach.

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2. On which part of BEE are you putting the most focus this year?

p.1

- Board Management and External Relations, I am not focusing on Expansion, because we already have 14 Local Groups in the biggest cities.
- Our main focus this year is on external relations, as we currently have one general partner of the National Group and one project partner. Therefore, strengthening our partnership structure and securing additional financial support is one of our key priorities.
- I am focusing the most on External Relations for this year. In ELSA UK, we do not have a strategic plan for how we map out external relations, and I want to support our members in attending internal meetings, such as NCMs and ICMs, and all the other events that we host.
- External Relations. As ELSA Denmark is responsible for the planning of the upcoming Nordic Officers' Meeting (NOM) 2026, we are drawing on our strong relationships with our General Partner. We are currently working on negotiating a new deal with them, incorporating them in NOM.
- This year I am focusing on proper coordination of external relations and network management: clear, consistent approaches to external contacts across the network, so that Local Groups know the procedures and the National Board can support them in building lasting partnerships. Particular attention is also being given to the corporate reform, especially the registration of Local Groups as separate subdivisions, to ensure a more structured and legally sound network.
- Finding partners
- Our main focus, is expansion. We are doing this by our new project called the ELSA Ireland Campus Ambassadors Programme. This is for non-local universities to liaise with their university who don't have a local group and have certain boundaries to expanding a local group such as their university not allowing parent associations on a society or over 200 signatures to create a chapter. We combat this by the ambassador programme which will allow us to foster a community for the future boards to possibly create a local group from that fostered community. We also hope to have a structured alumni network.
  For our current network, Marketing is crucial for attendance and engagement.
- Board Management but also External Relations.

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2. On which part of BEE are you putting the most focus this year?

- Within BEE (Board Management, External Relations and Expansion), the primary focus is placed on External Relations alongside support and development for existing Local Groups. A key strategic goal is to diversify funding via sponsorships to reduce reliance on membership fees and grant funding. Particular emphasis is placed on securing a national partner for the Competitions portfolio (VP C), creating better conditions for the new board role and facilitating local competition arrangements. Under Expansion, strengthening, training, and mentoring existing Local Groups takes precedence over establishing new ones. Additionally, Board Management focuses on fostering an inclusive and supportive working environment where every board member can develop.
- Possibly board management.
- All of them
- This year I will focus mostly on External Relations and Expansion.
- As the coordination of the Alumni Community is a responsibility of BEE in Hungary, we would like to focus on this matter in the upcoming year. We plan to research people, create a database, contact them and enlarge the number of the members of the community. Moreover, we would like to restructure the Alumni community, engage them in more of our projects and organise more frequent events for the members of the community.
- Better fiscal stability, smoother Board operations, more active participation
- Partner relations: maintaining and strengthening our existing partnerships rather than prioritising new acquisitions. Board management: our National Board is currently not fully staffed, so filling the open positions and distributing the workload sustainably is a priority. Network cooperation: building closer and more cooperative collaboration between all Local Groups and the National Group.
- Maintaining good communication with the branches and supporting other Board members in projects.
- External relations
- This year, our main priorities are consolidating our existing Local Groups, strengthening training, and rebuilding active relationships within the international Network. We want to support Local Presidents and Boards in managing their Groups, sharing knowledge and ensuring continuity between terms. Our focus is on making the existing Network stronger and more sustainable, while encouraging greater international participation and cooperation. We want to encourage mutual support and cooperation, while keeping the ELSA experience enjoyable and rewarding. Beyond the formal rules, we value the ELSA spirit: building friendships, having fun while working together, and feeling part of one Network with shared goals.

2. On which part of BEE are you putting the most focus this year?

p.3

- BEE’s focus this year is expansion, with the aim of establishing ELSA structures in every law school in Portugal by the end of the term.
- The main focus will be on Board Management, as I consider it one of the key pillars for the effective functioning of the association. Another important priority will be finding new partners, especially since, as reflected in the previous questions, our National Group currently does not have a concrete long-term partner.
- I'm focusing on our local groups and trying to boost their activity within the network. We currently have two very strong LGs - ELSA Prague, the most distinguished local group for 2024/2025, and ELSA Brno, holding the title for 2023/2024. Fortunately, it looks like ELSA Pilsen is also stepping up and becoming more active.
- External Relations
- This year I have decided to focus on two things mainly, first network management and secondly the international orientation of ELSA Greece. To start with network management, it is something that has traditionally been neglected by the national president in the past and it is time to create some stable groundwork towards the cohesion of the entire Greek network. About the International orientation it comes down to the organisation of the ISM in Komotini.
- My main focus is on External Relations, sustainable partnerships and better coordination between the National Board and Local Groups.
- External Relations
- External Relations - Due to the high amount of partnership opportunities.
- This year, our main focus within BEE is Member Development and Engagement. We want to make sure that members are not only recruited, but also receive a meaningful and consistent experience throughout their journey in the organization. We are putting particular emphasis on strengthening the support provided to Local Groups, improving the coaching and follow-up system, and making sure that members have access to
- opportunities to develop their skills and take responsibilities. Our goal is to create a stronger sense of belonging and ensure
- that members feel supported, valued, and actively involved in the organization.
- Our main focus this year is External Relations. We are particularly focusing on improving internal coordination and delegation, developing more structured and long-term external partnerships, and working towards expanding ELSA Azerbaijan's presence.
- The development of a Mentorship Program.

2. On which part of BEE are you putting the most focus this year?

- External Relations & Advocacy
- This year, our main focus within BEE is on strengthening and systematising external relations, developing sustainable partnerships, and increasing the value offered to our members through external cooperation. We are also focusing on better coordination between the National Board and Local Groups, expanding member benefits, and creating partnerships that can support both national and local projects in the long term.
- This year, our main focus within BEE is on strengthening external relations and developing more structured and sustainable cooperation with law firms, public institutions and other relevant organisations. We would also like to improve the visibility of ELSA Latvia among external stakeholders and establish a more systematic approach to partnerships and project-based cooperation.
- Board management and external relations
- Board Management
- External Relations

3. How would you like the frequency of Open Calls? Which topics would you like to be addressed during the BEE Open Calls? p.1

- I like the format of the monthly calls, combining regular reporting with additional training sessions and discussions on current topics. I would also appreciate having more opportunities during the calls for Presidents to exchange ideas and inspire one another, especially when it comes to solutions, projects, and management practices.
- We are happy with having BEE Open Calls once a month, as we feel this frequency works well and gives officers regular opportunities to connect without having too many calls.
- I would like Open Calls to be hosted every month and a half or so. I think it is good to have the open calls planned about strategies for Presidents. I want to learn more from experienced countries and I think that the Open Calls can be a great way to facilitate this knowledge sharing. In regards to the topic, I would say External Relations primarily, however I think it can be a rotation over the months so that we discuss all the topics throughout the year.
- Ideally, an Open Call every other month. Topic ideas relevant for ELSA Denmark would be: Strategies to expand into new cities. How can we be creative when working with External Relations? Any creative ideas that are not law firms and funds?
- I think once a month would be the optimal frequency for BEE Open Calls. It is regular enough to keep everyone updated and to address issues in time, without overloading National Boards. Useful topics would be network management, external relations and fundraising, updates on upcoming projects and deadlines, and experience sharing between National Groups.
- -
- The current frequency is perfect. Possibly external relations as we struggle with partnerships with firms due to the competition with actual law societies.
- Approximately once a month or even more rare in some cases would be good. Relating to topics it’s hard to say. Anything would be nice.

3. How would you like the frequency of Open Calls? Which topics would you like to be addressed during the BEE Open Calls? p.2

- The preferred frequency for Open Calls within the BEE area is approximately once a month. These calls serve as a platform for knowledge transfer and operational support for local board members. Priority topics include sharing best practices and experiences across Local Groups, External Relations and negotiation techniques to bridge knowledge gaps in the network, as well as recruitment, officer training, and leadership. Furthermore, the calls provide practical guidance on CAF/CEF procedures and the portal system, while supporting the rollout of the new Competitions area (VP C) at the local level.
- Open Calls should be rather less frequent, more empahsis should be placed on expansion.
- We would prefer the BEE Open Calls to be held on a monthly basis. While we already cover great topics, it would be highly beneficial to focus even more on practical issues that directly impact our daily operations and bring real, actionable value to the network
- I think having a BEE Open Call approximately every two months would be a good frequency. This would allow us to stay in touch and exchange experiences regularly, without having meetings more often than necessary. Regarding topics, I would particularly appreciate discussions on External Relations, Board Management and sustainable Expansion.
- We are satisfied with the current frequency. Some topic ideas: Cooperation between National Groups Insight in the work of the IB - to better understand the processes How to avoid burnout, finding motivation
- once a month is sufficient
- The current frequency of Open Calls works well for us, although earlier announcements would make it easier to attend.
  Beyond the calls themselves, we would appreciate more proactive check-ins from the International Board.
  We know support is always available on request, but we feel that reaching out to National Groups more often would lead to more regular and open communication.
- Once in a month.

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3. How would you like the frequency of Open Calls? Which topics would you like to be addressed during the BEE Open Calls? p.3

- I would prefer for BEE Open Calls to be held twice a month. I would like to address the following topics: external relations, ELSA selling points, building long-lasting connections, managing the competition with other law student organisations, maintaining or increasing the number of members.
- I would welcome one BEE Open Call per month. I believe that practical calls, in which we explore soft skills necessary for presidents, would be useful for national and local presidents.
- I think Open Calls should be held monthly, and their topics should focus on the association's long-term sustainability, particularly at the local and national levels.
- I would prefer the Open Calls to be held approximately once a month, with the possibility of organising them more frequently when needed, for example in the period leading up to IIMs. Regarding the topics, I would find it useful to focus on practical matters such as Board Management, external relations, partnership development, fundraising, communication with external partners, as well as the exchange of good practices between National Groups.
- I prefer fewer open calls overall, though the proposals open call and ones for major updates definitely make sense to me.
- Once a month or every two months. I would love to be included in current discussions that might be relevant from a strategic point of view.
- I believe that for me and my personal network I would be available for one Open Call potentially once in 2-3 weeks. I think that most attention this term must be given to External Relations, both in the sense of the ERRP and because it is what most National and Local Groups.
- Every one to two months would be ideal. I would especially appreciate topics such as CAFs, fundraising, partnership strategies, network coordination and best-practice exchange. (Topics: useful for every nation)
- Every 2 months -» any BEE topic
- Monthly frequency is optimal. Regarding topics, I would love to see Board Management under the spotlight more often.

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3. How would you like the frequency of Open Calls? Which topics would you like to be addressed during the BEE Open Calls? p.4

- would prefer to have BEE Open Calls on a monthly basis, as I believe this provides a good balance between having regular support and avoiding too many meetings. For the topics, I would appreciate sessions focusing on member engagement and retention, leadership and capacity building, best practices for Local Groups, coaching systems, and ways to improve the overall member experience. It would also be valuable to have Open Calls where NGs can share challenges and best practices with each other, as learning from other National Groups can be very useful.
- I would prefer monthly Open Calls, with additional sessions when necessary. Useful topics would include external relations strategies, sponsorship and fundraising, CAF procedures, partnership management, Board Management, delegation, expansion and sharing successful practices between National Groups.
- Once every two months, to discuss ways to expand the positive impact of ELSA on campuses.
- Once a month is enough. As for the topics, I'd love a combination of all aspects within the BEE Area.
- I would prefer BEE Open Calls approximately once a month, with additional calls when there is an important topic or development that requires discussion. I would especially like the calls to address partnership development, approaching potential partners, negotiation techniques, CAF procedures, external relations regulations, maintaining long-term partnerships, member benefits, sponsorship strategies, and sharing good practices between National Groups.
- Open Calls approximately once a month would be useful, provided that they have a clear topic and practical focus
- Once a month & leadership styles as a topic
- /
- One Open Call within one month. At the moment, we would really like to learn more about how to negotiate effectively with partners.

4. In your view, what should be ELSA International’s main priorities for this term? p.1

- In my view, ELSA International’s main priorities for this term should be supporting National Groups in their development and creating more opportunities for them to learn from one another. This could include spaces for sharing good practices, discussing challenges, and exchanging ideas on projects and management. I also see Advocacy and External Relations as important priorities, as they can strengthen ELSA’s impact and visibility beyond the Network.
- ELSA International should focus on supporting National Groups that are currently reviving or facing challenges, particularly by helping them rebuild their structures and knowledge management.
- I think that ELSA International should prioritise for this term the events that currently exist, such as promoting more sustainable approaches to the planning of IIM, this I envision as more information to National Groups on how to host, and to continue the great work already achieved by planning hosts many meetings in advance.
- Establishing good relationships with the National Boards and supporting them in the needed areas. As an example, ELSA Denmark greatly appreciates the participation of the International Board of ELSA at NOM 2026 in Copenhagen, as this makes it possible for IB-members to share valuable input during workshops, which may be used/implemented after NOM, at the scope which the National Groups see fit.
- I believe ELSA International's main priorities should be supporting National Groups, keeping communication within the network clear and consistent, and maintaining the stability and quality of ELSA's activities.
- -
- In my view, ELSA International's main priorities for this term is to possibly create more opportunities or avenues for National Groups to gain more financial support such as grants.
- Making sure to listen to the network and just be nice and caring.

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4. In your view, what should be ELSA International's main priorities for this term? p.2

- For this term, ELSA International's main priority should be lowering thresholds for participation in international projects and competitions (such as HMCC, JHJMCC, and the Nordic Negotiation Competition). Focus should also be given to Knowledge Management and providing clear templates and handbooks. Increased national and international support for flagship initiatives like Advocacy, the Annual Human Rights Campaign (AHRC), and Rule of Law Education (ROLE) remains essential.
- Aiming to streamline and simply excessively bureaucratic and administrative processes.
- External Relations
- I believe ELSA International should focus on maintaining a strong and well-connected Network, with good communication and cooperation between the International Board and National Groups. Supporting National Groups in their work and ensuring that ELSA's international opportunities and projects are accessible and relevant throughout the Network should also remain a priority.
- The financial sustainability of the operation of National Groups and of international events, with a strong focus on IIMs. Enhance balancing differences between National Groups
- Creating a stronger sense of community
- Proactive support for National Groups: regular check-ins and active outreach from the International Board, not only support on request.
- Revising the pricing of international events, particularly Law Schools, and improving communication with OCs regarding organizational capabilities.
- Increasing grants and improving overall money situation for grants - creating more partnerships for National Groups, who organise the IIMs. Securing long-lasting partnerships for IIMs - asking money not only from the legal partners, but also approaching other sponsors like Red Bull, Coca-Cola, plain companies etc.
- ELSA International should prioritise strengthening its relationship with National Groups and encouraging active cooperation across the Network and especially between national officers.

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4. In your view, what should be ELSA International’s main priorities for this term? p.3

- In my view, ELSA International’s focus should be on maintaining its core projects and continuing the good work that has already been developed.
- In my view, ELSA International’s main priorities for this term should be strengthening communication and cooperation with National Groups, providing practical support to the Network, and ensuring that international opportunities and projects are more accessible and clearly communicated. I also believe that a strong focus should be placed on external relations and sustainable partnerships, as well as on sharing best practices between National Groups.
- The main priorities should focus on managing our reserves to combat inflation, improving the ERRP(such as making email notifications more logical or giving national presidents the authority to forbid local presidents from filling out CAFs) and finishing the update of the EI websites
- BEE wise: acquiring general partners, that actually pay money to ELSA International. Please do not continue with allocating the costs to the national groups or the individual members of ELSA, for example through additional fees.
- In my opinion ELSA International this term should focus on increasing the Partners of the Association and also ensuring the accessibility of IIMs both for hosts and for participants. Additionally this year marks a great opportunity for the PD area to make the last step towards filling the financial loss in its budget.
- Clear communication, strong support for National Groups, financial sustainability, external partnerships and high-quality international opportunities.
- Increase ELSA´s acquisition
- Helping the National Groups deal with the effects of the recent economic strains in the European climate, by pushing an agenda focused on feasibility and accessibility.

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4. In your view, what should be ELSA International's main priorities for this term? p.4

- Helping the National Groups deal with the effects of the recent economic strains in the European climate, by pushing an agenda focused on feasibility and accessibility.
- In my view, ELSA International's main priorities for this term should be strengthening the connection and communication between ELSA International, National Groups and Local Groups, while ensuring that the support provided is practical and accessible. I believe there should be a strong focus on capacity building, coaching and knowledge sharing, so that National and Local Boards feel properly supported throughout their terms. Creating more opportunities to share best practices between National Groups could also help us learn from each other and develop more consistent approaches across the Network. Finally, I think ELSA International should continue focusing on member engagement and development, ensuring that the opportunities and projects offered at the international level are well communicated and accessible to members at the local level.
- ELSA International should focus on strengthening communication and support for National Groups, sharing practical best practices, improving international opportunities for members, and supporting National Groups in areas such as external relations, financial sustainability and expansion.
- Fostering a sense of community amongst European law students and helping out the National Boards that need the most support.
- I think the main priorities should be strengthening the network, improving communication and cooperation between the different levels of ELSA, and making ELSA's opportunities more visible and accessible to members.
- In my view, ELSA International should focus on strengthening communication and cooperation within the Network, ensuring that National Groups receive clear and practical support, and improving the accessibility of ELSA International's resources and opportunities. Another priority should be supporting National Groups in implementing ELSA's international projects and standards while still allowing enough flexibility for national realities. Strengthening knowledge management, officer training, and cooperation between International and National Officers would also be particularly valuable.

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4. In your view, what should be ELSA International's main priorities for this term? p.5

- ELSA International should focus on strengthening communication and practical cooperation with National Groups, providing accessible support and guidance, and ensuring continuity between International Boards.
- Financial stability, external relations and collaboration with National Groups
- /
- Overall, we are satisfied with the current level of support and do not see a need for major changes. However, ELSA International could consider providing more financial support to National Groups with smaller budgets, as limited resources can restrict students' opportunities to participate in international events such as ICMs and ISMs.

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5. In your view, what should be ELSA International's priorities for the coming years? p.1

- I believe ELSA International should focus on strong knowledge transfer (transitions), so that good solutions and practices can be continued and improved, and future teams can learn from previous terms. It should also create an open space where every National Group can develop and share its ideas and experiences. Finally, I believe ELSA should continue strengthening its external position and image through Advocacy and External Relations.
- Securing more partnerships that provide financial support.
- As regarding ELSA International's priorities over the coming years, I think it would be less experienced groups hosting international events such as HPMCC or JHJMCC. I again think that long term, it would benefit these groups greatly to have experience in organising such events, as well as promotion of ELSA within the National Group that hosts, to their internal network and to potential future Local Groups.
- Continually engaging with the National Groups. Continuing the Open Calls on topics relevant to the National Groups, in order to help them strengthen their position moving forward. Participating (if possible) in events established by the National Groups – especially in the Academic Programmes to share knowledge and ideas with both National and Local Board Members.
- In the coming years, I believe ELSA International should continue developing the network sustainably, strengthening its partnerships, and supporting the growth and development of its members and National Groups.
- -
- ELSA Internationals priorities should be to create a stronger organisation between all the structures of ELSA. Every National Group is different and should be celebrated, there are different perspectives, advice and experience between everyone on the network which should be recorded and given as practical guidance and will bring a higher standard to our organisation as a whole.
- Same as above. Also making sure that the network flows with the environment and necessary changes are made from time to time, but also that unnecessary changes are not being forced.

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5. In your view, what should be ELSA International's priorities for the coming years? p.2

- Long-term priorities should center on organizational and financial sustainability, incorporating both ecological responsibility and social sustainability. Another critical focus is digitizing and simplifying administrative systems, including member registries and the contact request portal. Finally, efforts should be made to strengthen continuity during board transitions and deepen regional and Nordic cooperation through joint initiatives and meetings.
- Possibly reviewing the standardised board structure of ELSA boards.
- External Relations
- In the coming years, I believe ELSA International should focus on the long-term sustainability and development of the Network. This includes financial sustainability, strengthening cooperation across all levels of ELSA and ensuring that the organisation continues to develop in a way that provides meaningful opportunities for our members while maintaining a strong and united Network.
- Financial Sustainability Keeping students, members and groups active and facing the challenges in connection with the activeness of students nowadays.
- Gathering more partners for fiscal security
- Our main wish is stronger IT support, above all a centralised membership database provided and maintained by ELSA International. It should: run on one common, professionally built and maintained tool for the whole network, organise members clearly by group affiliation and status (active, passive, alumni, etc.), use role-based access, so each Local Group and National Group only sees the data relevant to them (their own members and the alumni of their country), be fully GDPR-compliant by design. This would reduce the administrative burden on National and Local Groups, improve data quality, and make sure personal data is handled consistently and lawfully across the network.
- Revising the pricing of international events, particularly Law Schools, and improving communication with OCs regarding organizational capabilities.

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5. In your view, what should be ELSA International's priorities for the coming years? p.3

- Stability of IIMs, i.a. avoiding situations with no hosts. ELSA website functioning properly. More trainings for National and Local Groups re branding and development of their websites.
- In the coming years, ELSA International should focus on preserving and strengthening what makes ELSA a Network: a shared identity and a sense of belonging across borders. Our strength lies in the relationships between our Groups and in the willingness of members to share knowledge and opportunities. Especially there needs to be a particular focus and attention on the National groups which are in greater difficulty. This requires continuity beyond annual board changes, investment in future boards, and an international experience accessible to members from different backgrounds.
- In my opinion, ELSA International needs to think long term, consider its financial sustainability, and reflect on its apolitical position, since ELSA's values are political, but not partisan. In today's world, trying to maintain a position of neutrality while taking a stance…
- In my view, ELSA International's priorities for the coming years should be ensuring the long-term sustainability and development of the Network, strengthening the connection between the International, National and Local levels, and increasing the practical value that ELSA provides to its members. I also believe that ELSA should continue developing strong and sustainable external partnerships, while preserving its identity, independence and core values. Another important priority should be improving knowledge transfer and continuity between terms, so that good practices and experience are not lost with each new Board.
- EI should continue on improving the IT quality of websites, officers portal and other platforms. The financial management as mentioned in question above should be addressed in this term, but its also a a more long-term problem.
- see above

5. In your view, what should be ELSA International's priorities for the coming years? p.4

- Much like this year I think what ELSA International should focus on is the quality and accessibility of the IIMs. Partially the last part was covered from the Decision Book amendments in Brno. However there are still some questions regarding for example the method where delegates are cut from all National Groups in case the Hosting group doesn't have the capacity for all. Additionally the final solution would be to increase the number of possible IIM Hosting groups so that the IB can choose based on quality and not only necessity.
- Sustainable finances, strong knowledge management, efficient internal structures and a professional external image.
- How to get more student involvement –» advocacy
- Getting ELSA more involved in the international geo-political scene, especially within highly debated topics.
- Idem
- In the coming years, I believe ELSA International should focus on the long-term sustainability and development of the network, stronger international partnerships and greater visibility of ELSA. ELSA should also continue adapting its activities to emerging legal fields such as AI, digitalisation, data protection and sustainability.
- The same ones ;)
- In the coming years, I think ELSA should focus on sustainable growth, stronger external relations, and further developing its international opportunities. At the same time, maintaining a strong sense of community and ensuring that members remain at the centre of what we do should be a priority.
- For the coming years, ELSA International should focus on long-term institutional stability, continuity and knowledge transfer, stronger and more sustainable external relations, and increasing the visibility and relevance of ELSA internationally. It should also continue improving cooperation between all levels of the Network and make international opportunities more accessible to members across different National Groups. Developing stronger academic, professional and institutional partnerships could further increase the value that ELSA provides to its members.

5. In your view, what should be ELSA International's priorities for the coming years? p.5

- In the longer term, ELSA International should focus on organisational sustainability, institutional continuity and strengthening the value that the Network provides to its members. This includes maintaining strong relations with European and international institutions, developing sustainable external partnerships, strengthening the exchange of knowledge between National Groups, and ensuring that ELSA remains attractive and relevant to future generations of law students.
- Financial stability, promotion of ELSA in general and make sure there are enough IB candidates (succession)
- /
- Overall, we are satisfied with the current level of support and do not see a need for major changes. However, ELSA International could consider providing more financial support to National Groups with smaller budgets, as limited resources can restrict students' opportunities to participate in international events such as ICMs and ISMs.

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6. How do you work with Advocacy in your National Group? Which area(s) are responsible, and is it a focus for your term? p.1

- We work with Advocacy mostly through our social campaigns and legal committee. Our social campaigns focus on current issues, such as unpaid internships and cybersecurity, while the Legal Committee collects the most important current legal developments in the form of legal alerts, with the aim of raising legal awareness in society. We also work with Advocacy through our projects, which focus on human rights and address current social and legal issues. The responsible area is Seminars & Conferences, while within the ELSA Poland Team, we also have dedicated coordinators responsible for our social campaigns and Legal Committee. Developing Advocacy is one of our focuses this year.
- The VP AA and the President are primarily responsible for Advocacy; however, any member of the National Board may suggest or initiate an advocacy initiative. In the past, there has been some hesitation towards Advocacy due to concerns that certain initiatives could be perceived as political. Therefore, one of our focuses this year is to develop Advocacy further and use it more actively to address issues relevant to law students in our National Group.
- We work with advocacy in Academic Activities and in Competitions, with many Local Groups and National Board officers being inspired to host more Human Rights based events, and opportunities for students.
- In ELSA Denmark, Advocacy falls under the Academic Activities area. Before the AA-C split a few years ago, AA primarily focused its resources on local events and competitions. After the split, the areas have gained more time to focus on their respective projects. As a result of this, Advocacy does not yet have a strong foundation in ELSA Denmark, but our VP in charge of AA is working towards strengthening the AA-area and looking at new possibilities for future terms.
- In ELSA Ukraine, advocacy is carried out in a non-political way, based on objective and verified information, through educational events, campaigns and other initiatives that raise public awareness of important social issues, especially human rights and the rule of law. It is coordinated at National Board level in cooperation with Local Groups, and I am working to develop it further this term.

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6. How do you work with Advocacy in your National Group? Which area(s) are responsible, and is it a focus for your term? p.2

- For this term, we are particularly interested in initiatives related to human rights, digitalisation and AI, health literacy and the right to health, as well as access to justice.Advocacy is currently coordinated primarily by the Board
- We have a dedicated VP for Diversity and Inclusion on our National Board. Of course, our VP for AA has been using advocacy in her work and projects and is responsible for Advocacy in the National Group. We have a joint project with Competitions, AA and D&I for a joint ROLE/Intervarsity Moot court competition with the aid of D&I to do a competition with our members and afterwards a workshop with the ROLE participants to partake in a mock moot court.
- Advocacy is being done by BEE and AA. We have a Director for Advocacy as well. We have been planning some webinars or seminars and also opened a campaign for becoming a blood donor.
- Advocacy represents an explicit focus area for the term, led primarily by the Vice President in charge of Academic Activities (AA) in close collaboration with the National Board. It is structured as a year-long initiative rather than being limited solely to ELSA Day, operating through the Annual Human Rights Campaign (AHRC) and Rule of Law Education (ROLE). Activities are organized via an annual advocacy calendar and by embedding social sustainability and human rights perspectives across all key portfolio areas.
- Advocacy is a central theme in Malta and many other student organisations are engaged in advocacy, many a time finding ourselves in a position on whether to endorse a statement or not, in which case we refer to ELSA's Advocacy Guidelines.
- In ELSA Spain, the National Board directly manages all Advocacy efforts. It is always an important focus for our term, but we are approaching it with extra caution and a highly strategic mindset, as the current institutional and social landscape in Spain is quite delicate right now.

6. How do you work with Advocacy in your National Group? Which area(s) are responsible, and is it a focus for your term? p.3

- Advocacy falls under the BEE area in ELSA Norway and is therefore ultimately the responsibility of the President. However, some Advocacy-related work is also carried out within the AA area this term. Our VP AA, together with the Director for Human Rights, is responsible for creating awareness-raising content for ELSA Norway's social media, for example in connection with International Women's Day and the Sámi National Day. As President, I have also assisted several of our Local Groups with Advocacy matters so far this term. Advocacy is therefore a shared focus across different areas, while the overall responsibility remains within BEE.
- Advocacy is a shared responsibility of BEE and AA in general, however in the last few years, SnC took one of the greatest parts in it, as we have a national conference on the future of law education. This conference will be shaped into a comprehensive project this term, enlarging the number of students involved, and levelling up the aims and objectives as well. The goal of the project is to gather together representatives of all Law Faculties in Hungary and start a conversation between them and students on what kind of law education we want to have in Hungary in the future.
- ELSA Iceland advocates for stronger recognition of the Rule of Law and human rights which have been under represented in the Icelandic school system, this is mainly achieved through ROLE, ELSA Iceland has also been fighting in strengthening the relationship between Icelandic Law students and European law students through participation in the EFTA study visit and SELS/WELS
- It is not a big focus this term, AA ist responsible with BEE together and Mkt i think
- In ELSA Türkiye, Advocacy is mainly coordinated by the National Board, particularly through the Academic Activities and Institutional Relations areas. We focus on raising awareness of legal and social issues through our projects, events, and publications. Advocacy is an important focus of our term, and we aim to strengthen our activities and cooperation with relevant stakeholders.
- Advocacy is not in focus this term, it is extremely unpopular. Advocacy is usually integrated in some projects on an ongoing basis since many of our events are aligned with the ELSA values and therefore advocate for Human Rights etc.

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6. How do you work with Advocacy in your National Group? Which area(s) are responsible, and is it a focus for your term? p.4

- Our National Decision Book places advocacy within the Academic Activities framework, with responsibilities shared across areas. Initiatives must rely on verified evidence and reliable legal sources, present issues objectively, and respect ELSA's non-political character. For Local advocacy campaigns, the Secretary General and the Vice President for Academic Activities are included when marketing materials are submitted for approval, together with a short description of the initiative. Marketing approves the communication materials, while the Secretary General and Vice President for Academic Activities may jointly request changes where a campaign conflicts with ELSA's values or uses incorrect or non-neutral sources. Advocacy is a focus for our term. We want to strengthen the ability of National and Local Officers to develop meaningful and well-grounded initiatives through training and cooperation between the relevant areas.
- In ELSA Portugal, Advocacy falls under the responsibility of Academic Activities.
- In our National Group, Advocacy is mainly carried out through AHRC and ROLE. The area most involved in Advocacy is Academic Activities, with the Vice President in charge of Academic Activities taking the leading role in coordinating and developing these activities. Advocacy is therefore closely connected to our work within these two programmes and represents an important part of our Academic Activities.
- ELSA Advocacy is not the main priority for us. The responsibility for this project is mostly on the president and VP AA as social responsibility events are mostly in AA area.
- It is not a focus this term. S&C is mainly responsible.
- Our National Group Advocacy runs through the ELSA Greece Social Responsibility campaign. We do not have a structured separate advocacy team in Greece since it's still an under debate issue for us between local groups and the special reactions that would arise if we clearly instated an advocacy team. In ELSA Greece however SR is shared between the BEE area and the AA area.

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6. How do you work with Advocacy in your National Group? Which area(s) are responsible, and is it a focus for your term? p.5

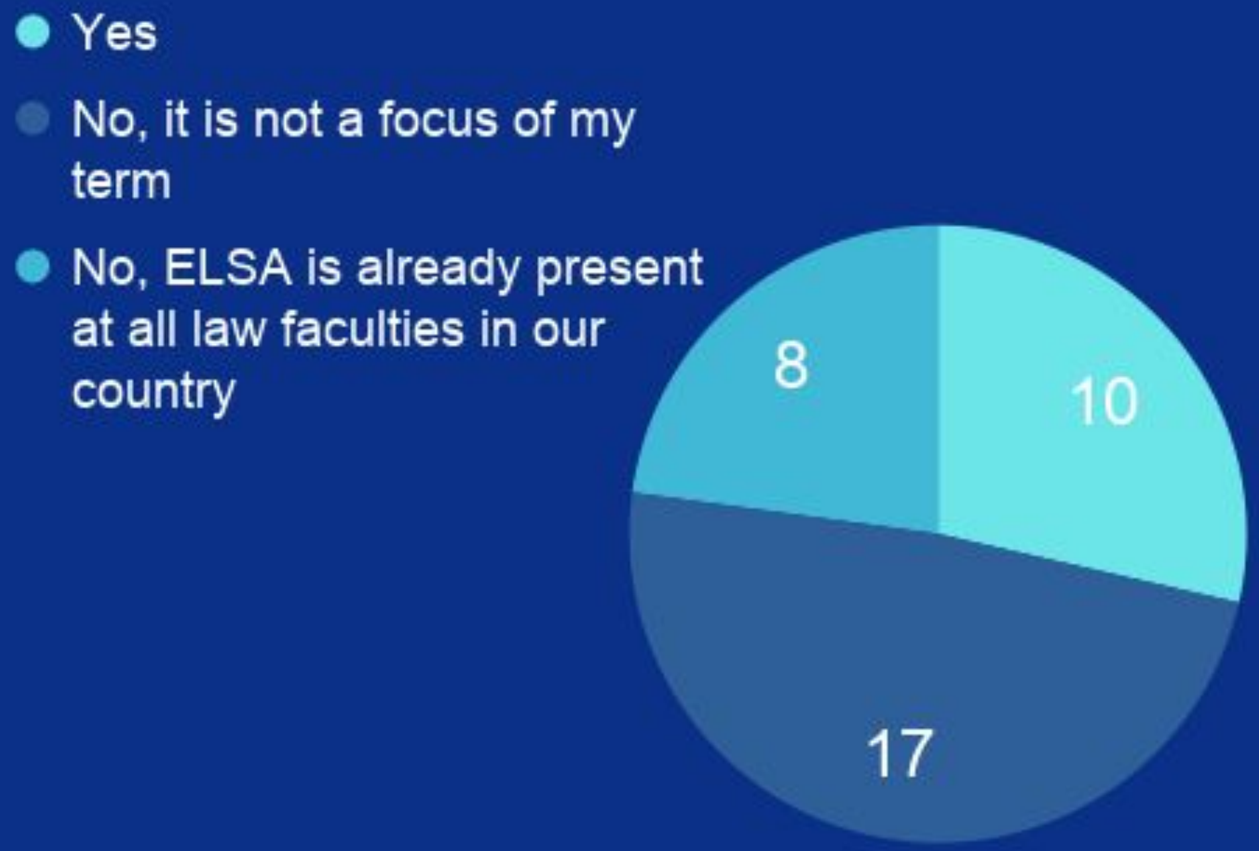
- Advocacy is mainly handled within Academic Activities, especially through projects such as ROLE, ELSA Day and AHRC. It is present this term, but not a main focus of BEE.
- AA together with BEE –» no focus at the moment
- It is a very big focus for us for this term. The main coordinator is the Vice President in charge of Academic Activities, but myself, the Vice President in charge of Marketing and the Director for Public Relations are all working closely to monitor the campaign. We intend to go all out this coming year with partnerships with NGOs that work in the sector, with media campaigns and all sort of other initiatives.
- Advocacy is mainly handled by the relevant National Board areas, with coordination at the National Group level to ensure that our positions and initiatives are aligned with ELSA's values and priorities. This year, Advocacy is an area we would like to strengthen. Our focus is on making Advocacy more visible and accessible to our members, while also encouraging Local Groups to become more involved in relevant initiatives. We would like to create more opportunities for members to understand ELSA's advocacy work and to contribute to discussions on legal and societal issues. We also see stronger coordination between the different areas of the National Group as important, so that Advocacy can be integrated into our projects and activities rather than being treated as a separate area.
- Advocacy is not the main focus of our term, but we may integrate it into relevant projects and academic activities.
- Atop of focusing on Moot Courts and Essay Competitions, we will put extra efforts to launch a MUN-style event. We have a dedicated team for each, coordinated by different directors and the VPs.
- This is the first year that ELSA Bulgaria is making Advocacy a specific focus for the term. It is coordinated at the National Board level, with different areas contributing depending on the topic. Our aim is to better understand and implement ELSA's Advocacy work nationally and to increase our members' engagement with it.

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6. How do you work with Advocacy in your National Group? Which area(s) are responsible, and is it a focus for your term? p.6

- Advocacy is coordinated primarily at the national level and is closely connected with our Human Rights work, the Annual Human Rights Campaign and our social responsibility initiatives. During this term, we are focusing on making Advocacy more practical and visible through concrete activities such as awareness campaigns, panel discussions, webinars, workshops, film screenings followed by expert discussions, charity initiatives, donation campaigns, community-oriented projects and cooperation with NGOs, institutions and professionals. We also use social media to raise awareness of relevant legal, human rights and social issues. Another priority is to encourage our Local Groups to include advocacy and social responsibility elements in their projects and to organise activities that have a practical impact on the wider community, rather than treating Advocacy only as a theoretical area.
- Advocacy is currently not one of the most extensively developed areas within ELSA Latvia. Matters related to Advocacy would primarily fall within the responsibility of the National Board, particularly the President and, depending on the subject matter, the relevant substantive area.
- Advocacy is a share responsibility between BEE and AA. I had already a talk with my VP AA regarding it and we have 2 directors for Advocacy within ELSA Belgium. We will maybe establish an Advocacy Working Group to work on the evolution of advocacy within ELSA Belgium and to organize potential events.
- Through AA/S&C projects mostly, not a focus
- Advocacy is currently not a major focus of our term. When relevant issues arise, they are addressed collaboratively by the National Board, particularly within the areas related to Human Rights and Academic Activities.

7. Do you intend to work towards establishing a new Local Group in your term?



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8. Could you please provide general feedback on the communication and cooperation with the President of the ~~International Board?~~ p.1

- I really enjoy working with Elizabeth. She is responsive, proactive, and I haven't had any issues with communication. She has also been very supportive in her role as an ELSA Poland Coach.
- The cooperation is excellent. The communication is clear and easy, and we know that we can always reach out whenever we need support, advice, or have any questions. The IB President is very approachable and supportive towards our National Group.
- I am very happy with everything that I have experienced this far with Elisabeth. She has been very supportive with regards to advice that I have sought. I have always been met with super welcoming messages and fast responses. I do not have any additional requirements from the President of the International Board.
- Great communication and cooperation & easy to get a hold of despite the workload of IB – you're doing amazing, Elisabeth!
- Communication and cooperation with the President of the International Board have been very good. Everything is clear, and my requests are handled quickly and efficiently. I am very grateful for the support.
- Don't have any experience yet
- Elisabeth has been a great help and communication has been splendid. She has been great at answering any questions we have and offering advice.
- So far communication has been very good and there are no big remarks on our side. Maybe a bit more instructions about the ER portal would have been nice in the beginning of the term.
- Looking back at the past few months, communication and overall collaboration have generally been good, open, and responsive. However, based on my experience during this period, there is a need for better advance planning and foresight; particularly ensuring that dates for events such as Open Calls are planned and communicated well in advance, rather than being announced only a day or two before they take place.

8. Could you please provide general feedback on the communication and cooperation with the President of the ~~International Board?~~ p.2

- The President of the International Board is very available and always ready to help for which we thank her.
- Communication and cooperation with the President of the International Board have been consistently fluid, direct, and constructive. The alignment on strategic priorities and the openness to support national needs have enabled smooth collaboration. Moving forward, maintaining regular check-ins will ensure we stay fully aligned on joint initiatives.
- I am very satisfied with the communication and cooperation so far. The President has been approachable, responsive and supportive whenever needed, and I feel that there is a low threshold for reaching out with questions or concerns. I also appreciate the efforts to maintain good communication and cooperation with the National Presidents.
- The president is available, easy-to-reach and communicates clearly. She tries to fulfill the needs of BEE officers and create open calls that are tailored to officers` needs.
- The President of the International board has been active in reaching out through emails which the president of ELSA Iceland deems sufficient so far
- Communication with the President of the International Board has been reliable, and we receive quick responses whenever we reach out. As mentioned above, we would welcome more proactive outreach, for example occasional check-ins with National Groups on important topics. It would also help to get more explanations of how certain processes and procedures work within ELSA. At the moment, finding this information ourselves is often time-consuming, and clearer guidance would let us focus more on our actual work.
- Ensuring that all Board members, including the President, are more accessible.
- So far I have not actively communicated with the IB President.
- There has not been relevant communication yet, only with the Director for External relations.
- Whenever I needed it, communication was good, so I have no negative comments regarding communication with the IB President.

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8. Could you please provide general feedback on the communication and cooperation with the President of the ~~International Board?~~ p.3

- Overall, I am satisfied with the communication and cooperation with the President of the International Board. The communication has been open and approachable, and I appreciate the willingness to provide support when needed. I also value the efforts to maintain contact with National Groups and to create space for exchanging perspectives and discussing the needs of the Network.
- So far, my communication with the President of the IB has been limited to CAFs, which have been usually promptly approved with minor exceptions.
- Works great so far! Thank you, Elisabeth!
- Up to this day my communication with the President of the IB has been amazing. She is always available and very clear and honest when something comes up that I want to ask. Other than that she is always understanding when you speak about an internal problem that you might have. Overall the cooperation has been great.
- Overall, the communication and cooperation have been very positive. I appreciate the approachable and supportive communication and would be happy to see this continue throughout the term.
- Good
- 10/10 until now, looking forward to seeing you at the ICM!!!
- The communication and cooperation with the President of the International Board have been excellent. She is very approachable, responsive, and supportive whenever we need guidance or assistance. I really appreciate her availability and the way she maintains an open and positive communication with us. Overall, I am very happy with our cooperation and would like to thank her for her continuous support, understanding, and presence throughout the term !
- Overall, communication and cooperation with the President of the International Board have been positive and constructive. I appreciate having an approachable contact at the international level and would welcome continued proactive communication, especially regarding important developments, opportunities and expectations for National Groups.

8. Could you please provide general feedback on the communication and cooperation with the President of the International Board? p.4

- I haven't had the pleasure of meeting or discussing with her yet. We'll arrange that shortly.
- My experience with the President of the International Board has been very positive so far. She has been supportive and approachable, and I particularly appreciated our call, which gave me a very positive impression of the cooperation ahead. I feel comfortable reaching out when needed and look forward to maintaining this open communication throughout the term.
- The communication and cooperation with the President of the International Board has been positive and constructive. Communication has been clear and professional, and I appreciate the availability and willingness to support National Groups when needed. I would particularly value continuing regular communication with National Presidents and maintaining opportunities to exchange experiences, raise questions and discuss challenges within the Network.
- The communication and cooperation have been positive so far. The President has been approachable and responsive, and communication with the National Group has been constructive.
- I have a good relationship and open communication with Elisabeth. She is there whenever I need her and she is flexible to schedule a meeting when needed. Keep up the good work! <3
- /
- This year the President of the International Board is our NB coach, so we are planing to have a meeting with her and discuss relevant questions and so on.

Internal Management

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1. To what extent is compliance with the Decision Book monitored in your National Network? What kind of preventative measures are taken in order to avoid breaches (e.g. trainings for Local Groups, transition materials, sanctions, etc.)? p.1

- Compliance with the provisions of internal regulations (Decision Book) is maintained at a high level. Adherence to these regulations is primarily ensured through annual audits conducted by the National Audit Committee. The National Audit Committee carries out comprehensive reviews of both the national board and all local groups, extending beyond mere financial checks. Additionally, training sessions on internal regulations organized by the National Board and the National Audit Committee for local groups play a helpful role.
- Compliance with the Decision Book is regulated through our national internal regulations, which are binding on all Local Groups. Local Groups are responsible for ensuring that their activities and internal rules comply with the national and international regulations, and sanctions are foreseen for certain breaches. In practice, we mainly focus on prevention and try to properly transition Local Boards and make sure they are aware of the rules relevant to their work. We do not currently have a separate system for regularly monitoring compliance.
- We have sanctions for non-attendance for NCMs, e.g. removal of voting rights and fulfill their financial obligations.
- Compliance with the Decision Book is monitored continuously within ELSA Denmark, with a strong focus on preventing breaches through guidance, communication and transition. At the beginning of each term, both individual and joint transition sessions are conducted for the National Board to ensure familiarity with the relevant rules, procedures and responsibilities. Throughout the term, the National Board also holds regular area-specific meetings with the Local Groups, which provide an opportunity to follow up on their activities, address questions and clarify applicable rules before potential issues arise. In addition, we maintain continuous contact with the Local Groups and keep track of their activities and published content. Whenever questions or uncertainties arise, we consistently refer to the relevant manuals, the Decision Book and other applicable written materials to ensure a common understanding of the rules across the Network. Overall, our approach is primarily preventative and based on continuous dialogue, guidance and accessibility rather than sanctions after a breach has occurred.

1. To what extent is compliance with the Decision Book monitored in your National Network? What kind of preventative measures are taken in order to avoid breaches (e.g. trainings for Local Groups, transition materials, sanctions, etc.)? p.2

- In our National Network, we often conduct trainings and workshops for Local Groups on the issues they struggle with the most. Additionally, whenever we identify any violations, we immediately point them out and require the Local Group to take corrective action. Our Decision Book of ELSA Ukraine provides for sanctions against Local Groups for failing to conduct a certain number of events per year. One of the sanctions is the downgrade of the Local Group's status.
- It is monitored by the Board
- Compliance with the Decision Book is monitored primarily by the National Board and Secretary General. We aim to prevent breaches through clear allocation of responsibilities, handover and transition materials, documentation of decisions, and ensuring that relevant requirements are communicated to officers. We are also working on improving knowledge management and documentation to make compliance easier for future boards.
- There is no systemic monitoring of the compliance, except for Brandbook, that we monitor through social media. There is a sanction system, but we don't actively apply it at the moment. ELSA Finland transitions Local Groups at Finnish Officers' Meeting and Spring Board Strategy Meeting. In addition we provide support and transition materials year-round.
- The Swedish network has their own Decision Book, that in many regards is the same as the International Decision Book, on a smaller scale of course. But there is not a system in place to monitor if it is compliant to the International Decision Book or if the Swedish Network is compliant. Much of the information in regards to breaches is passed down at Transition.
- Transition materials, regular meetings, regular amendments to the Statute, simplified documents on changes from last
- Decision Book.
- Compliance with the Decision Book is monitored periodically by our Secretary General, who requires regular reports from all Local Groups. To prevent breaches, we rely on proactive training through workshops and comprehensive transition manuals, backed by a formal system of sanctions to ensure strict accountability

1. To what extent is compliance with the Decision Book monitored in your National Network? What kind of preventative measures are taken in order to avoid breaches (e.g. trainings for Local Groups, transition materials, sanctions, etc.)? p.3

- Compliance with the Decision Book is mainly monitored by our Statutes and Standing Orders and regular communication with the local officers. Our internal regulations establish a principle that in case of conflict, ELSA Norway's Statutes take precedence, followed by our Decision Book and then the Statutes of the Local Groups. The National Council Meeting may also require Local Groups to amend their Statutes to ensure compliance with ELSA Norway's Statutes and Decision Book, which again is in compliance with ELSA International's Statutes and Standing Orders and Decision Book. This provides a formal mechanism for avoiding breaches. We also try to communicate our regulations clearly in our transition documents, hold Open Calls when needed, and assist our Local Groups in their processes with revising and amending their Statutes and Standing Orders. We do not have a sanctioning system for breaches, and this is not something we plan to implement at this moment.
- Me and the IM Team often monitor the Decision Books and the Statutes of the Local Groups of the ELSA Hungary in order to maintain the compliance with International legal frameworks. I inform the Secretary Generals of the Local Groups after the ICM's about the amendments of the Decision Book of the ELSA International to ensure the conformity and to avoid breaches. And a few years ago we established our own SoTN to obtain a cleaner picture about the Local Groups situation. According to our SoTN it is compulsory for the Local Groups to share their Statutes with the ELSA Hungary.
- Communication and cooperation
- Compliance with the Decision Book is mainly ensured through prevention rather than sanctions. We hold workshops on relevant rules at our internal meetings, have frequent calls with the Local Groups, and run a chat support system where officers can quickly raise questions. Additional we are trying to train our Officers to be familiar with certain topics of the DBs
- We conduct internal audits twice a year, which are carried out by the audit boards of the local groups.

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1. To what extent is compliance with the Decision Book monitored in your National Network? What kind of preventative measures are taken in order to avoid breaches (e.g. trainings for Local Groups, transition materials, sanctions, etc.)? p.4

- All of our board members and extended board members are trained well. Our directors go through a directors' training day. Our board members have a two day transition and have an open line of communication with former board members to get extra advice where needed. BEE also checks the work of the team and all of the vice presidents monitor the work of their own teams. As we are a small team and we don't have any locals, it is easy to keep up with the work of others.
- Compliance with the Decision Book is monitored primarily by the National Board, with the Secretary General playing a key role in ensuring that Local Groups are aware of and comply with the applicable rules and procedures. Preventative measures include providing guidance and support to Local Groups, organising training sessions on relevant procedures, and sharing transition materials to ensure continuity between successive boards. We also encourage direct communication between the National Board and Local Groups to clarify doubts and address potential issues before they lead to breaches. When necessary, the National Board may intervene to address non-compliance, following the procedures and measures established in the applicable regulations. Our approach is primarily preventive, aiming to promote awareness of the rules, transparency and consistent practices throughout the National Network, rather than relying exclusively on sanctions.
- All Local Secretaries-General have been provided with an IM Welcome Kit, which includes several documents intended to facilitate their transition, including the Decision Book, as well as to enhance their knowledge of ELSA and its functioning, thereby ensuring that everyone is familiar with and complies with the rules governing the functioning of the Association. In addition, various issues are addressed during One-on-Ones and Open Calls, with the aim of ensuring that all Local Secretaries-General have a proper understanding of how ELSA operates and of their respective responsibilities. Furthermore, whenever a Local Group fails to comply with the provisions set out in the Decision Book or other applicable regulations, the necessary measures are taken and the Local Group is duly warned, with the aim of preventing similar situations from occurring again and promoting compliance with the rules in the future.

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1. To what extent is compliance with the Decision Book monitored in your National Network? What kind of preventative measures are taken in order to avoid breaches (e.g. trainings for Local Groups, transition materials, sanctions, etc.)? p.5

- In our National Network, compliance with the Decision Book is monitored through regular communication and follow-up with Local Groups and their Officers. As preventive measures, we provide trainings for Local Groups, transition materials, and ensure a proper and comprehensive transition between Officers. We also organize monthly meetings to address any questions, challenges, or uncertainties. Additionally, we have individual calls with Local Officers depending on their needs and preferences, which allows us to provide more personalized support and prevent potential breaches etc.
- Transition, National Officers Meeting, IM Calls, System in Czech Decision Book with Fines
- We monitore compliance, but not to an extreme extent. Most the time, local groups report themeself, when they made mistakes. We try to prevent breaches by trainings and transition materials for each area
- Compliance with the Decision Book is monitored through continuous communication and guidance between the National Board and the Local Groups. This is primarily ensured through area calls involving the respective National and Local Officers, which allow for the regular exchange of information, clarification of responsibilities, and the early identification of potential issues. Additionally, each Local Group is assigned a coach from the National Board, who serves as a direct point of contact for questions, guidance, and clarification regarding the provisions of the Decision Book. This coaching system helps ensure that Local Officers understand the applicable rules and can seek support whenever uncertainties arise. As a further preventative measure, the updated version of the Decision Book is distributed to all Local Groups following each National Council Meeting, ensuring that officers have access to the most recent provisions and are aware of their respective obligations and limitations. While ELSA Greece does not currently implement a formal system of sanctions specifically for breaches of the Decision Book, the emphasis is placed on prevention, regular communication, and proactive guidance to promote compliance and address potential misunderstandings at an early stage.
- we provide a NTM at the start of the term and a transition meeting for all Local Officers.
- Our decision book is not up-to-date at the moment; compliance is not monitored

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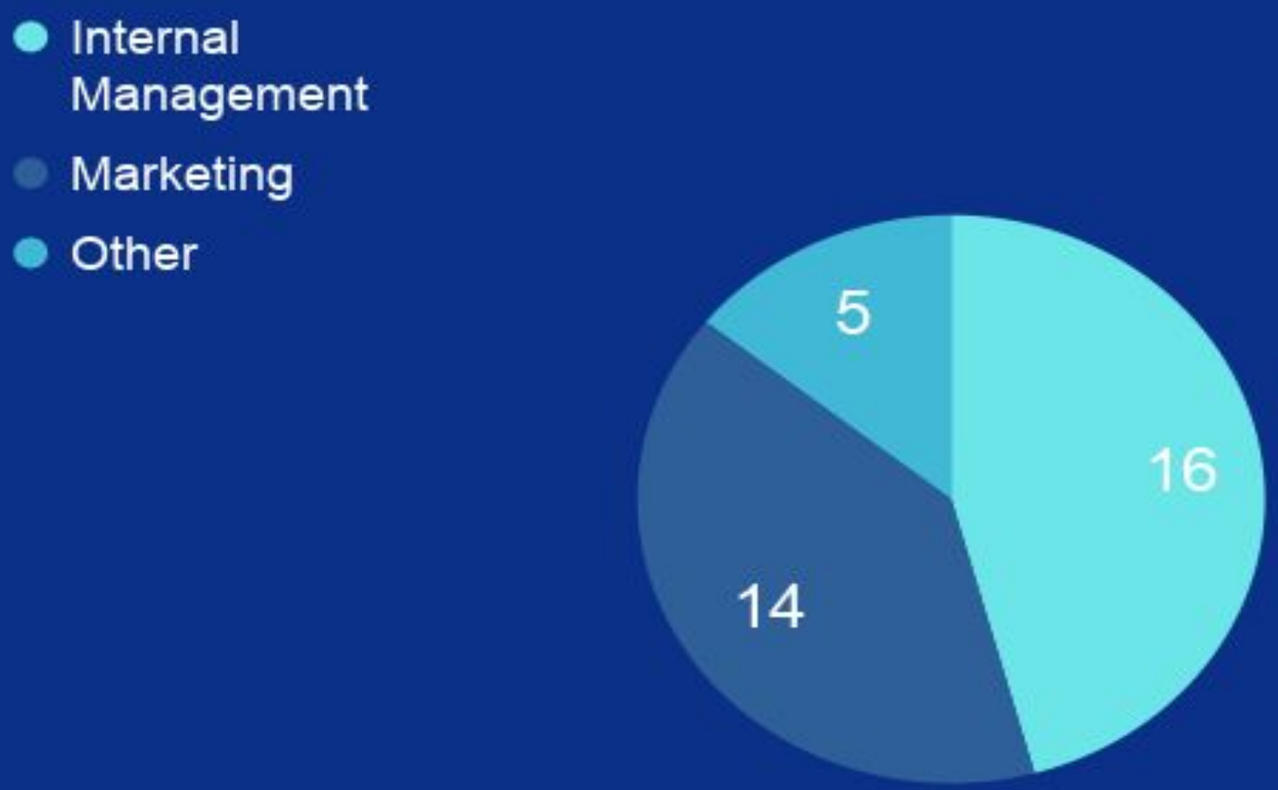
1. To what extent is compliance with the Decision Book monitored in your National Network? What kind of preventative measures are taken in order to avoid breaches (e.g. trainings for Local Groups, transition materials, sanctions, etc.)? p.6

- For this breach, members may be subject to sanctions such as a warning, suspension, automatic suspension, or exclusion.
- Compliance with the Decision Book is mainly monitored through regular communication and follow-up with Local Groups. Our focus is primarily preventive: we provide guidance, coaching, and reminders to Local Boards to ensure they are aware of the relevant rules and procedures. We also rely on transition materials and continuous support throughout the term. When necessary, the National Board follows up directly with Local Groups to clarify any questions and prevent potential breaches. The aim is to ensure that Local Groups understand the Decision Book and can comply with it effectively.
- Compliance with the Decision Book is generally well monitored within our National Network. The National Board provides guidance to Local Groups and ensures that they are aware of the relevant rules and procedures. Transition materials, trainings and direct communication are used to prevent potential breaches, while issues are addressed through discussion and guidance when they arise.
- We train all of our members (VPs, Directors and members) before asking them to produce anything for ELSA.
- Compliance with the Decision Book is mainly monitored by the Secretary General, with the support of other National Officers when necessary. We mainly take a reactive approach, addressing issues or knowledge gaps when they arise and providing clarification to the Local Board (as ELSA Bulgaria only has one Local group). The Decision Book is primarily discussed during the transition period, when the new Local Board receives the necessary guidance. While we do not have a Transition manual, knowledge is passed on from the previous Board through existing materials and shared resources/Google drives. In case of non-compliance, the issue is addressed through a warning and a direct discussion with the respective Board member. Our main focus is on a smooth transition and being available to the Local Board whenever questions arise.

1. To what extent is compliance with the Decision Book monitored in your National Network? What kind of preventative measures are taken in order to avoid breaches (e.g. trainings for Local Groups, transition materials, sanctions, etc.)? p.7

- Compliance with the Decision Book is monitored by the National Board through regular communication with Local Groups and by addressing relevant matters during the transition, where the main principles of compliance and its measures are discussed and thoroughly transferred, National Training Meeting, National Officers Meeting and National Council Meetings, where the possible non-compliances of National Statutes and Standing orders are discussed and reformed/ amended. In case of potential breaches, the National Board addresses them promptly and provides guidance to the respective Local Group to prevent similar issues in the future.
- We're just starting
- Compliance is monitored mainly by the Secretary General through regular contact with Local Boards and their reports. We focus on prevention: transition materials for incoming boards, an explanation of key rules and deadlines at the start of the term, and regular reminders. If a Local Group falls short, we first approach it informally to support it, as most breaches come from lack of knowledge.
- Compliance with the Decision Book is mainly monitored through regular communication with Local Groups and by making sure they are familiar with the relevant rules. To prevent breaches, we organise trainings for Local Groups and provide clear transitions to help them follow the procedures correctly.
- Compliance with the Decision Book is monitored through regular communication between the National Board and Local Groups. Preventative measures include trainings, regular meetings and discussions with Local Boards, as well as transition materials and ongoing guidance whenever questions arise.

2. Which area is responsible for Website Management in your National Group?

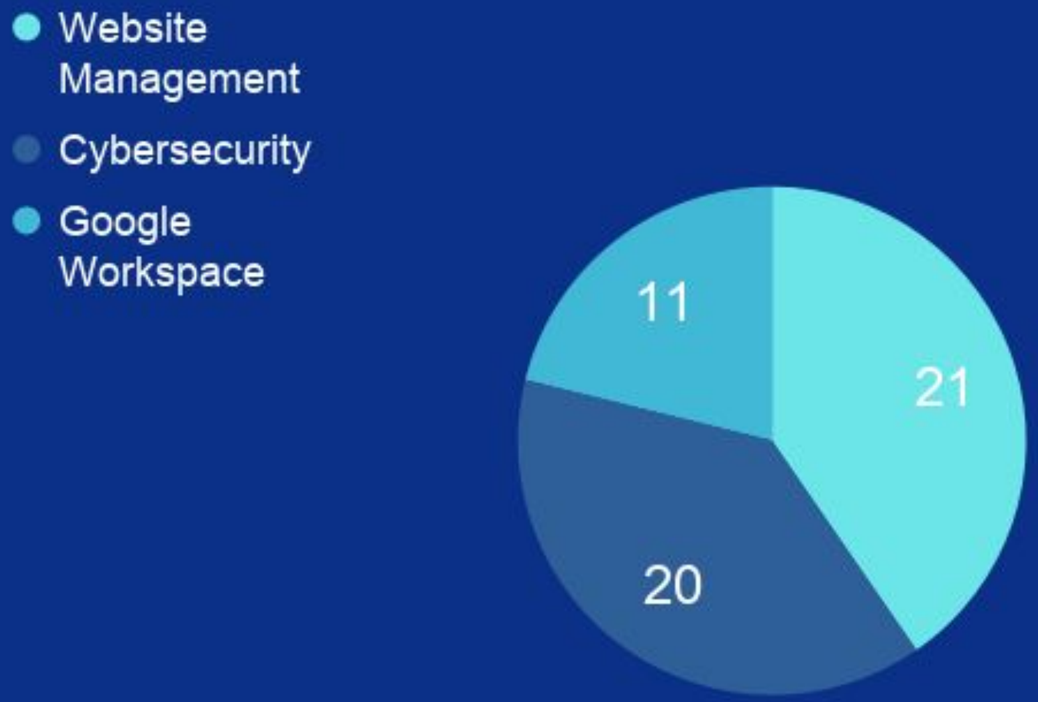


If other, please specify:

- The effective use and management of Google Workspace, as it forms the groundwork for many of the day-to-day duties and administrative functions within a National Group.
- Database Management, Alumni Network

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3. What IT topics would you find most useful in that could be covered in a workshop/Open Call?



If other, please specify:

- The effective use and management of Google Workspace, as it forms the groundwork for many of the day-to-day duties and administrative functions within a National Group.
- Database Management, Alumni Network

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4. Where do you feel uncertain when working with Data Protection? Please also specify if you experienced any difficulties or encountered any specific situations. p.1

- Cybersecurity
- As it is still quite early in our term, we have not encountered any specific difficulties yet. However, our overall knowledge of GDPR and Data Protection within the National Group could be stronger, so we would appreciate more guidance and practical support in this area.
- RoPA
- Regarding emails containing sensitive personal data received during a term, as well as completed Google Forms containing sensitive personal data, what specifically should be done with this data when a new term begins, for example
- The biggest uncertainty in working with Data Protection is probably related to corporate emails, for example, changing the data connected to these email accounts and similar things. However, this is only a small uncertainty, and we have not encountered any serious difficulties in this area.
- NO specific situations
- We would appreciate further practical guidance on applying data protection requirements within the day-to-day management of a National Group, particularly regarding the responsibilities of the National Group, Local Groups and individual officers. Guidance on how data should be managed, retained and archived throughout the lifecycle of an activity or project would also be useful.
- I've not come into contact with data breaches much, so I don't have knowledge about how to handle those situations.
- I feel a bit uncertain about the sort of plan one can have when handling a breach. Especially, how I better can help the local officers if they ever have any trouble.
- Never experienced any difficulties, possibly in processing Google Forms.
- We have not encountered any specific difficulties or problematic situations regarding Data Protection.
  We proactively focus on maintaining strict security measures across our operations, so we currently do not face any major uncertainties in this area

4. Where do you feel uncertain when working with Data Protection? Please also specify if you experienced any difficulties or encountered any specific situations. p.2

- I sometimes feel uncertain about whether our documents (handbooks, templates, privacy policies, etc.) are updated with the applicable GDPR, and how often they should be revised and updated. When organising events such as NCMs where we need to collect personal data from the participants, I feel obliged to go through our privacy policy templates and update them, as the same ones have been used for some time. Sometimes, it is a bit challenging to know if the templates are sufficient or not. Breaking down GDPR and explaining it to local officers in understandable matters, while still including all the important obligations regarding it, can also be a bit challenging.
- I have no problem working with Date Protection.
- N/A
- We do not feel uncertain about one specific issue, but rather about applying data protection rules in practice.
- As ELSA Türkiye, we currently do not use or actively process/work with Data Protection frameworks, so we have not encountered specific issues.
- My main concern is holding on to the data, because we have a lot of documents and data in our archives and no specific guidelines.
- We have not experienced many difficulties in the area of Data Protection, also thanks to the dedicated Data Protection Team, which plays an important preventive role by providing guidance and support. One area where some Local Groups may need more support is the proper archiving and management of personal data. Not all Local Groups may be fully aware of the importance of keeping data properly organised and archived, so they may require closer guidance and follow-up. We have not encountered any specific situations or major issues so far.
- So far, I haven't had any difficulties working with Data Protection.
- About how long we are supposed to retain the personal data we collect for the purposes of a project, i.e. how long the data is required to be kept for each specific project.
- I talked with lot of other national groups, They dont even know what RoPA is
- I do not feel uncertain, we have extensive materials on the topic and do a lot of research

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4. Where do you feel uncertain when working with Data Protection? Please also specify if you experienced any difficulties or encountered any specific situations. p.3

- We have not experienced any significant difficulties or specific incidents related to Data Protection so far. Our main area of uncertainty concerns the volume and complexity of personal data that needs to be handled in the day-to-day management of the Network. Keeping track of the different types of data, the applicable requirements, retention periods, and the appropriate procedures can become overwhelming, particularly when this is managed manually. We believe that the use of more structured or automated systems could help reduce the risk of human error and ensure a more consistent and secure approach to data management. At the same time, ELSA Greece is actively working towards strengthening its GDPR compliance. Following the Data Protection workshops held during the VI International and National Council Meetings, as well as the International Training Meeting, we have been reviewing and updating our Privacy Policies and are beginning to develop Records of Processing Activities (RoPAs) for our projects. These steps are intended to provide a clearer overview of how personal data is processed within the Network and to ensure that our practices are increasingly aligned with GDPR requirements.
- GDPR since it's generally not applicable in Switzerland
- -
- Things have been going really well, I have not yet had any difficulties, I will notice you if there would be such case.
- No
- We have not experienced any major incidents, but some situations involving participants' personal data can be unclear. More practical guidelines, examples, and trainings would be helpful.
- The photos at the events.

4. Where do you feel uncertain when working with Data Protection? Please also specify if you experienced any difficulties or encountered any specific situations. p.4

- I mainly feel uncertain about how long personal data of former members can be kept, particularly for those who were strongly involved in ELSA, such as National Officers, Local Board members or Directors. As they later become part of our Alumni community, I would like to hold on to some of their information in order to stay in contact, inform them about relevant events or invite them to activities. However, I am not always sure what the appropriate retention period is. I have also encountered difficulties regarding the transfer of personal data between the National and Local level. For example, when a member of ELSA Plovdiv registers through the National membership form, I have access to their data, while the Local Board does not. In such cases, I am not always sure about the appropriate and secure way to transfer the data to the Local Board. So far, I have not needed to seek external clarification, but when questions arise, I would normally consult the relevant member of the ELSA International Team.
- The main area of uncertainty concerns the practical application of data protection principles in day-to-day National Group activities, particularly regarding the collection, storage, sharing, and retention of members' personal data. It would be helpful to have clearer practical guidance and examples regarding situations such as transferring information between the National Board and Local Groups. We have not encountered any major difficulties and a great sum of specific guidance has been shared during the International Training Meeting.
- n/a, we have a certified DPO in our national board
- I feel most uncertain about how long personal data can be kept. The GDPR sets no fixed period, only that data must not be kept longer than necessary for its purpose, so the controller has to define and document the period itself. At ELSA, event registrations include contact details and dietary needs, and I was unsure whether to delete them right after the event or keep them longer for reporting or a possible dispute.
- /
- We have not experienced any major difficulties with Data Protection so far. However, we sometimes feel uncertain about the proper handling and retention of members' personal data, the use of photos from events, and when information may be shared between the National and Local Groups.

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5. ELSA already provides a Handbook on Data Protection. Which areas of the Data Protection Handbook do you feel require further explanation?



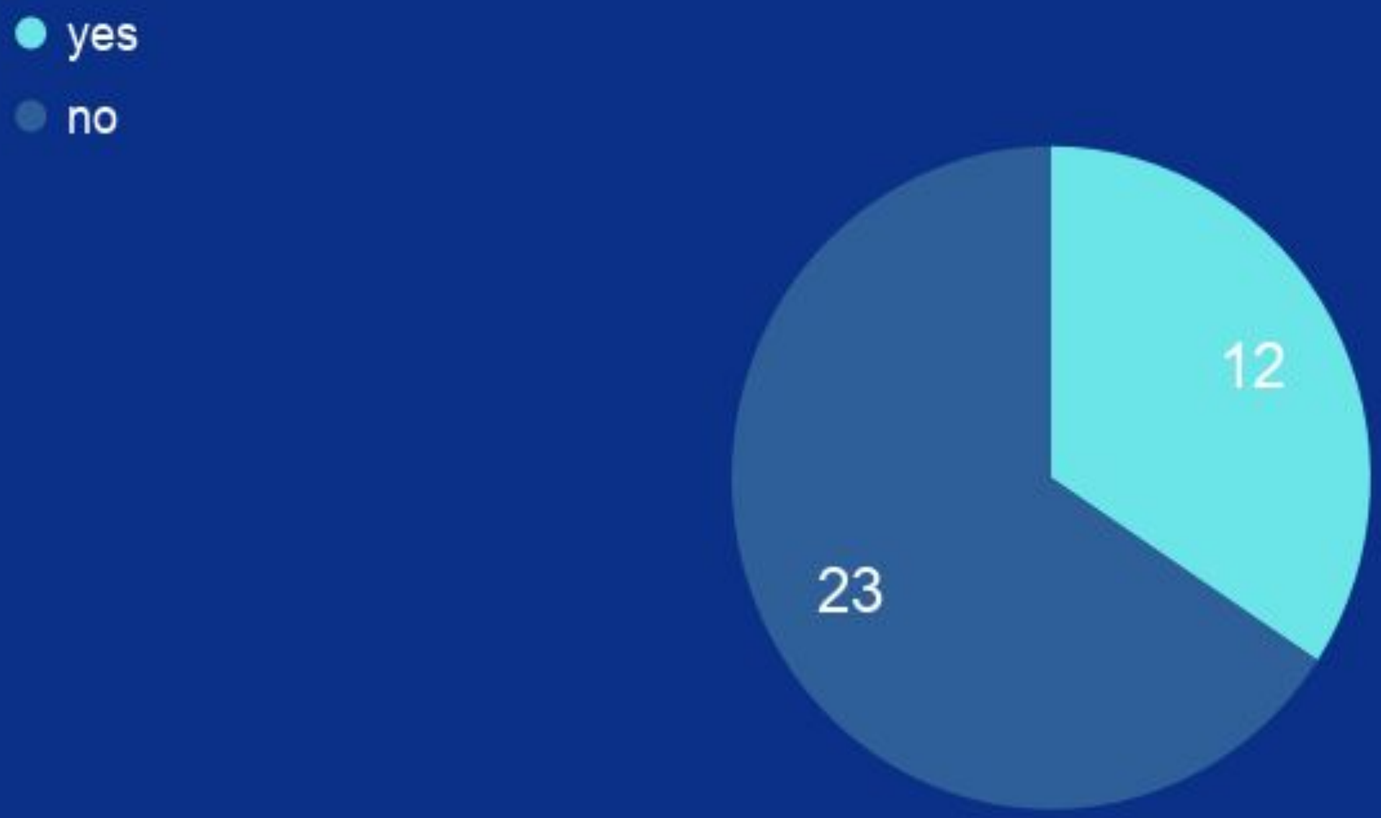
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6. Who is responsible for Human Resources in your National Group?

- Secretary General x23
- Internal Management (IM) x8
- President x5
- Director of Human Resources / Director HR x6
- Vice-President responsible for HR x3
- BEE x3
- No dedicated HR person x1
- Assistant for Internal Management x1
- Assistant for Documentation x1

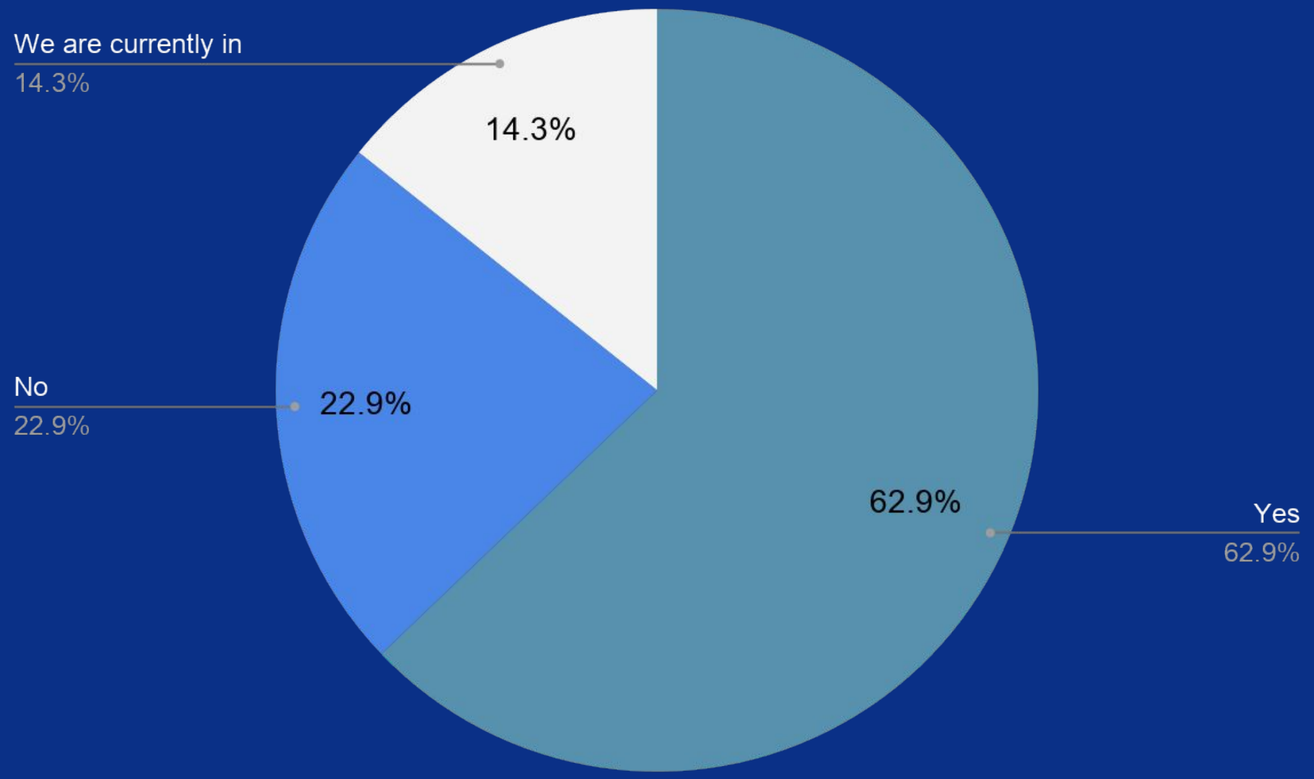
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7. Does your National Group have a Human Resources Strategy?



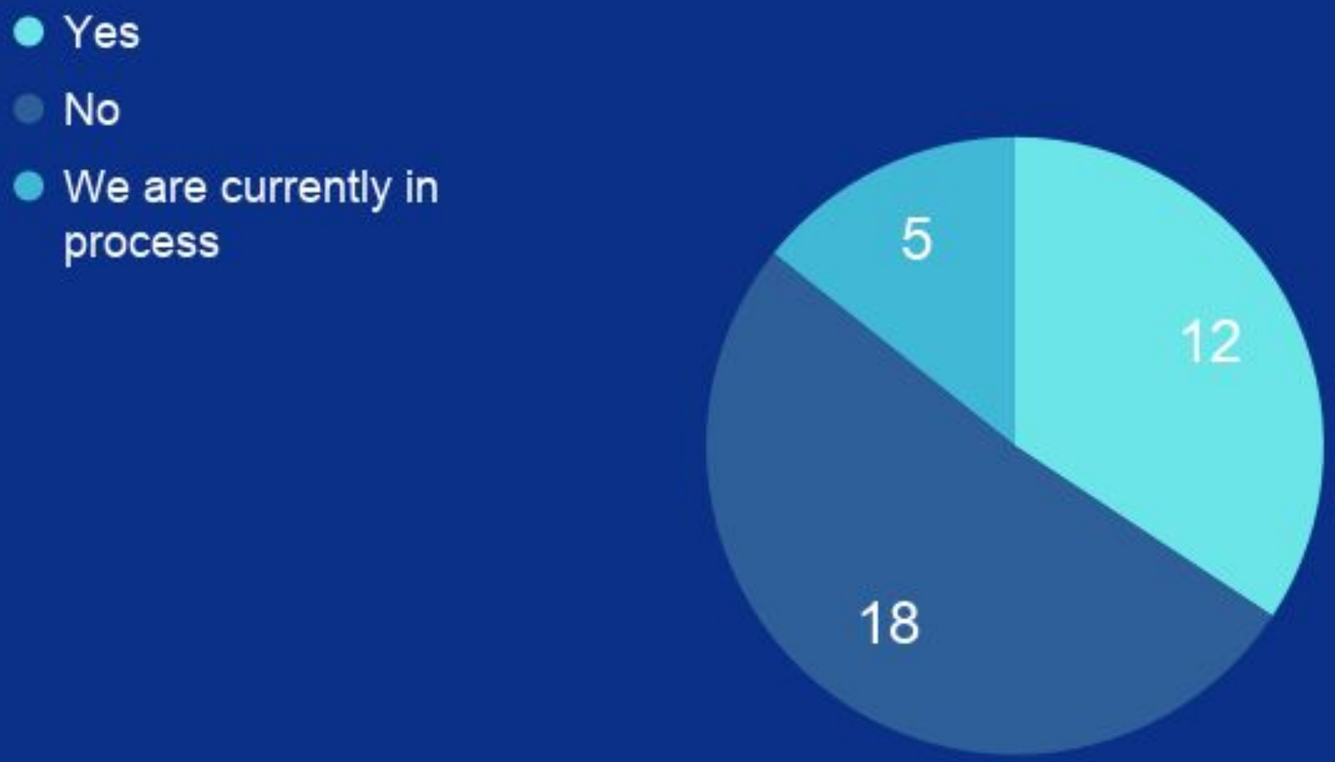
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8. Do you have an implemented Code of Conduct in your National Group?



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9. Do you have a National Trainers' Pool (NTP)?



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10. How can ELSA International support you in the implementation of your National Trainers' Pool (NTP)? p.1

- N/A
- The NTP is not one of our main focuses at the moment. However, if we decide to develop it further and need support, we know we can reach out to ELSA International for guidance.
- Have an IM Open Call with a National Group that has an established NTP.
- We would need more general information, where to start etc.
- Currently, the NTP in our Network is quite weak and requires significant improvement. Therefore, once we start working on its development and improvement, we will reach out to the International Board for support.
- No idea
- Practical guidance on establishing a National Trainers' Pool would be particularly useful, including how to recruit and select trainers, how to structure and develop the pool, and examples of how other National Groups have successfully implemented their NTPs. Guidance on maintaining and developing the pool on a long-term basis would also be appreciated.
- We're looking to organise a train the trainers online meet.
- I feel like there needs to be an explanation and a discussion on how it is used and how other National Groups have implemented it. Especially from those who have just implemented their NTPs.
- Perhaps help us identify ELSA alumni willing and able to take on role.
- N/A
- The benefits of implementing a National Trainers' pool and how we could promote it to our officers and members could be communicated and explained more clearly, to make it more well-known in our network. My interpretation is that the concept of a Trainers' Pool is a bit unknown within our National Group. We try to provide knowledge management and "trainings" through good transitions, open calls and by being accessible on various platforms for all our officers.

10. How can ELSA International support you in the implementation of your National Trainers' Pool (NTP)? p.2

- N/A
- We dont have any plans for that at the moment
- I have no information about what it is.
- ELSA International can't support us in any way right now, because we aren't planning on implementing NTP this term.
- At the moment, I am not sure what specific support ELSA International could provide.
- Tips and help to National Groups on how to improve and grow their NTP.
- By providing us with Handbooks and other materials, also with Open Calls when we need it, and with Workshops on IIMs.
- N/A
- N/A
- ELSA International could support ELSA Greece in the implementation of our National Trainers' Pool through guidance, updated resources, and the exchange of best practices. As we are currently entering a new cycle for our National Trainers' Pool, access to relevant training materials, recommendations on trainer development, and examples of successful approaches implemented by other National Groups would be particularly valuable. We would also appreciate being able to make use of the existing support provided by the Director for Training whenever specific questions or challenges arise during the development and management of our NTP. This would allow us to further strengthen the quality and sustainability of our Trainers' Pool while maintaining responsibility for its implementation and development at the national level.
- open call to highlight the advantages
- -
- ELSA International could help our NTP by teaching new trainers, giving ready-made study materials,
- checking that quality stays high, and inviting our trainers to join international events.
- ELSA International could support us through regular guidance, sharing best practices from other National Groups, and providing training materials or resources to strengthen our National Trainers' Pool.

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10. How can ELSA International support you in the implementation of your National Trainers' Pool (NTP)? p.3

- ELSA International could support us by providing practical guidelines and resources for establishing and developing our National Trainers' Pool. In particular, training materials, examples of successful NTP structures from other National Groups, and opportunities for our trainers to participate in international Training for Trainers (T4T) programmes would be very helpful. It would also be beneficial to have a platform where trainers from different National Groups can exchange experiences and best practices.
- We would love to be put in contact with the ITP.
- Currently, ELSA Bulgaria does not have a National Trainers' Pool, mainly due to limited human resources, experience and funding. As a smaller National Group, we do not currently see maintaining our own pool as the most practical option. Instead, we rely on the International Trainers' Pool and request trainings through the existing procedure, which has been a more suitable solution for our needs. Continued support and easy access to trainers from the ITP would be the most useful way ELSA International could support us in this area.
- ELSA International could support the implementation of our National Trainers' Pool by providing guidance and best practices on how to structure, maintain and develop the Pool. A clear framework for trainer selection and development, would also help us ensure consistent quality across the National Group
- n/a
- ELSA International can support our NTP by providing ITP trainers as instructors for our Train the Trainers event and by connecting us with other National Groups' NTPs to exchange best practices. It can also support our trainers' continuing education, for example through refreshment events and shared training materials, and advise us on how the NTP and the ITP can complement each other.
- /
- ELSA International could support us by providing practical guidelines on how to establish and manage an NTP,
- sharing good practices from other National Groups, and offering training opportunities for potential national trainers. It would also be helpful to receive support with recruitment, certification and the development of training materials.

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11. Do you plan on organising a Training with the International Trainers' Pool (ITP) this term?



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12. In which areas of Internal Management would you like to see new and updated knowledge management materials?

- Cybersecurity x14
- Data Protection x10
- G-Suite Management x8
- National Trainers' Pools (NTPs) x13
- Diversity & Inclusion x4
- Human Resources x10
- Website Management x11
- ELSA Training x8
- National Council Meetings (NCMs) x7
- General Administration x8
- Welfare x5
- Hosting International Internal Meetings (IIMs) x4
- Data Base Management/Tools x1

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13. What would you appreciate from the Secretary General of the International Board?

- More informal contact with ELSA International x15
- Less emails with more comprehensive content x6
- More Open Calls x10
- Better planned Open Calls x4
- More Individual Coaching Calls x1

If other, please specify. 3

- Everything are very good!!<3
- I’m not sure what else I would expect from the Secretary General, as I think the communication is currently quite comfortable, and every request receives a very good and detailed response.
- Maybe International Working Groups
- Communication is great and getting all important informations are on time.
- Nothing due to the fact that I had always received the help I asked for and many efficient solutions.

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14. Could you please provide general feedback on the communication and cooperation with the Secretary General of the International Board? What can be improved? p.1

- Communication and cooperation is fine.
- The communication and cooperation are very good. The Secretary General is approachable and responsive, and we know that we can reach out whenever we have questions or need support. At the moment, we do not have anything specific that we feel needs to be improved.
- Aníta has been brilliant! No improvement needed.
- I have nothing to add – you're doing a great job! Unfortunately, I haven't had the opportunity to participate in the Open Calls due to the significant amount of work involved in planning NOM, but I will make it a priority to participate more actively going forward.
- Communication with the Secretary General of the International Board is quite productive, because every request always receives a complete and clear answer. At the moment, we are satisfied with this communication, as it is very comfortable and effective.
- Didn't have an experience yet
- Overall, communication and cooperation with the Secretary General has been positive. I have no notable concerns.
- So far communication has been great, no complaints!
- I feel that I have good communication with the Secretary General of the International Board and could not really see how it can be improved.
- Anita was always ready to help out when requested and very efficiently and promptly and for this we are grateful.
- Overall, communication and cooperation with the Secretary General are steady and positive. While response times can sometimes be a bit slow, the workflow is reliable and everything is working well for us at the moment.
- I am very happy with the communication with the Secretary General of the International Board. I feel like they are accessible on different platforms, and I have experienced getting answers quickly when needed. I feel that there is a low threshold for reaching out with questions, which I appreciate. If I were to mention something that could be improved, I would appreciate a more predictable schedule for Open Calls, with dates and times planned and communicated well in advance.
- I don't have an extra suggestion right now.
- Communication is excellent, and requires no review!

14. Could you please provide general feedback on the communication and cooperation with the Secretary General of the International Board? What can be improved? p.2

- So far, communication with the Secretary General has always been quick and helpful. As we have not yet had the chance to work together more closely on Internal Management topics this term, we cannot give more detailed feedback at this stage, but we look forward to cooperating more in the coming months.
- I'm pleased with our communication with Aníta.
- Right now the communication with the Secretary General of the International Board has been fast and effective. I can't bring up anything that could be improved.
- I had a very positive impression!
- Nothing. Aníta is already doing an amazing job.
- We are satisfied with the level of communication and cooperation with the Secretary General of the International Board. Communication has been clear and accessible, both through email and during open calls. We appreciate the opportunity to communicate openly and address any questions or concerns when needed.
- Answer) I wrote to Anita to check something and she responded immediately, It is ok by me, If it is okay I sometimes prefer to use WhatsApp.Just small thing, not always i get auto-reply of my response from Jotform and that can be little bit stressful, due to not knowing if i filled it correctly or not.
- The communication is excellent.

14. Could you please provide general feedback on the communication and cooperation with the Secretary General of the International Board? What can be improved? p.3

- The communication and cooperation with the Secretary General of the International Board has been very positive throughout the term. Communication has been open, approachable, and consistent, and any questions or concerns raised have been met with a willingness to provide guidance and support. The availability and responsiveness of the Secretary General have made it easy to seek clarification when needed and have contributed to a constructive relationship between the International and National level. Overall, we are satisfied with the current level of communication and cooperation and do not feel that there are any significant areas requiring improvement. If anything, continuing to maintain this level of accessibility while ensuring that relevant information and updates are communicated to National Groups in a timely and structured manner would further support effective cooperation.
- the SecGen always answers very fast and is very helpful!
- You're doing an amazing job! No tips!
- 10000/10. Anita is very a very kind and open person, she made me feel safe about asking for any help. <3
- The communication and cooperation have been very good. The Secretary General is responsive and supportive. I would mainly suggest maintaining the current level of communication and availability !
- Our communication and cooperation with the Secretary General of the International Board have been very positive. One of the things we particularly appreciate is how responsive and accessible she is, especially when it comes to messages. She usually checks messages promptly and responds quickly, which makes communication much easier and allows us to address questions or issues without unnecessary delays. She is also approachable and open to communication whenever support or clarification is needed. Overall, the cooperation has been smooth and effective. As a possible improvement, it would be useful to maintain this level of responsiveness while also having occasional structured updates or check-ins to ensure that National Groups remain aligned with ongoing developments.
- It'd be great to have more informal contact with ELSA International.

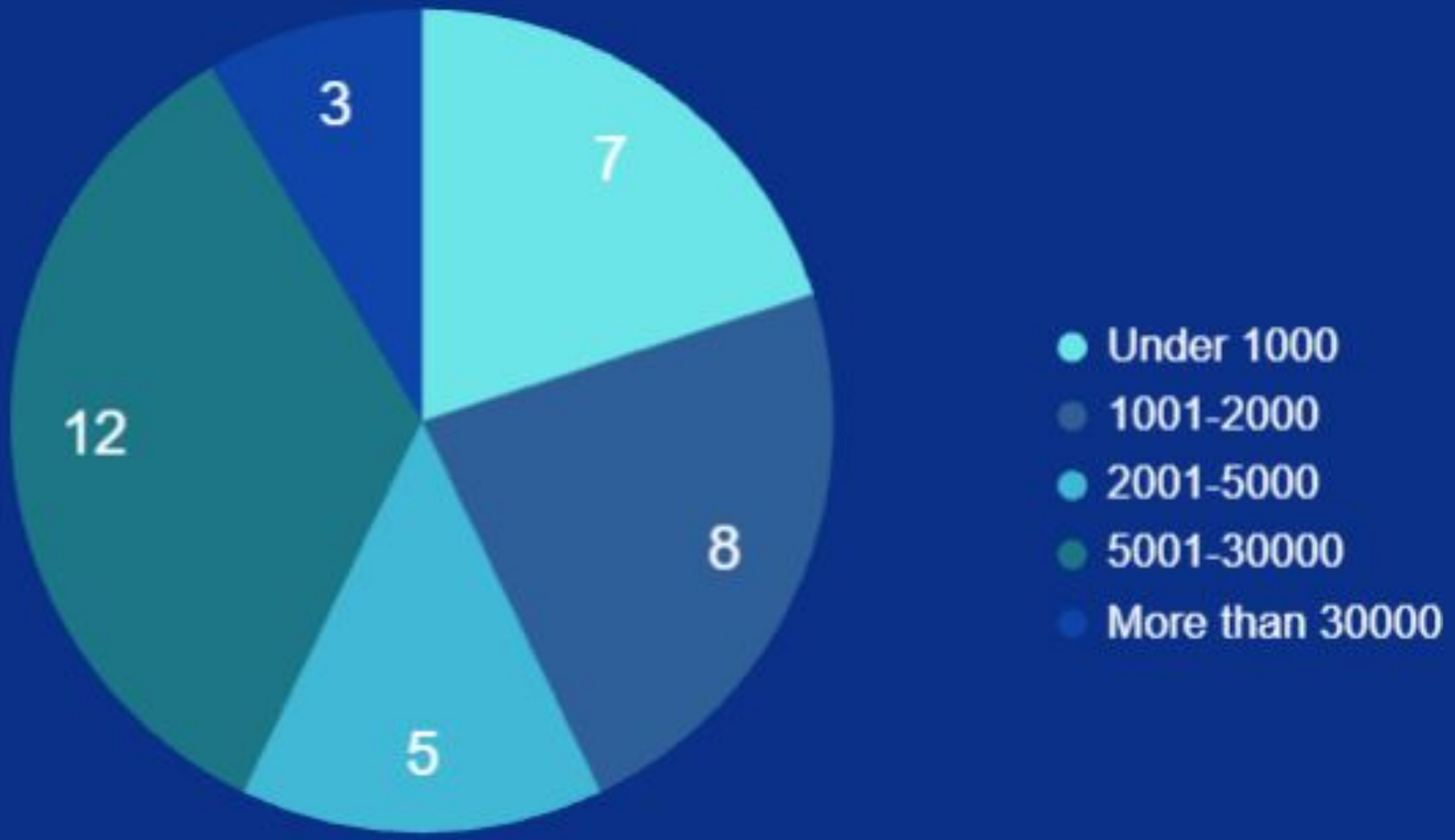
14. Could you please provide general feedback on the communication and cooperation with the Secretary General of the International Board? What can be improved? p.4

- I have had an excellent experience communicating with Aníta so far. I especially appreciated our introductory call, as it was a great opportunity to get to know each other better, discuss our expectations for the term and establish a good basis to work together. Since then, communication has been easy and effortless, and I feel that I can always reach out to her when needed. I am looking forward to continuing this cooperation throughout the term!
- The communication and cooperation with the Secretary General of the International Board have been highly positive, effective, and constructive. She is very approachable, responsive, and supportive, and communication has consistently been clear and professional. While I do not identify any significant areas requiring improvement, more frequent meetings or check-ins could further facilitate the exchange of experiences, ensure continuous alignment, and strengthen cooperation between the International and National levels.
- n/a, everything is good
- I feel like I can ask questions to the Secretary General of the International Board and Aníta is really approachable whenever something is needed.
- Everything is good!
- The communication and cooperation with the Secretary General of the International Board has been very positive and supportive. We appreciate the accessibility and willingness to assist whenever questions arise.

Financial Management

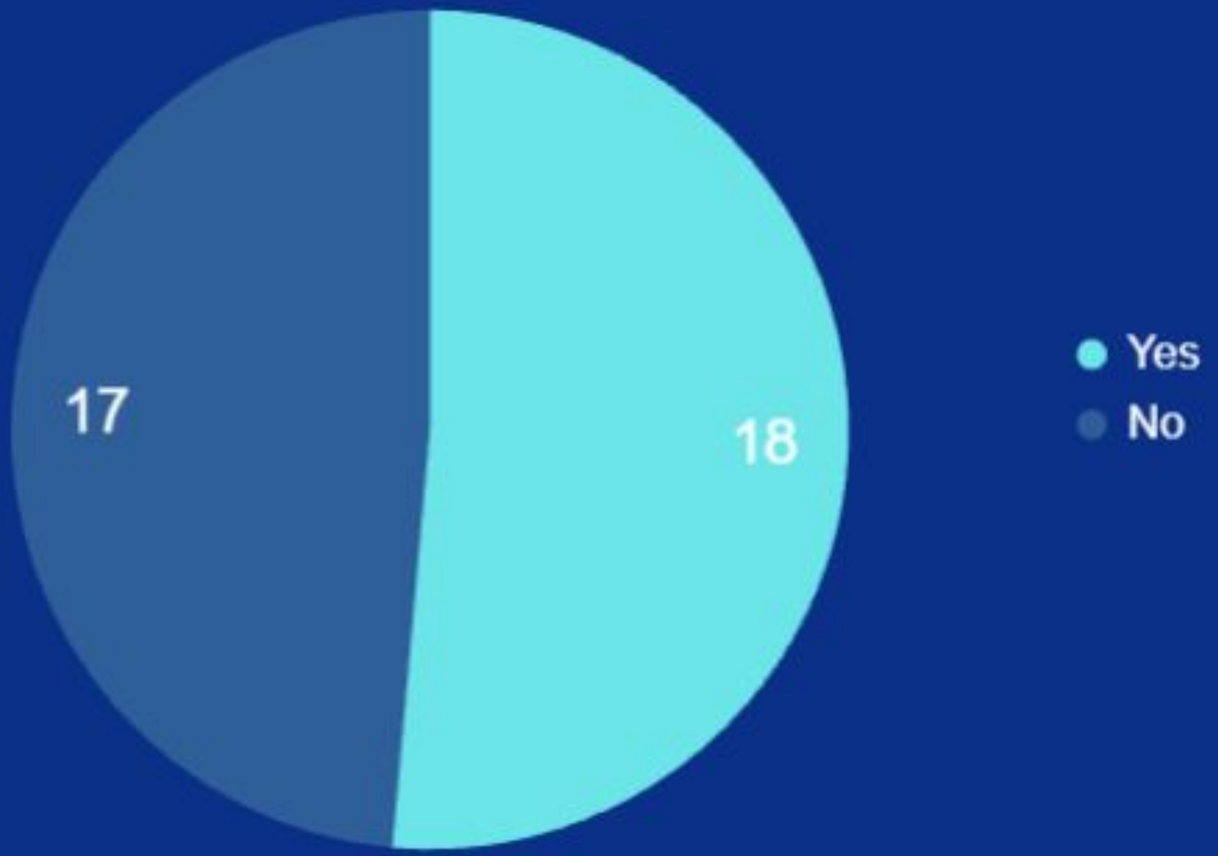
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1. How much is the “Annual General Income” of your National Group gathered in the immediate previous financial year expressed in EUR?



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2. Has your National Group applied for a grant in the past five years?



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3. If the answer to the previous question was yes, please name which grant(s) your National Group applied for and if it was a General or Project Grant. p.1

- ROLE Grant, with funding of 3,400 EUR.
- We have applied for Tuborgfondet and Dreyers Fond both as Project Grants
- General grant from EDF
- All are Project Grants The Finnish-Swedish Cultural Fund for Baltic Sea Exchange. Approved for 2 000 € (600 € was shared with ELSA Sweden) Suomalainen Lakimiesyhdistys ry grant for congresses and seminars for ICM Helsinki 2025. Denied Saastamoisen säätiö sr's grant for ICM Helsinki 2025. Denied. EDF support is also recorded as a grant in our accounting.
- On a yearly basis, ELSA Sweden applies for the grant called MUCF. This stands for Myndigheten för Ungdoms- och CivilsamhällesFrågor (Swedish Agency for Youth and Civil Society). This grant is based on how many members the association has, how much it contributes to the democratic ruling of the world, if it establishes some kind of teachings about the former and if it has any monetary connections internationally. The grant is made to support both ELSA Sweden and its local groups and is restricted to only help groups nationally. An exception is ICM because
  we provide our democratic function within the association by doing this. Furthermore, to answer the question below, the national board can cover the costs of ICM (IIM) but not as much of other IIM:s.

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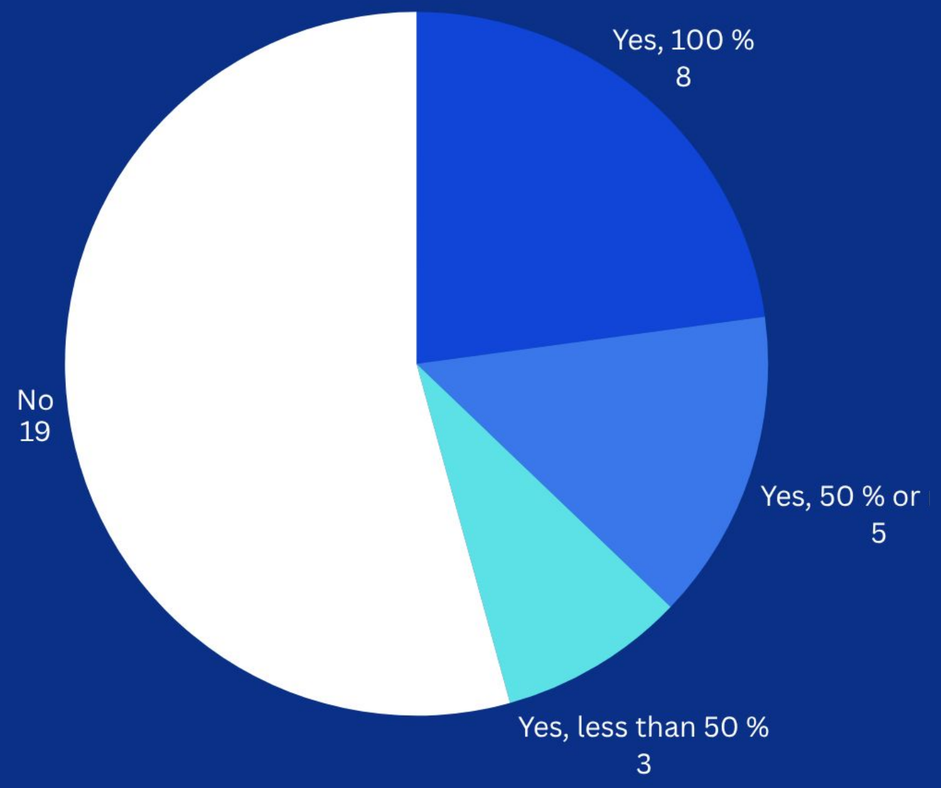
3. If the answer to the previous question was yes, please name which grant(s) your National Group applied for and if it was a General or Project Grant. p.2

- We have previously applied for general funding from Equinor and project grants from the Norwegian Bar Association. Last term we also applied for ROLE Subgrant, and we have applied for support from EDF.
- ELSA Iceland applied for a grant from the Icelandic office for human rights-project grant
- ELSA Estonia has applied for the following grants in the last 5 years: University of Tartu Student Union Student Organisations Development Fund – project grant; EDF – project grant for participating ICM; Ministry of Justice support – project grant for FinEst 2025; Estonian Youth Organisations' Union's (ENL) Youth Participation Fund – project grant; Estonian Education and Youth Board's (HARNO) call for grant proposals: "For Youth" – project grant; Tallinn Education Board's Grant for Tallinn Youth Organisations – project grant.
- IPDJ, General Grant.
- It was a Project Grant.
- Mathias Tantau Stiftung
- ROLE subgrant from ELSA International (project grant)
- Oertli Foundation "Jeter des ponts". It was a Project Grant.
- ROLE subgrant (Project Grant) and EDF Grant (General Grant, I think)

3. If the answer to the previous question was yes, please name which grant(s) your National Group applied for and if it was a General or Project Grant. p.3

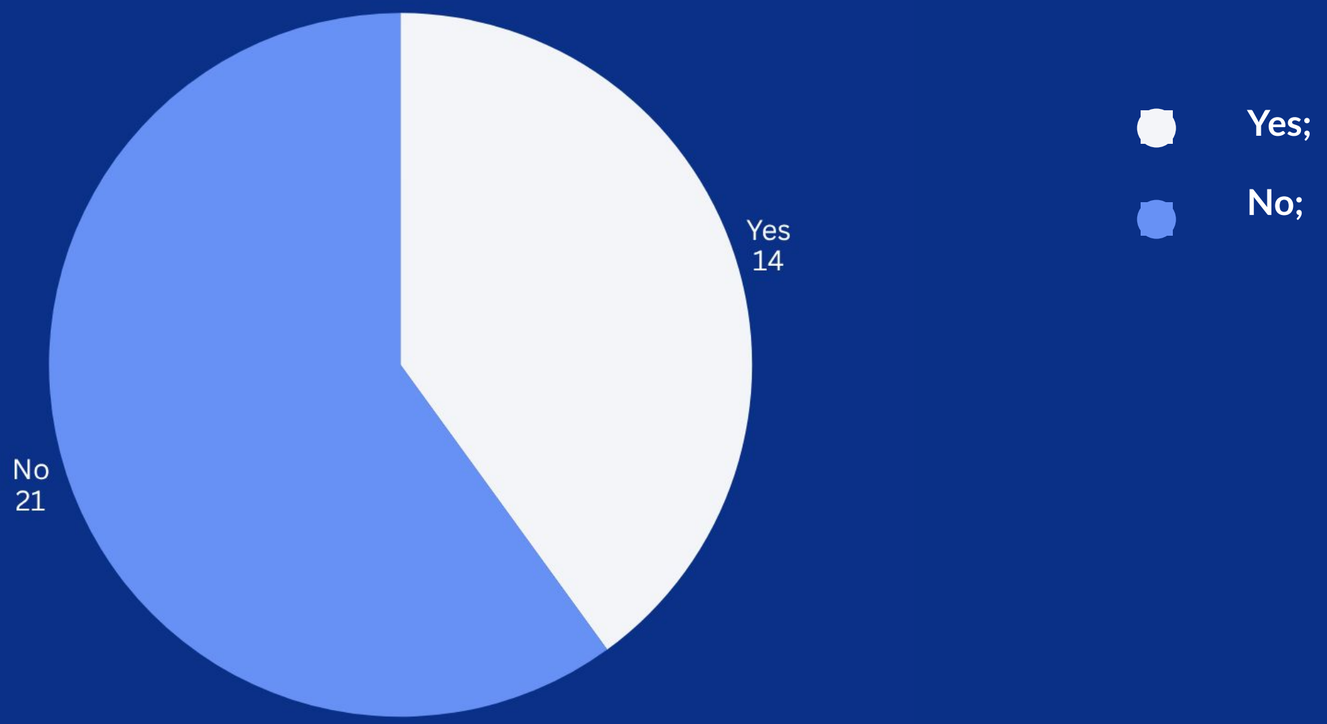
- We applied for the Council of Europe Subgrants for the 2025 edition of ROLE Conference. Also, the National Board applied for assistance through EDF (ICM Participation) for the 89th ICM. Both of them were administrated through ELSA International.
- State Grant
- It is a national grant which was allocated by Youth Foundation of Azerbaijan and it is about project grant.
- It is a national grant which was allocated by Youth Foundation of Azerbaijan and it is about project grant.
- General Grant by the University of Luxembourg (1000€).
- ROLE Subgrant from ELSA International

5. Does your National Board cover the expenses of the delegates for International Internal Meetings?



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6. Have you applied for EDF in the past two years?



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7. If your answer to the previous question was yes, was the application process easier than before? If yes, why? If no, what additional support, tools or guidance would help you?

- It would be helpful to receive more specific feedback on which parts of the application could have been prepared better or improved in order to increase our chances of receiving funding. This would allow us to better understand the expectations and strengthen future applications.
- Guidance on how an application should look like.
- The application process was more difficult for the 1st exceptional cycle this year, as the officers portal did not include the correct link and there was no announcement on the forms changing. The Jotform based form is better, since it does not have the same limitation on the amount of attachments that the Google forms have. This answer does not include the application process as it was 2 years ago, since no-one who's still active in ELSA Finland was involved with the EDF application procedure back then.
- There has been an ISM hosted by ELSA Sweden during 2025 where the board applied for an EDF Grant and was successful in doing so. To my knowledge, the EDF Grant was quite easy to apply for with the standards I am used to.
- I have only applied for EDF during this board term and do not have insight into whether the process was simpler previously. Regardless, I think a more detailed budget template would be helpful, as I was unsure what costs to put in our budget.
- The process has been rather smooth though the current FM has no direct experience with applying to the EDF
- ELSA Estonia has applied for EDF, but since my term started a bit later in the year, I did not have the pleasure to complete the application process myself. Nevertheless I have familiarised myself with the process and it does seem easy enough. At this time I have no proposals for additional support, tools and guidance that I would deem necessary for completing a successful application.
- The process went smoothly, thanks to the clear guidelines, but I think that the Budget Template for the EDF request was easier last year. But I'll try this new model in a month and I'll definitely review it.
- The application process is very well explained in the EDF guidelines, making it easier.
- The application process was quite simple, and everything was relatively clear. However, as always, it is helpful to have as much guidance and as many clear instructions as possible throughout the process.

An open question

- We applied in the last term as well as in the terms before that. In the past, applying to the EDF always had a very strong "do it yourself" vibe, as the Guidelines were outdated and the only way to find something specific was to go through the Application Forms yourself and try to deduce the actual requirements. Last term, however, the available information was updated, expanded, and made much more understandable for both us and our Local Groups. Even small details, like the form sending an automated confirmation of receipt, were a nice touch. We greatly appreciated the changes and the open communication from the EDF Board of Directors and their team.
- The only project for which we could apply for EDF support in our Network is our SELS Athens or SELS Thessaloniki based on the needs and budgets. The current EDF application timeline creates a significant "timing bottleneck," as the deadlines often coincide with the start of the term when boards are still undergoing handovers and internal restructuring. For complex projects like Summer ELSA Law Schools (SELS), it is extremely difficult to produce a high-quality application while simultaneously learning the financial management (FM) regulations of a new mandate. While the current cycle system allows for later applications, the primary hurdle remains the intensive workload at the start of the term, which makes it difficult to prioritize the administrative requirements of the EDF. Currently, we manage the financial risks of projects like SELS by using surplus income from other successful activities to cover potential losses, effectively "self-funding" our development.
- I don't know how it was before. At the ITM, the mock application was beneficial. The EDF Guidelines are definitely helpful.
- To be Honest I wasn't present at the time the EDF was applied for, but I think the process was quite straight forward
- The application process is as easy as it can be. Assistance was provided when requested.
- Yes, overall the application process was easier and more structured than before. The instructions were clearer and the required information was easier to understand. It would still be helpful to have short examples of completed applications, especially for fields that may be interpreted differently by National Groups.

An open question

8. Does your National Group have a Financial Strategy? If yes, what is its implementation period? If not, are you planning to create one? p.1

- Yes: 12x
- No: 16x
- N/A: 2x
- In progress / planning / unclear: 2x

- Yes, 5 years. During this term, we will conduct an evaluation of the current financial strategy and develop a new financial strategy for the upcoming period. The Financial Strategy Committee has already been selected and appointed and will be responsible for supporting this process.
- We currently do not have a Financial Strategy. We recognise the need for one and would like to develop it in the future; however, this is more challenging this year as we do not have a Treasurer on the National Board.
- Yes. The current Financial Strategy for ELSA Sweden has its period from 2024-2027 where all past boards has written an activity report of how the goals have been worked towards and how the financial strategy could be better implemented. It is my opinion that these could have been better in explaining what they would have changed, because it is missing in all of them except the most recent one. It is up to BEE, FM and the director of FM (nationally) to provide the national network with a new Financial Strategy for the coming terms 2027-2030. There was a workshop during NCM (3rd of Oct) where this was discussed with the local Treasurers and Presidents.
- As far as a financial strategy goes - we are working with all national board members to assure we are best searching for sponsorships, budget friendly activities and ways to support our evolving financial management systems. Yes, we have a Financial Strategy for the implementation period 2024-2027 which focuses on a stable and sustainable economy.
- Financial Plan for 2026, and we are starting to work on the 2027 plan as of Q4. ELSA HU also has a five year plan.

8. Does your National Group have a Financial Strategy? If yes, what is its implementation period? If not, are you planning to create one? p.2

- ELSA Iceland does not have a financial strategy at the moment, being a small and flexible organization it has not been deemed necessary, during this term ELSA Iceland will be working on gathering mor partners to strengthen the footing of the national group a financial strategy would help with that, but no plans have been drafted at this moment
- No, ELSA Estonia does not have a Financial Strategy. Some strategic objectives regarding financial management have been outlined in our Development Strategy, such as establishing a long-term network of sponsors, utilising more grant opportunities and increasing our reserve funds. At this moment, there is no plan or timeline to compose a Financial Strategy as a standalone document.
- Yes, ELSA Italy has a Financial Strategy that will be presented in the next National Council Meeting in November. The implementation period is 1 August 2026-31 July 2027.
- No, but we are planning to create one with its implementation period from 2026 to 2029.
- No, we don't have it. It would be useful to have a Financial Strategy but right now as we don't have a Treasurer is not our main task.
- implementation period is three terms, the same as our Strategy Plan which the Financial Strategy expands.
- Yes. ELSA Greece has a Financial Strategy, which is implemented over a three-year period.
- No Financial Strategy. I evaluate the opportunity to create one, but it wouldn't be inserted in the Statutes.
- No we do not have a Financial Strategy, I am not necessarily planning to create one but I am open to discussion during the ICM workshops to hear from other treasurers if they have Financial Strategies and how they are finding it to work with them.
- We have a financial strategy that extends through 2028. The financial strategy changes every three years.
  This financial strategy runs from 2025 through 2028.

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An open question

8. Does your National Group have a Financial Strategy? If yes, what is its implementation period? If not, are you planning to create one? p.3

- There isn't one yet, but as a first step in this direction, I want to create a reserve fund that can prevent financial difficulties.
- We do not have a Financial strategy and we are not planning to create one. Our opinion is that we see how the year starts and what our priorities are and we adapt to the circumstances.
- We do not currently have a separate formal Financial Strategy, but we are planning to develop one during this term. Our aim is to create a more structured approach to budgeting, financial sustainability, income diversification, sponsorships, project financing and long-term financial planning.

9. Which FM topics would you like to see new and/or updated knowledge management materials on? p.1

- Strategic finance planning, financial evaluation.
- For updated knowledge management, we are currently unable to specify, as we have not gone through all of these materials yet.
- Funding and grants, as well as resources on developing sustainable relationships with third-party funders.
- I do not have any suggestions at this point
- I would like to see more information about the work of the IB Officer
- I would love a general overview of fund management to be implemented at the beginning of the term. Potentially discussing international fund management regulations, system suggestions etc. Essentially, an in depth 'intro' to fund management ?
- I think the materials are satisfactory as is.
- I would particularly appreciate more material on the financial efficiency and sustainability of projects, including tools for evaluating whether projects are financially viable and how their financial performance can be improved over time. Updated materials on fundraising, sponsorships and alternative sources of income would also be very useful, especially with practical examples and best practices from across the Network. More material on grant management could also be valuable (at least for me), particularly regarding budgeting, reporting and how grants can be incorporated into the long term financial planning of a National or Local Group.
- Financial sustainability and long-term planning, how to find and apply for relevant grants, possible structures for calculating membership fees from Local Groups, practical guidance for supporting Local Group Treasurers.
- Sponsorships in the future.
- Sustainable Event Planning: A Guide to Budgeting and Securing Sponsors
- Fundraising.
- We would like to see more knowledge management materials related to budgeting, including guidance and best practices for creating, managing, and monitoring budgets.

An open question

9. Which FM topics would you like to see new and/or updated knowledge management materials on? p.2

- Investing Strategies
- I would like to see updated or new knowledge management materials focused on financial management in projects, fundraising, and cash flow management. Specifically, practical guidance on planning, allocating, and monitoring project budgets would be highly valuable, as well as resources on managing funds from sponsorships and grants, including donor reporting and financial transparency. Additionally, tools and strategies for effective cash flow management tailored to the network's structure - where income can be irregular - would greatly support financial stability and long-term sustainability.
- ROLE Grant application process /explanation.
- I think the knowledge materials are pretty much up to date. We tend to use the FM handbook and EDF Knowledge materials.
- This month
- 3. I would like there to be resources containing in-depth information about EDF that could serve as a support for national groups.
- I would love to have more trainings for example on how to attract and manage partnerships, because that is one of my main interests and focuses.
- I would like to see updated materials on budgeting, sponsorship and fundraising, financial reporting, project-based financial planning, reserves and financial sustainability, risk management, reimbursement procedures, grant opportunities, and practical templates for National and Local Groups. Guidance on creating and implementing a Financial Strategy would also be particularly useful.
- We would appreciate updated materials on grant applications, fundraising opportunities, budgeting, and financial planning for National Groups. It would also be useful to have practical guidance on managing partnerships and sponsorship income, as well as examples of good financial practices from other National Groups.

10. On which part of FM are you putting the most focus this year, and on which part are you struggling the most this year? p.1

- This year, our main focus in FM is on financial stabilization. Our current financial situation is quite challenging, so our priority is to strengthen our financial security, improve liquidity and ensure the long-term stability of the organisation.
- For FM Focus, the main priorities are finding new partnerships and understanding the new Slovak e-invoicing system starting January 1st.
- Financial growth and sustainability of our Local Groups. We are also prioritising third-party fundraising.
- I have been putting the most focus on NOM (Nordic Officers Meeting) as it is being held in Denmark this year, and therefore I have focus on the funding of this
- It depends on the period of the cadency
- Closing the previous debts, generating more income
- We are mainly focusing on solving on going issues with the bank we are registered with. We are looking to create a system which makes international, local group and revenue fund management requirements easy to navigate. I want to additionally create a system that allows other national board members to readily note what budget is available to them when organising activities.
- We will focus on starting investing and improving our search for external funding. We will struggle with our lack of money.
- My main focus this year is on long-term financial planning and creating greater continuity in the financial management of ELSA Sweden. This includes developing a more strategic approach to budgeting, supporting the Local Groups in their financial work, and making effective use of grants and other sources of funding. As wer all know in FM, there quite a lot of work going in to the checking up in the local groups. The part I find most challenging is balancing long term financial development with the day-to-day administration of FM. I would also like to develop a better understanding of how other National Groups work with sponsorships, income generating and the financial evaluation of projects. This also includes the planning and success of the Financial Strategy which is to come.
- Putting more focus on organising petty expenses. No struggles.



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An open question

10. On which part of FM are you putting the most focus this year, and on which part are you struggling the most this year? p.2

- Our main focus this year is building sustainable and resilient finances. We are also reviewing membership fees and looking for new funding opportunities. We are struggling with finding sources of income, which makes balancing financial sustainability and the quality of our events challenging.
- ICM planning got the most focus this year, closely followed by the five year planning. We have an efficient team, so we are not struggling with anything at the moment.
- Financial strategy/Budget, ELSA Iceland struggles most with gathering Income and that will be the main focus this year
- We would particularly appreciate materials on the pre-financing of Local Group events. Our Local Groups regularly need to pay deposits (e.g. for venues or accommodation) for larger events such as Law Schools or National Council Meetings, but often lack the liquidity to do so and have to rely on substantial advances from the National Group. Guidance on how other National Groups handle this, for example through structured advance or loan systems, repayment rules, risk limits, or budgeting requirements for Local Groups, would help us set up an orderly solution.
- This year, our main focus is on improving the quality of our events, planning our budget more effectively, and increasing the association's financial surplus.
- The main focus of this year will be increasing the amount of funds available to ELSA Estonia, both in the short and long term. That includes two parts: 1) establishing structured long-term partnerships as a stable and predictable source of funding (co-op with BEE); 2) finding and utilising more grant opportunities. I'm struggling the most with accounting and bookkeeping, because at the moment it consists of a lot of time-consuming manual tasks, which have to be executed with precision and attention to detail to avoid errors. I'm planning to explore solutions to automate more processes and implement them during this term if possible.

10. On which part of FM are you putting the most focus this year, and on which part are you struggling the most this year? p.3

- This year I'm mainly focusing on two directions: human resources and the legal compliance of Local Boards. From the human resources perspective I'm encouraging networking and active participation through practical tasks, opportunities for collaboration between them, and dedicated spaces where they can discuss new topics and emerging challenges. The goal is to strengthen the connection between Treasurers across different Local Boards. On the other hand (the more challenging) I am focusing on is the legal compliance of Local Boards with the current Italian regulations applicable to Associations, which have become increasingly strict. One concrete example is the issue of non-members participating in ELS or ICE, which requires particular attention from both a legal and organizational perspective. In this context, we have also implemented the new National Development Fund (financial support), which has a detailed and structured application process, similar to a formal grant, with defined criteria and procedures for accessing the available resources. which is divided into three main sections: -Event support, to help local sections organize and develop their activities; -Structural support for Local Boards, aimed to give financial support for a long-term development; -Legal compliance support, designed to help LB meet the requirements set by current legislation.
- This year, the focus is on increasing the number of supporting documents available to our network. In other words, we want to put a lot of knowledge in writing. These documents will cover budgeting, bookkeeping, accounting, and grants. The most difficult part has been answering all the questions that have arisen and providing all the necessary support. Although it's going well, it's a large volume of work.
- Managing our finances without a Treasurer appointed in our National Group.
- We adopted our own Investment Statute, so starting investing.
- Restructuring our two National Fonds for the hosts of our Internal National Meetings and the Local Group Fonds.
- This year, my main focus is on strengthening budgeting and fundraising to ensure the financial sustainability of our projects. A particular challenge is the budgeting of the International Strategy Meeting (ISM), due to the scale and complexity of the project, while I am also placing greater emphasis on improving the budgeting of projects overall and developing effective fundraising opportunities to support their long-term sustainability.

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An open question

10. On which part of FM are you putting the most focus this year, and on which part are you struggling the most this year? p.4

- I concentrate on establishing clear and comprehensible and transparent accounting, simplification and automation of processes. I do not have that much trouble with getting around, as the materials are quite clear and I have the help of the previous Treasurer. Sometimes the quantity of information, rules and materials to consult is a little bit overwhelming, but nothing too difficult to understand in the end.
- Most focus will probably go to keeping the association financially healthy and I will probably be struggling the most with the application for the ROLE subgrant.
- Grant applications and other methods for financing the association.
- finding money and helping the local groups
- Actually, I want to prepare a clearer handbook that combines Azerbaijani legislation and international regulations.
- I am focusing on attracting new partnerships and making a yearly budget. And that is also what I am struggling with, because nothing is certain and I can't predict if everything that we planned is going to happen the way we planned it.
- This year, we are putting the most focus on improving financial planning, creating more sustainable sources of income, strengthening partnerships and sponsorships, and ensuring better financial coordination between the National and Local levels. The most challenging part is long-term financial sustainability, especially creating predictable income streams and reducing dependence on project-specific funding.
- I am the most focused on the budgeting and ensuring financial stability and struggle the most with legal obligations.

10. Is there a specific topic you'd like to address or discuss in the next calls or meetings?

- Yes / Specific topics suggested: 16x
- No / No specific suggestions: 12x
- N/A: 6x
- Other: 3x

- We would appreciate discussing grants and EDF support more. At the same time, we appreciate that the Treasurer has already put more emphasis on sharing knowledge and information about the EDF this year.
- Fundraising and grants.
- Alternative funding and fundraising strategies for National Groups, as well as sustainable membership fee structures.
- It would be great to hear something about the future of ELSA. What I mean here is that it is undeniable that the world is changing quite quickly, therefore it would be great to see how ELSA is planning to adopt. For example, is International planning to keep the price caps regarding international events? My experience suggests that going against the free market that much will cost us more in the future.
- Definitely a topic focused on learning about sponsorship processes and securing sponsors from Europe.
- Yes, I'd be interested in discussing topics such as how to manage the financial relationship between the National Board and the Local Boards, particularly in terms of financial support, responsibilities, and available resources. I'd also like to discuss grants, including how they can be structured, managed, and used.
- I would like to have more training regarding the Investments Statue.
- The Investment Strategy which was passed in the last ICM

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An open question

10. Is there a specific topic you'd like to address or discuss in the next calls or meetings?

- If anything perhaps an explaination of how to apply for the ROLE subgrant, since the explaination document is a bit confusing to me
- How other National Groups cover their membership fee from their Local Groups and if there are any inconveniences.
- I would like to talk about risk management for large-scale projects.
- Like I mentioned I would love to talk about partnerships and sponsorships.
- I would particularly like to discuss financial sustainability, sponsorship strategies, fundraising, diversification of income sources, preparation of a Financial Strategy, and good practices for financial coordination between National and Local Groups.
- Proposals/ working materials for the ICM
- Fundraising opportunities

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An open question

12. Could you please give feedback on your interactions with the Treasurer of the International Board, Open Calls, ITM, availability, and so on? What can be improved?

p.1

- Communication and cooperation is fine.
- We only have positive feedback for Elena. She is also our coach, and the communication with her is great. We know that we can always reach out to her whenever we have questions or need support, and she is very approachable and available.
- Interactions with Elena have been positive.
- My interactions with Elena has been really great, in particular with her understanding of the problems, that we have experienced with our bank
- Everything was absolutely ok
- Very satisfied.
- I have had nothing but positive interactions with Elena! She has been incredibly responsive via WhatsApp and email. She has been incredibly supportive and helpful thus far and I look forward to working with her for the rest of the year!!
- Very good so far. 10/10.
- At the moment, most of my evenings are occupied by work, and my schedule is usually set around three to four weeks in advance. Therefore, if Open Calls or other informative meetings are scheduled at shorter notice, I sometimes find it difficult to adjust my availability. Earlier notice of upcoming calls and meetings, whenever possible, would make it considerably easier for me to participate. Otherwise, so far, so good! I have been happy with the communication and availability throughout the year.
- No interaction as of yet.
- Everything perfect
- Good! The Treasurer of the International Board has made herself easily available for contact. I am happy with the interactions and availability.

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An open question

12. Could you please give feedback on your interactions with the Treasurer of the International Board, Open Calls, ITM, availability, and so on? What can be improved?

- I am more than happy to have Elena as Treasurer. It is rare to find someone with this level of experience and knowledge of finance, among law students. I am part of ELSA since almost half a decade now, and she is the best we ever had in that time period.
- Communication is excellent and requires no review
- I have not been that active in that area
- I had the opportunity to have a one-on-one meeting with her, which was very informative. Her experience closely aligns with what I am currently working towards on the National Board, so I am confident I can learn a lot from her. I would also really appreciate her guidance on whether there are opportunities to secure sponsorship from Europe while based in Türkiye, and how to approach that process. Apart from that, I am very happy with everything.
- I have not had any active communication with the Treasurer of the IB so far. Open Calls have been pleasant so far. The FM workshops at the ITM were well-planned and efficient in disseminating the maximum amount of (often complex) information in the shortest time possible, while maintaining a space for discussions and sharing experiences. I would not have changed anything.
- I don’t have anything negative to report. The Officers of the IB are all fantastic, very approachable, and always available to help, especially Elena of course. She is always available when support is needed, provides timely responses, and is very proactive in finding solutions. The only thing I would suggest is implementing more Open Calls and Trainings, as I would really like to involve Local Officers more and give them more opportunities to participate and connect with the International Board and the International Network.
- Elena has been amazing. Se has responded very quickly to all questions and has always been available to help. I can only thank her and wish her continued success in her excellent work.
- Our cooperation with the Treasurer of the International Board has been very collaborative. Emails and all important information are communicated in a timely manner. Additionally, our delegates who participated in the ITM and attended the FM workshops were extremely satisfied with the workshops provided.

An open question

12. Could you please give feedback on your interactions with the Treasurer of the International Board, Open Calls, ITM, availability, and so on? What can be improved?

p.3

- Availability is basically instant, ITM was nice, I am happy with how it is working and I am looking forward to the ICM workshops!
- Had no contact, yet.
- Yes, I've found the communication with the Treasurer very effective. The FM open calls encourage open dialogue and practical support, and the Treasurer has been clear, responsive, and committed to helping all of the Treasurers across the network.
- The Treasurer of the IB has been accessible and friendly during the open calls, and presented in an interesting manner the various topics addressed during the ITM. I am looking forward to further collaboration on specific topics.
- I wasn't able to be present during the ITM and have not had the chance to attend Open Calls, but the interactions I have had with the Treasurer of the International Board have all been very pleasant so far. We had received an incorrect invoice for our membership fee this year and when I addressed this to her she was nothing short of helpfull and understanding about it. So far she has made me feel comfortable to reach out to her and I do not see this changing negatively in the future. Availability wise she only has here afternoons open for the scheduling of calls, which might make it difficult to schedule a call with her since I am still a University student who often has classes in the afternoon, but I completely understand she wants to keep her evenings to herself. Furthermore when i had to schedule a call with her she said in her email that if none of the booking times worked for me I could contact her directly to schedule a different time, so all-in-all there is no problem with her booking times. I just wanted to write it down to let it be known that sometimes it would be more convenient for Treasurers to book calls a little later in the day, so maybe this could be improved but it is totally okay if nothing changes.
- Unfortunately, I did not get to discuss personally with the Treasurer of the International Board, but I am sure that when/if I will ever need to, support from the Treasurer will be there.
- Very good interaction with the International Treasurer, no need for improvement
- All the meetings have been highly supportive and educational for me. The fact that Treasurer of IB was an understanding person and answered questions clearly and patiently was very good for me.
- It'd be great to have more informal contact with ELSA International.

An open question

12. Could you please give feedback on your interactions with the Treasurer of the International Board, Open Calls, ITM, availability, and so on? What can be improved?

p.4

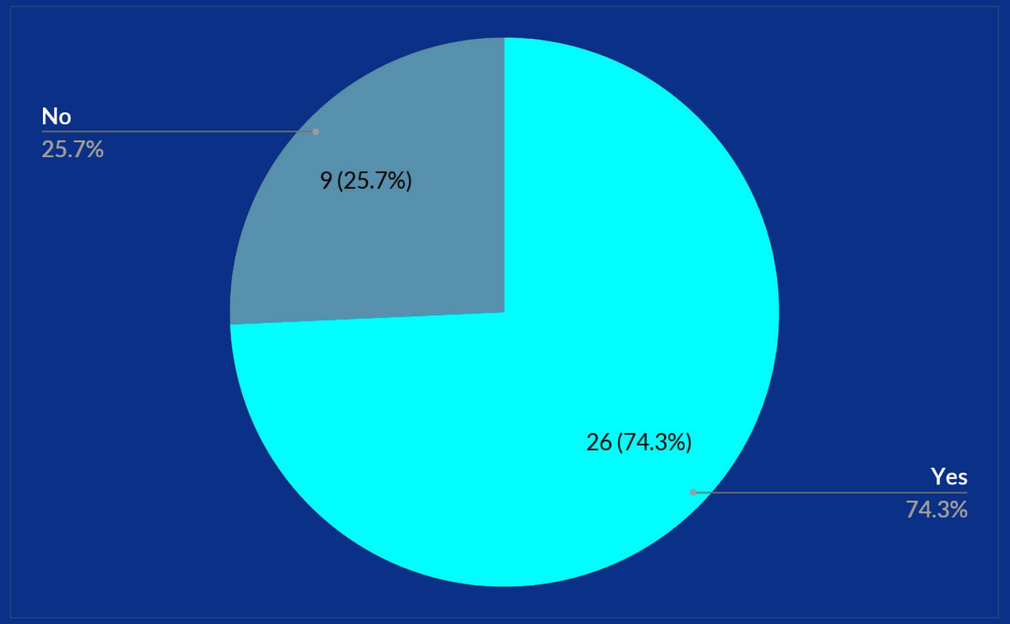
- I have nothing bad to say. She is really nice and helpful and always answers when I have a question. Would love to talk more and discuss any financial issues.
- The cooperation with the Treasurer of the International Board has been positive and helpful. Communication has been accessible, and the Open Calls and ITM sessions provide useful opportunities to clarify questions and exchange practices with other National Groups. I would appreciate even more practical examples, templates and case-based discussions during calls, particularly on budgeting, sponsorship, financial sustainability and common financial challenges faced by National Groups. Regular short updates on relevant FM developments and deadlines would also be useful.
- Elena is very approachable and responsive, we had opportunities to discuss in person at the TBBQ, at the ITM and by message. The ITM was interesting. I have nothing negative to report
- Everything is great
- The communication and cooperation with the Treasurer of the International Board has been very positive and supportive.

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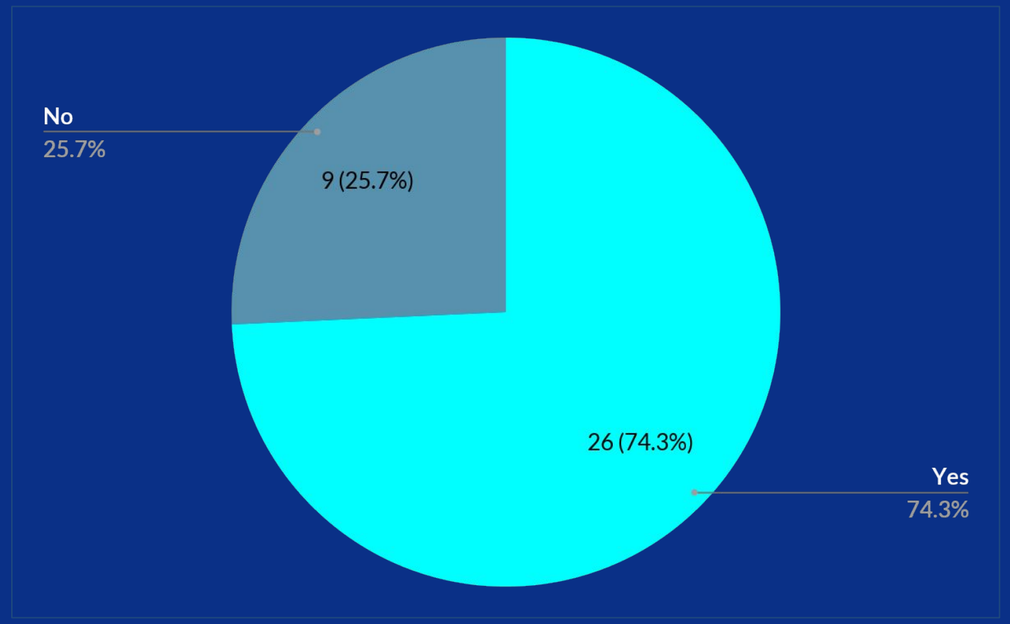
1. Do you share the MKT materials for the International Projects of ELSA with your Local Groups?



Yes

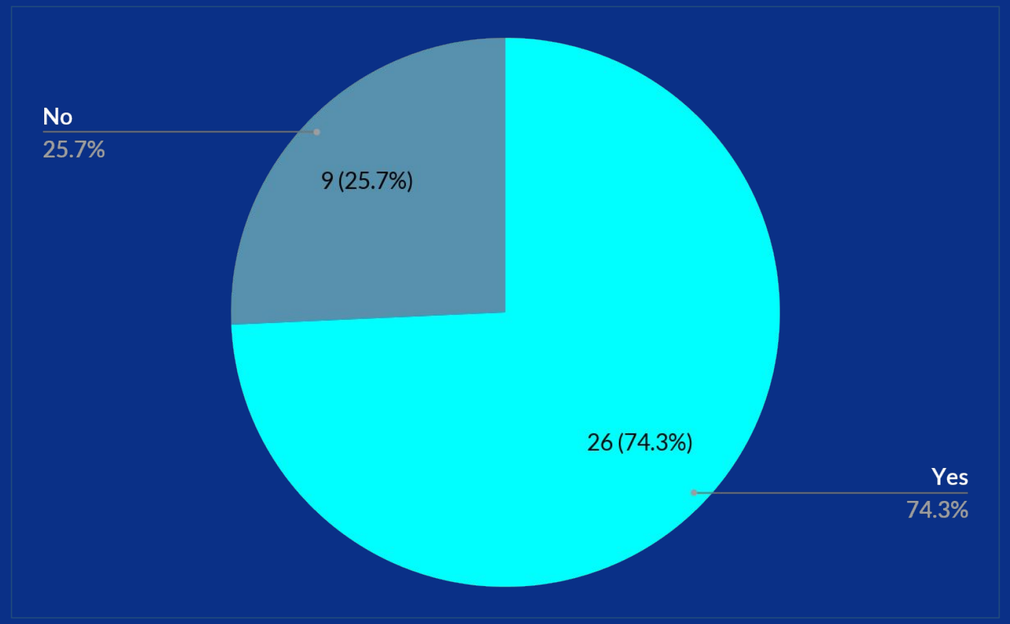
No

2. How many Local Groups are actively promoting the International Projects of ELSA?

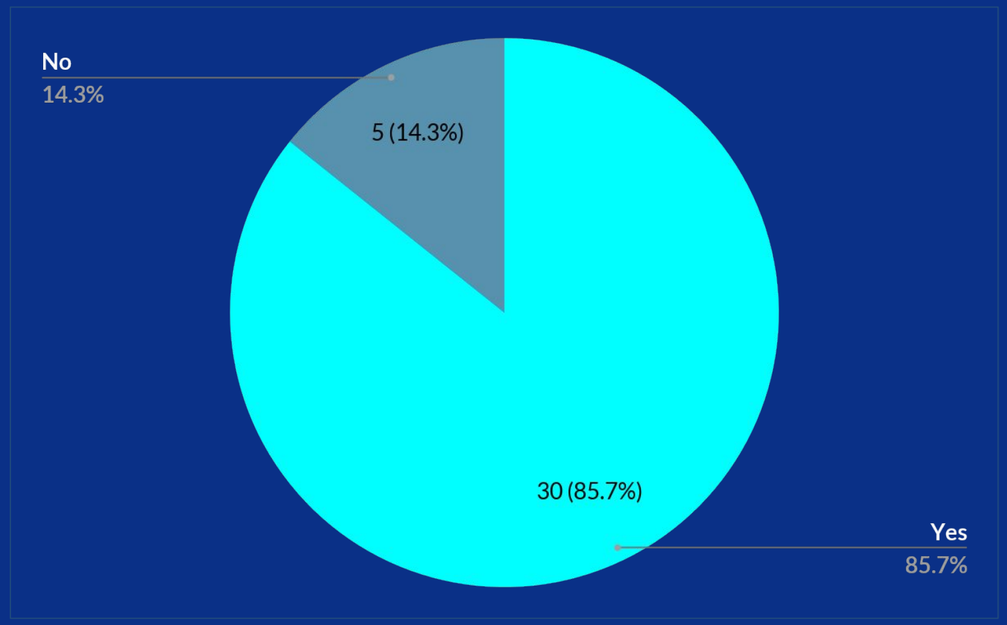


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3. Why do your Local Groups not promote the International Projects of ELSA?



4. As a Marketeer, are you actively involved in the partner/external cooperation of your ELSA Group?

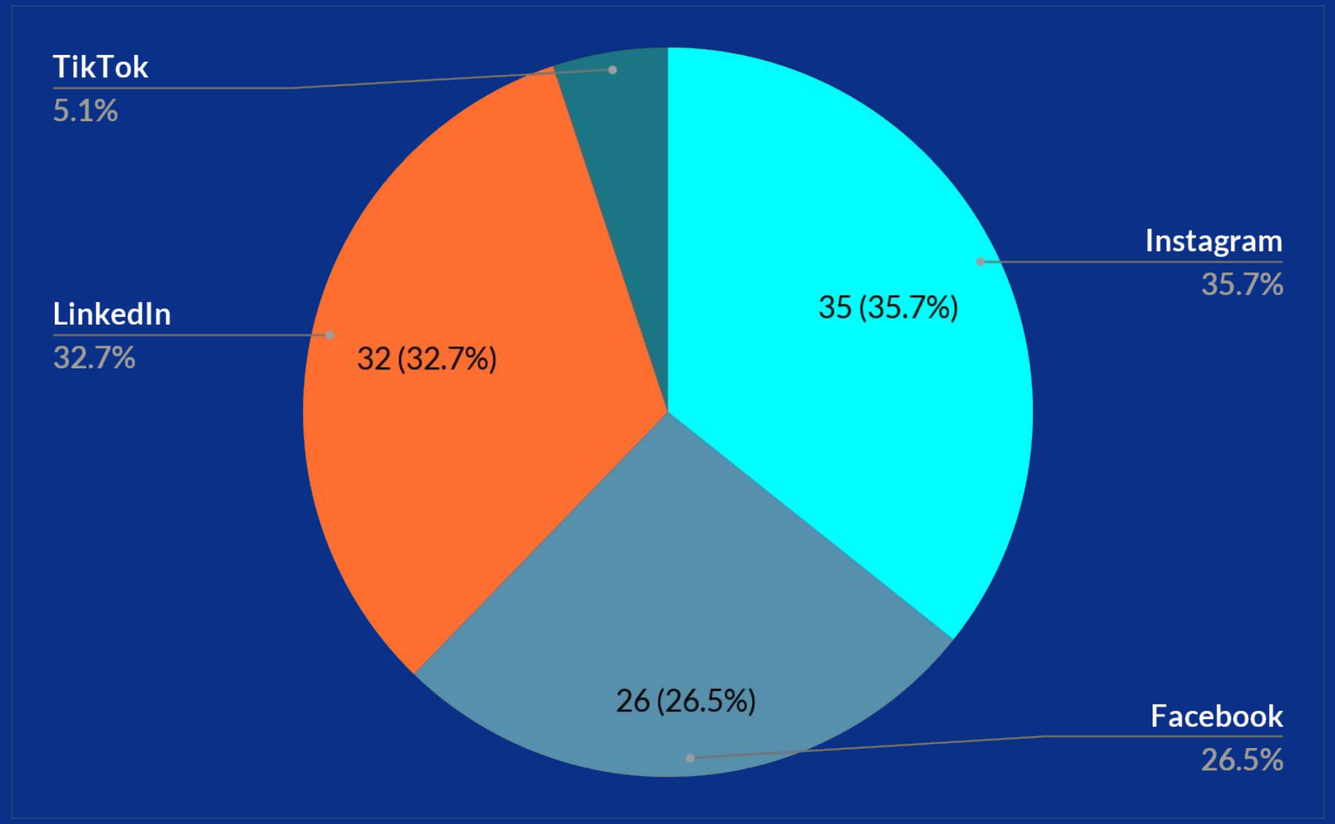


Yes

No

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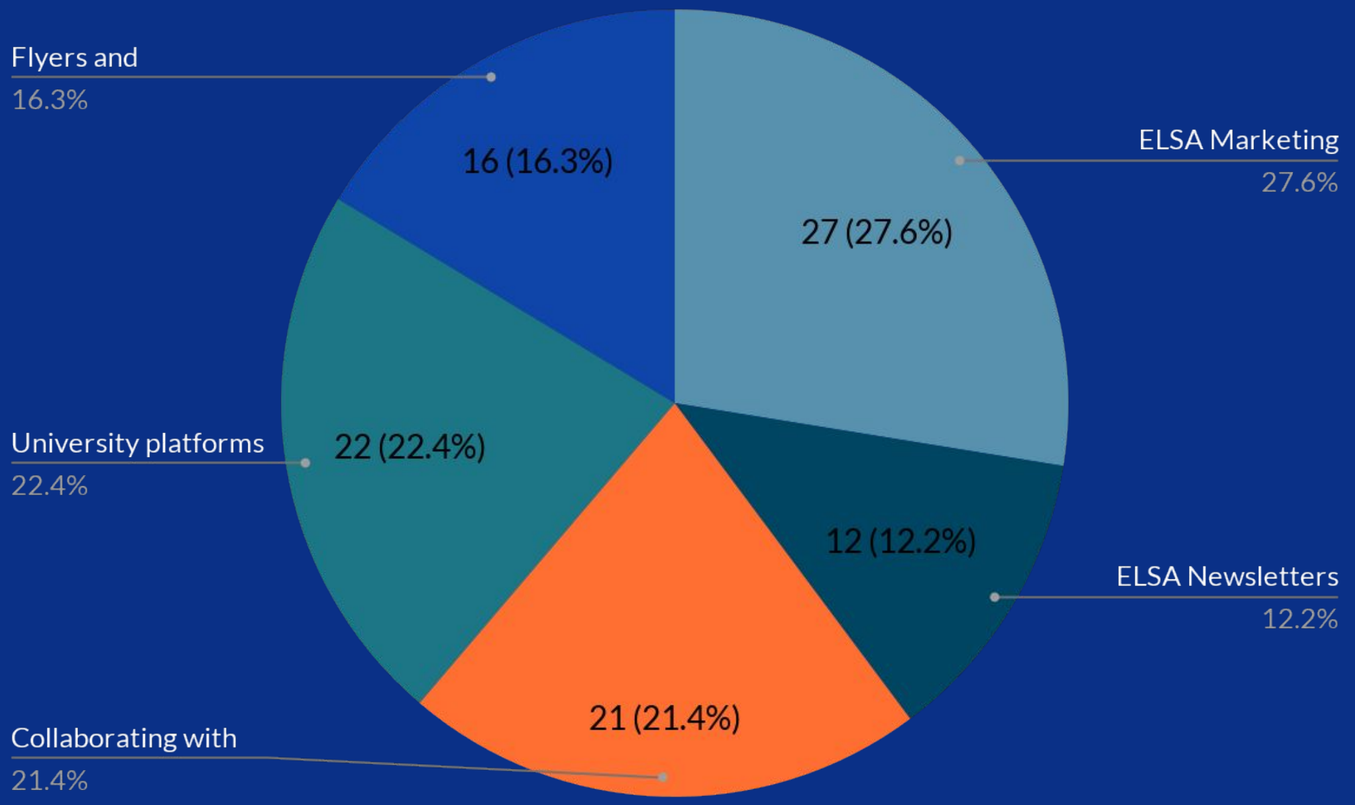
5. On social media, through which channels do you promote ELSA?



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0 responses for - No, I don’t find them useful and don’t see the need for them.

6. Outside of social media, through which channels do you promote ELSA?

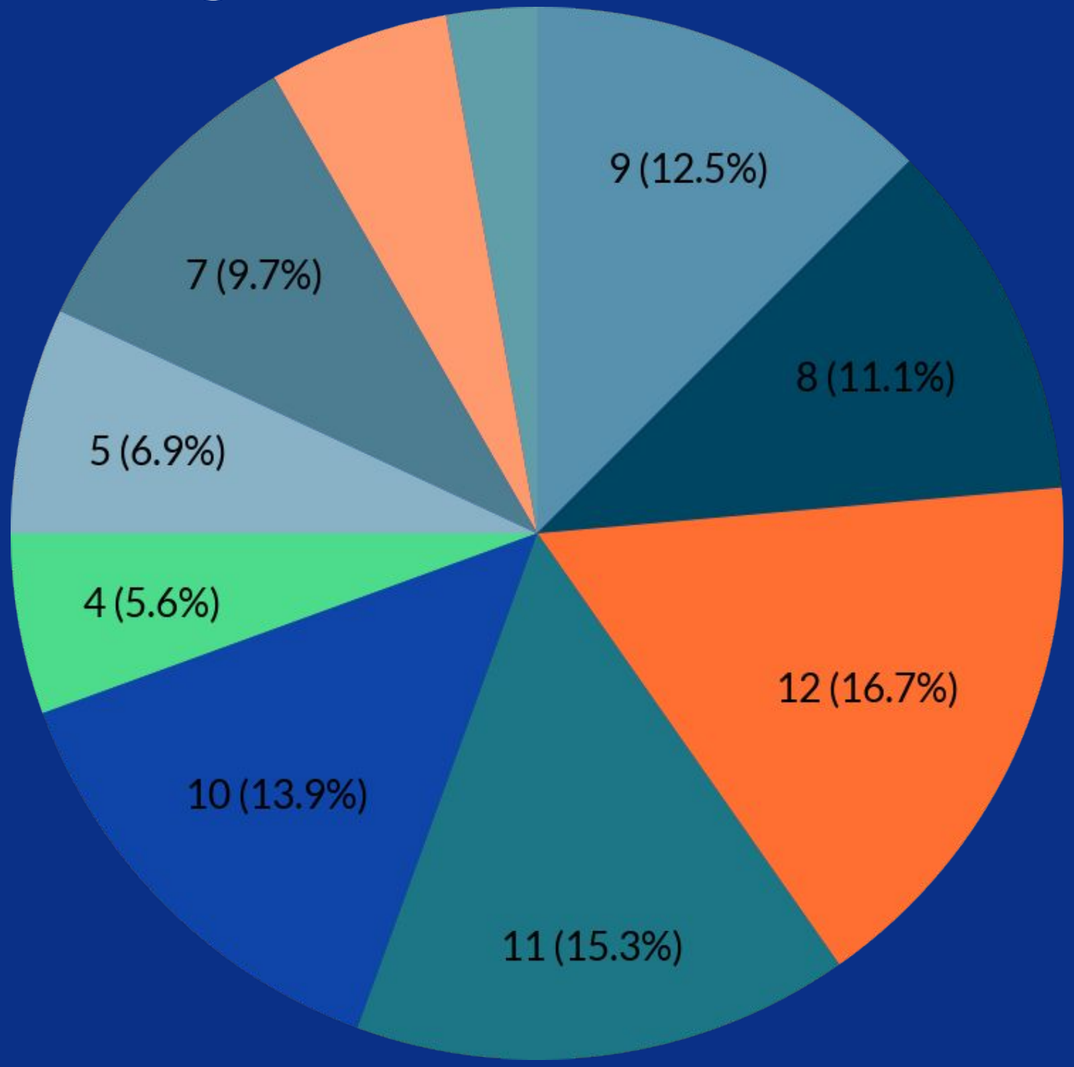


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7. If other, please specify.

- Whatsapp;
- Direct communication through WhatsApp groups and internal Network channels, as well as promotion during university events, fairs and in-person activities;
- Law career fairs;
- Verbally;
- Some LG:s use telegram for marketing different events, as it is widely used by student associations in Finland;
- Printed media such as posters.

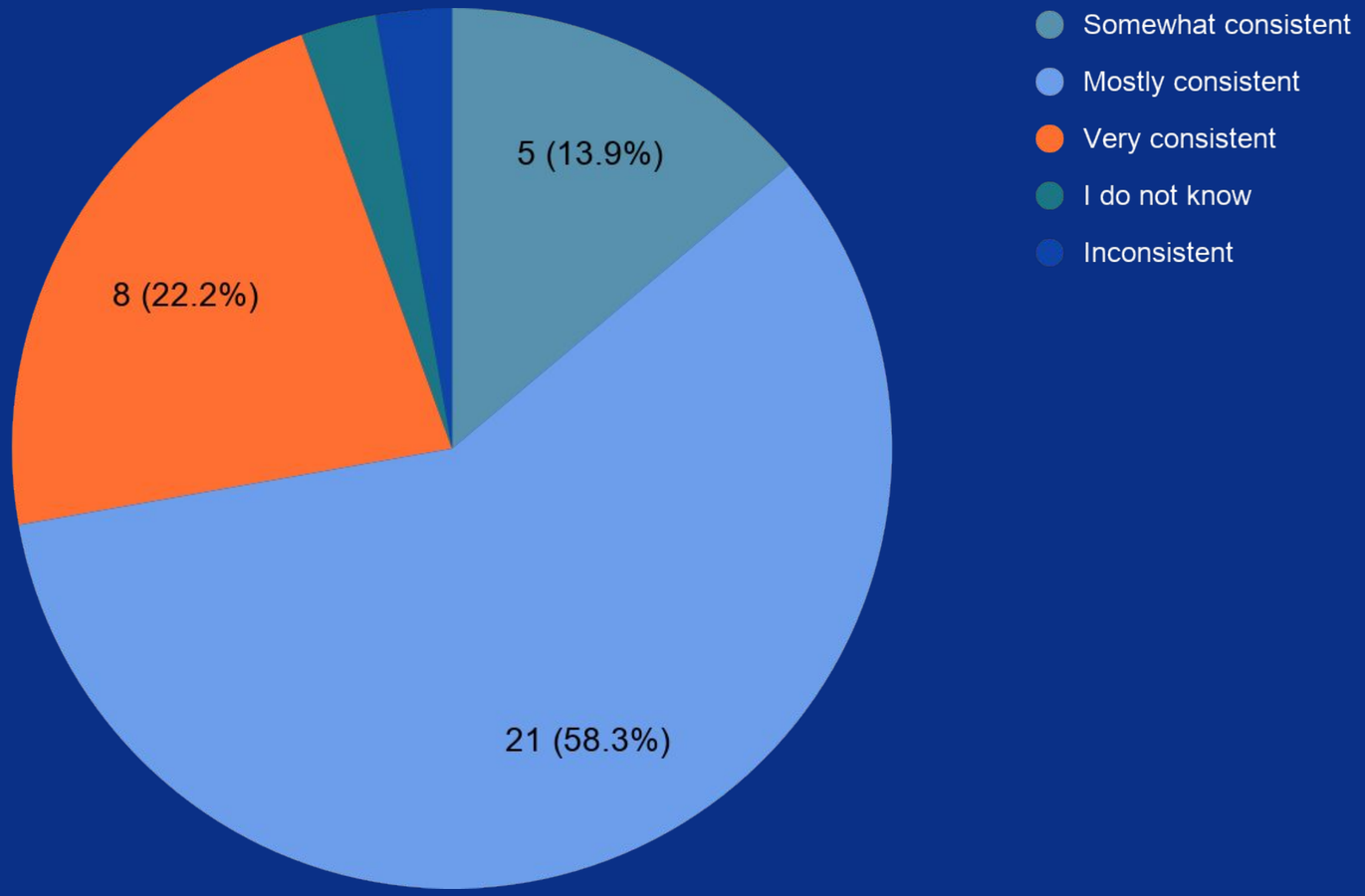
8. What are the main challenges your Local Groups face when promoting ELSA?



- Lack of marketing knowledge
- Lack of knowledge about ELSA activities
- Lack of time
- Lack of people/resources
- Lack of motivation
- My Local Groups do not face any challenges in promoting ELSA
- Lack of cooperations between Marketing and other areas
- Difficulties adapting materials to their local context
- Lack of suitable marketing materials
- Lack of clear instructions or guidelines

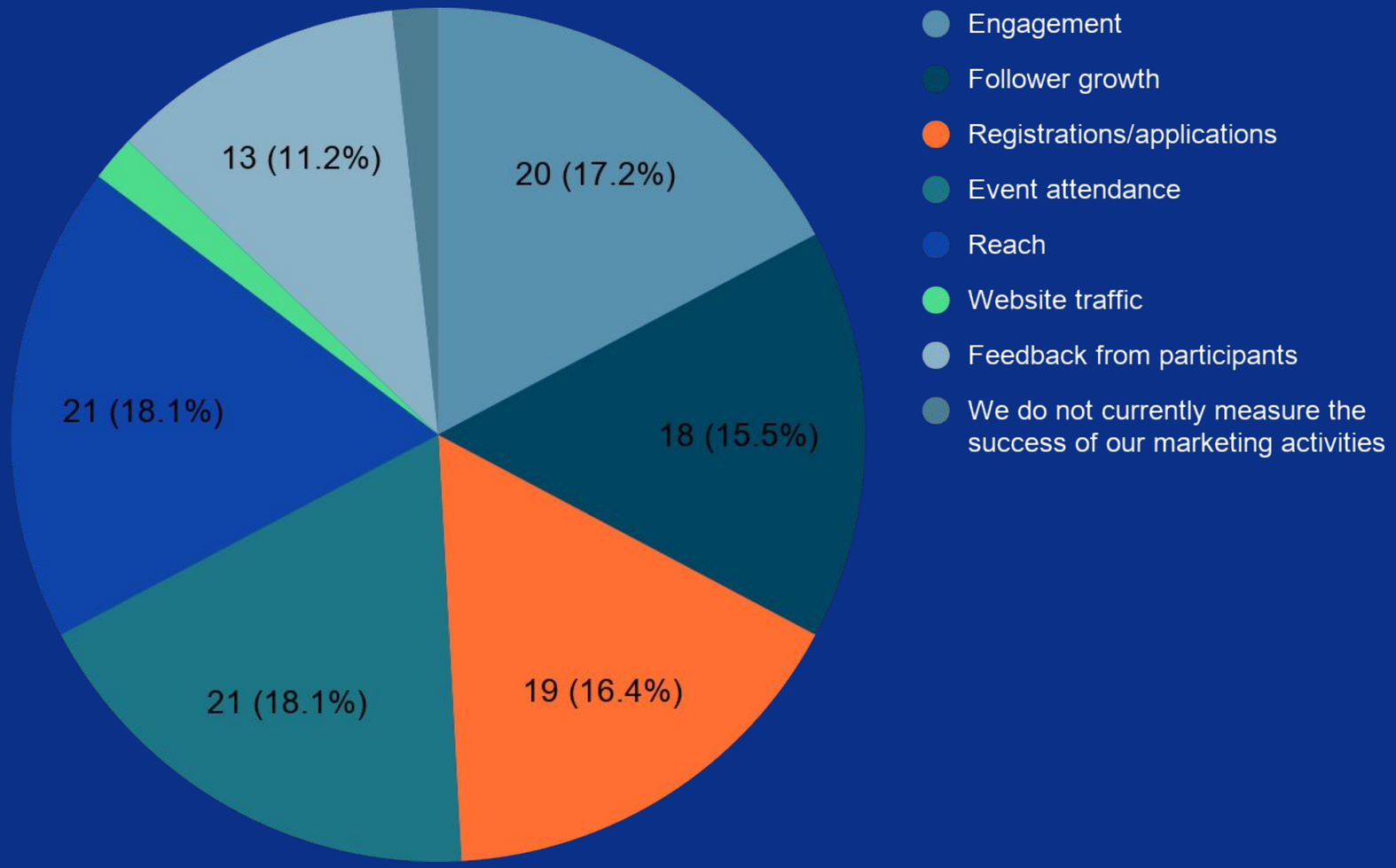
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9. How would you describe the consistency of ELSA's visual identity across your National and Local Groups?



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10. How do you currently measure the success of your marketing activities?



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11. What is one thing ELSA International could do to make Marketing easier for your Group? p.1

- I have received a lot of help from Natalie Kehlet, VP in charge of Marketing at ELSA International. Through good communication and quick responses, she has been very helpful and has made Marketing much easier for me. Going forward, I think it would be helpful to continue providing clear instructions and sending posts and other relevant materials well in advance.
- Continue providing the materials in good time before posting, so there is time for translating.
- Templates available for social media posts.
- Give a one or two hour workshop to our Marketing team. And provide them with templates and examples of previous ELSA visuals.
- Learn from what works in other countries and create more opportunities for NGs to share successful marketing ideas.
- A bit difficult to say, as ELSA Denmark does not currently have a VP MKT, which may be the reason why marketing and coordination with the Local Groups seems to be a recurring issue. Although it is a lot to ask, perhaps ELSA International could keep an eye on the social media of ELSA Denmark in order to ensure that all marketing materials are posted correctly and on time. This is only necessary until the end of November, at ELSA Denmark is currently spending all of its time and resources on the upcoming NOM and Fall NCM.
- To my mind, ELSA International could make more materials about International Projects and share them with National Groups. Better knowledge in this area may result in better attention and interest. I would also appreciate more trainings and materials showing how important Marketing is in today's world. This action may encourage people to join Marketing, develop and practice it.
- It would be very helpful to receive different kinds of practical workshops, so the National and Local Groups understand their tasks and perform better in the future.
- Practical Information at the ready for flagship projects possibly.
- Clearer structure and expectations around international projects. Better communication round deadlines. Clearer instructions around tiktok guidelines. Course on how to update the website.
- An updated Marketing Handbook with clear and practical guidelines on how to use and adapt ELSA International's marketing kits, together with ready-to-use templates for recurring communication needs, such as transitions, recruitment campaigns and other standard Network communications. It would also be helpful to include practical examples and best practices to ensure greater consistency across the Network.
- Perhaps a direct, efficient and available line with a more experienced marketer for quick tips and tricks.
- ELSA International could support National Groups by providing more access to high-quality marketing tools and resources. Meeting ELSA's high visual and branding standards often requires additional budget, for example for Canva Pro, premium images or other design tools, so financial or shared-access support in this area would make professional marketing much easier for Groups with smaller budgets.
- some just ELSA templates, mostly for the local groups

11. What is one thing ELSA International could do to make Marketing easier for your Group? p.2

- At the start of the term we were struggling with how the international promotions were announced later than sooner. Now, since we have the international promotions calendar, it's great. Both us as NG and our LGs are sometimes struggling to fit our own promotions into the international schedule, so it is not ideal when a certain week is very packed with promotions, but we get that that is something that practically cannot really be influenced or changed.
- Providing a pre-planned monthly content schedule with upcoming posting dates in advance would allow us to lock in our dates and better organize our promotional planning. Knowing upfront when we will have posts regarding ELSA International will help us prepare more effectively for shaping our feed and refining our promotion strategy.
- One thing ELSA International could do is create a centralised marketing resource hub or something with ready-to-use templates, slides, campaign kits, social media graphics or best practice examples. I know it’s a LOT OF work, but I can’t come up with anything else.
- As the Vice President of the National Group, I have not encountered any significant issues that would require regulation or intervention from ELSA International. Overall, I am satisfied with the current level of cooperation and support. I am particularly pleased with the opportunity to adapt and change colours within the framework of the ELSA Brand Book, as I believe this provides National Groups and Local Groups with more flexibility while maintaining the organisation’s overall visual identity and consistency.
- As the VP MKT of ELSA Türkiye, I personally think that posting IB promotion content too frequently and with very short intervals between posts may be causing a decrease in our overall engagement due to the algorithms of Instagram and similar platforms. Therefore, I believe that slightly reducing the frequency of these posts and leaving more time between them could help each post reach a wider audience and receive more engagement.
- I would say getting Local Groups invested in (some) national -- projects and international projects is hard because Local Groups are mostly focused on what they can do for their members directly and don’t necessarily see the National Team as a support they can use. I don’t know how ELSA International could directly impact this issue on such a local scale but maybe giving us tips or guidance on how to make them feel more seen and invested in the Network to a national and even an international level would help.
- Provide free Canva Pro accounts or team subscriptions so we can use premium features and templates without constantly running into design limitations.
- A central library of editable templates, social media posts, and promotional guidelines could make marketing easier and more consistent across groups.
- An FAQ on organisational matters and on the Brand Guidelines would be helpful. However, I personally do not think that too many centralised templates are useful.
- We really appreciate all the materials and templates provided by ELSA International. However, we feel that more practical guidance and training would be helpful, especially for less experienced officers. We would appreciate some form of Marketing coaching system where officers could ask questions and receive more individual support.

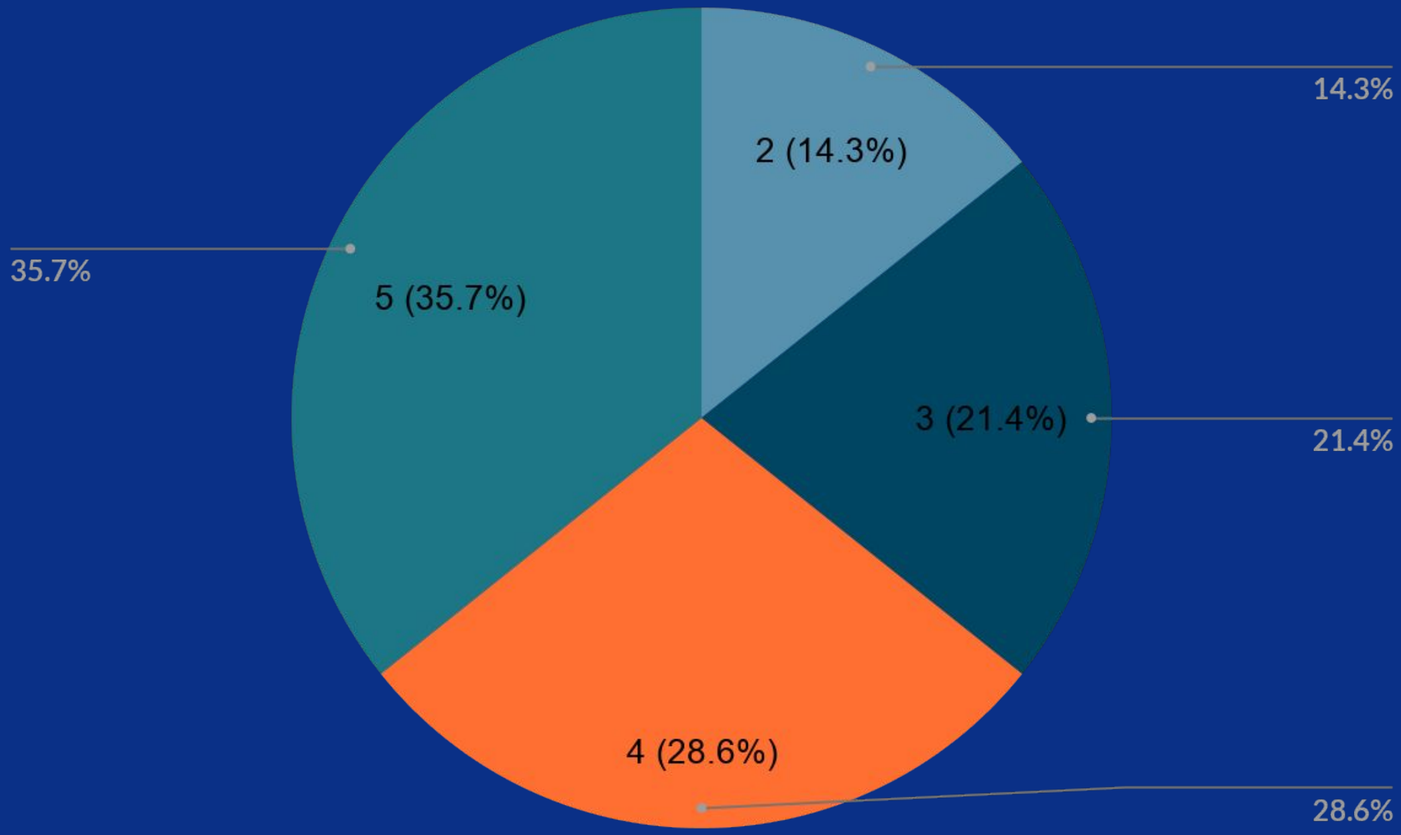
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Academic Activities

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1. On a scale from 1 to 5, how would you rate the current level of activity in Academic Activities in your Group?



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2. What was your biggest struggle while organising your National Campaign for AHRC? p.1

- My main focus this year is supporting Local Groups in delivering accessible, engaging and meaningful academic opportunities for members by expanding the resources in the ELSA UK Officers' Portal. At the same time, I aim to develop sustainable national projects that encourage collaboration, skills development and long-term growth within the area.
- To build a good relationship between the national and local groups, and to get AA and C separated in all local groups. If possible, also to slowly start rolling out ROLE.
- To develop the ROLE initiative in our National Group, by increasing the number of facilitators in the national pool and strengthening the relationship between ELSA and schools.
- The main focus for AA this year is starting the ROLE project in Bulgaria and developing it.
- To organise our first seminar and AHRC events
- The main focus for AA in Croatia this year is to do even more school visits within the ROLE project and to put more focus on AHRC in order to organise at least one AHRC event in each local group.
- Increase international project
- Strenghtening legal writing, human rights awareness, academic events, LRG, essay competitions and increasing Local Group participation
- Implementing good quality ROLE and AHRC.
- This year, the main focus in the AA area will be to increase both national and local events for AHRC, while also expanding local school visits to further promote ROLE.
- Combining a LRG with the IFP conference that we have + an essay competition at the end of the year.

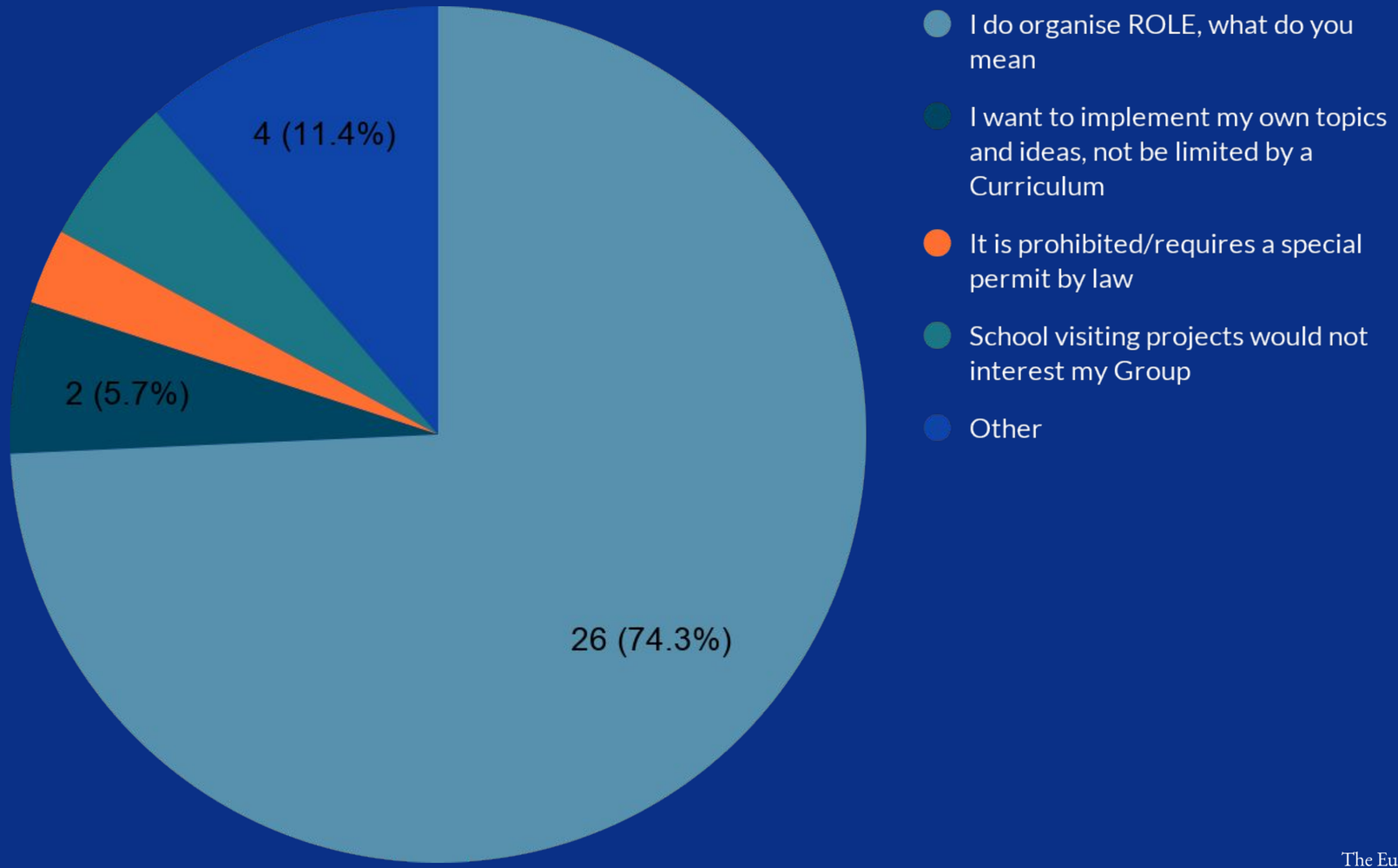
2. What was your biggest struggle while organising your National Campaign for AHRC? p.2

- Our main focus this year is to continue developing ROLE, while also strengthening the AHRC and our Law Review, Legal Point.
- To have as many collaborations with other National Groups as possible, in order to put ELSA Hungary on the international map more. Also to make it possible for our members to have more project options, so they can choose according to their preferences.
- This year's main focuses are organising and developing ROLE, AHRC and Advocacy as well as good support for local AA officers.
- Essay Competitions and Workshops
- Our main strategic priority in Academic Activities this year is the implementation and development of the Rule of Law Education (ROLE) programme at the national and local levels.
- To develop AHRC into its intended form, a year long campaign (and not something primarily associated with ELSA Day), and to continue organizing and expanding ROLE within the Swedish network.
- This year the main focus is implementation of ROLE. So far last year we began to work with the materials and started preparing for this year's ROLE implementation. The other thing is supporting AHRC projects, support their visibility and outreach.
- This year the main focus is getting all local groups on board regarding ROLE. We are also putting a lot of effort to AHRC. We have already had NTM in ROLE and two open calls on AHRC and started planning ELSA day.
- The main strategic priority for Academic Activities this year is to make AA more relevant, practical, and impactful for students and society. I want to further develop the Annual Human Rights Campaign (AHRC) as a strong national initiative, focusing on current human rights challenges, particularly human rights and digital democracy, and encouraging Local Groups to actively contribute to the Campaign.
  Another important priority is to promote academic writing, creating more opportunities for students to develop their analytical and writing skills and engage with contemporary legal issues. I also want to strengthen the Social Responsibility aspect of AA by encouraging activities that address real social and legal challenges and connect students' academic knowledge with the needs of society. Overall, I aim to make AA more diverse, meaningful, and responsive to both students' interests and current developments in the legal field.

2. What was your biggest struggle while organising your National Campaign for AHRC? p.3

- The main goal for this year is to increase advocacy in the Netherlands and make it more visible across our social media platforms as well as events. For that, we have introduced a new position: Director for Advocacy. We want to make sure that advocacy is visible across all areas and treated as a separate goal.
- To continue implementing ROLE and focus on educating about AHRC and IFP.
- to modernise our formats
- The main priorities (where our focus is targeted towards) are the 2 flagship projects - ROLE and AHRC. Specifically to organise a ROLE National Training Meeting/Conference as well as shift the focus from E4S to ROLE year-by-year, starting now. As for strategic priorities, it would be to have the directors specialise in different projects so that they feel more connected to ELSA and get an overview of the projects of ELSA.
- ROLE, AHRC, IFP, ADVOCACY

3. What is the main reason you are not organising ROLE this year?

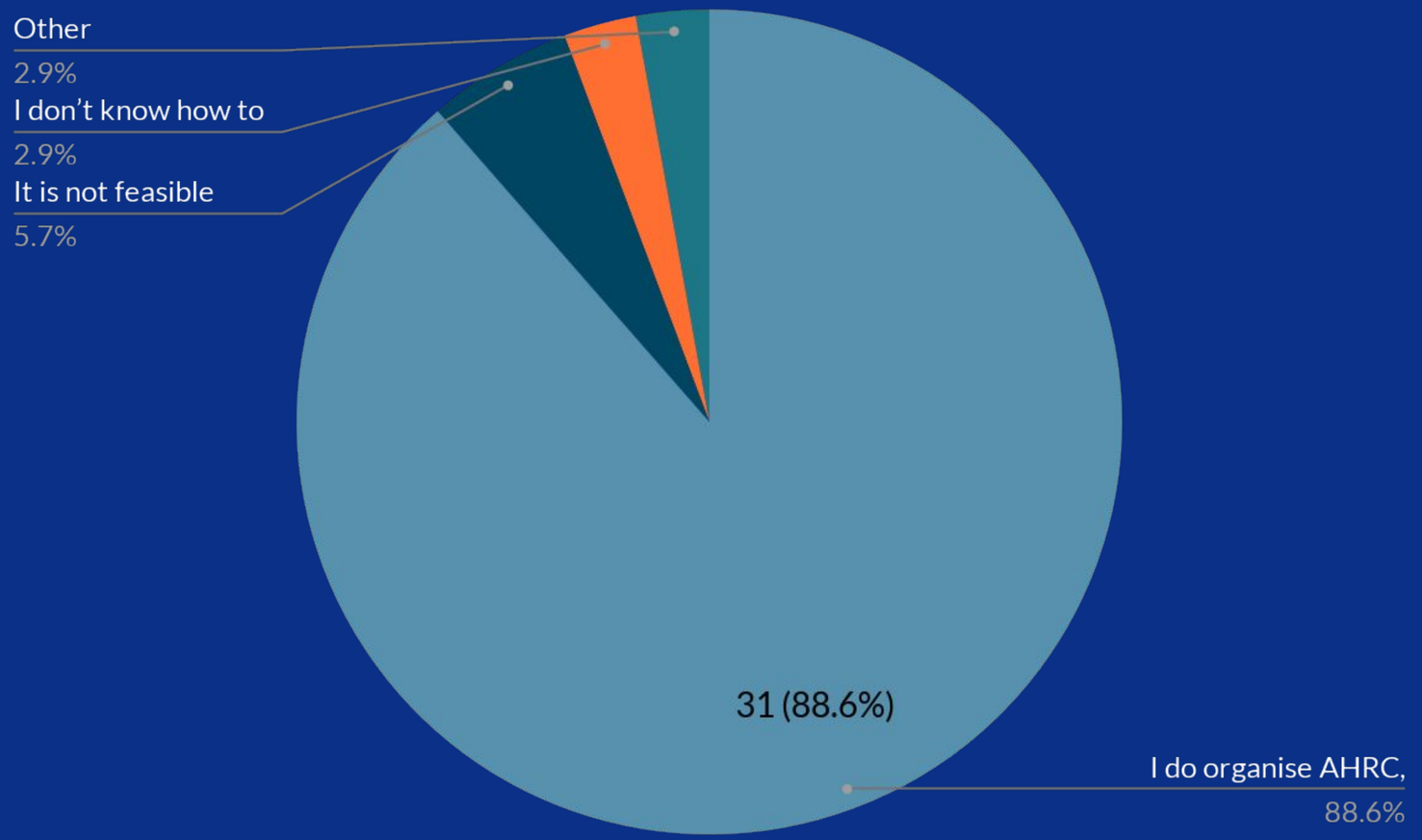


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4. If other, please specify.

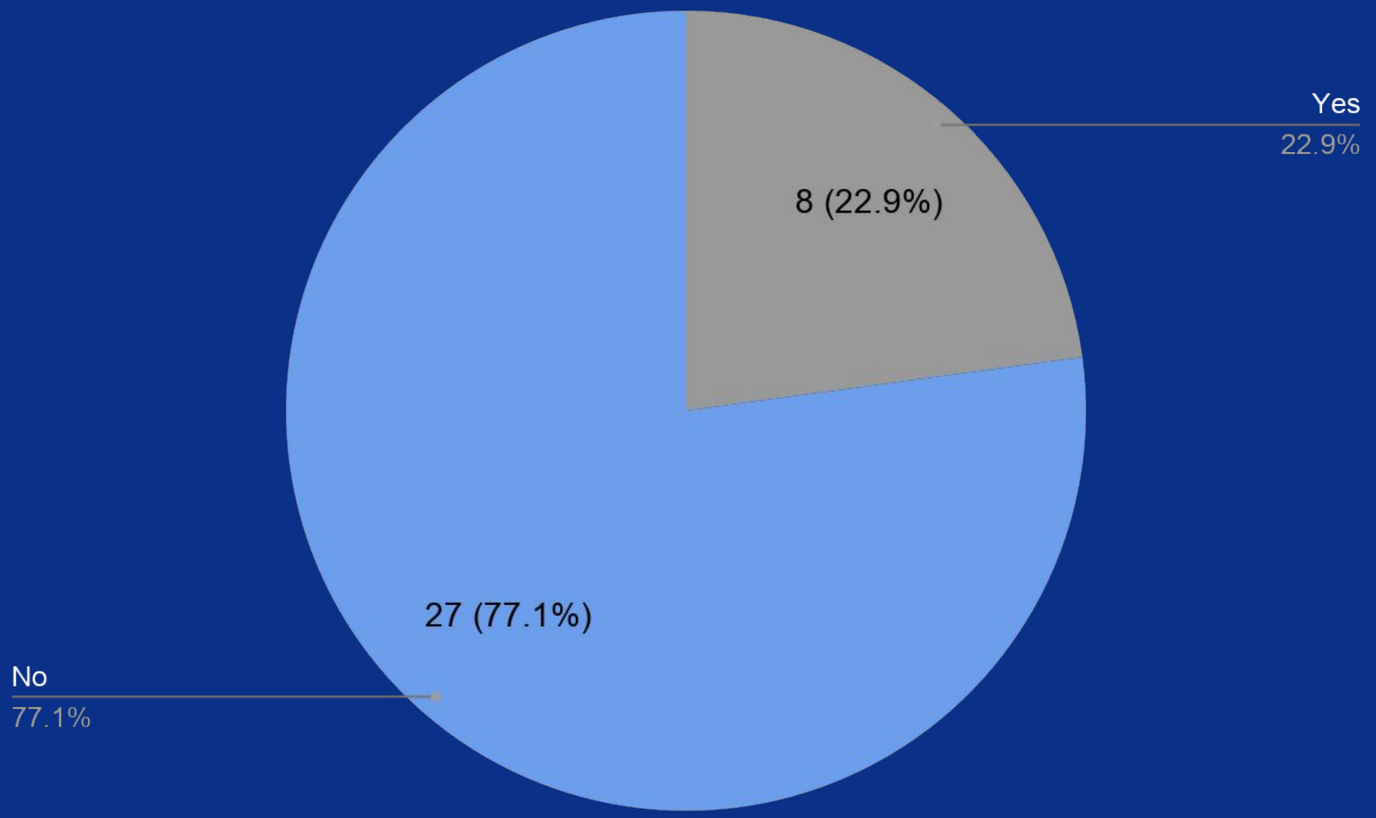
- There is a will from my side to implement ROLE, we just haven’t had the time and energy from our local groups. Also, it does require some things financially, and at the moment, we do not have the proper funding. We hope to implement the idea in the local groups this year, so it is implemented fully by next year.
- We have an organisation in Austria that is doing very similar events
- We would love to, but the interested members are already working intensively on other projects.
- HR Problems

5. What is the main reason you are not organising Annual Human Rights Campaign events this year?



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7. My National Group is mostly organising ELSA Day, no other AHRC events.



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8. Are you organising or planning any event related to the International Focus Programme (IFP)? If not, what is the main reason for not doing so? p.1

- Not at the moment, I am not quite sure how to organise it at the moment, and we already have a lot of projects going on.
- We are aiming to collaborate with S&C and host an institutional visit to the Informational Commissioner's Office (ICO) which is the Data Protection Office in the UK.
- ELSA Romania is not going to directly organise an event related to the IFP, but there are local groups that will do so.
- I am not planning for now. The main reason for not doing it is because the previous VP AA hasn't done it too and in our network it is not a priority for now, but I plan to change it.
- No, don't have resources for it
- ELSA Croatia is not organising any events related to the International Focus Programme because it was never implemented in Croatia before and right now our focus is not on implementation of new projects but rather our focus is on making ROLE and AHRC the best they can be. Quality over quantity.
- Financial difficulties
- Some of the AHRC Events will cover the IFP too
- Yes, we are planning IFP-related events such as workshops, panel discussions, and awareness campaigns.
- I don't believe the Local Boards or the members would be highly interested to participate/organise activities related to the IFP.
- no. We have a pretty big programme already, and would prefer to focus on ROLE/AHRC.
- We have no events planned this year regarding the IFP.

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8. Are you organising or planning any event related to the International Focus Programme (IFP)? If not, what is the main reason for not doing so? p.2

- We are hosting an IFP Month in may with many diffrents events and one confernence under the topic of sustainable peace law
- We are not currently organising or planning any events related to the IFP, as there is not much interest from our Local Groups or from the National Group. At the moment, we prefer to focus our capacity on other projects where we see more impact and stronger incentives for our Network.
- Yes, we are doing a Legal Reserach group with ELSA Serbia and ELSA Romania on Fundamental Rights During Martial Law and State of Emergency.
- No but same problem as above: we are interested, but we lack members.
- At the moment, we are not planning a specific event related to the International Focus Programme. The main reason is that our current priorities are focused on other national and local projects, and we have limited capacity to develop an additional IFP-related event this term.
- Yes, we are planning events related to the IFP likely both at the local and national level.
- Yes. We are planning to make BSX an IFP event this year. During the trip we will do study visits related to this year's topic.

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8. Are you organising or planning any event related to the International Focus Programme (IFP)? If not, what is the main reason for not doing so? p.3

- Not at the moment, I am not quite sure how to organise it at the moment, and we already have a lot of projects going on.
- Yes. We are planning to organise activities related to the International Focus Programme (IFP) during this term and aim to encourage our Local Groups to engage with the programme and organise activities related to its topic.
- At the moment, we do not have a specific event being organised within the framework of the International Focus Programme (IFP), as Local Officers have shown limited interest in organising activities related to the programme. However, we are actively working on promoting IFP within the Network and raising awareness of the programme among Local Groups.
- YES we would like to implement it into an AHRC event and link it to Telecommunications and security.
- We haven’t planned any physical events under IFP because we dont have enough money and resources to prioritise events here.
- No, at the moment our main academic priorities are focused on other areas rather than the IFP.
- not at the moment. We prefer to focus on helping our local groups then organise events.
- ELSA Estonia is planning on organising a podcast related to IFP, but no other events, as our focus, as previously mentioned, is oriented on ROLE and AHRC, but also E4S. We have to address the fact that there are other areas that organise events (and also other organisations), so there just would not be enough time or resources to do more events related to IFP.
- it is not focus and it is not interesting
- Yes
- No

9. Who is in charge of the International Focus Programme (IFP) in your National Group, and what are the main tasks and projects you do? p.1

- Yes
- Nothing so far, because we do not organise it.
- At the moment, I am the National Group coordinator but this may change once we onboard directors. The main tasks are ensuring the locals are aware of the IFP and can implement it in their local events.
- The Vice President in charge of Academic Activities that gives advice on how to organise the events, how to implement the IFP, picking an appropriate subject.
- We still don’t have someone who is in charge and we don’t have tasks and projects for now.
- We do not have the assigned person for IFP because we are not implementing it.
- Both AA and S&C. In AA we mostly organize Legal Courses.
- The VP AA (Maria) and she will make sure that we organize some events related to the IFP
- The VP AA and Local AA officers. Tasks include workshops, panel discussions, and awareness campaigns.
- The VP AA; for the moment we haven’t implemented the IFP in Switzerland.
- The VP SnC is mostly in charge and the main projects are conferences , law schools or webinars.
- Vice president responsible for Seminars & Conferences, we host a month dedicaded to the IFP where the VPSC is responsible for coordinating the local events and be a support to the local group organising the conference for the IFP. We also publish materials and host Open Calls for our national topic of the IFP.

9. Who is in charge of the International Focus Programme (IFP) in your National Group, and what are the main tasks and projects you do? p.2

- Hungary am in charge of the IFP, I am the national coordinator for the LRG, I will manage the applications, talk with and help the researchers and edit the final paper.
- It's a shared responsibility for AA and S&C. Often there has been some webinars possibly as part of the Nordic Webinar Series on the IFP theme on the national level. Moreover, the national board supports locals in organising events related to the IFP and then the locals organise events.
- The International Focus Programme (IFP) is coordinated within the Academic Activities area of our National Group, and I am responsible for its implementation as the Vice President in charge of Academic Activities. This term, I am planning to organise a Legal Research Group (LRG) related to the IFP and to further encourage IFP-related activities within our Network.
- VP S&C and VP AA and through BSX.
- We do not organize any IFP projects
- Yes
- The International Focus Programme (IFP) is coordinated this year by the Vice President for Seminars & Conferences of ELSA Ukraine, Vitalii Martynyshyn. At the moment, we are holding regular calls and workshops with S&C and AA, Officers and Directors of Local Groups to increase their motivation to work with IFP and provide a better understanding of the programme, its purpose, and potential formats. We are also focusing on promoting the programme within the Network and encouraging Local Groups to consider IFP when planning their activities.
- There is no specific person in charge of it. However, the VP AA of ELSA The Netherlands is acrievly pushing not only local VP AAs but also their national team (Director for AA and Director for Advocacy) to implement the IFp into their events and campaigns.
- We have a Director Human Rights who will be working on human rights related topics that is not covered by ROLE and AHRC. She will look at IFP if she can do something here. It will most likely be social media posts or articles online. The local groups have also learned about IFP and are free to arrange events under this if they are interested.

9. Who is in charge of the International Focus Programme (IFP) in your National Group, and what are the main tasks and projects you do? p.3

- The Vice President in charge of Academic Activities is responsible for the IFP in our National Group. However, we are not organising any IFP-related activities at the moment.
- Polish internal regulations require that each key area in local groups organizes at least one project related to IFP. At the moment, most local groups implement IFP through panels during conferences and smaller projects such as meetings with lawyers, workshops, and other initiatives.
- it's a share responsibility of Board, we prepare materials for local groups and encourage ideas.
- The VP of AA is in charge of IFP - the main task is to read through the outline and other IFP materials and organise a podcast with a partner (i.e. from the security field).
- მაშინ ასე უკეთ იქნება: `The President is currently in charge of the International Focus Programme (IFP) in ELSA Georgia, as the National Board does not currently have a Vice President for Academic Activities. The President works together with the Academic Activities team to coordinate the implementation of the IFP at the national level. Their tasks include promoting the IFP topic within the Network, supporting Local Groups in incorporating it into their activities, coordinating relevant academic projects, and cooperating with external experts and institutions. Activities may include webinars, panel discussions, workshops, legal discussions and other academic events related to the IFP topic.

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10. Are you organising any social responsibility initiatives? If yes, please specify which ones. p.1

- No plans as of yet on a national level but I have been encouraging locals to organise charity events.
- At the national level we will implement a coordinated campaign to promote the role of ELSA as consultative body for human rights debates in the Romanian society.
- For now, no.
- So far, we weren't organising any social responsibility initiatives, but some of our local groups are doing charity pub quizzes and are collecting donations for people in need.
- We are planing to organize it, but we are still not sure of what.
- We are thinking about organizing some, but we don’t have enough details yet
- Yes, Legal awareness workshops and sustainability initiatives.
- We aren’t organising any social responsibility initiatives this year.
- In ELSA Greece, both AA and BEE collaborate on organising social responsibility initiatives. This year, we are considering expanding our cooperation with NGOs by giving them the opportunity to promote their causes through some of our activities and events. Additionally, we are exploring the possibility of launching an initiative focused on reducing food waste, by ensuring that surplus food from our larger events and can be collected and donated to people or organisations in need.
- Yes, our Local Groups organise different social responsibility initiatives, mainly charity events and collections, for example Christmas charity collections supporting people in need.

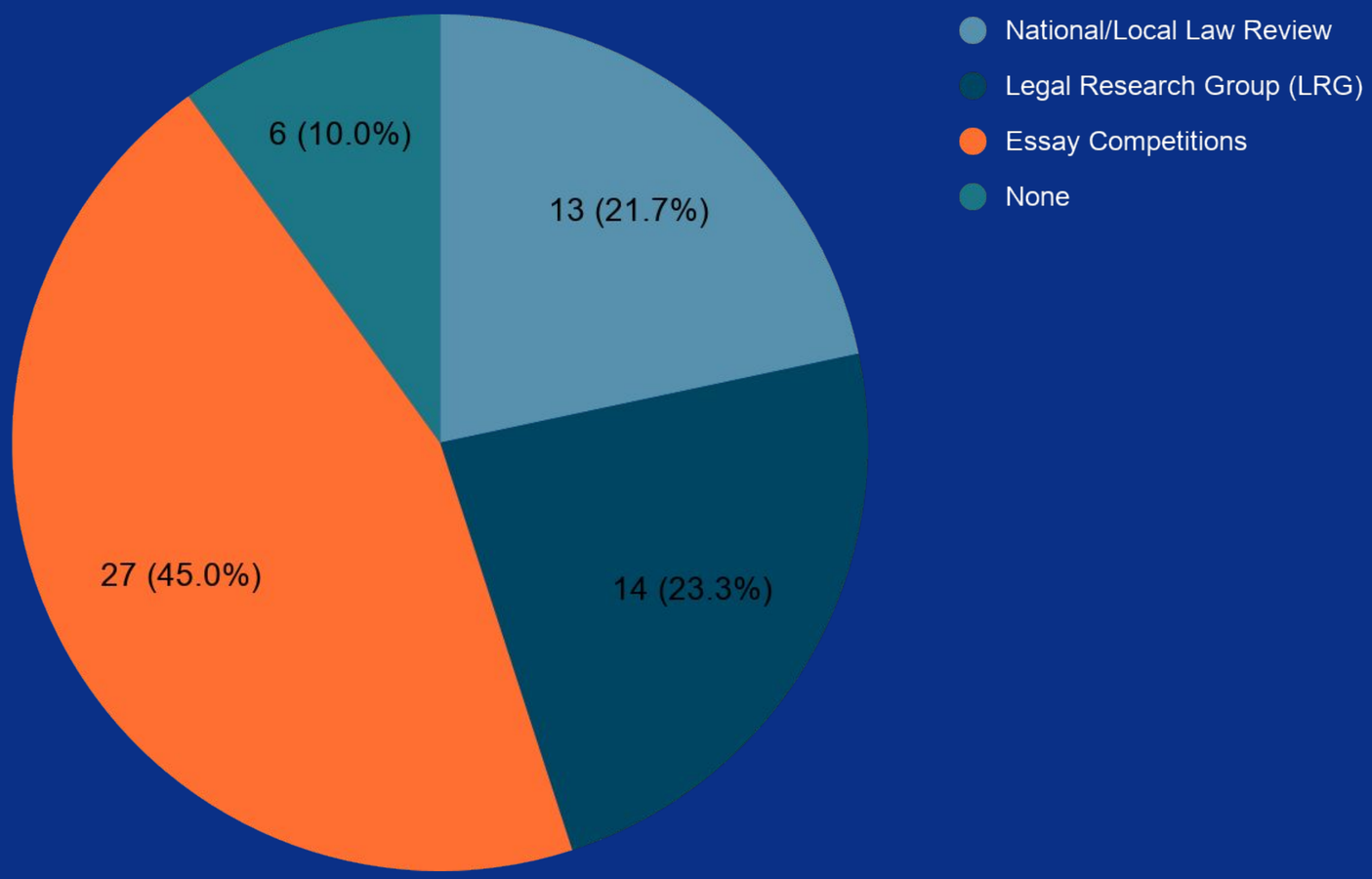
10. Are you organising any social responsibility initiatives? If yes, please specify which ones. p.2

- We are doing a mental health project with ELSA Azerbaijan. It will be called ‘Law Student’s Kit on Mental Health’ and it will consist of multiple webinars. The first ones will be held in November and December.
- No, other student associations are already organizing it in Luxembourg.
- We organise a Legal Education Programme for school students, where we introduce them to different areas of law and help develop their legal awareness (Moksleivių teisinio švietimo programa).
- We are organising a blood donation campaign as part of Advocacy as well as social responsibility. Moreover, you could count ROLE and/or AHRC as part of social responsibility.
- No, we are not currently planning any social responsibility initiatives.
- No other social responsibility related projects than ROLE.
- Throughout the CZ network we organize variety of social responsibility events. Mainly charity events and Amnesty International letter writing
- Yes. ELSA Chernivtsi is organising an ELSA4Schools initiative, which includes visits to schools and presentations for senior-year students. During these sessions, they plan to introduce students to ELSA and highlight various initiatives and activities aimed at raising legal awareness, promoting civic engagement, and encouraging social responsibility among young people.
- We do not have a concrete initiative pülanned yet but the VP AA of ELSA The Netherlands is actively encouraging their Director for Advocacy to plan a social responsibility initiative.
- No, not for now.
- No, other than ROLE.

10. Are you organising any social responsibility initiatives? If yes, please specify which ones. p.3

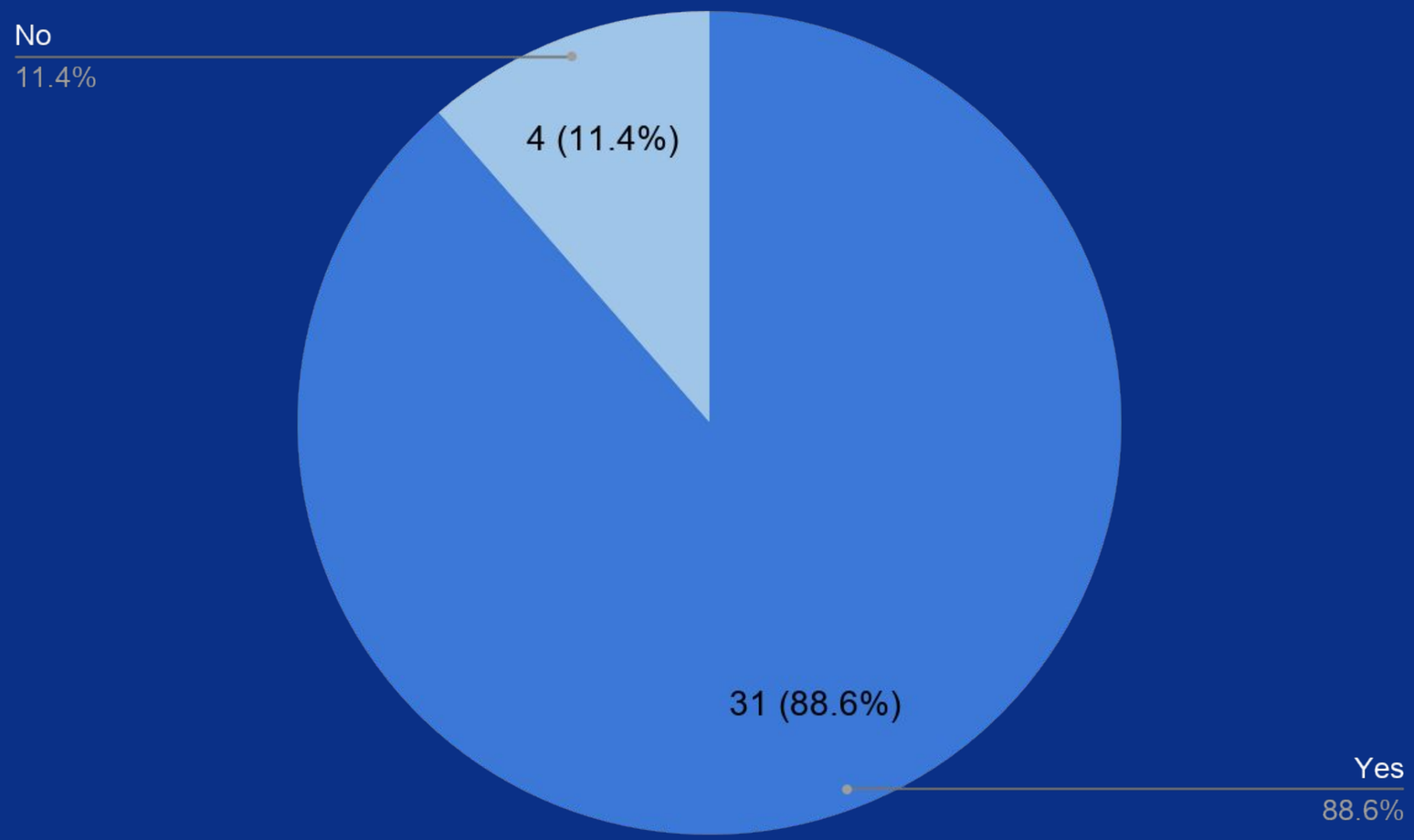
- Each year, ELSA Poland's national board runs about three social campaigns. The first focuses on internships and future careers, helping students and young graduates navigate the start of their professional path: how to choose an internship, which form of employment to opt for, and which law firms are worth working for. Its broader aim is to build ethical, empathetic and socially responsible attitudes among young lawyers and to encourage the academic community to share their own experiences. The second campaign is about the rule of law in everyday life. Its audience is the general public, not only lawyers, and it explains the rights people have as clients, employees and hospital patients, with the goal of raising overall legal awareness. The third campaign, currently in planning, will be chosen by the members of the committee responsible for organizing the campaigns. It will centre on human rights and draw on the AHRC and IFP projects, helping local group boards learn more about them. Possible themes include fighting discrimination, promoting equality and safety in workplaces and educational settings, and protecting human rights in a changing digital and social environment. Local groups run their own campaigns as well, though on a much smaller scale; these are usually led by the VP of SC or by coordinators appointed specifically for that purpose. At the national level, all of these activities are overseen by a Social Campaigns Coordinator appointed by the board.
- No, ELSA Estonia is not organising any social responsibility initiatives besides the mentioned projects.
- Yes. We organise social responsibility initiatives focused on both community support and environmental awareness. These include clothing collection and donation campaigns for people in need, plastic bottle collection and recycling initiatives, and this year we are also planning clean-up activities in littered public spaces. Through these initiatives, we aim to encourage our members to contribute to the wider community, raise environmental awareness, and promote more socially and environmentally responsible practices.
- only through ROLE

11. Which Legal Writing projects are your National and/or Local Groups planning to organise during this term?



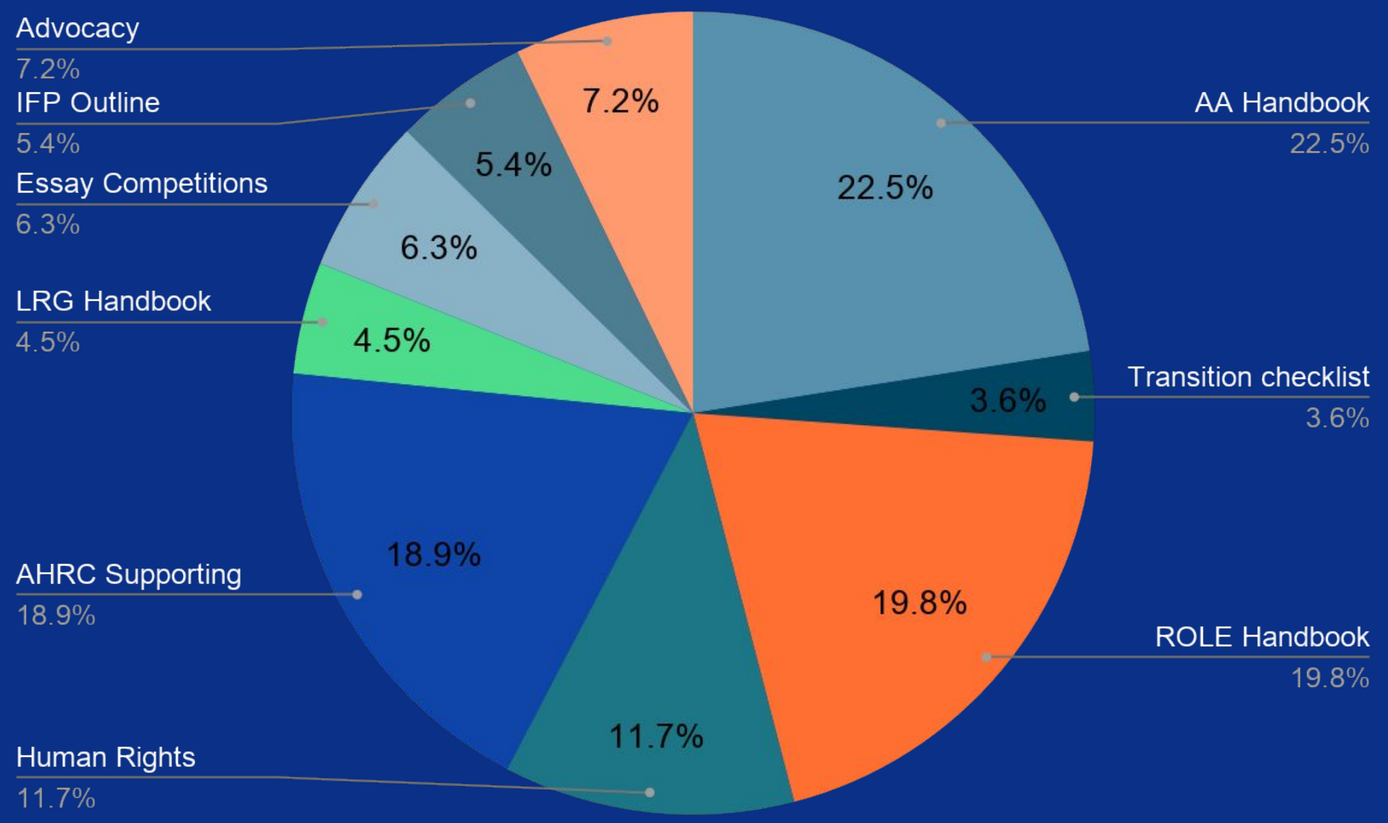
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12. Are your Local Officers aware of the Academic Activities Handbooks?



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13. From all the materials produced for AA, which are the most useful for you?



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14. What additional materials or resources would you like ELSA International to provide to better support Academic Activities in your National and Local Groups? p.1

- Maybe some better way of getting into ELSA as a new person. For a lot of the new VPs this is their first term, and sometimes it's a bit hard to get fully into it.
- We believe it would have been great to receive ahead of the beginning of our activities a brief and vulgarized overview of the activities that can be put in place within the AA Department.
- The Supporting Materials for AHRC have been extremely helpful so far at a National and Local level and contain a good amount of detail about planning and tackling the theme, however,the marketing guidelines could be a bit more clear for newer officers that may not be used to the project. The materials for ROLE are beneficial at a National level and easy to digest and helpful in planning for the year ahead.
- A more comprehensive Advocacy Guidelines, with specific examples of initiatives.
- I think the support provided is sufficient.
- I think we have a very good base.
- I think the AHRC Supporting Series/ Sessions are very helpful (the first one really helped)
- Ready-made templates, past projects guides, and promotional materials.
- I consider the materials and resources to be sufficient for my National and Local Groups.
- It would be helpful to have a single document with concrete examples of events hosted by different countries over the years. Having all the event ideas in one place would save time when researching them across social medias.
- Greater visibility and promotion of National and Local Academic Activities through ELSA International's platforms would be valuable, allowing successful initiatives to reach a wider audience and encouraging greater participation across the Network.
- I believe both the AA Handbook and the Human Rights Handbook could be updated to better reflect the current needs of the Network. We would also appreciate more practical templates and ready-to-use materials for AA projects, similar to what is already available for ROLE.
- I think we have every resource we need with the handbooks, supporting materials, open calls and coaching systems. I do not think we would need anything else.
- At this moment everything is good.

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14. What additional materials or resources would you like ELSA International to provide to better support Academic Activities in your National and Local Groups? p.2

- Overall, ELSA International provides good materials, but sometimes, for example with the AHRC, ROLE or Legal Writing projects more concrete examples of possible events or trainings etc. could be useful. However, I understand that providing this is difficult as situations in NG:s differ and it's important to maintain that flexibility.
- I would particularly appreciate updated and revised versions of the existing Academic Activities Handbooks, ensuring that they reflect the current structure, practices and needs of the Network.
- Do not have need for other
- I would appreciate practical materials showcasing how different National Groups approach advocacy within Academic Activities. It would be particularly useful to have examples of initiatives and events organised in this area, as well as insights into how National Groups explain the concept of advocacy to their Local Officers and help them understand how it can be implemented through their activities.
- Local VP AAs have expressed confusion/ uncertainty about what kind of events fall within AA without overstepping on other areas (panel discussions for example).
- I think the documents that already exist cover mostly everything that a handbook can do. However a template for AHRC powerpoints would be nice.
- At the moment, no additional materials are needed.
- We feel that the materials provided are enough.
- Maybe some materials on how to organise social media campaigns, i.e. related to AHRC. But overall,
- I think all the materials provided as of now are sufficient.
- how to fill out ROLE subgrant budget sheet, when time comes
- N/A (11)

15. Could you please provide feedback on the communication and cooperation with the Vice President in charge of Academic Activities of the International Board? p.1

- they are good at reaching out, and keeping me reminded of deadlines.
- No review, ELSA Iceland is content
- It'd be great to have more informal contact with ELSA International.
- The communication with Enara and her directors and assistants have been extremely timely and courteous.
- Everything is alright.
- I am very satisfied with the communication and cooperation. The communication has been clear, timely, and effective, and I appreciate the support and responsiveness whenever needed.
- I had a great experience with the current VP AA of the International Board and I am hoping we' ll continue working together like this for the rest of this term.
- Very good interaction
- It’s working really well, both Enara and the Directors are very supportive, they answer quickly and very informative. Thank you for this!
- Very positive and supportive. More open calls and sharing examples from other National Groups would help.
- I believe the cooperation with the VP AA was very effective. The call we had at the beginning of the year clarified my initial questions and the Open Calls are helpful in order to keep track of how all the projects are working and how they should be implemented.
- Communication is very good. There are fast replies to queries, and helpful feedback to any concerns.
- Enara is very approachable and helpful also very eager to learn about how we operate on our national group and provide us any information we need.
- The communication has been very good. Enara replies quickly, especially on WhatsApp, and we know we can reach out whenever needed. We especially appreciate the AHRC Support Series, which has been very helpful for us.
- I think the communication is efficient, we get answers pretty quickly and Enara is very helpful in every matter that we have. I mostly text her on whatsapp or instagram and I think she responds as fast as she can.
- The communication and cooperation with the Vice President in charge of Academic Activities of the International Board has been very positive and supportive.

15. Could you please provide feedback on the communication and cooperation with the Vice President in charge of Academic Activities of the International Board? p.2

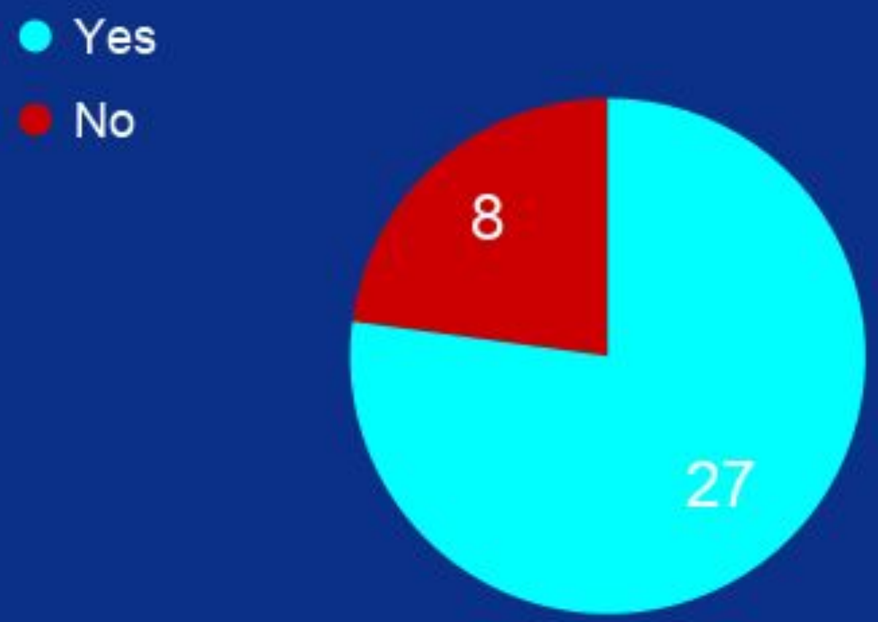
- So far communication has been good and interactive. Perhaps, the first Open Call is being organized a bit late in the term and there has been limited info on the possibility to apply for the ROLE subgrant.
- The communication and cooperation with the Vice President in charge of Academic Activities of the International Board has been positive and supportive. Communication has been accessible, and the guidance and materials provided have been helpful throughout the term. I particularly appreciate the willingness to support National Groups and maintain active communication within the AA Network.
- I feel like the communication is okay, AHRC emails are very often. I would like to see more ROLE related emails, as in comparison there is not that many as AHRC emails.
- I am fully satisfied with the communication and cooperation with the Vice President in charge of Academic Activities. I particularly appreciate the opportunity to attend regular AA Area Call
- Communication has been outstanding! Enara is very approachable. The DOT, WhatsApp Groupchat and open calls allow for a space to ask questions and exchange ideas. The newly introduced Support Series for AHRC are very helpful!
- I haven't been too much in contact with Enara yet. But for the questions I have had, she is easy to reach on Whatsapp:) On e-mail I usually get answers, but Whatsapp has been easier. There is also a lot of Directors in AA, so for ROLE and AHRC specific questions I have been in touch with her directors. So far, so good!
- The communication and cooperation are good. She is very nice and approachable, and it is easy to communicate with her.
- The communication is fluent and frequent. Enara is very communicative and she's always open to answer any questions concerning AA.
- Nothing to worry about - every question has gotten answered. The communication is good, we have Open Calls starting this October and if I need anything I can just ask via WhatsApp.
- of the International Board? The communication and cooperation with the Vice President in charge of Academic Activities of the International Board has been very positive. Communication is clear, supportive and easy to maintain, and guidance is provided whenever needed. The Open Calls and other opportunities for communication are useful for exchanging ideas, discussing challenges and staying updated on Academic Activities within the Network. I especially appreciate the availability, responsiveness and willingness to support National Groups. Continuing to share practical examples, good practices and clear updates on upcoming opportunities and deadlines would be very helpful.
- Enara is the best of the best!

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Competitions

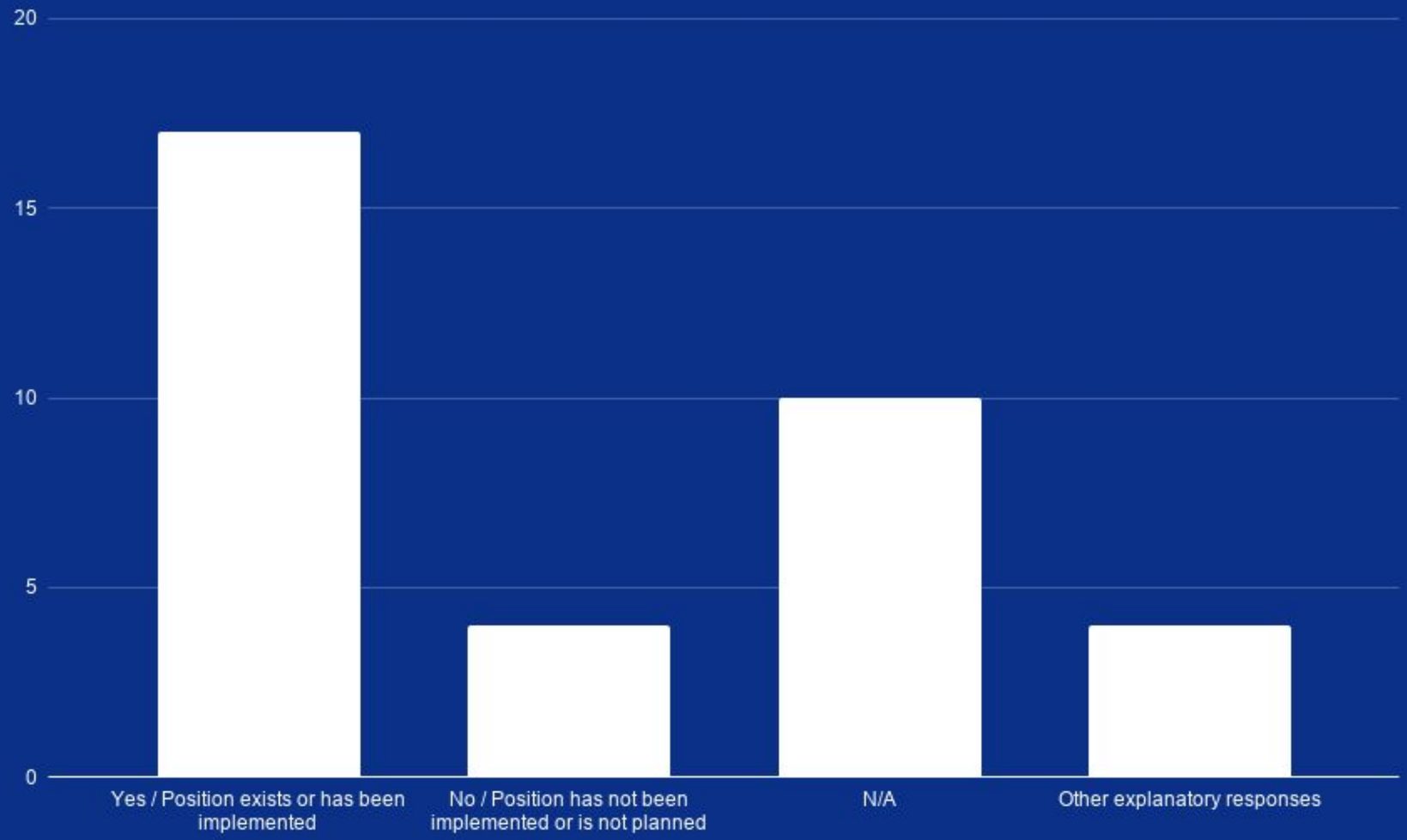
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1. Do you have a person in charge of Competitions on the National Level?



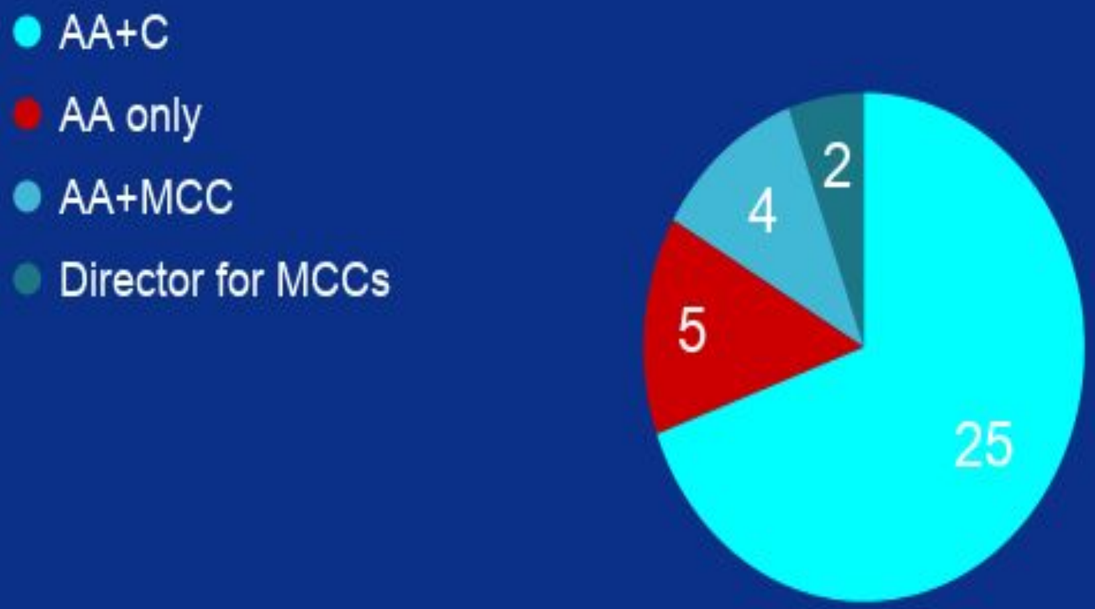
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2. Do you plan on implementing the position of the VP in charge of Competitions this year/following years? (Open Answer)



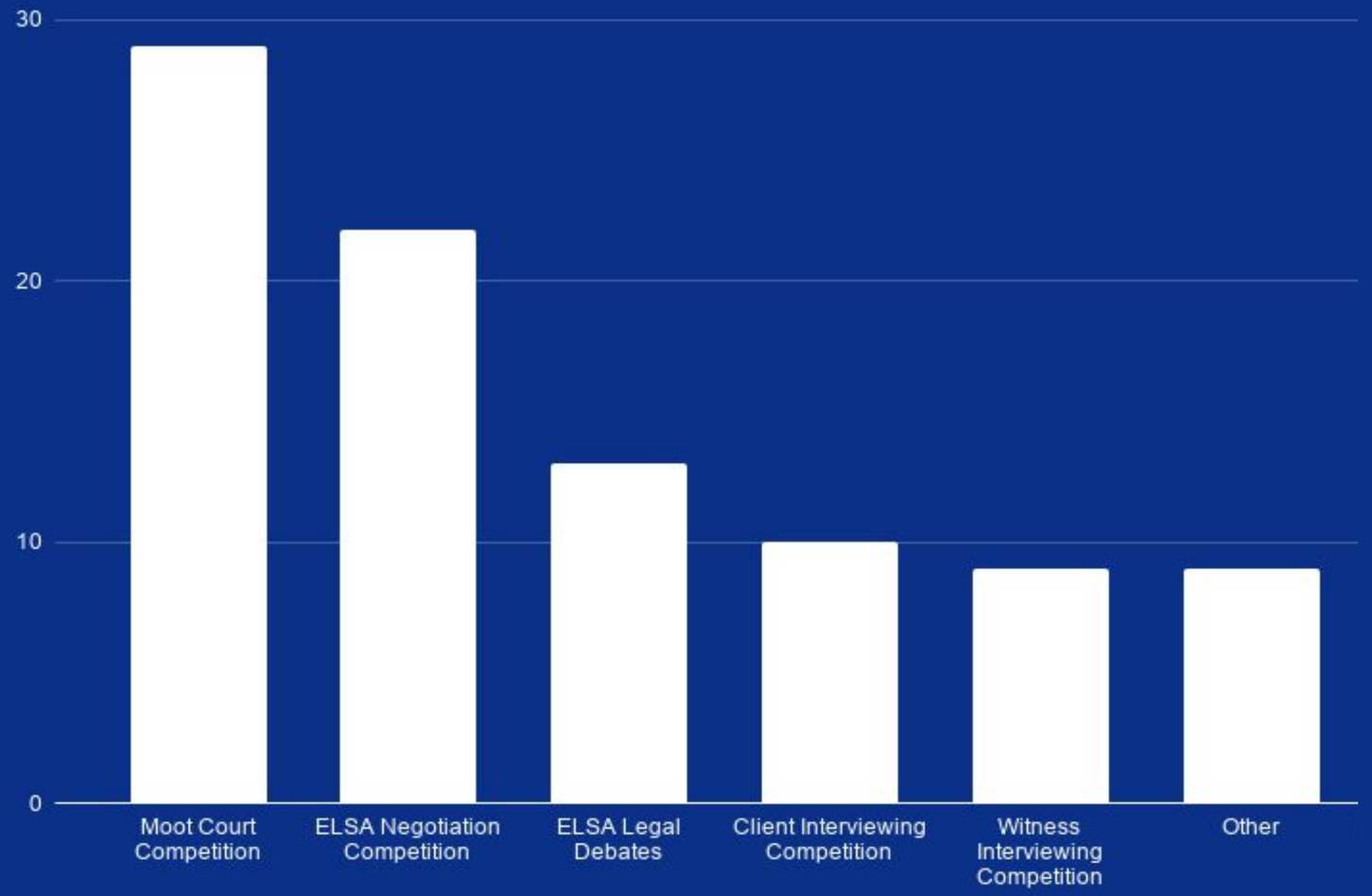
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3. Which structure is closer to your NG/LG?



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4. Which of the following projects do your National and Local Groups organise?



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5. If there are any projects that are not regulated by the Decision Book, please describe their format. p.1

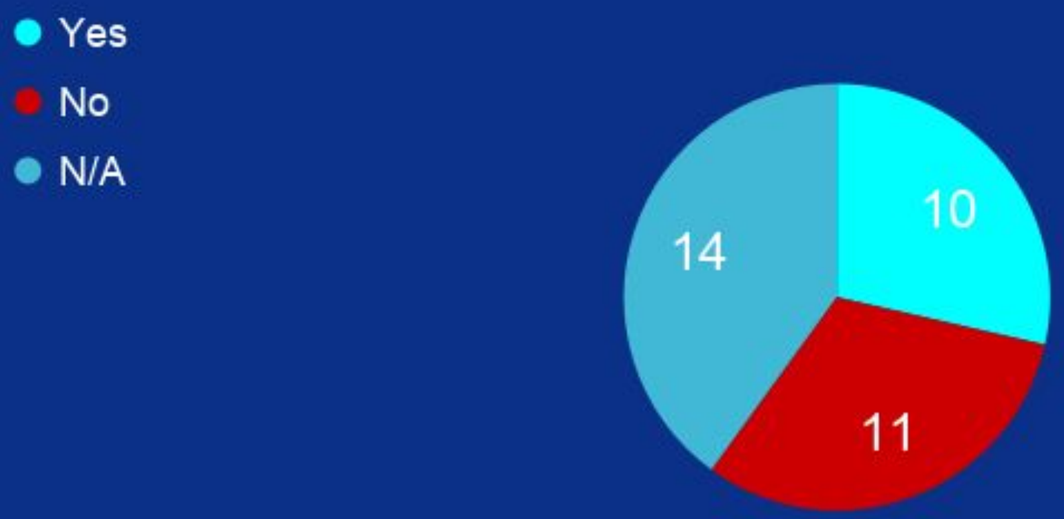
- The National Competition in Economic Law "Meeting with the Client" consists in the first stage of preparing a legal opinion, and in the second stage of conducting a conversation with the client. The National Commercial Contract Negotiation Competition involves preparing a negotiation strategy in the first stage and negotiating with the opposing team in the final stage. The National Civil Law and Procedure Moot Court „Civilis" is a traditional moot court. Additionally, moot courts are held in human rights, labor law, and criminal law. The National Competition in Intellectual Property Law and New Technologies "Itelect" consists of a knowledge test in the first stage and a presentation in the final. The National Criminal Law Knowledge Competition involves writing a legal opinion in the first stage and an oral quiz in the final stage. The National European Law Competition consists of an online test in the first stage and an oral quiz in the final stage. The National Oratory Competition is the final stage of local oratory competitions held in 13 local groups. They involve taking on procedural roles in cases involving civil, criminal and labor law. In addition, there are two nationwide knowledge competitions in the field of public economic and tax law, which consist of knowledge tests.
- I oversee two major competitions within the national Competitions portfolio: Criminis, ELSA UK's national criminal law moot, and COMMOOT, an international commercial law moot organised by ELSA UK. Both competitions include written and oral components, with the format and rules adapted to the specific subject matter and objectives of each competition. This year, Criminis is also introducing a Webinar Programme, providing registered participants with additional preparation and professional development through sessions delivered by criminal law practitioners and academics. The Legal Quest is an educational and interactive project of the Competitions Sphere, which is not specifically regulated by the Decision Book. Its format combines elements of a legal quiz, teamwork and practical problem-solving. Participants work in teams and complete a series of tasks related to law, legal knowledge, logic and the practical
  application of legal concepts. The tasks can be presented in different formats, such as questions, case-solving,
  logical challenges or situational tasks.
- All competitions include a competition rule book
- Alternative Dispute Resolution Competition Competition Law Case Competition

5. If there are any projects that are not regulated by the Decision Book, please describe their format. p.2

- We have two traditional competitions each year: one competition with only oral pleadings; another with only a written part which usually includes drafting any written pieces of work such as contracts etc.
- The Legal Design Competition is a competition whose main purpose is to promote research and the development of innovative and socially impactful ideas and projects, focusing on the redesign of legal documents through “design”. The Arbitration Competition is a simulation of arbitration as governed by the current Code of Civil Procedure.
- The participants have to turn in a written Statement of Defence and they justify their defence in the competition. In the finale they have to turn in the written Appeal to then justify it.
- Essay competition with partner firm, our own format of Negotiation competition
- A civil law and an administrative law Moot Court
- There are two projects that are not regulated by the International DB, namely: Knowledge Competition and MCC4Schools. Knowledge Competition is an event during which students can test their level of knowledge acquired in one subject taught at university, such as a branch of civil or criminal law (property law, family law, criminal procedure and so on). The oral round looks a lot like an exam and, if the test focuses on multiple-choice questions, during the coffee break, the organizing committee will correct the answers, according to the correction sheet received from the academic partner, and at the end of the break, the winners will be announced. If the exam requires the students to solve a case, the winners may be announced the following day. In case of an exceptional circumstance that does not allow the competition to take place physically, it can take place using an online meeting platform, with every participant joining individually and being supervised via screen sharing in order to avoid any attempts to cheat. MCC4Schools is a joint event between SR and C, during which a university professor explains the content of the case provided to the high school students. Following a few hours of lecture, the high school students proceed with the MCC format and defend each side's rights and obligations.
- Lawful/Unlawful (local event) : Lawful or Awful is an interactive, fast-paced, and competitive legal competition.
  Designed as a large-scale game show adapted to the world of law, it pits two teams of students against each other in a room arranged like a real courtroom. The aim is not only to test participants’ legal knowledge, but also their speed, note-taking skills, and ability to react quickly to their opponents.
- MUN-style events
- N/A

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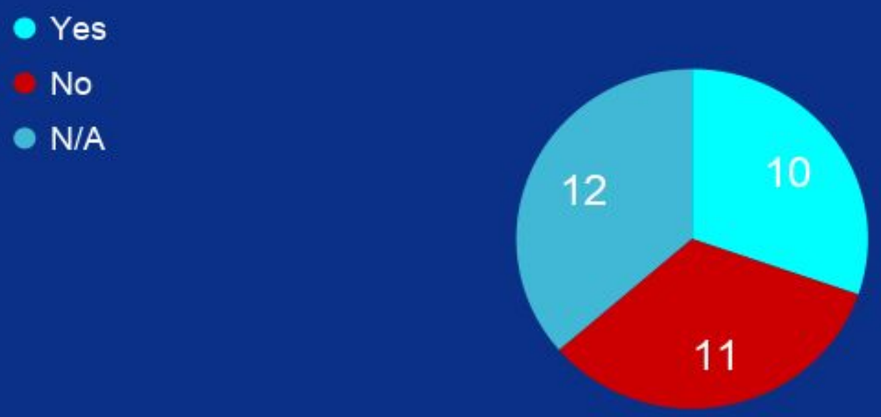
6. Do you organise a competition in collaboration with another/other National/Local Group(s)? If yes, please specify.



- Yes, we organise Roman Law Moot Court Competitoon with ELSA Czech Republic.
- Yes. I organise Nordic Negotiation Competition with other Nordic countries.
- Yes, Nordic Negotiation Competition with the Nordic VP Cs. I am also planing to arrange a competition with ELSA UK.
- Yes, the Nordic Negotiation Competition is a collaboration between the Nordic countries, where they are competing against each other in the Nordic final. In the National Moot Court Competition, the winners from the local rounds meet for a national finale. This is a collaboration with the local VPCs
- Yes, with ELSA Budapest, the Competition Law Case Competition
- Yes, Roman law MC
- LG organise Local Rounds and provide participants for our national finals

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7. Do you organise a competition that is open to students from other National/Local Groups? If yes, please specify.



- Yes. COMMOOT is an international competition and welcomes participants from across the ELSA Network. Criminis is ELSA UK's national criminal law moot and is open to students from different Local Groups within the UK. I am also exploring ways to increase international participation in Criminis and further strengthen the international dimension of both competitions.
- Our Moot Court Competition is open for all students across Denmark
- All competitions organised by ELSA Ukraine are open to students from other National and Local Groups, with no restrictions based on their Local Group affiliation.
- Our local group ELSA Maynooth hosts an International negotiation competition which is open to all national and local groups to partake in.
- Yes. ENC and NMCC are open to all Finnish LGs. And I do not see it impossible that out ENC would be open to other countries too.
- The Nordic Negotiation Competition is open to students from the Nordic countries, and the National Moot Court Competition is open to all students that belong to a local ELSA group in Norway.
- Yes, the CLCC is an international competition, and we would like to keep it that way.
- The competitions we organise are open exclusively to students in Türkiye.
- The National Competitions are open to all members belonging to a Local Group of ELSA Italy
- Yes, Roman law MC
- There are eleven NMCCs on different topics, organized by Local Groups, which allow students from all over the country to sign up. However, at this moment, we don't organize competitions open to students from other countries.
- Yes. The Eloquence Competition.

8. Are the JHJMCC and the HPMCC known in your universities, and do they promote them? Do they support the students participating in both Moot Courts? p.1

- Yes, they are known and promoted. Sometimes they support students participating in these both moot courts.
- The HPMCC is very well known and popular at our universities, and there is strong interest among students, with students often competing for the opportunity to participate. The JHJMCC, on the other hand, is not very well known or popular at our universities.
- Awareness of the JHJMCC and HPMCC varies between Local Groups and universities. Where Local Groups are actively engaged with Competitions, they generally promote these opportunities and support students who are interested in participating. One of my priorities this year is to strengthen the relationship between the national and Local Group Competitions portfolios and ensure that Local Competitions Officers have the information and support they need to promote international competitions effectively.
- Denmark unfortunately has not in the past years been able to send participants to JHJMSS and HPMCC. The Danish universities do not support the student participating.
- Yes. Our National and Local Groups actively promote the JHJMCC and HPMCC at universities and among students. Universities and Local Groups also support students participating in these Moot Courts, including by assisting them throughout the preparation and participation process.
- no
- Students are aware of the competition and we promote and repost both competitions. Students do tend to feel overwhelmed by expenses of travelling e.g flights and hotels.
- Yes. Students get credits and tye MCCs are promoted in every ELSA Finland’s LG.
- Uppsala University has a course where the students have the opportunity to participate in JHJMCC.
- Yes. Not advertised by university yet.
- Yes!

8. Are the JHJMCC and the HPMCC known in your universities, and do they promote them? Do they support the students participating in both Moot Courts? p.2

- Yes they are promoted and therefore known to some extent, especially after the JHJMCC regional round hosted in Oslo last year. Although there has not been much participation in the international moot court competitions so far, we will support students who apply this year as much as we can. It is possible for participants to apply for financial support from the local groups, although several of them are currently facing economic difficulties.
- Known, we promote the competitions at our social sites, but most of the unis have at least one professor who delegates a team.
- N/A
- The JHJMCC and HPMCC are promoted through the social media channels of both the National Group and the Local Groups, but are not so much known
- JHMC and HPMC are known and promoted at universities across Türkiye. They are introduced by both ELSA Türkiye and the Local Groups during university visits and ELSA introduction activities. In some universities, students form teams to participate in the competitions, and participating students receive support from their universities.
- Yes.
- The JHJMCC and the HPMCC are known in our universities and are often promoted in lecture halls or through organized infodesks. Students who decide to participate are supported.
- Some do.
- Students do know about them.
- Yes, the projects are known, but are sometimes beeing pushed to the background
- Yes, yes, yes.
- Yes, they are well known, but the promotion is mostly conducted by the LGs.
  The universities may search for financial sponsorships for the participation.

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9. Which challenges do you face the most?

- Financing of the competitions x21
- Attracting participants x20
- Involving the Local Groups x17
- Development of the competitions x8
- Creating materials for competitions (handbooks, rules, scoring sheets, etc.) x7
- Marketing of the competitions x5
- Creating/acquiring the cases for the competitions x8

10. Which type of support would you like to receive from ELSA International in the future?

- Strategies (e.g. fundraising, promotion, development) x25
- Materials (handbooks, templates, checklists, etc.) x18
- Open Calls x12
- Individual Coaching Calls x5

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11. Could you please provide general feedback on the communication and cooperation with the Vice President in charge of Competitions of the International Board? p.1

- Communication and cooperation have been very smooth, professional, and efficient throughout the term. Always helpful and supportive.
- The communication has been good, and we are looking forward to working with Caisa throughout the term. We know we can reach out whenever we need support or have any questions.
- My communication and cooperation with the Vice President in charge of Competitions of the International Board has been positive. I appreciate the support and openness to communication, particularly when discussing ideas, challenges and opportunities within the Competitions portfolio. As I am currently developing the national Competitions portfolio during my first term as VPC, I think more structured communication between National VPs and the International Board could be particularly beneficial. Regular coaching calls, opportunities to exchange best practices with other VPs and clearer communication regarding international competitions and collaboration opportunities would be valuable in strengthening the Competitions Network as a whole.
- N/A
- We had an individual call with the Vice President in charge of Competitions of the International Board, which was a very positive and valuable experience for me. It provided an opportunity to discuss relevant matters directly and exchange ideas.
- -
- I have no feedback to provide at the time of writing this state of network enquiry.
- Everything has went super smoothly and I have gotten support whenever needed
- N/A
- N/A
- Everything great!!

11. Could you please provide general feedback on the communication and cooperation with the Vice President in charge of Competitions of the International Board? p.2

- I am satisfied with the communication with the Vice President in charge of Competitions of the International Board. I participated in the Open Call and appreciate that she uses the WhatsApp group to share information. Apart from this we have not had a lot of contact, but that is due to me not reaching out rather than any lack of availability on her part.
- It's completely smooth and fast, we have regular open calls, so I do not find any problem in it.
- ELSA Iceland is content.
- Overall, the communication and cooperation with the Vice President in charge of Competitions of the International Board has been positive. The Competition Workshops during the ITM were well organised and provided helpful and relevant information. The opportunity to participate in open calls and receive further relevant information is also highly appreciated.
- Overall, our experience has been positive. As the new term has only recently started, the preparation process for competitions in Türkiye is still at an early stage. Therefore, we have not yet had the opportunity to require extensive support or provide detailed feedback. However, our communication has been positive so far, and her role as the Coach of ELSA Türkiye also facilitates smooth and regular communication with our National Group.
- Communication and cooperation with Caisa Billger have been positive overall. I appreciate her openness, responsiveness and willingness to support when questions or challenges arise.
- The communication and cooperation with the Vice President in charge of Competitions have been very positive. We appreciate the support and guidance provided, and we look forward to a continued strong collaboration throughout the year.
- Really helpful.
- We receive clear and informative communication from the Vice President in charge of Competitions via mail. We feel that we are well-informed about relevant matters via mail and appreciate the clarity and consistency of the communication.

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11. Could you please provide general feedback on the communication and cooperation with the Vice President in charge of Competitions of the International Board? p.3

- Communication is very consistent. It is mainly about Helga MCC or JHJMCC, which is not that helpful to me in particular but i believe that if I needed help with anything, the help would be delivered.
- Nothing to complain about
- Caisa is an excellent person to cooperate, she is always responding immediately to any issues and questions we have!
- It's too early to say
- The communication has been great. Everything is communicated clearly and in an organised manner, and materials and support for our own competitions are readily available. Information regarding international competitions is also well communicated. Whenever we have questions, she is always available to help and provide answers. Overall, the cooperation has been very positive.
- The communication with the Vice President in charge of Competitions has been excellent and I truly feel like I can contact her any time I need any kind of help or advice. Caisa has been very open to us from the beginning and I am thankful for that.
- N/A
- Overall, the communication and cooperation have been excellent and we are satisfied with the support provided by the Vice President in charge of Competitions. However, it would be preferable if updates regarding projects and initiatives organised by the International Board were also communicated to us via email. I am not sure what the issue might be, but I have not been receiving emails from the mailing list for quite some time, which makes it more difficult to keep track of important updates.
- It'd be great to have more informal contact with ELSA International.
- Our experience with the VP in charge of Competitions has been great. We truly appreciate her positive attitude and look forward to staying in touch and working together whenever needed throughout the term!

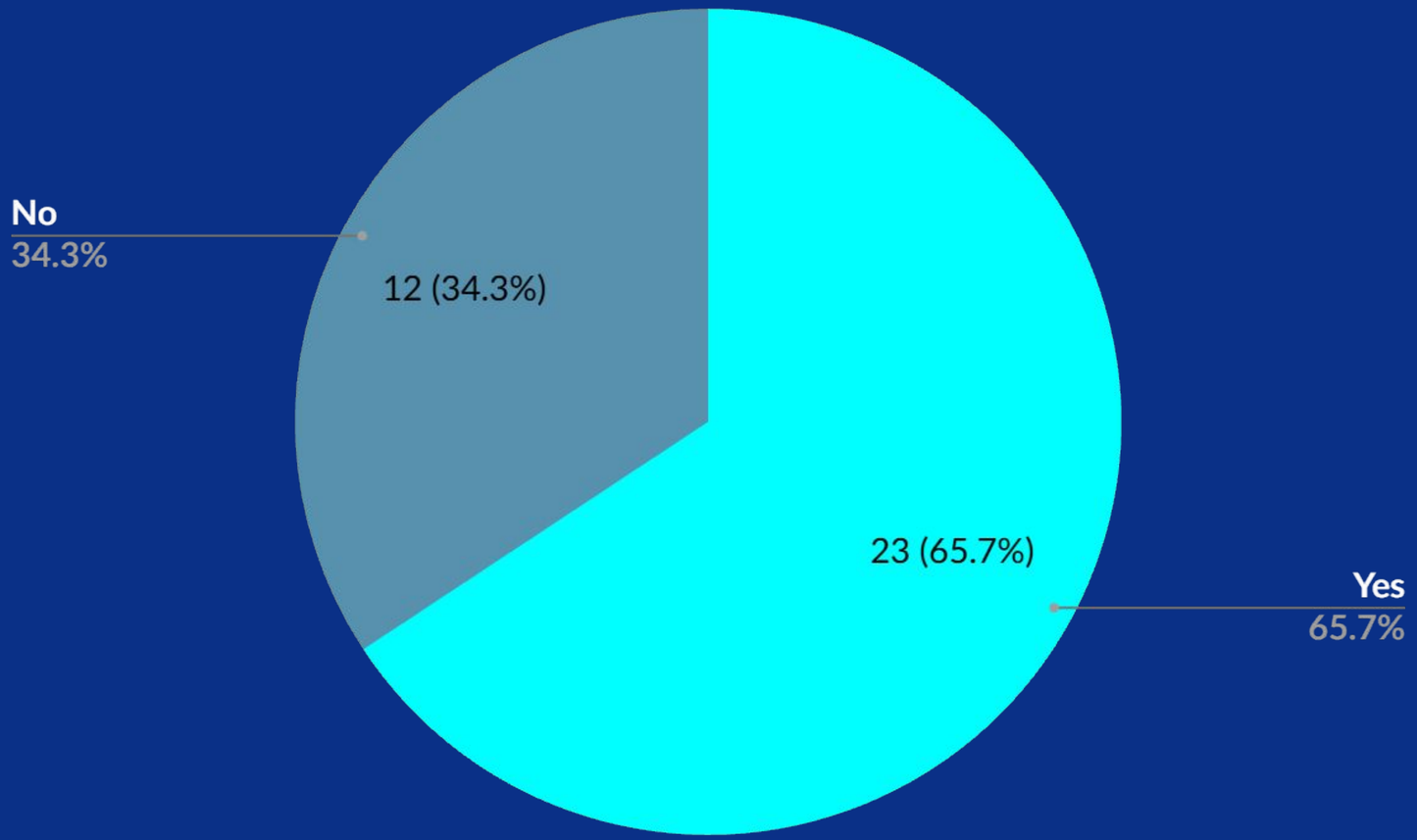
11. Could you please provide general feedback on the communication and cooperation with the Vice President in charge of Competitions of the International Board? p.4

- The communication and cooperation with the Vice President in charge of Competitions of the International Board has been positive and constructive. Communication is clear and responsive, and we appreciate the support provided regarding competitions, procedures and relevant opportunities within the Network. Open Calls and direct communication are useful for clarifying questions and exchanging experiences with other National Groups. It would be helpful to continue sharing practical guidance, timelines, good practices and examples related to the organisation and promotion of competitions.
- n/a
- Caisa is really kind and super reactive so thanks again for that!!
- N/A
- The communication and cooperation with the Vice President in charge of Competitions of the International Board has been very positive and supportive.

Professional Development

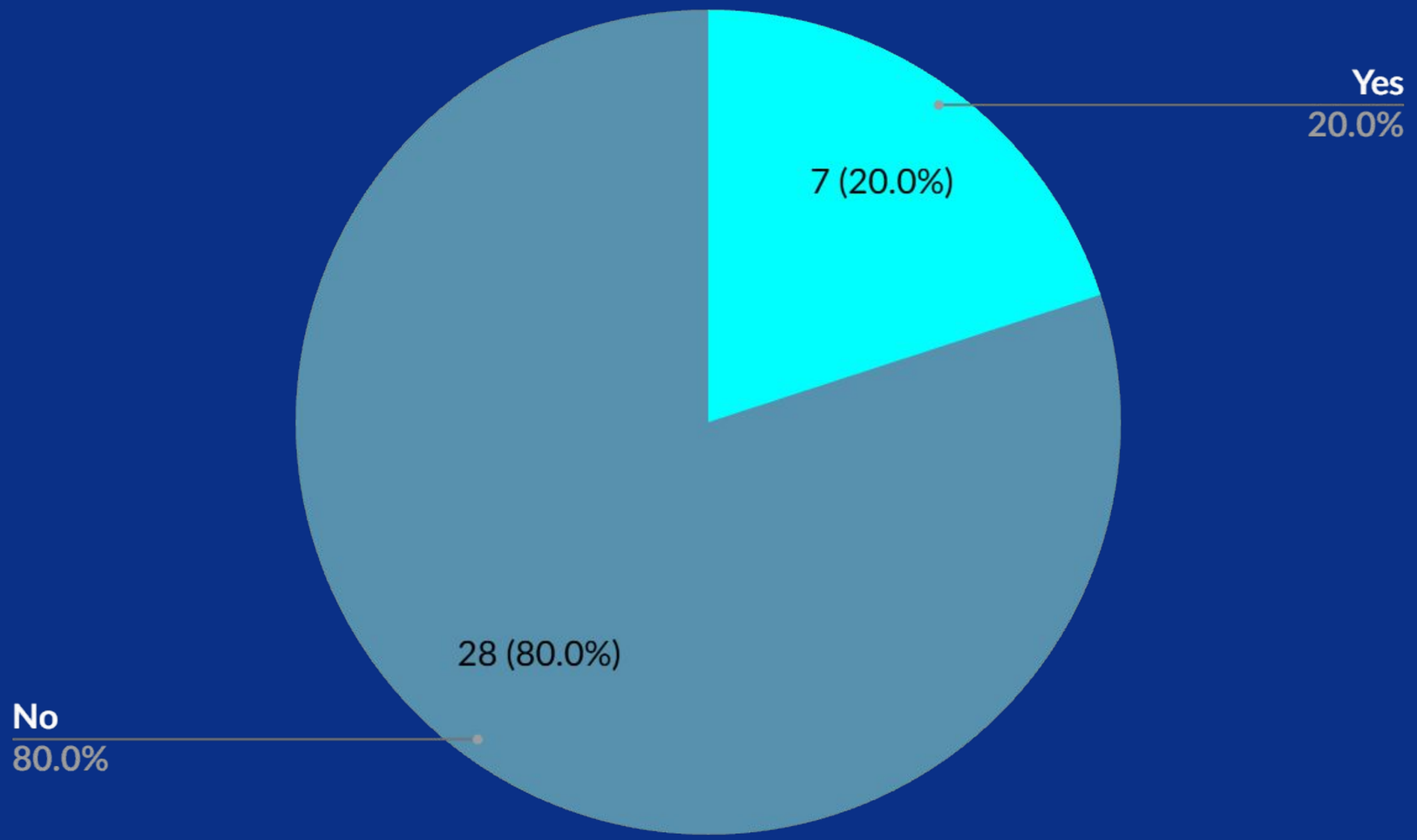
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1. Is the ELSA Traineeships Cost of Living Database up to date for your National Group?



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2. Have you considered dividing the Cost of Living Database for your country in regions or cities?



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3. What is the common obstacle you face when approaching potential TNPs? p.1

- Most of the potential TNPs operate on specific branches of our legal system and are not willing to train students from abroad - which also includes the issue of the language barrier.
- The most common obstacle is that potential TNPs are often not interested in hosting international trainees and prefer to recruit locally.
- The issue about visa sponsorship for potential trainees that might need this.
- They do not answer our requests.
- If we talk about approaching potential TNPs in our country - it's unattainable for now. Also, because of that, Living Database is actual for us only in case of our Members going for Traineeships abroad. If we talk about online Traineeships - we have a problem, that every one of our TNP wants the Traineeship to be offline.
- The main obstacle is identifying and approaching suitable potential TNPs, particularly organisations that are willing to host trainees and have a clear understanding of the ELSA Traineeships programme. Establishing initial contact and maintaining communication with potential partners can also be challenging.
- Firms have their own internal internship programmes, so taking on a trainee outside of these programmes would be rare. ELSA is also not well known enough for firms to easily make such exceptions. In addition, the prospect of having an international trainee who is unfamiliar with Finnish law is not particularly attractive.
- That they already have an established traineeship program and are not able to accommodate more students/students that don’t speak Swedish.
- Interest and knowledge
- Most lawyer firms have their own internship and traineeship programs. It is not uncommon to get a rejection up front or no response.
- It is challenging to find a provider due to language barriers and taxation.
- Interest from prospective participants
- Most of the TNPs are not looking for international Students.
- The main challenge is reaching the right decision-makers and clearly communicating the benefits of hosting ELSA Trainees.

An open question

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3. What is the common obstacle you face when approaching potential TNPs? p.2

- One of the main difficulties is that TNPs often prefer trainees who already have some knowledge of our law and overall legal system. Since we are a small country, there are also relatively few opportunities for foreign trainees, as most legal work is connected to local matters and there are not many areas where English is the working language. Another issue is that providers do not always see a long-term benefit in taking part in the programme. As the international law sector in our country is quite limited, there are not many opportunities for international trainees to stay in our country and continue working with the same provider after the traineeship. This can make providers less willing to invest time and money into the programme if they do not see a realistic possibility of benefiting from the trainee in the longer term.
- They already have traineeship programs or recruiting officers.
- They usually don’t reply.
- Difficulty finding law firms that are interested.
- Our local groups face different challenges depending on their location. In larger cities, where we have active local groups, the main obstacle is competition, as many major law firms already run their own internal traineeship programs. On the other hand, for our two local groups in smaller cities, the primary difficulty is finding law firms that are open to taking on trainees at all. Also we have recently reached out to many NGOs and here the financial or other compensation is a main obstacle, as most of them cannot afford it.
- They have their own national internship programmes. Also budget problems and lack of interest in international students.
- The most common obstacle is getting potential Traineeship Providers to understand the value of collaborating with ELSA and the benefits of offering traineeships through our network. Another challenge is reaching the right contact person within a firm or organisation and getting a response, as initial outreach emails can easily be overlooked. We also sometimes face difficulties in finding opportunities that match the needs of both the provider and our members.
- A common obstacle is that many Swiss employers, especially law firms, banks and companies, don't have an established internship programme for short-term international trainees. Many also hesitate to offer a traineeship to a stranger, because they lack the time to supervise and find it hard to commit to a fixed period. As our county is a small market, such short placements are also often not attractive for employers. We often don't get a reply to the first email, so we have to follow up several times.
- Language requirements are very specific in our Country and not many firms are willing to provide english speaking traineeships

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An open question

3. What is the common obstacle you face when approaching potential TNPs? p.3

- One of the most common challenges when approaching a TNP is identifying suitable activities and responsibilities that can be meaningfully assigned to an international trainee within the scope of the traineeship. In some cases, host organisations may also find it easier to integrate students participating in national programmes, particularly where knowledge of the local legal framework is directly relevant to the work carried out by the TNP. As a result, international traineeships may sometimes require additional consideration in order to clearly demonstrate the specific contribution that an international student can bring to the TNP.
- We dont have VP
- Many potential TNPs are hesitant about hosting someone from abroad. They are concerned about how a foreign trainee would adapt to the work environment, language and local practices, as well as the additional responsibility this would bring.
- Many potential TNPs are hesitant about hosting someone from abroad. They are concerned about how a foreign trainee would adapt to the work environment, language and local practices, as well as the additional responsibility this would bring.
- ELSA is not well-known on the our legal market yet. But we believe that in a few years' time that'll change.
- The most common obstacle is getting a response from potential TNPs and reaching the right contact person. Many organisations are initially hesitant to engage with ELSA or are unfamiliar with the concept of TNPs, so it can take several follow-ups to establish interest and clearly communicate the value of the cooperation.
- The main challenge is finding suitable opportunities that match the needs of both Traineeship Providers and potential trainees, particularly in terms of timing, field of law and duration of the traineeship.
- Student hunting and creating enough awareness among potential TNPs about the opportunities and benefits of collaborating with ELSA.
- Language barrier.

An open question

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4. How does your National Group coordinate the Reception of ELSA Trainees? p.1

- During last term there was one ET coordinated within our National Group and the Reception went smoothly - our Trainee was provided with guidance for the whole process. This year we are planning to provide them with more activities after the internship hours.
- We do not currently offer Traineeships.
- We don’t have one.
- As I said earlier, Our country can not accept Trainees to our country for now. But if someone is going to ELSA Traineeships from our National Group, we're coordinating the process according to the International Handbook of ELSA Traineeships.
- The reception of ELSA Trainees is coordinated between NB and the relevant Local Groups. We aim to ensure that trainees receive the necessary information and support before and during their traineeship, while also maintaining communication with the host organisation and trainee throughout the process.
- Ensuring that local groups are well prepared beforehand. Effective communication between NB and the respective Local Group. Keeping Reception materials up to date. Answering any questions that might arise from the Local Groups.
- We currently don’t have TNPs.
- The local ELSA organ is responsible for the receptions of ELSA Trainees, but the National Board can help coordinate the process. The goal is for our National Group and the local ELSA organs to help with the practicalities and to provide a social network for the international trainees.
- We only have the opportunity to host incoming trainees once in a while. Fortunately, this spring we were able to welcome a trainee for a two-month traineeship. We organized a special event for her, and I stayed in touch throughout her stay to assist whenever she needed support.
- The reception of ELSA Trainees is mainly coordinated by the National and Local PD teams, with support from the respective local board. Trainees are assisted with practical matters such as accommodation, transportation and integration into local ELSA activities.
- We have not had any TNPs so we haven’t received any trainees either.
- We used to have a Team for it, but we’ll keep transitioning our Locals for it.
- Our Locals are responsible for the reception of trainees that will intern on the TNPs they celebrated a protocol.
- We don't, because we don't implement them.
- In the beginning, the national officer manages the reception process and answers trainee’s questions.
  Then before the trainee arrives, the national officer connects them with the local officers by email or WhatsApp.
  After that, the Local Officer takes over.

An open question

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4. How does your National Group coordinate the Reception of ELSA Trainees? p.2

- We publish handbooks and discuss the reception on national meetings and monthly calls. For the TNP hosted by we take over the reception or work together with the local group. The local groups do the reception themselves based of the knowledge management provided by us.
- The National Group coordinates the reception of ELSA Traineeships by overseeing the Hosting Groups and ensuring smooth communication between the National and Local levels. Each Local Group supports the incoming trainees by preparing a Welcome Booklet with useful information about the city, accommodation, transportation, local activities and practical details. The National level keeps an overview of the process and supports the Locals when needed to ensure a smooth experience for both trainees and Hosting Groups.
- We find out where trainees are going and inform the Local Groups in those places that trainees will arrive. We receive the information and pass it on to the Local Groups, so that they can take care of the reception.
- We provide a booklet including the most important points when moving to the netherlands. Additionally, westay in constant contact with the Trainee and the Traineeship provider in order to smoothly coordinate the transition.
- We don't have VP
- The National VP PD coordinates with the host Local Group, which assigns a contact person to help the trainee with accommodation, airport pickup, orientation, and integration into ELSA activities during the traineeship.
- The National PD Team coordinates the reception of incoming trainees together with the relevant Local Group and maintains communication with the trainee before and during the traineeship. We provide practical information about accommodation, transportation and the local environment, assist with communication with the Traineeship Provider when necessary, and remain available to the trainee throughout the traineeship. We also organise city tours and spend time with the trainees outside of their work, including going out together and organising informal social activities, to help them feel more welcome.
- Every local VP PD keeps in touch with the trainees
- Our National Group has not coordinated the reception of ELSA Trainees in recent years, as the last trainees came to Lithuania quite a long time ago. Therefore, we currently do not have an active or regularly used reception procedure in place.

An open question

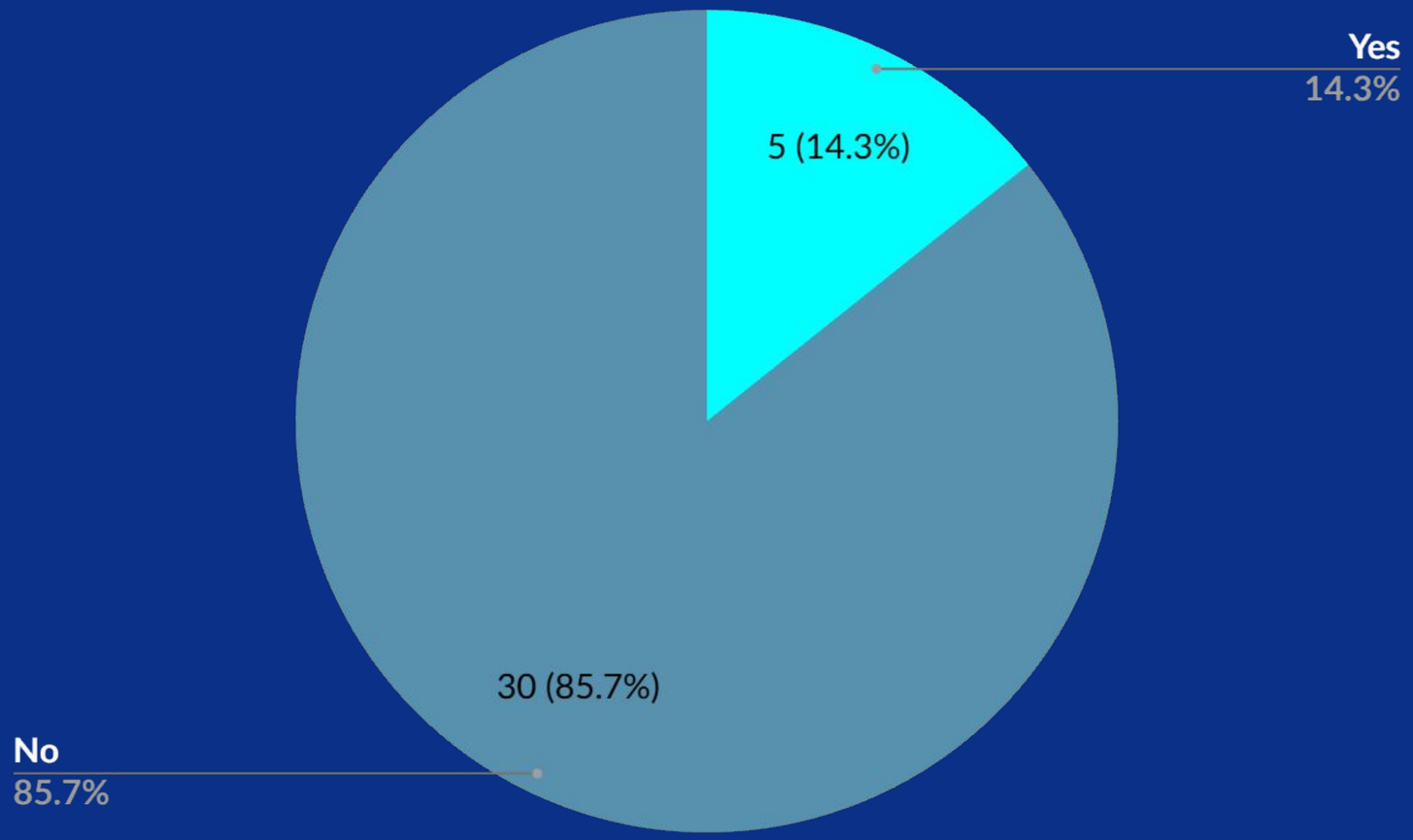
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4. How does your National Group coordinate the Reception of ELSA Trainees? p.3

- The Trainee Reception Programme must comply with a set of quality standards established at national level. In line with the regulations adopted by ELSA International, the Reception part of ELSA Traineeships is divided into two main stages: the preparation period, prior to the trainee's arrival, and the actual reception period following their arrival. During the preparation stage, a Reception Team is appointed in advance and the responsibilities of its members are clearly allocated. Each trainee is also assigned a designated contact person from within the team, who acts as the main point of communication throughout the reception process and, where it's necessary, facilitates the relationship between the trainee and the Traineeship Provider. For example, this person may accompany the trainee to the TNP on the first day of the traineeship. Before the trainee's arrival, the host Local Group is also responsible for ensuring that all necessary practical and administrative arrangements are in place. These may include securing suitable accommodation, assisting with transportation arrangements related to the trainee's arrival and ensuring that all required administrative documentation, including, where applicable, visa formalities, has been properly addressed. As part of the actual reception of the trainee, the existence of a Welcome Pack is mandatory. This should include all relevant practical and administrative information required to help the trainee become familiar with their new environment and adapt more easily to their stay, as well as some traditional elements. The reception programme also includes a social component, aimed at supporting the trainee's integration and offering opportunities to meet and interact with ELSA members. This may include, for example, participation in an informal meeting with the Professional Development department or social gatherings in settings that encourage open and informal communication, such as cafés or pubs. In addition, the cultural programme is intended to introduce the trainee to relevant landmarks and points of interest in the host city, while also providing an opportunity to become familiar with Romanian culture and its local particularities. The overall reception programme is adapted to the trainee's personality and level of interest in the proposed activities, as well as to the intensity and working schedule of the traineeship offered by the TNP. The aim is to ensure a balanced and welcoming experience that complements the professional component of the traineeship. At the national level, the Vice President in charge of Professional Development ensures that every Local Group organising ELSA Traineeships complies de facto with the applicable quality standards, including, inter alia, the provision of the above-mentioned elements as a minimum standard of support and comfort offered to each trainee.The Reception of ELSA Trainees is coordinated mainly by the PD Team, with support from the other areas. The team communicates with the trainees and hosting organisations, assists with practical arrangements and follows up throughout the traineeship to ensure a smooth experience. Local groups can also support with integration and social activities.

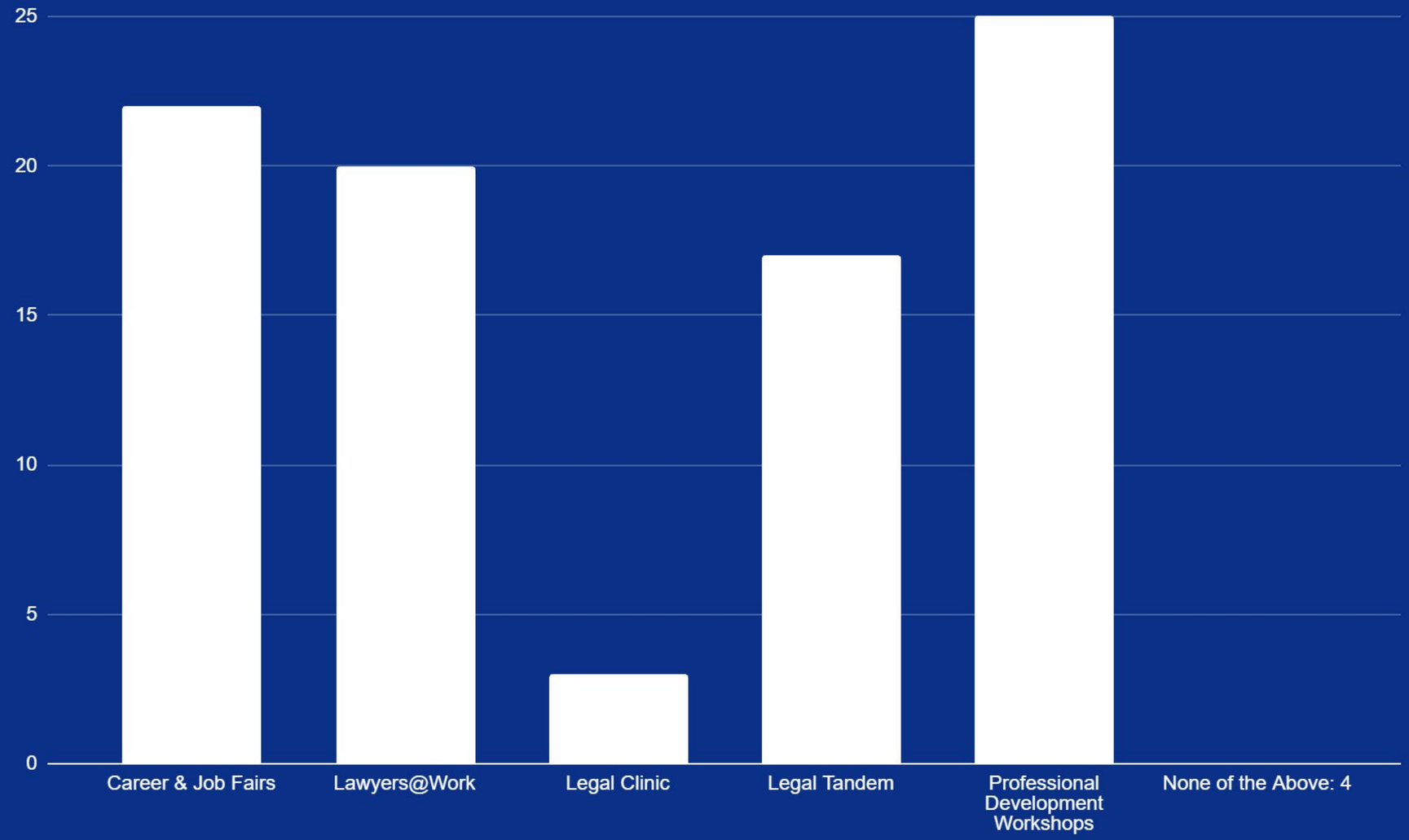
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5. Do potential Trainees from your National Group normally need a Visa to go to ELSA Traineeships hosted in other National Groups of the Network?



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6. Which of the following PD projects will your National Group organise?



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7. What are the main difficulties you face when organising Professional Development events? p.1

- I would say choosing the right date for the event.
- We mainly organise our annual Job Fair with other National Group and we do not face any major organisational difficulties with it. It is a well-established and popular event, with very high interest from law firms, and we even have to turn some firms down due to limited capacity. The main challenge is financing the event, as we currently do not collect participation fees from the law firms.
- Reaching out to speakers.
- I don’t think there is a main difficulty.
- In general, every problem can be solved. But if I say what's the most difficult thing, it's to coordinate other Local Groups to make events safely. Some events are being cancelled due to the situation in the city because of the war.
- We don't organise PD events
- The main difficulties are securing suitable speakers and partners, attracting sufficient participation from members, finding suitable dates and venues, and balancing the organisation of events with the resources available to the National Group. It can also be challenging to ensure that events are relevant to members across different Local Groups.
- Our National Group is not allowed to organise events that would compete with its Local Groups. This is why most of these established PD events are not organised at the national level. Local Groups actively organise various events, which in turn limits what ELSA Finland can organise. For this reason, thinking outside the box is necessary at the national level.
- Time management
- None

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An open question

7. What are the main difficulties you face when organising Professional Development events? p.2

- I am new to ELSA and the national board, so I am yet to organise any events. I will therefore write my impression from my experience and contact with other ELSA members so far. A common obstacle is to create an event on a tight budget. Another obstacle is to ensure good turnout of students for projects like Legal Tandem or Career Fairs. I think this depends a bit on the city. Local Group hosts a career fair every year with good turnouts. In one city there are already two career fairs hosted yearly by other student associations. I think it would be more difficult to ensure good turnout where you have to compete with well established events.
- While attendance can sometimes be low at the Local Group level, we are implementing various strategies to boost member engagement. On a positive note, we consistently manage to secure great venues on our planned dates, which significantly simplifies the organization process. At the national level in Hungary, we focus on larger-scale initiatives such as Career Fairs, International Weeks, and managing both local and international internships through the Traineeship Programme. Meanwhile, our Local Groups regularly host events like Lawyers@Work, Legal Tandems, and skill-building workshops.
- Participation
- To acquire enough participants
- The main difficulties are finding suitable speakers and partners, coordinating their availability, and ensuring consistent participation from students. Another challenge is maintaining the quality and visibility of PD activities across different Local Groups.
- Over the past few years, the main difficulty has been getting students to participate. Newer students seem to be less willing to make time for more than one event per month, while different areas of the organisation are all interested in organising their own events. At the same time, we are competing with other student organisation and university events, which makes it increasingly difficult to organise events that stand out and attract enough participants.
- Usually only the lacking of interest from our associates.
- We don’t have major difficulties.
- One of the main difficulties we face is the lack of people within our Local Groups. Additionally, we often struggle to find enough interested law firms that would be willing to participate in and support these events.
- This year, we are organizing some new Professional Development events that are not very common in our network, like legal tandems and new workshops. Since these are new, we spend more time figuring out how to do them. With the old well known PD projects I do not find any difficulties as for now.

An open question

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7. What are the main difficulties you face when organising Professional Development events? p.3

- Budget problems and less interest in students due to the decrease in recruitment
- Organising a thorough time schedule and masterplan and getting the participants to actively engage with our projects.
- Our main difficulties are the limited time and capacity of volunteers, especially during exam periods, and low awareness of PD projects among Local Groups and members. It is also challenging to find speakers and partners and to attract enough participants.
- openness of law firms and willingness to collaborate with international students
- A general challenge in organising Professional Development projects lies in the degree of uncertainty associated with external partnerships, particularly given that potential partners are not always able to provide firm guarantees regarding their participation in an Professional Development event. As a result, Vice Presidents in charge of Professional Development and Organising Committees may face a certain level of unpredictability throughout the planning process, including the possibility of last-minute cancellations. Furthermore, other risk-management situations that might occur are represented by irregular or delayed communication or changes to arrangements and details that had previously been agreed upon.
- We dont have VP
- The main difficulties are finding funding and sponsorship. In addition, good speakers usually have very busy schedules, which makes it hard to secure their participation.
- The lack of professionalism of some of the PD members. They lack of responsiveness, meticulousness and consistency in their exchanges with professionals. + The lack of training provided to our marketing team, which has difficulty in providing adequate and professional-looking visuals.
- The main difficulties are finding suitable speakers and partners, coordinating their availability, and attracting enough participants. It can also be challenging to ensure that events are both professionally relevant and appealing to students, while managing logistics, promotion, and communication within limited time and resources.
- The main difficulties are securing suitable speakers or professional partners, finding dates that work for both participants and external professionals, and maintaining student engagement.
- attendance
- Promotion and attracting students because most students already go to PD events in their own Local Group/city
- Lack of human resources.

An open question

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8. How does your PD Team cooperate with other key areas in your National Group, and what could improve area collaboration? p.1

- We cooperate by organizing projects together (specifically in our Local Groups) and constant communication. I believe there is not much left to be improved in that area.
- At the moment, there is not much cooperation between the PD Team and the other key areas of our National Group.
- It operates well with other areas. Having more knowledge on the other area could improve collaboration.
- Primarily through National Council/Officers' Meetings regarding workshops. The Local Groups are already cooperating a lot. The collaboration could be improved by taking actions on our discussions during NCM/NOM.
- Our key areas can organise events together on the Local levels. We, as a National Board, make sure they do everything right. On our XIII NOM we already organised some workshops where I, with my colleagues, explained to our Officers and Directors the differences between areas. And we're helping them online as well.
- The PD Team works closely with other key areas, particularly Academic Activities, Traineeships and Marketing, when organising projects and promoting opportunities to members. Collaboration could be improved through earlier communication between areas, more joint planning and clearer coordination of responsibilities when projects involve multiple areas.
- ELSA Finland has some projects that transcend area boundaries, such as our Go International event, which involves cooperation between PD, S&C and C. There has also been some discussion with S&C regarding Legal Tandem. Communication between key areas could be more frequent and could more deliberately focus on collaborative efforts.
- There is an idea for PD to collaborate with C through organising PD workshops to prepare for competitions.
- PD usually works with S&C
- PD will cooperate with other key areas on hosting a national council meeting for all the ELSA organs in our Country, and create joint workshops. I think PD could consider cooperating with other areas on hosting events for students that are career-focused, for example collabed projects with AA or S&C.
- During ELSA Traineeships, we organise a so-called International Week to promote the international events and possibilities that ELSA can offer. We organized this event a few times with SnC but I would like to make it more regular. To improve our work with the key areas, we are planning to create a systemized sheet where we can share our contacts and partners so that we could reach out to more partners and therefore have higher quality events,
- cooperation is sufficient

An open question

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8. How does your PD Team cooperate with other key areas in your National Group, and what could improve area collaboration? p.2

- We might cooperate with S&C more this year. Early planning could improve cooperation.
- As the PD Team, we cooperate with other areas, especially in organising events, managing traineeships, and increasing member participation. We work closely with Marketing, other relevant areas, particularly when planning and promoting events. To further improve collaboration, we believe that setting common goals at the beginning of the term and having regular communication meetings between areas could be beneficial. This would help teams stay more informed about each other's work and allow us to plan joint projects at an earlier stage.
- This term, we are trying to collaborate with as many key areas as possible. For example, PD and C are organising a competition together, connecting a PD soft skills event with a competition taking place later on. We are also planning a podcast with AA leading the project, where PD, S&C and C can talk more about ELSA's international programmes and give students a better and more in-depth understanding of what they're about and how students can participate. AA and PD are also planning to collaborate through Annual Human Rights Campaign events. These are just some of the projects that are already in the making but there is potential for even more collaboration throughout the term.
- They cooperate a lot with BEE for external relations and MKT especially for the campaign of our Legal Career Fair.
- Usually we don't have joint events. When it comes to the relation with supporting areas they have a lot of contact.
- We don't have VP PD in this term.
- I believe we cooperate very well because the three of us are close friends and study at the same faculty. Whenever we need to discuss something or figure things out, we can just talk to each other right away in person. We focus on being very open with each other, and so far it is going great. Honestly, I don't think there is anything we need to improve right now. My main wish and priority is to keep it this way the whole year.
- We include PD Events in S&C projects like law schools or study visits. As for AA, we do PD workshop collaborations. We also include PD projects in he AHRC and IFP.
- We usually collaborate on multi area projects such as workshops or while organising projects such as Legal Tandem abroad. However, collaboration could be improved through more structured communication and clearer coordination between areas. Creating more opportunities for joint projects would also strengthen relationships between teams and encourage a more integrated approach across the National Group.

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An open question

8. How does your PD Team cooperate with other key areas in your National Group, and what could improve area collaboration? p.3

- We cooperate with the other key areas on promotion and joint events. Collaboration could be improved through regular joint calls and earlier communication about plans.
- we just finished interviews for the PD team so we havent gotten the chance to fully see how the different key areas will collaborate
- Cooperation between the Professional Development area and the other ELSA areas has significantly improved, particularly in relation to the Key-Areas of ELSA. While cooperation between Professional Development and the Support-Areas has traditionally been very close, given the interdependence of their responsibilities, the previous term also brought a considerable increase in integration and collaboration with Academic Activities, Seminars & Conferences and Competitions. This development has been driven mainly by the identification, by the Vice Presidents and Directors for Professional Development of the Local Groups, of joint projects and initiatives involving more than one area. In particular, there has been greater openness towards organising Professional Development projects, such as L@W, while adapting them to the Annual Human Rights Campaign theme. A similar trend can be observed in the cooperation with Seminars & Conferences, where the possibility of organising a physical session of Legal Tandem in connection with International Study Visits was discussed. By making use of the favourable contexts created by projects from other Areas to further develop their own initiatives, the level of cooperation and the interest in identifying common ground for cross-area collaboration have increased considerably.
- We dont have VP
- We work closely with Marketing for the promotion of our projects and with Financial Management for partnerships. We also cooperate with the Secretary General on the human resources strategy. Regular joint meetings and shared planning calendars would further improve collaboration.
- We have several group chats via which they can collaborate.

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An open question

8. How does your PD Team cooperate with other key areas in your National Group, and what could improve area collaboration? p.4

- Our PD Team cooperates with the other Key Areas mainly through projects that naturally complement professional development. We work particularly closely with S&C, where events and study visits can create opportunities to connect members with legal professionals and potential career paths. Cooperation with AA can also create synergies by connecting academic knowledge with practical and career-oriented opportunities. Collaboration could be improved through earlier communication and joint planning between Key Areas. A shared overview of projects and timelines would help us identify synergies earlier, avoid overlapping activities and develop more joint initiatives instead of approaching cooperation only when a specific project requires it.
- The PD Team cooperates with the key areas, as well as with Local Groups when organising events. Cooperation usually involves identifying speakers or partners, and promoting activities. Collaboration could be improved through earlier coordination, clearer division of responsibilities and more regular communication between the different areas when planning the annual and monthly activities.
- We collaborate very well. An improvement could be to organise events that are useful for both key areas.
- Our PD Team cooperates closely with other key areas whenever there is an opportunity to combine activities and projects, for example by linking PD with S&C initiatives. Overall, the cooperation between areas works well, and teams communicate and support each other when joint activities are relevant.

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An open question

9. What methods do you find most effective to increase the visibility of PD projects in your National Group? p.1

- Constantly improving our marketing strategy to match the modern standards.
- We find that the most effective way to increase the visibility of PD projects is through social media and by clearly showing their impact and the opportunities they provide to our members. We also cooperate with universities and ask them to promote these opportunities among their students.
- Marketing projects well and communicating the events to all members.
- Social media and direct branding to students (meet them in person on university campuses.
- Mostly, communications with Local PD Officers. I do online calls to ask them what situations they have with PD events in their Local Groups. And sometimes ask them to write statistics in some spreadsheets.
- Social media promotion, direct communication through Local Groups, email newsletters and collaboration with other ELSA areas are effective ways of increasing visibility. Consistent branding and promoting events well in advance also help to increase engagement.
- Effective branding, aggressive marketing, communication and collaboration within the whole Finnish ELSA network.
- To have close communication with LG so that they can increase visibility of PD projects in person at their respective universities. Also have close communication with Marketeers.
- Great Marketing
- Social media posts: Travelletters, information etc. Stands on campus, especially for ELSA traineeships in the Student Hunt season. Speaking in front of lectures on campus (asking the professors to present/announce ELSA traineeships or other PD projects in front of the students in the lecture.)
- I think we have to develop our social media as I can see that other National Groups contents are very well-done, so I would like to improve on that one. All we talk about with our board is that the best way to promote events is through friends because they attract a larger amount of people. We also promote through a Career Fair our National Traineeship Programme. Plus, we promote ELSA Traineeships and other projects at SnC during the International Week.
- Marketing
- Marketing Posts through instagram and mouth to mouth promotion.
- Social media campaigns, engaging visual content, collaborations with other ELSA areas, and involving external speakers and partners in promotion are among the most effective methods. Alumni and participant testimonials can also increase credibility and visibility.

An open question

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9. What methods do you find most effective to increase the visibility of PD projects in your National Group? p.2

- Marketing, marketing and marketing. As students have a lot of responsibilities and competing priorities, the way a project is presented on social media makes a big difference. The first impression needs to be eye-catching enough to make someone stop scrolling and take an interest in the information before them. At the same time, good visuals are not enough on their own. Once someone is interested, all the essential information should be easy to find and understand. If students have to search for basic details or spend too much time figuring out what the project is about, they can quickly lose interest. Therefore, I think the most effective approach is combining engaging marketing with clear and easily accessible information.
- Testimonials is one of the most effective!
- Prepare different projects and try to get the law firms and the universities to advertise it.
- We find marketing and finding law firms to be the most effective methods for increasing the visibility of our Professional Development projects. These collaborations help us reach a wider audience and increase students' interest in our projects.
- I believe that when a local officer is capable and enthusiastic, their projects automatically stand out. This year, we are very lucky to have great people across the Czech ELSA network in PD. Then of course proper promoting of our work through social media and, whenever possible, through law faculties.
- printable media, instagram posts and linked in
- The most effective methods are consistent communication, and showcasing the impact of PD projects. For example, promoting upcoming workshops and projects through the National Group's main communication channels, such as social media, newsletters and group chats can help reach more members. Sharing results, testimonials, photos, and success stories after each project is also important because it shows members the real value of PD activities and encourages them to participate in future projects.
- We promote our projects on our Instagram account and LinkedIn. It also helps a lot when Local Groups repost the National Group's posts. In addition, events can be promoted in person before lectures, where Local Groups talk about upcoming events and present them directly to students.
- Mainly Marketing and increase in number of events by local and national group.
- We don't have VP
- Instagram and Telegram campaigns, testimonials from past trainees, and presentations at universities.
- Instagram & Mailing List

An open question

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9. What methods do you find most effective to increase the visibility of PD projects in your National Group? p.3

- Regarding the visibility of Professional Development projects, the most effective approach has been social media promotion, coordinated together with the Vice President in charge of Marketing and the Director for Public Relations. In order to strengthen the national impact of each event, the Vice Presidents in charge of Professional Development of the Local Groups were also encouraged to share the links to their PD-related posts in the common WhatsApp group, allowing the other Vice Presidents to repost and further promote these initiatives. This practice has helped increase the visibility of Professional Development projects at national level, while also maintaining a constant sense of connection and coherence between the initiatives carried out by each Local Group.
- To increase the visibility of our Professional Development projects, the most effective methods include close collaboration with Marketing for targeted social media content. Sharing updates through student communication channels, reposting stories from the personal profiles of board and team members - which nowadays is one of the most effective ways to reach a maximum audience - and leveraging our guest speakers' professional networks on platforms like LinkedIn also significantly boosts engagement. Ultimately, combining strong online promotion with direct, face-to-face interaction - engaging students in person within the university environment where information flows naturally - ensures maximum reach across the law student community.
- Social media promotion, especially Instagram and Facebook, is currently one of the most effective ways to reach students. Cooperation with Local Groups and universities also helps us reach a wider audience. Personal recommendations, direct communication with students and visually attractive event announcements are particularly useful for increasing participation.
- Good marketing and a good, interesting topic
- One of the main challenges is that there is not always a person responsible for PD, which makes it difficult to maintain traditional projects from year to year.
  As a result, the area becomes less visible, so continuity, clearer responsibility and regular promotion of PD projects would be the most effective ways to improve visibility.

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An open question

10. What new tools, materials or initiatives could ELSA International provide to help your national PD projects? p.1

- Good support, communication and short response time is enough.
- As the PD area is currently not very developed in our National Group, we are not sure what specific tools or materials would be most useful. We would appreciate any guidance, practical support, or ideas from the VP PD on how we could further develop the area.
- Help with the visa issue for non-European members and for those interested in Traineeships.
- So far, I have not experienced a need for any additional tools or materials.
- For now, we have a lot of information to translate from different international handbooks and all that stuff. But it would be cool to create some space where different National Groups can give some advice on how they're organising some sort of PD event.
- It would be useful for ELSA International to provide ready-to-use promotional materials, event templates, guides for approaching potential partners and speakers, and practical toolkits for organising different PD projects. Examples of successful projects from other National Groups would also be valuable for sharing best practices.
- PD materials provided by ELSA International are of good quality overall. ELSA Traineeships materials could be updated for the new portal
- None
- New Web
- Mediacards tailored for TNPs are a great tool to help in the work with job hunting. ELSA International could potentially act as a matchmaker for collabed projects with two different national organs, for instance legal tandem. National organs that are interested in hosting a Legal Tandem could apply through and be matched by ELSA International.
- There is nothing really I could enhance, moreover I guess there will be an informative Handbook over the new Traineeship portal
- Strategies
- To always keep the possibilities what type of projects can be organized very broad and maybe provide real case examples of what types of projects were able to be organized and if they were successful.
- Ready-to-use promotional materials, updated guidelines for approaching TNPs, sample partnership proposals, speaker databases and best-practice examples from successful National Groups would be particularly useful.

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An open question

10. What new tools, materials or initiatives could ELSA International provide to help your national PD projects? p.2

- I feel that we already receive enough support from ELSA International and do not have any major gaps in the materials or tools provided. If anything, it could be useful to have more examples of successful approaches from other National Groups. For example, sharing strategies that have worked well when approaching TNPs or promoting PD projects could give other National Groups ideas that they could adapt.
- I think none for now, the ones that we have (and we'll have ab the new ET portal) are so useful.
- Prepare the new PD handbook and guidelines for the new ELSA Traineeships Portal.
- Handbooks, Open Calls, other materials…
- We would appreciate a written guide for the new ET portal, but we understand it is very new and on its way.
- more posts for the traineeships
- ELSA International could provide more ready-to-use training materials, workshop templates, project guidelines and examples of successful PD initiatives from different National Groups. It would also be useful to have more opportunities for National and Local PD officers to exchange best practices and ideas through regular international training sessions or knowledge-sharing meetings.
- ELSA International could repost our Instagram posts.
- N/A currently cannot think of anything specific yet
- We dont have VP
- Ready-made templates for TNP outreach, promotional materials, an online training series for VP PDs, and a database of successful PD project examples.
- Templates for adequate marketing visuals
- A VP PD of ELSA International who is very reactive and helpful, but we already have that :)
- It would be helpful to have clearer guidance on how to restart and maintain PD projects in Groups where the area lacks continuity or a dedicated officer.

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10. What new tools, materials or initiatives could ELSA International provide to help your national PD projects? p.3

- Materials that are currently being developed or considered at national level and which could greatly benefit from being complemented by initiatives and resources at the international level, include guidelines for securing paid traineeships and guidelines for organising physical sessions of Legal Tandem projects. With regard to paid traineeships, it would be particularly useful to have access to negotiation strategies, practical tools and examples of approaches that could help maximise the chances of securing remunerated traineeships, while also ensuring the most favourable conditions for the trainee. As for Legal Tandem, this project has gained significant momentum within our National Group over the past terms. However, there is currently no established precedent for organising it in a fully in-person format, as previous editions have been conducted exclusively online. Therefore, more concrete guidelines for the organisation of a physical session of Legal Tandem, together with practical recommendations concerning logistics such as accommodation, travel arrangements, programme structure and cooperation between the participating groups, would be highly valuable. Support and best practices provided by ELSA International could offer a clear framework for developing this format in a consistent and sustainable manner.
- ELSA International already provides support for national Professional Development projects, and even further deepening the existing initiatives will continue to strengthen our network. First, continuously expanding the available standardized toolkits with updated guidelines and adaptable promotional templates will make the execution of core formats and practicies even more efficient.
- ELSA International could provide practical toolkits for PD projects, including templates, best practice examples and promotional materials that National Groups could easily adapt.

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An open question

11. How do you ensure effective knowledge transfer from National VP PDs to Local VP PDs? p.1

- We ensure that by organizing workshops and regular open calls.
- At the moment, we do not have an effective system for knowledge transfer in the PD area, as there is also limited PD knowledge within the National Board. Our current focus is mainly on ensuring that Local Groups are aware of the necessary procedures and verification requirements.
- 1 to 1 calls to transition officers or follow up with them and offer support for any new ideas they may have.
- We have online meetings regularly.
- By online or offline Workshops and 24/7 communications. (If we not count the transition that must be done by all predecessors to their successors)
- We aim to ensure knowledge transfer through regular communication between the National and Local VP PDs, shared documents, handover materials and meetings. A more structured handover system, including standardised guides and regular check-ins, would help ensure continuity when Local Boards change.
- Comprehensive transitions, open and effective communication, frequent 1on1-meetings and area meetings.
- Have multiple opportunities for knowledge transfer through Open Calls, Coaching meetings and through workshops.
- Manuals and meetings
- Regular meetings and open calls with the Local VP PDs hosted by National VP PD. A shared drive with important documents that contain information and other tools. Regular communication through mail and messenger. Emphasize that it is always possible for Local VP PDS to send over questions or other messages to National VP PD, and then respond to questions.
- By frequent open calls.
- Through calls and in person meetings as well as the creation of a handbook.
- We ensure knowledge transfer through regular meetings, structured handovers, shared documents and practical guidelines. We also encourage experienced VP PDs to support and mentor newly elected Local VP PDs.
- At the moment we only have a National Board.
- Coaching calls, biweekly area training/meetings, one to one sessions.
- We ask every local if they had transition, if yes we ask if they need additional help, if not we provide them with a transition.
- We don't have a National VP PD.

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11. How do you ensure effective knowledge transfer from National VP PDs to Local VP PDs? p.2

- We have become very good friends again. From day one, my priority was to bring everyone closer together. It is working really well! Because we enjoy talking to each other, it's easy to share information and updates during our calls and joint events. For serious matters, like ELSA Traineeships communication and ELSA Job Fair deadlines, we use email to keep things
  professional, just as our section should be.
- individual area calls at the eginning of the year, monthly calls, workshops on national meetings and updated knowlege management in our drive for each pd project
- We ensure knowledge transfer through regular communication between the National and Local PD teams, especially through onboarding meetings, regular check-ins and the sharing of relevant materials and resources. At the beginning of the term, we make sure Local VPs have a clear understanding of the National PD strategy, ongoing projects and their responsibilities. We also encourage National and Local VPs to share feedback and challenges throughout the year rather than only during reporting periods. A shared drive with guidelines, previous project materials and best practices also helps maintain continuity and makes information easily accessible. More structured monthly meetings and short knowledge-sharing sessions could further improve the transfer of information and ensure that Local VPs feel supported throughout the term.
- Through National Training Meetings: members of the national board visit their coaching group and hold a small training meeting. We also hold open calls as well as individual calls. Not many local officers know about PD and how it works.
- We have had the Officer Training and I have had an opportunity to talk with the PD local officers. We also have a whatsapp groupchat to increase communication

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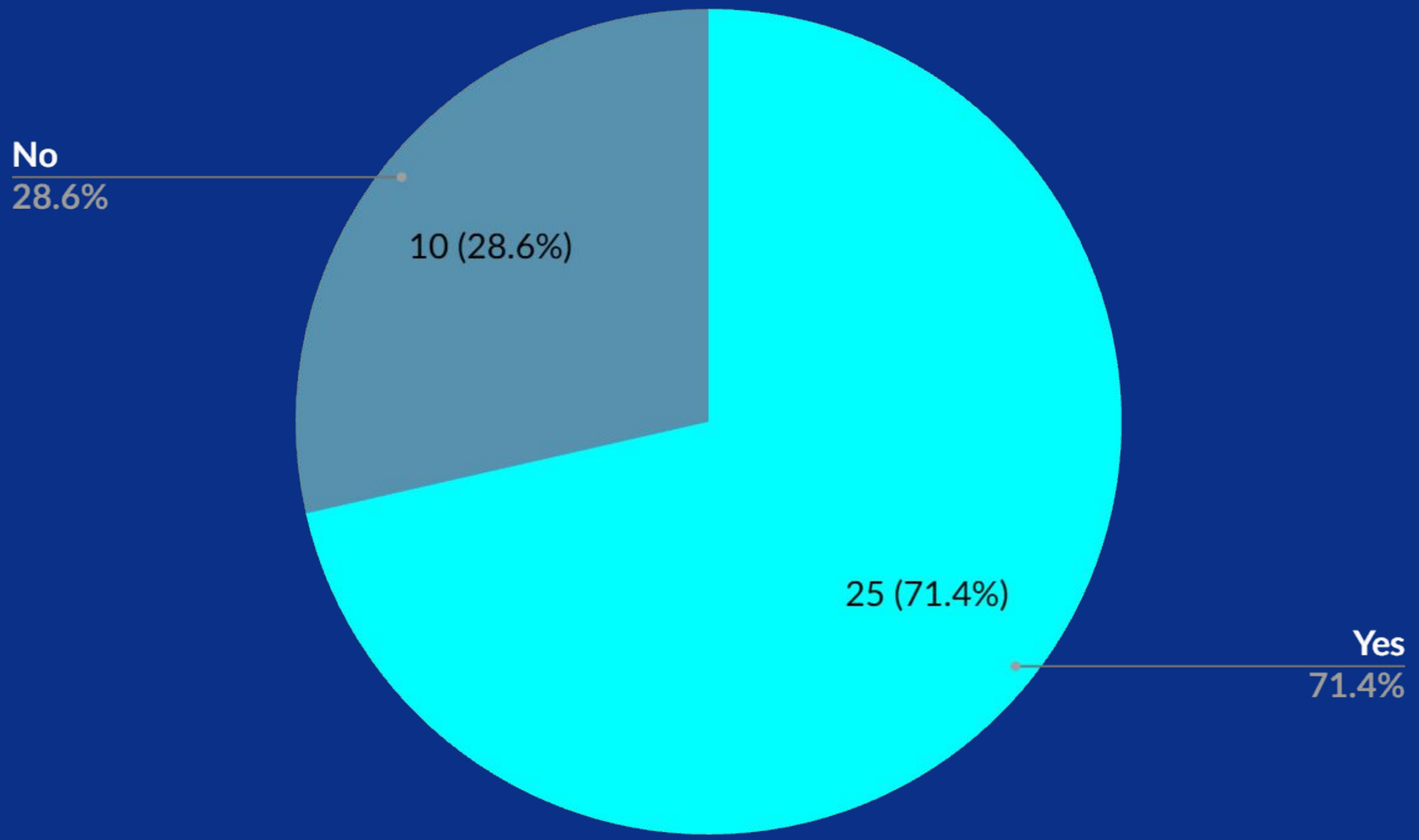
11. How do you ensure effective knowledge transfer from National VP PDs to Local VP PDs? p.3

- The main methods used to ensure the transfer and continuous development of Professional Development knowledge are the workshops organised during internal national events, such as the National Officers' Meeting, as well as the regular network meetings, which follow a hybrid structure. While certain meetings are primarily dedicated to presenting Activity Reports, sharing common experiences and providing Area Updates from the Vice Presidents and Directors for Professional Development and ELSA Traineeships, subsequent meetings are focused on training sessions addressing relevant and recurring topics. These may include, for example, risk-management situations and other practical matters, with the Vice President in charge of Professional Development of our National Group providing guidance and training to the Vice Presidents of the Local Groups. These mechanisms represent the general framework used to ensure continuous and consistent knowledge transfer throughout the network. In addition, depending on the specific needs that arise, individual calls may be organised for training on particular projects or operational matters, such as the use of the ELSA Traineeships platform or any other topic requiring further clarification.
- We dont have VP
- Through regular online meetings between the National and Local VP PDs.
- Ensuring effective knowledge transfer to Local VP PDs relies on maintaining active communication and constant connectivity. It is important to keep local teams updated online regarding all current information and tools, as well as to discuss them - such as the new internship portal. Alongside this, making time for in-person meetings whenever possible is desired, as face-to-face discussions allow for much better dialogue, clearer alignment, and more productive teamwork
- Knowledge transfer is ensured through regular communication between the National and Local VP PDs, sharing relevant materials and updates, and involving Local Officers in the planning and implementation of PD activities
- By giving workshops at every internal meeting, keeping the local officers up to date in the Whatsapp group and always checking up on them
- Calls and workshops
- By regular meetings and trainings.

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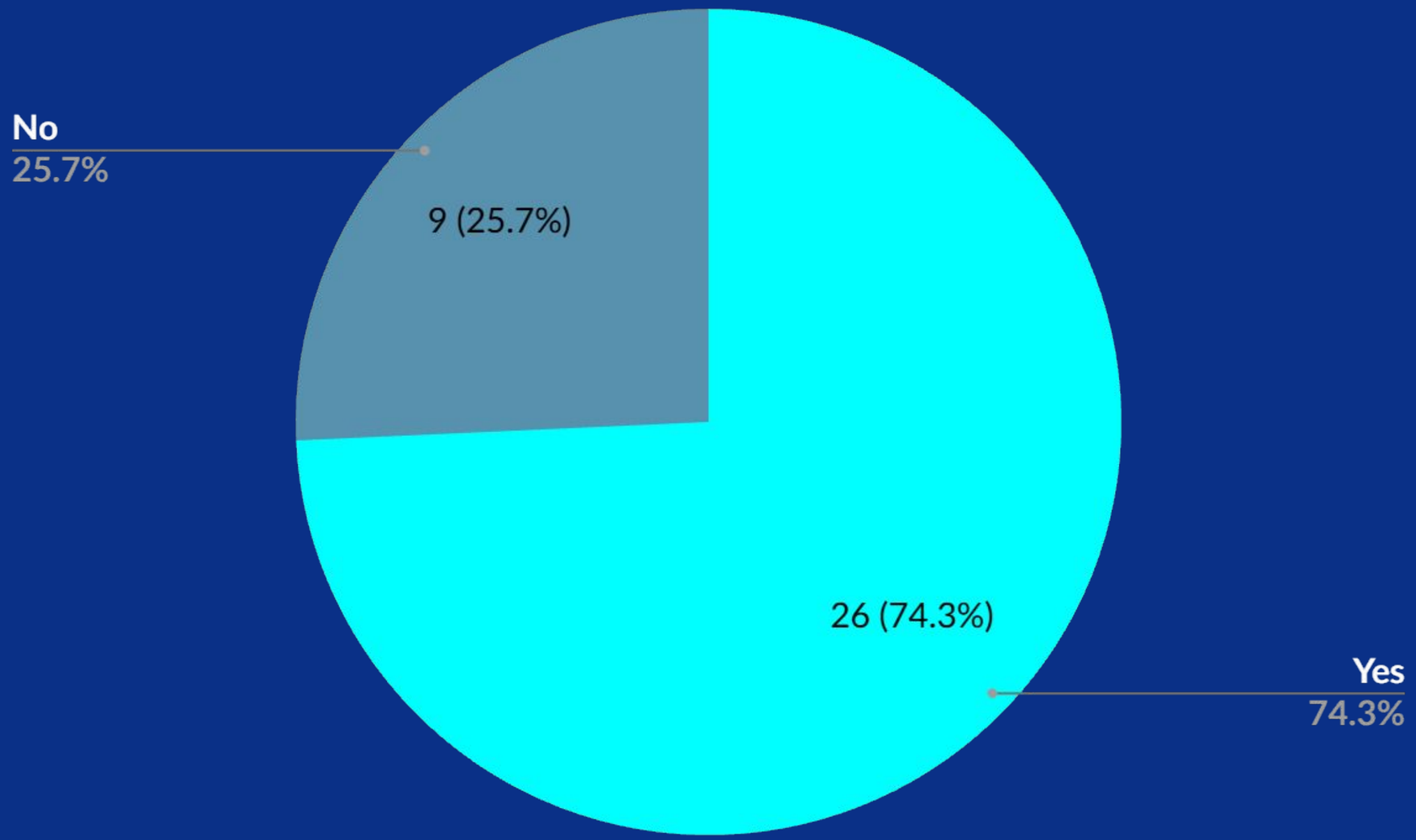
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12. Have you tried the new ELSA Traineeships Portal yet?



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13. Are you aware of the PD Coaching System?



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Seminars and Conferences

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1. What S&C projects are most frequently organised by your National and Local Groups? If there are any projects that are not regulated by the Decision Book, please describe their format. p.1

- We have two local groups organising SELS, one local group organising Institutional Visits, and one local group organising a trip to the capital.
- EFTA Study Visit
- Benelux conferences & conferences on actuality hot legal topics
- Law and Democracy - panel discussion conference, ELSA Day (with AA), workshops and study sessions.
- National - Study Visits, Institutional Visits; Local Groups - Institutional Visits, panels, online events.
- Round Tables
- Our National Group organise SELS, public lectures and a new format from last year - National conference; the Local Group - mainly public lectures and seminars. The National Conference is a two or three day project that has between 6-9 lectures. There is no social or cultural programme however we are looking at options of adding a social event.
- ELSA Law School
- ELSA Law School, Seminars, Lectures, Institutional Visits and Study Visits.
- Institutional Visits are among the projects most frequently organised by our Local Groups.
- ELSA Austria and its local groups often organize institutional visits within Austria as well as abroad.
- Panel discussions, lectures and debates remain the backbone of our network's S&C activity. Alongside these, our Local Groups keep experimenting with formats that fall outside the Decision Book. Debates in particular come in several variations : students discuss a specific legal topic among themselves, sometimes joined by professionals. We have also seen podcasts and documentary screenings followed by a panel discussion. This year, we are also working on a fashion law workshop in partnership with a Parisian brand, bringing ELSA Belgium and ELSA Brussels together around a more hands-on, practical format.

1. What S&C projects are most frequently organised by your National and Local Groups? If there are any projects that are not regulated by the Decision Book, please describe their format. p.2

- Webinars are frequently held as they are the most accessible for our local groups in remote areas of the country. - Seminars have also been done in the past, but will not be done this year. Our past seminars will be done in Webinar format this year. - Social events are always incredibly popular. - This usually entails some sort of night out at the pub such as our Pub Quiz Social Night. - This year we will be doing a 12 Pub of Christmas Pub Crawl. - We offer SELS/WELS Bursaries from our sponsor. - Institutional visits have been done but have also been unsuccessful in the past; one will be attempted this year.
- As a national group we organise one conference per year. This year, the conference will have the structure of a Forum, meaning that it will last 2 days. Each day will have a different theme (Day 1: Maritime Law , Day 2: Public Law extended to EU Law and more specifically to Compliance, ESG and a bit of Pharmaceutical Law) and will consist of 4-5 panels with 3 or 4 speakers each.The conversation in each panel will be led by a professional, either a young lawyer or a reporter. After the academic session, we will host a Sponsors Fair, where all of our sponsors will be able to have a stand with flyers, banners and anything necessary to promote their work. At the same time, we intend to organise our networking event in order to bring the university society, both students and professors, in contact with entrepreneurs and firms. Furthermore, as a national group we follow a specific policy: We leave the room for the Local Groups to experiment, to organise events and to take some initiatives. All of our Local Groups organise a Law School. More specifically, Athens and Thessaloniki organise a SELS, while Komotini a WELS. At this point it is valuable to mention that each of them does at least one conference, specified in different law fields. Last but not least, study and institutional visits are part of the goals of our Local Groups, even though they have not yet planned the details.
- Study & Institutional Visits
- Our National and Local Groups most frequently organise seminars, workshops, and institutional visits. We are also currently exploring the possibility of organising a SELS, or more specifically a Spring ICE, as this seems to be more financially feasible for us than organising a Law School, while also being easier in terms of organisation and human resources.
- Our National Group usually organizes National Conferences on various topics, which include panel discussions and workshops. This year, we also organized our second SELS, and we plan to continue organizing it in the coming years. Another goal is to keep the SnC community connected, so we share useful information with the Local Groups. The Local Groups usually organize institutional visits and study visits, as well as panel discussions and smaller conferences.

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1. What S&C projects are most frequently organised by your National and Local Groups? If there are any projects that are not regulated by the Decision Book, please describe their format. p.3

- Study visits, institution visits, seminars. This year we are planning to organize a conference.
- National Group: FinEst and BSX Local Groups: Study and Institutional visits
- ELSA Law Schools are among the most frequently organised and significant S&C projects within ELSA Türkiye. Each of our five Local Groups organises a Summer ELSA Law School, while ELSA Türkiye organises a Winter ELSA Law School. Our Local Groups also frequently organise conferences and webinars on various fields of law. At the national level, we aim to make webinars a more regular part of our S&C activities throughout this term. In addition, some of our Local Groups are currently working towards organising Study Visits.
- Mostly regular seminars, IVs, SVs, smaller conferences, legal workshops.
- The most frequently organised events by local S&Cs are trips that technically neither fall under SV or IV. They either visit cities in Sweden and visit and mingle with different law firms, or they have Strasbourg / Brussels trips where they visit institutions (IV) but also law firms.
- The most common formats are Institutional Visits, Law Schools, Seminars, and Panel Discussions, while online events, such as Webinars, are somewhat less common.
- The most frequently organised S&C projects organised by both the National and Local groups are seminars (lectures, panel discussions, webinars) and institutional visits.
- National: EFTA Study Visit and Nordic Webinar Series Local: Study Visits, Panel Discussions, Exam-focused review lectures: The review sessions are a tradition in several local groups, where the S&C contacts law firms and invites them to host exam-focused lectures or talks at their offices or at the university. There are often several such sessions each semester, covering different areas of law.
- Webinar academy, study visit, institutional visit, sels, wels
- The most frequently organised Seminars and Conferences projects within our National and Local Groups are ELSA Law Schools, specifically Winter ELSA Law Schools (WELS) and Summer ELSA Law Schools (SELS), alongside national academic seminars.
  Additionally, starting this term, we are launching a new initiative titled "Senior Sessions." This project operates in a structured two-stage format: the first stage consists of a theoretical seminar delivered by subject-matter experts, followed by a second stage involving an institutional visit to a partner organization, state body, or firm actively practicing in the seminar's specific field of law.

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1. What S&C projects are most frequently organised by your National and Local Groups? If there are any projects that are not regulated by the Decision Book, please describe their format. p.4

- At the moment, as ELSA Poland, we organize national conferences - each 14 local groups organize one national conference, and the national board organizes two. The conference organized by the national board will take place on 20-22 October, currently 100 participants have registered, and the conference focuses on international and national tax law.
- The most often organised are lectures and panel discussions. As we do not have locals, VP S&C are mostly engaged in local events with law firms, public institutions and private firms. Traditional events for every term are events for the opening of the academic year in Tartu and Tallinn in collaboration with law firms WALLESS and COBALT, WIDEN quiz night, Eversheds Sutherland cocktail evening and the highlight of autumn term is christmas gala ball “Jõulusalong”. We are also trying to uphold our traditional study visits: locally we organise study visits between two cities - Tallinn and Tartu, during Tartu-Tallinn study visit students from Tartu come to see Tallinn and visit some public and private institutions, and on the opposite side, during Tallinn-Tartu study visit students from Tallinn go to Tartu and have some institutional visits there. Internationally we are organising a study visit with ELSA Finland called FinEst.
- The most frequently organised S&C projects within ELSA Georgia and its Local Groups are ELSA Law Schools, conferences, panel discussions, public lectures, webinars and other academic events. We also encourage projects organised in cooperation between different Key Areas, especially events that combine academic discussions with awareness-raising activities.

2. In which S&C project do you currently require the biggest assistance from ELSA International? p.1

- SELS/WELS
- Benelux Conferences
- ELSA Day or Workshops
- Upcoming WELS Manchester
- ELSA Law Schools
- SELS - especially for the promotion of the event.
- ELSA Law School
- International Conference of ELSA
- Transfontaliers conference between French speaking country or between France and UK
- If I had to choose one, I would probably say ICEs, as there are Local Groups that have shown interest in organising them, and it is always helpful to have the VP S&C and the Director for ICEs available to provide guidance and support throughout the organisation process.
- I don't need any assistance from ELSA International at the moment. Everything is going very well in the S&C area.
- The Benelux Conference, which we are organising together with ELSA Luxembourg and ELSA the Netherlands. Since we chose not to organise an ICE this year in light of the reform, we are building the conference's marketing strategy from scratch, without the usual ICE framework to lean on. Any support in promoting the conference across the international network would make a real difference.
- I would most likely look for guidance in the institutional visit as it is a project that has failed in the past. - The ELSA Ireland S&C role is a little less traditional, in that, because we cannot host major flagship events due to financial barriers, my role is primarily as an event coordinator for the National Board. As a result, I will likely be looking for support on a more rolling basis throughout the year.
- We would currently appreciate the most assistance regarding ELSA Law Schools, particularly in terms of their international promotion, attracting international participants and further supporting Local Groups in developing high-quality and internationally oriented programmes.
- The S&C project in which I currently require the biggest assistance from ELSA International is probably organising a Summer ELSA Law School as it requires significant funding and organisational support, which are the main reasons why a ELS has not been organised in the Netherlands.
- EFTA Study Visit

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2. In which S&C project do you currently require the biggest assistance from ELSA International? p.2

- We require the most support in organizing our next SELS. There is always room for improvement, and the finance part is a bit challenging.
- ICE organised by Local Group
- We would particularly appreciate ELSA International's support regarding ELSA Law Schools. As ELSA Türkiye, we place great importance on maintaining and continuously improving the quality standards of our Law Schools, and we highly value guidance and cooperation with ELSA International in this regard. Additionally, as the National Coordinator for the Annual Human Rights Campaign (AHRC), the Vice President in charge of Seminars & Conferences is actively working on developing AHRC-related activities throughout the term. As we attach great importance to the campaign, we would also highly appreciate any support, guidance or opportunities for cooperation from ELSA International in this area.
- SELS/WELS
- Benelux Conferences
- Probably on organising ICE and ELS.
- Probably WELS, although the OC team is quite experienced, so I don't expect them to need too much support.
- I can't say for sure yet, as I'm still working on my plan and deciding which events I'll organize this year. However, if I need any help, I'll definitely reach out to ELSA International, especially Adamantia, for advice on organizing a particular event.
- The S&C project in which I currently require the biggest assistance from ELSA International is probably organising a Summer ELSA Law School as it requires significant funding and organisational support, which are the main reasons why a ELS has not been organised in the Netherlands.
- EFTA Study Visit
- Institutional Visit
- SELS/WELS
- Benelux Conferences
- Probably on organising ICE and ELS.
- Probably WELS, although the OC team is quite experienced, so I don't expect them to need too much support.
- I can't say for sure yet, as I'm still working on my plan and deciding which events I'll organize this year. However, if I need any help, I'll definitely reach out to ELSA International, especially Adamantia, for advice on organizing a particular event.
- Institutional Visit

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2. In which S&C project do you currently require the biggest assistance from ELSA International? p.3

- We require the greatest assistance from ELSA International in the implementation of ELSA Law Schools (WELS and SELS). Because these projects carry an international aspect, they require close cooperation, continuous alignment, and strategic guidance from the International Board throughout their marketing, promotion, and operational preparation stages.
- I think that at the moment we don’t have such projects, as this year no local group is organizing a law school, so we don’t have any project that requires special support.
- Currently there are no projects that need any sort of bigger assistance.
- We would particularly appreciate assistance regarding the International Conference of ELSA (ICE) and ELSA Delegations. As we are planning to organise an ICE during this term, guidance regarding the organisational process, academic programme, international promotion and sharing best practices from experienced National Groups would be especially valuable.
- ELSA Delegations

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3. How do you conduct the promotion of ELSA Delegations within your National Group? p.1

- It is something I would like to focus more on, as it is not yet very widespread in Denmark. At the moment, it is primarily promoted through Instagram.
- Promote it on our social media, send WhatsApp message in our group chat, encourage Local Groups to also promote within their universities
- Social Media Promotion, Internal Group Promotion, Workshops about the event at NOM and NCM's, planning to also do an info session for the second application period.
- We promote the project via social media.
- By informing the members by mail and all other accessible methods
- Through Instagram Stories and official ELSA Croatia WhatsApp Group.
- At the moment, we have adopted a strategy that goes beyond simply sharing the posts from the International Board. We also created a post explaining everything that need to be known about ELSA Delegations and collected testimonials from delegates in order to make the promotion more engaging and informative.
- ELSA Austria, as well as a few local groups in Austria, share posts about the ELSA Delegations on Instagram.
- Promotion is currently fairly limited: we mostly share the calls on social media. This year, we would like to go a step further by presenting the Delegations to the S&C officers during our National Council Meeting in November and giving them concrete ideas to promote them locally.
- With the marketing kit from the IB, workshops during our NCM and asking our local groups to do some promotion
- - ELSA Delegations are promoted via the official ELSA Ireland Instagram page, as well as through the local group pages. - Information and delegate testimonies are also available on the official ELSA Ireland website. - The promotion is further perpetuated in local groups via word of mouth.
- We promote ELSA Delegations mainly through our social media, with explanatory posts and through direct communication with our Local Groups. We also aim to raise awareness about Delegations by explaining their benefits, the application process and the opportunity they offer members to gain first-hand experience with international institutions and organisations.
- Repost on the social media sites of the local groups
- We share it online and talk about it at various events but since it's pretty pricey not a lot of students apply.
  We are also creating an information Database so people could see if someone already visited the location/institution they are curious about.
- We promote ELSA Delegations mainly through our social media channels and by sharing relevant opportunities directly with our Local Groups and members.
- Instagram promotion, sending messages on national network group, Go International

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3. How do you conduct the promotion of ELSA Delegations within your National Group? p.2

- We primarily promote ELSA Delegations through our social media channels. In addition, this term we are planning to organise a webinar specifically aimed at introducing ELSA Delegations and providing our members with more detailed information about the opportunities and application process. We also provide detailed guidance and support to members who contact us directly and express an interest in participating in ELSA Delegations.
- Currently we are only sharing the materials provided by ELSA International, but the plan is to also do some testimonials after NOM / ICM when we've had the opportunity to make some content.
- We translated the official Instagram posts and shared them on the Instagram accounts of all our Local Groups. We also plan to distribute physical leaflets. In addition, two Local Groups are planning a "How to Travel with ELSA" presentation, introducing ELSA Delegations alongside other international opportunities such as ELS and ICE. We will also most likely organise a training session on ELSA Delegations and the application process at our NCM.
- First, we share posts from ELSA International about ELSA Delegations. Secondly, we create interactive content together with the MKT area to encourage students to apply for ELSA Delegations. For example, last year we had an Instagram Reel featuring an interview, while this year, during the September application cycle, we published a post where one of the ELSA Delegations participants shared their experience. We are also planning to organize workshops on ELSA Delegations in the future.
- Within my National group, promotion of ELSA Delegations is conducted both at a National and a local level through social media posting and organisation of info sessions which aim at providing students with further information to foster applications.
- ELSA Delegations is currently promoted with posts distributed by ELSA international, and local groups promote Delegations with stands and conversations. If I were to offer one suggestion, it would be to make greater use of videos featuring people who have taken part in Delegations as part of the marketing of it. Furthermore, have Q&A's with these people.
- Via Marketing, email
- We promote ELSA Delegations primarily through targeted social media campaigns, including informational posts and interactive stories. To enhance member engagement and accessibility this year, we expanded our approach for the first time by fully translating official promotional materials into the local language and publishing written testimonials from former delegates detailing their personal experiences.

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3. How do you conduct the promotion of ELSA Delegations within your National Group? p.3

- The promotion of delegations is carried out through a special Facebook event, the promotion of calls, the publication of statistics, and active posting about international events.
- We publish the call on our social media and we share it through our mailing list, we often organise info desk
- We are currently only promoting the ELSA Delegations through social media.
- We promote ELSA Delegations through our social media channels and direct communication with Local Groups and their S&C Officers. One of our goals for this term is to make Delegations more visible within the Network by providing clearer information about available opportunities, application procedures and the benefits of participating. We also aim to encourage Local Officers to actively promote each Delegations call among their members rather than relying solely on National-level social media promotion.
- via Instagram and on NCM from members that went on Delegations

4. How do you support your Local Groups that organise ELSA Law Schools? (If you don’t have Local Groups or Local Groups that organise ELSA Law Schools, please write N/A) p.1

- I will try to keep the communication channels open and make sure to answer any questions that arise. I also want to encourage the local groups to exchange information, experiences, and tips with one another.
- Have a WhatsApp group chat, keep track of their deadlines, set internal deadlines if needed, have regular check in calls.
- Giving them knowledge and being available for them when they have any questions.
- Checking in with less experienced Heads of OC more frequently, responding to private messages even in late hours/right before deadlines, conducting meetings with Heads of OC every two-three weeks and going to ELS Check list made by Vice President in charge of Seminars and Conferences of ELSA Croatia.
- I provide full availability to support our Local Groups that are interested in or planning to organise Law Schools, answering any questions they may have and assisting them throughout the process. In my National Team, I also appointed a Director for Law Schools, so that Local Groups have someone, in addition to myself, who is available to provide guidance and support.
- We'll be having a National Officers Meeting next week, and I'll be sharing all the important information and advice about Law Schools with the S&Cler. I'm also available to answer any questions the local groups may have at any time. When I receive information about Law Schools from ELSA International, I send it to the local ELSA group that is organizing a Law School.
- This year, ELSA Brussels is organising a WELS on New Technologies and AI Law. As Deputy VP S&C, I stay in regular contact with the Head of the Organising Committee and help with practical questions as they come up, such as budget and hotel choices, drawing on my experience helping organise the two previous editions. The Organising Committee also works directly with its ELSA Law Schools coach, so our role is mainly to be available, share lessons learned from past editions and support them wherever they need it.

4. How do you support your Local Groups that organise ELSA Law Schools? (If you don't have Local Groups or Local Groups that organise ELSA Law Schools, please write N/A) p. 2

- We maintain direct and regular communication with the organising Local Groups throughout the preparation process. We provide guidance regarding the academic programme, organisational requirements, promotion and general compliance with the ELSA Law Schools standards. We also assist them whenever challenges arise and facilitate communication with the relevant international officers when necessary. Of course I would like to clarify that the National Board doesn't substitute the Coach, we just try to show our support in practice, when needed using even the slightest further experience we may have, as National Officers.
- we give them our own coaching system by an assistant that already organised a law school and support them in every step. For interested groups we host open calls.
- Acted as Head of Academic Programme in the 1st edition and will continue helping by briefing new academic programme team and in general being ready to answer questions the OC may have.
- I will try to keep the communication channels open and make sure to answer any questions that arise. I also want to encourage the local groups to exchange information, experiences, and tips with one another.
- We aim to provide continuous guidance to our Local Groups throughout the entire ELSA Law School process. This term, we are planning to establish regular meetings with our Local Vice Presidents in charge of S&C, particularly during the preparation periods of their Law Schools. Even though our Local Groups are already familiar with the relevant rules and procedures, we believe in the importance of regularly revisiting key requirements, deadlines and quality standards. We also aim to strengthen knowledge transfer by sharing previous experiences and best practices among our Local Groups. In addition, we remain available throughout the process to provide support whenever challenges arise and, when necessary, facilitate communication with ELSA International.
- One of the LG has organised their SELS for a few years now and are very stable, so they don't really need any support. More that I'm available if any questions arise, but otherwise they have their coach. We do have two other LG interested in organising and one actively planning on organising an SELS next summer. To support them, I've had a lot of meetings with their FM and S&C. Furthermore, we will have a joint WS during our NCM where S&C and FM can plan and fund either an ELS or an ICE, to get them started or inspired.

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4. How do you support your Local Groups that organise ELSA Law Schools? (If you don’t have Local Groups or Local Groups that organise ELSA Law Schools, please write N/A) p.3

- Recently, I conducted a smooth transition process with newly elected Local Group representative of S&C, sharing essential knowledge and operational frameworks for law school organization. Furthermore, we maintain an open-door channel for continuous advisory support whenever local officers need guidance or wish to brainstorm new initiatives.
- We normally organise different calls with the OC, and we ask for the financial plan and the programme before the EI deadline.
- We support Local Groups throughout the organisation process by providing guidance, regular communication and assistance with planning and problem-solving. We aim to support them with the academic programme, partnerships, logistics, promotion and compliance with ELSA standards. As VP S&C, I also maintain direct communication with Local S&C Officers and provide individual support where necessary. Strengthening cooperation between the National Group and Local Groups in the organisation of ELSA Law Schools is one of our priorities for this term
- LGs are independent in organising ELSs
- Both ELSA Prague and ELSA Brno have very experienced OC teams that work quite independently, even from their Local Boards. Therefore, I don’t expect to be too involved in the organisation itself, but I will make sure to remind them of any deadlines set by the IB and, of course, offer my support whenever needed. I also plan to attend both events, at least for a few days.
- Full support

5. What are the major obstacles that prevent your National/Local Groups from organising ELSA Law Schools? p.1

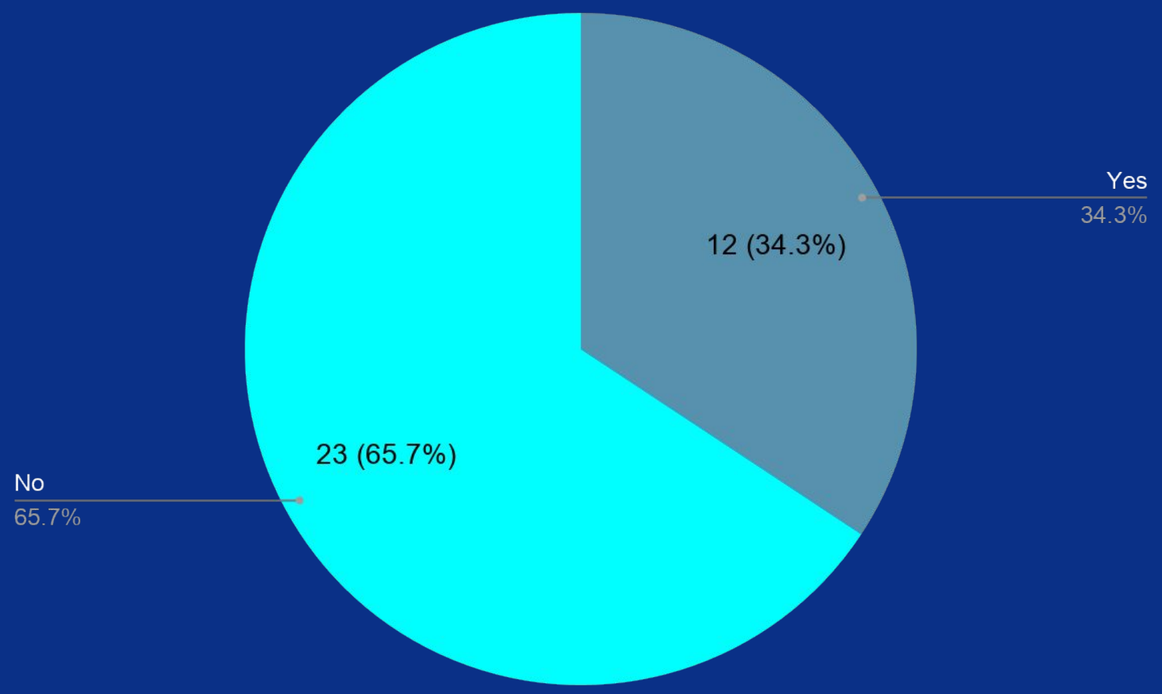
- Time and funding.
- Financial obligations
- We would love to, but the interested members are already working intensively on other projects.
- Choosing OC + applying to host during exam time.
- Visa requirements for UK and accommodation costs, but last year this hasn’t been a problem in organising our WELS Manchester.
- High costs and the fact that too many Local Groups organising the event would lower the number of participants for each one, taking into consideration that we already have 3
- Our National Group organises SELS, but the struggle for our Local Group is the lack of active ELSA members/officers.
- Finances, lack of experience
- Location and theme (ex. WELS Osijek on Human Rights and Protection of Marginalised Social Groups).
- I believe that one of the main obstacles is the current high cost of living in our country, which can make organising Law Schools more financially challenging.
- Some local groups choose not to organize a Law School because they can't find enough people for the organizing committee and also some dont have enough money up front
- Money remains the first and biggest obstacle. A Law School is expensive to organise, and the financial risk is significant: accommodation costs alone keep rising from one edition to the next, and a shortfall in participants or sponsors can quickly lead to a substantial loss. The second obstacle is the scale of the organisation it requires. A Local or National Group needs a stable board and an experienced S&C team, year after year, which is not always easy to guarantee given the annual turnover of officers.
- The cost and the regulation
- The primary, and quite substantial, obstacle we face, beyond even just ELS, are our financial barriers.
- We don’t have any obstacles, our Local Groups already organise ELSA
- HR problems and the amount of money
- The main obstacles have been financial and HR challenges, as well as a lack of knowledge and experience with organising ELSA Law Schools. This is why we are very excited to join the ELS Mentorship Programme, as we hope to gain the knowledge needed to organise an ELS in the future. At the same time, we are exploring the option of starting with an ICE, as our Local Groups have expressed interest in this format and it seems more financially and organisationally feasible for us at the moment.

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5. What are the major obstacles that prevent your National/Local Groups from organising ELSA Law Schools? p.2

- Human resources.
- It is expensive and requires quite a lot of people in the OC.
- Since all five of our Local Groups organise Summer ELSA Law Schools and ELSA Türkiye organises a Winter ELSA Law School, we do not currently face major obstacles that prevent us from organising ELSA Law Schools. However, one of the main challenges is financing, particularly due to the changing economic conditions in Türkiye. Maintaining high quality standards while managing increasing organisational costs can be challenging.
- Financial struggles. They don't have the means to have financial losses, and since it is very expensive in Sweden they worry that the fee won't cover the costs.
- Money and human resources.
- At the moment, we are unable to organize this type of event in person due to the security situation in Ukraine.
- I believe the major obstacles that prevent our National group from organising an ELSA Law School is the costs involved and finding a location.
- Economy, Human Resources, time and knowledge transfer
- The primary obstacle preventing our groups from organising ELSA Law Schools is financial constraint, specifically the difficulty of securing sponsorships. Additionally, local legislative and banking limitations require us to accept participant registration payments in cash upon arrival. This restriction is a major financial risk for the organizing committee in the event that international participants cancel their attendance at the last minute.
- Our National Group does organise it. I certainly believe our Local Groups don't have the capacity yet.
- In Poland, the biggest issue is the financial aspect, as each ELSA Law School causes a significant loss of the local groups' budgets. Another problem is the level of members' activity during the summer holidays, when most of them return to their hometowns and leave the cities where they study.
- I think the amount of people and time it requires.
- Two main obstacles are financial and human resources. There was once a law school organised in Estonia, but after that ELSA Estonia faced financial difficulties for quite a long period of time and we cannot prefer one area and give all the money to organising the law school, when other areas also need financial support. And also the fact that even though there are 2 VP S&C they have their hands full with local projects.
- The main obstacles are limited financial resources, difficulties in securing sponsors and partners, finding suitable academic partners and speakers, and the significant organisational workload required for an international project. Another challenge can be attracting enough international participants and ensuring effective international promotion of the Law School

6. Do you plan to organise an International Conference of ELSA in the next three terms?



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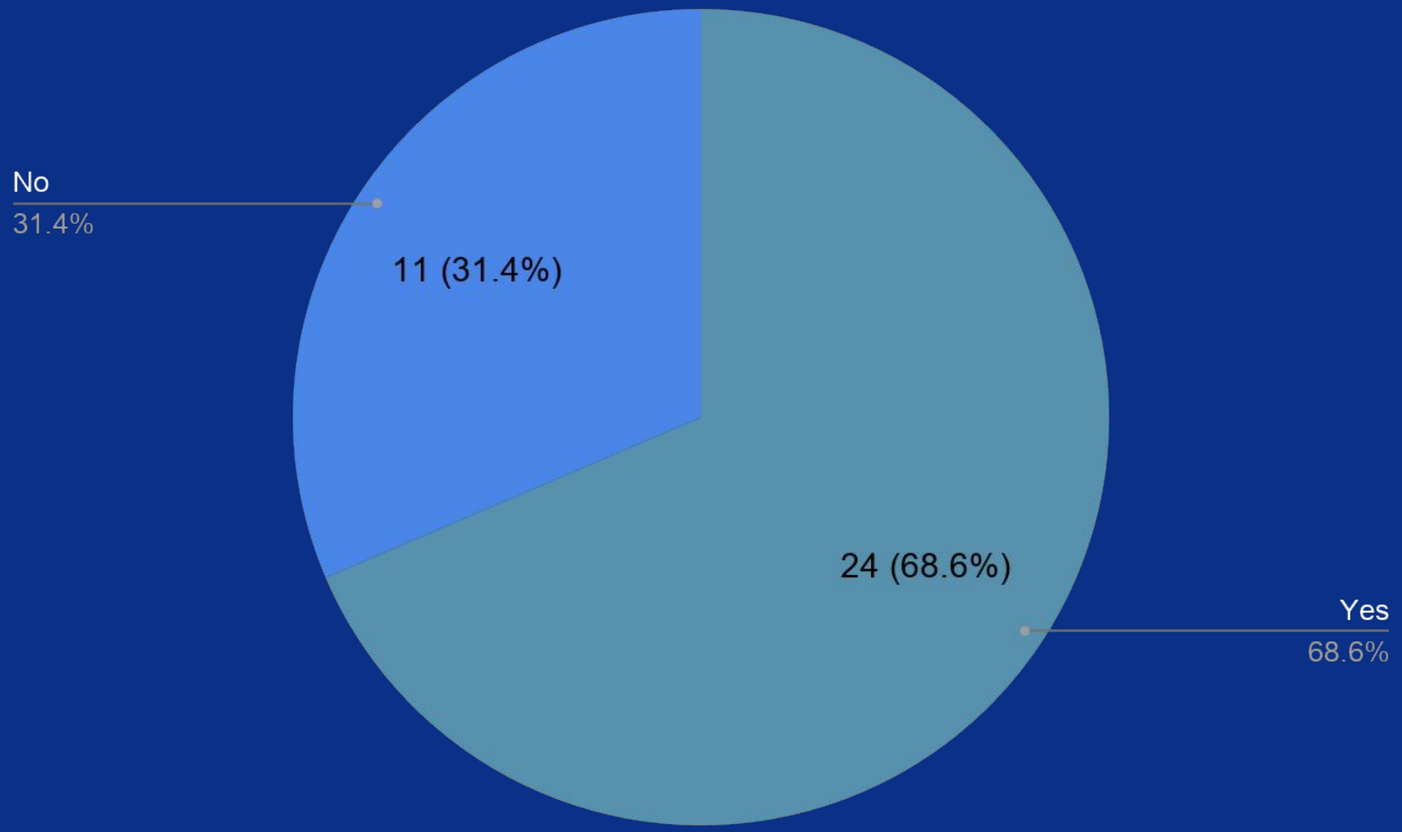
7. What are the major obstacles that prevent your National/Local Groups from organising an International Conference of ELSA? p.1

- Time and funding.
- Financial difficulties
- We would love to, but the interested members are already working intensively on other projects.
- Potential visa requirements.
- Local Groups would rather make a SELS and a National Conference, mostly do to logistic reasons, but also for national interaction
- When the first ICE in Sofia was organised we found out that a lot of our Bulgarian students want to participate in such an event as a Conference of ELSA and not so many international students wanted to come. So, obstacles - quite a lot of work haha; a lot of regulations; not so much interest.
- Finances, lack of experience
- It never being done before in ELSA Croatia, not enough knowledge.
- Finding money
- I would probably say that one of the main obstacles has been the lack of ICEs being organised within our network in previous terms. However, I believe this is something that is likely to change positively in the future, especially as there is now growing interest from our Local Groups.
- Not enough ressources
- The ICE reform is the main reason we decided not to plan one for now. In the meantime, the Benelux Conference gives us a realistic regional alternative, shared with two partner National Groups.
- our primary barrier preventing us from organising an International Conference is financial.
- To be honest, the reason why we haven't organised an ICE yet, is that it has never been prioritised before neither from the National Board nor from the Local Groups as part of the OYOP. In the Local Level the reason is that all of our Groups organise an ELS. Additionally, in the National Group it has never been taken as an initiative, because these past years ELSA Greece tends to host other International Projects, such as IIMs or the Helga Pedersen Moot Coort Competition Regional Round.
- Lack of visibility, other projects that are in the focus
- The main obstacle is a lack of knowledge and experience with organising an International Conference of ELSA. We would really appreciate more guidance and practical support from ELSA International in this area, as we see great potential and interest within our National Group to organise an ICE in the future.

7. What are the major obstacles that prevent your National/Local Groups from organising an International Conference of ELSA? p.2

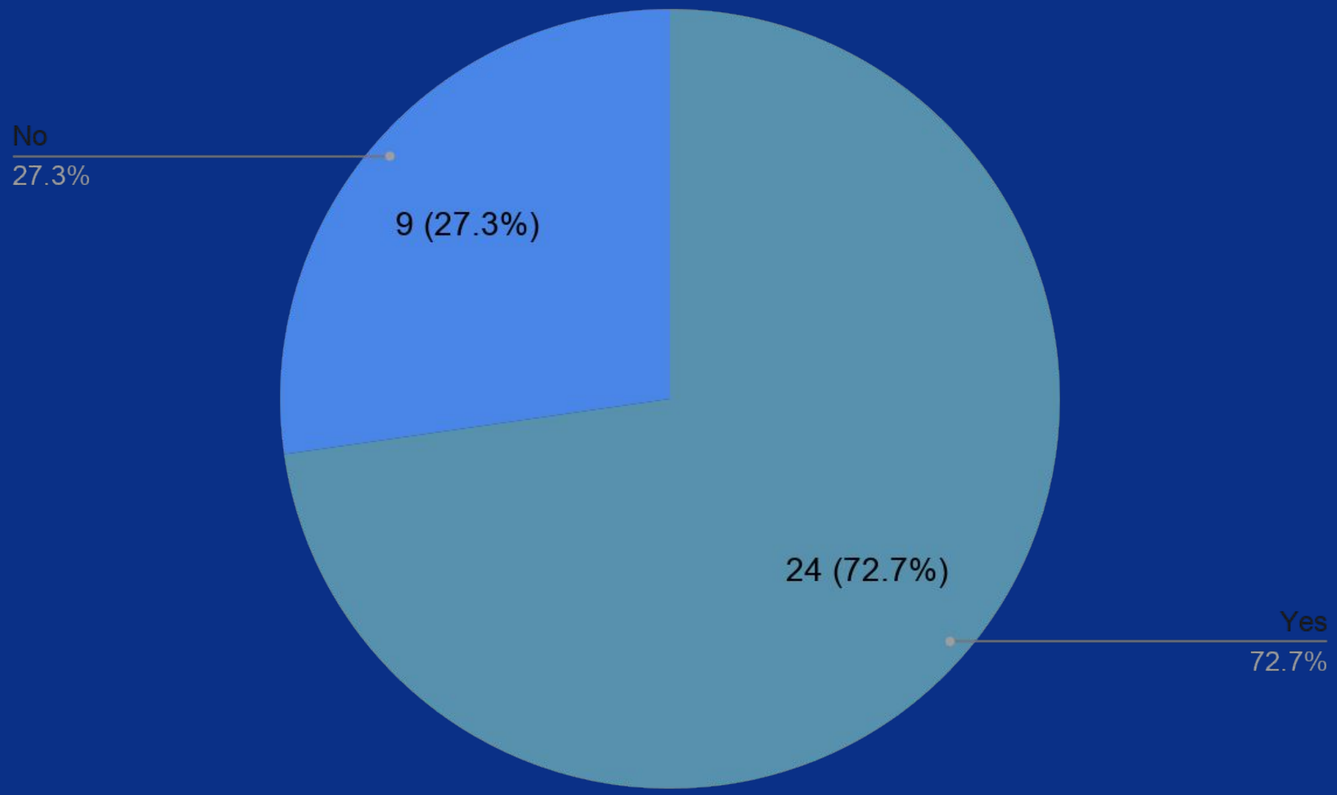
- Human resources and finance
- Probably not very aware of the possibility.
- One of the factors may be the level of familiarity with the ICE format among Local Groups. Increasing awareness of the format and providing more information and guidance on how to organise an ICE could encourage more Local Groups to consider organising one in the future.
- Honestly just lack of knowledge. I'd never heard of it before I became a national officer and now we are planning on organising one.
- Money and human resources.
- At the moment, we are unable to organize this type of event in person due to the security situation in Ukraine.
- I am planning on organising at least 5, including webinars and info sessions for flagship projects.
- Same as for Law Schools: Economy, Human Resources, time and knowledge transfer
- The main obstacle is not a lack of interest, but rather a strategic decision to channel our organizational capacity into established initiatives. Our primary focus is centered on optimizing and executing our existing flagship international projects with the highest possible level of quality, rather than overextending our human and operational resources on additional large-scale international formats.
- Probably the same that was mentioned for law schools. At the moment we just do not have enough resources. But increasing those resources should be a longer plan to avoid any sort of short term unstable solutions. So we are not ruling International conferences of ELSA out but first we need to work on increasing our human and financial resources.
- The main challenges are funding and sponsorship, securing an appropriate academic partner, finding qualified speakers, and managing the logistics of a multi-day international event. Since we are currently developing an ICE, additional guidance regarding the practical organisation of the project, international promotion and best practices from previous ICE editions would be particularly helpful

8. Do you plan to organise a Study Visit this term?



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9. Are you planning to organise an ELSA Webinar or any other Online S&C event?



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10. If yes, how many?

- We are planning to organize two ELSA Webinars per term. These online events will be executed in close international collaboration with ELSA Hungary.
- 2?
- One
- Most likely one, but we have not made a final decision yet, as our calendar is already quite busy.
- I think we are aiming for three Webinars.
- 2-4 in NWS and possibly joint with another ELSA National Group.
- We are currently planning at least 2 online S&C events/webinars, including opportunities for cooperation with other ELSA National Groups. The exact number may increase during the term depending on available partnerships and topics.
- I really would love to organize one Webinar before my term ends.
- 1 Webinar - LinkedIn and LockedIn held in November.
- 1
- One with the Nordics, Nordic Webinar Series One (potential, both webinars and physical participation) with UNSA Norway
- Possibly two.
- We are going to do the Nordic Webinar Series hopefully this term, and it usually consists of 3-4 webinars.
- 2
- 5
- 6
- For now, we are planning to organize one or two online events. Depending on how successful they are, we may organize a few more in the future.
- 1 in collaboration with other ELSA National Groups.
- 7x N/A

11. What are your goals for the future of the Seminars and Conferences area in your National Group? p.1

- I hope we can organise more Study Visits and ICEs in the future, as this is something we have not really focused on in the past. I would also like to see more opportunities for international exchanges and collaboration at the national level.
- Specific board member in charge of S&C
- Our goal is to provide to our members conferences on actuality hot legal topics.
- Bringing back the Summer ELSA Law School in Malta.
- Increase collaboration between Local Groups, introduce some projects that haven't been done in ELSA UK in a while, encourage more participation in the projects, increase ELSA knowledge of members.
- Better quality events
- My goals are: Continue the tradition of organising of our SELS. Build up the project I started last year -> National conference. With this project we are letting people throughout the whole country know about ELSA and hopefully another Local Group pops up. Organise lectures that really engage people's interest as we did last year by keeping the number of lectures organised pretty low but focusing on the theme and the lecturer. Improve the S&C team by updating and organising the Google drive.
- We intend to develope this area, especially WELS and SELS
- Having more active Seminars and Conferences event on the national level and supporting local officers in organisation of more events.
- Transfontaliers conference between French speaking country or between France and UK
- My goal is for S&C to continue receiving the recognition and visibility it has achieved throughout previous terms, while further strengthening its presence and impact.
- I would like the S&C area to remain as popular as it is within ELSA. Through S&C, I want to give students the opportunity to get to know some important institutions, such as the Constitutional Court, Parliament, the Federal Chancellery, and so on. Through trips abroad, I also want to give students the chance to network with law students from other countries and form friendships.
- Building a strong network and helping the students to connect with professional
- This year, our main goal is to successfully organise the planned conference. In the longer term, we hope to ensure stronger continuity in the S&C area by avoiding human resource shortages and maintaining a stable team responsible for its projects.

11. What are your goals for the future of the Seminars and Conferences area in your National Group? p.2

- -As of now, the S&C department is focused on expanding and improving our existing events and opportunities on a National level, and working on recovering from our previous barriers. We are attempting to bring back various initiatives that we were unable to accomplish previously, such as the institutional visit, as well as a previously attempted conference, which this year will take the form of a Women in Law panel for an overarching Women's Month initiative that I will be spearheading. - Our number 1 focus as a National Board is on our NCMs as we are returning to 3-day NCMs. From the S&C side, I will be in charge of the social programmes, namely the galas, which are unprecedented in our jurisdiction. - We are also adopting avenues to make International ELSA events more accessible as we are unable to host any ourselves. This is being achieved through the SELS bursary, which this year we have expanded by offering an additional WELS bursary.
- Our goal is to make S&C more active and accessible to our members, while developing innovative projects, strengthening international participation and creating more opportunities for members to engage with the ELSA Network across Europe.
- Establish more law schools by organising an ICE first.
- Our main goal is to revive and further develop the S&C area within our National Group. We would like to organise an ELS and/or a Spring ICE, increase the number of institutional visits, and start organising Study Visits with other National Groups. We see great potential for developing this area, especially due to our geographical location and proximity to many other ELSA National Groups.
- It would be great to reach more people because it's hard to stay motivated if there are not a lot of people coming to certain events. My goal is to organize workshops on different topics and I also want to collaborate with other student organizations. Moreover I would really love to improve our next SELS even more and pass the knowledge on to the next generation of organizers.
- Get Local Groups more familiar with international events and possibilities so they might organise more events themselves, participate abroad and encourage their members to participate as well.
- Our first goal is collaboration. Joint projects between Local Groups, and with other National Groups as the Benelux Conference shows, are a great way for officers to get to know each other and bring students from different universities together, and they often spark the best ideas. Our second goal is continuity. We want to build on the handbook work started last year so that every incoming S&C officer has a clear, practical document explaining how the area works, even if their own transition was not ideal. Alongside this, we want to stay close to our Local Groups throughout the year through regular open calls and individual follow-up, so that officers feel supported from the start rather than learning their role on the job.

11. What are your goals for the future of the Seminars and Conferences area in your National Group? p.3

- Organising an ICE together with ELSA Denmark and broadening the Nordic collaboration!!
- Mostly to maintain the quality of our existing projects and to support our Local Groups in organising both national and international projects. I would also like to keep promoting ICE within our network and encourage Local Groups to consider organising it again in the future.
- First of all, I want to focus on translating documents and handbooks, as well as improving Local Officers' understanding of the area and its different components. Next, I want to promote and encourage the organization of event formats that are currently not very common, both across the Network and in Local Groups individually. I also want to encourage Officers to use IFP and AHRC topics for their events. Of course, this also involves building strong internal communication with Local Officers through regular calls and Google Forms to assess the current state of the area and understand what support they need. Another important aspect will be actively sharing information about international opportunities with both Officers and members or students, such as ELSA Delegations, SELS/WELS, and organizing workshops or trainings about them. This will be particularly important for Local Officers, as they will be able to pass this knowledge on to their successors, who, if circumstances in Ukraine allow, will be able to organize international activities in the future. In this regard, preserving ELSA's institutional memory will also be essential.
- My goals for the future of the Seminars & Conferences area in my National Group are to keep our main conferences alive, foster collaborations with national/local groups, lay the foundations for organising an ELSA Law School should it not be possible to organise one during this term, and ensure clear and transparent communication with local officers, providing them with the necessary information and tools to thrive.
- More cooperation between ELSA and other organizations, as for example UNSA and YATA, as well as ELSA's own National groups.
- My main goal for the future of S&C is to build an independent, well-organized area at both the national and local levels. I want to make sure we pass down knowledge smoothly so each new team can build on past experience without starting from scratch. We plan to expand projects like "Senior Sessions" to help students connect legal theory with actual practice, and secure stable sponsorships to solve the financial challenges of running law schools. Finally, I want to build more international partnerships, like our collaboration with ELSA Hungary, to give our members better global opportunities.

11. What are your goals for the future of the Seminars and Conferences area in your National Group? p.4

- Mostly to continue organising conferences of high quality and provide more information about seminars as well as the international aspects of our association.I would like to pay more attention to ELSA Webinars Academy as well as promoting Study Visits and Institutional Visits.
- to strengthen the knowledge and the skills, given a lot of the S&Cers are freshers
- Main goals are to maintain our traditional international events and try to organize new ones. The second main goal is to try to reach a wider audience because that would also give us potential to grow our team and in the future potentially organize bigger events.
- Main goal is to further strengthen the S&C area within ELSA Türkiye by focusing on both the quality and diversity of our projects. We aim to maintain high quality standards for our ELSA Law Schools, establish stronger and more regular communication with our Local Groups, and encourage knowledge sharing within the network. We also aim to make webinars a more regular part of our activities, further develop our work within the AHRC framework, and create more opportunities for international cooperation through projects such as Study Visits and joint academic events with other National Groups.