

ONE YEAR OPERATIONAL PLAN

INTERNATIONAL BOARD
2018/2019



elsa

The European Law Students' Association

FOREWORD

Dear Network,

Below you will find our One Year Operational Plan, which shall not only be our guideline, but more importantly our motivation for the year to come. This OYOP has been written based on certain principles; principles which not only unite us as a Board, but drive us to work for the Network.


This common motivation and love for the Network will undoubtedly stay with us throughout the year, a much needed source of inspiration through the long nights and coffee-fuelled work marathons. Below are our ideas, hopes, and dreams for the following year.

You will notice that this OYOP is not divided by area. Our values, and our goals are not area specific, but are close to heart and mind for the whole team. Below are the main principles and focuses upon which our OYOP is based: innovation, unity, sustainability, professionalism, and reputability. Five words that are not just words for us, but rather an ideology. The focuses are the main issues we have identified within the Network, and how we have agreed to approach them as a team.

With this in mind, we do realise that our aspirations are ambitious, and though we hope to achieve them all, we also realise that logistical problems may arise. In such cases, we will not be deterred. We will set the foundations for the future years to build on. The reason behind this is that the future is our main objective. We aim to improve the future of the Association, not only its present.

We can not achieve this alone, as we are merely eight people living in Brussels. But as a Network, with more than 54,000 members in it, we are stronger. Together we can achieve more, and we must work together for this OYOP to become a reality. We therefore humbly hope that you place your trust in us, and work with us throughout the year, in order to achieve these goals.

Yours,

The image displays eight handwritten signatures arranged in two rows of four. The signatures are in black ink and vary in style, some being more cursive and others more stylized. They are positioned above the names of the board members listed in the caption below.

Filipe, Akvile, Loup, Matteo, Eva, George, Ezgi, Barlascan

ELSA International 2018/2019

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PRINCIPLES

Innovation

There are many ways to understand what innovation is. When it comes to ELSA, we as the International Board believe that it is time to introduce new approaches and solutions. Our projects are growing, but the potential we have is not fully used.

ELSA can be innovative, not only by changing what it already does, but also creating new things and being technologically adequate. With a Network full of creative and young people, we can break the status quo by taking the old and the new, placing them next to each other and finding the best way to move forward.

When taking decisions about the future of the Association we need to be more efficient and more importantly, contemporary. By combining our energy with new and creative approaches and solutions, and the technology around us, we can be innovative and develop our Association and its projects.

Unity

ELSA defines itself by its internationality and diversity; offering members opportunities of various natures all over the European continent, contributing to the legal education of over 54,000 students. What is it then, that makes us ELSA groups, and not just any other association? Is it merely the name ELSA, is it participating in certain (flagship) projects, or is it the use of cohesive marketing materials? We wish to focus on creating this feeling of unity within the Network: creating the awareness of it internally, and the branding of it externally.

The principle of unity is two-fold: we speak of unity within the International Board, as well as unity of the Network in general, between the Local, National and International Officers.

As International Board members, we aim to be united by our common goals and projects. We aspire to combine all the experiences we have had as ELSA Officers to work together as one team, to transcend individualism and create an undivided whole, larger than merely the sum of our parts.

Within the Network, we will commit to bridge schisms within the ELSA structure, investing in transparency and communication as more than just a means to an end. We will issue tools, documents and other unified materials with the aspiration of them being used throughout the Network, so that we, as the active Officers of ELSA 2018/19, run our Association with the highest degree of cooperation and unity, as it deserves nothing less.

Sustainability

Sustainability may be defined in many ways, but for us, it is primarily the idea of taking a transparent and systematic approach towards risk and uncertainty, in order to ensure that the stability we enjoy today is also enjoyed in the future. This can only be achieved with careful planning and consistency.

Bringing our Network forward is important, but maintaining the Association and its successes is crucial. We as the International Board, have decided to work not only for our term but also for those to come, in order to build the foundation for a bright future. We are fortunate to stand at the crossroad between generations and are lucky enough to have the duty and opportunity to write both the next Strategic Goals and the Financial Strategy.

While drafting the next Strategies and directions for the Network, we will also be working on ensuring our current status as a thriving Association, attempting to constantly improve while aiming for the stars.

None of this can be achieved without clear communication and transparency with our Network. This is why the creation and implementation of a Public Relation strategy is also essential and will therefore be a priority to us. That is why our Principles and Focuses speak to many common concerns of the Network, at all levels of development.

Professionality

During internal and external operations, especially for new members and externals, we are deemed as an unprofessional entity. Therefore, we need to invest into our professionalism and reliability as a renowned Association. We aim to make our Association more visible and credible both for the ELSA Network and externals, not only in the legal world, but also in general amongst other associations and NGOs.

To achieve these aforementioned aims, we should ensure to provide as many opportunities to the ELSA Network as possible by organizing as many projects as we can and simultaneously maintaining a quality in these projects as well as our professional image. While organizing these projects, we should not forget to seek professional help from professional organizations and use more professional tools as we do not have expertise in many areas that we ordinarily perform in during our daily operations.

As the International Board, we will operate with a sense of purpose, responsibility and accountability, as well as transparency in our operations. We shall endeavour to encourage devotion and skillfulness throughout the Network. Therefore, during this year we will encourage the Network to act in accordance with these values and traits. In such a way, we believe that we will increase the quality of our Officers' work and make our Association deemed to be more professional.

Reputability

Reputability is the perception that externals have of our Association. Currently, ELSA does not have enough credibility in the legal sector, as unfortunately, our Association is not sufficiently connected to the legal world, its actors and their needs.

Diversity within our new partnerships must be encouraged. Nevertheless, we must redefine what we expect from general partnerships. Broadly speaking, a general partnership recognises the complementary nature of the missions and objectives of the both parties. Associating ELSA with international legal entities, and having legal partners in our General Structure, as well as our projects - it is not only logical, but it will also give us more weight and credibility in negotiations with potential and existing partners.

It is therefore evident that our reputability does not only come from the partners who associate their names with us, but also through the work that we do, both internally and externally. Not only do we need to ensure that our projects have a stable reputation, but it will be a priority for this International Board to find our place within civil society and the ways in which we can contribute to it, which in turn will help us stay relevant in the legal sphere.

To sum up; we must listen actively our market, carefully consider our needs and the needs of our partners, and respond accordingly.

FOCUSES

ELSA International Structure

i. ELSA International Board

Why?

The current structure of the International Board has proven to not be as efficient as one would hope. The disparity between the nature of the duties and obligations of key areas and supporting areas has been proven to be an issue throughout the years. We must therefore focus on ensuring that we implement a structure which helps the International Board be more efficient in its work.

In decision making situations, we must reassess the way in which such processes are done. Not only is the International Board as a decision making body not as efficient as it could be, but further, it is confusing to externals due to the double nature of the positions within the Board. The latter arises as the Board members are expected to act as part of the executive body of the Association, and at the same time, manage their specific areas or projects.

How?

In order to find the best way forward for our Association, we must first look at the composition of the executive bodies of similar organisations. During this process, we shall take into consideration the advantages and disadvantages of every possibility, and from this research, take steps towards the best way forward.

ii. ELSA International Team

Why?

The relationship between the International Board and the International Team could be further clarified. The duties and obligations of particular positions have not been communicated well in the past. Due to this lack of clarity, the quantity of applications for the International Team has decreased throughout the years.

How?

We shall consider the possibility of further formalising the function of the International Team. We shall also strive to increase the communication between the International Board and the International Team, as well as further clarifying the duties and obligations of the roles found within the Team, while unifying them between the different areas. In addition, we must ensure that the International Team has the motivation necessary to perform adequately throughout the term.

iii. International Board Selection Process

Why?

Due to a lack of communication over the years, those running for the International Board tend to be misinformed about the expectations of being part of the International Board. Further, they may realise that once elected, certain promises and ideas may not be able to come to fruition as a result of circumstances they were not aware of. The selection process of the International Board is not sufficiently regulated. This leads to certain expectations found within the Network regarding the qualifications of a successful candidate and the things which one must do to be elected into the Board may not always be optimal.

How?

We will look into the possibility of regulating the selection process. We shall endeavour to supply more information; not only about what is expected of a candidate during the election, but more importantly, of the duties and obligations once elected.

Internal Meetings

i. Host

Why?

Over the last few years the International Board has faced problems with finding hosts for the Internal Meetings of the Network (ICM, IPM, SAM, KAM). We believe that one of the reasons for this is that we lack clear instructions and minimum requirements in our Host Agreements. Internal Meeting participants are often unsatisfied, which is discouraging the future Hosts from taking responsibility for organising such events.

How?

We shall introduce the concept of regulating and introducing minimum standards for organising the Internal Meetings, so that we will have clear instructions and expectations for both parties.

ii. Electronic Voting

Why?

Over the years, we have lost significant amounts of time as a result of our complex voting procedures, as well as an increased number of proposals during International Council Meetings. We believe that this time can alternatively be spent on discussing important matters more comprehensively. This will be ensured by making the voting procedure more efficient, innovative, and environmentally friendly.

How?

We shall look into the possibilities of more technological approaches by introducing an electronic voting system and regulating our voting procedures accordingly.

The Image of our Association

i. General Partners and their Expectations

Why?

As a result of several complications throughout the past years, we have not given the attention and importance required to our partners, resulting in a dwindling number of externals investing in the Association.

Due to this situation, the number of our partners which are active in the legal world has decreased. Therefore, we must look towards increasing cooperation with direct or indirect actors in the world of Law.

How?

It is important to link our Association to legal actors who will help us boost our reputation. We shall then reevaluate and readjust our offers in order to adapt it to the needs of our partners and our own, keeping in mind what ELSA's possibilities and limitations.

ii. Cooperation with Alumni and our Alumni Association, ELS

Why?

Alumni are an opportunity for ELSA to gain credibility and have an insight on the professional world. Unfortunately, throughout the years, an increasing distance has separated us from the older generations that played an important role in the formation of our members. Most often, internships or other opportunities that we share, are given by our Alumni, and our Alumni association, ELS.

How?

We shall focus on advertising the link between us and our alumni, further looking into the possible collaborations with our Alumni and our alumni association, ELS.

iii. International Conferences

Why?

International Conferences have great potential in their core but due to a lack of regulations, quality standard requirements and promotion, the project cannot develop more than its current state. Participants are not sure what to expect, and organisers are having a difficult time organising an international project without the help and guidance of the International Board. International Conferences could prove as a unique opportunity to attract even more partners to our Association.

How?

We will prioritise the search for possibilities together with the Working Group that was established in the previous term. We will lay the foundation for unifying the project and possibly making it one of our flagship projects by helping the organisers and participants with clear instructions.

Financial Sustainability

i. Financial Strategy

Why?

The current problems faced by the International Board express the need of a strong Financial Strategy. In comparison to previous years, our financial situation, especially with regards to reserves, is not as favourable as one might hope for it to be. Therefore it is of the utmost importance to recreate an adequate reserve as soon as possible. Those entrusted with the Financial Management of the International Board should be bound by certain specific limitations, empowering them with sufficient flexibility while ensuring that they act with care and diligence. The fact that the finances of the Association do not reset every term, but are rather a continuous flow requiring constant maintenance, should always be kept in mind.

How?

In order to achieve this, we aim to rebuild the implementation procedure of the Financial Strategy during the first half of our year, so that we are able to adopt a clear and precise document.

ii. Fundraising

Why?

Within our current structure, most of our income is dependent on partners. Though this income is of great use to ELSA, we can not solely rely on one source of income. Therefore, the sources of our income must not only be increased, but also diversified, in order to ensure financial sustainability for future generations.

How?

We need to assess and develop new ways of fundraising; not only looking into possibilities we have used in the past, but also implementing new ideas, whilst involving all areas in the process.

iii. Grants Strategy

Why?

The International Board has become more and more reliant on grants over the past few years, especially with the lack of stability of partner income. Despite being a relatively reliable source of income, some grants are multiannual and might also depend on the applications of the previous years, which in turn leads to complications in present applications. This stipulates a need for a strategy regarding grants, lasting longer than one academic year.

How?

It is crucial to index all the grants received by the International Board, both for projects and for the general structure, in order to have an overview of the different possibilities available to the Association. We must also look into organising the grant application procedures in general.

iv. Investment in Information Technology

Why?

We live in a world that is constantly changing and developing. This is particularly true when managing a Network such as ours, in which it is crucial for the International Board to be up-to-date with the newest software, interfaces, systems, and communication tools.

How?

Though we currently find ourselves in a complex financial situation, our progress should not be deterred. We must ensure that we are paying the optimal amount for each investment, and additionally assess the relevance and importance of such investments.

v. Investment in ELSA Law Schools

Why?

Since the Unification of ELSA Law Schools, the project has been growing rapidly. In the past, we were focused on the organisation of the project, which led to the overlooking of technicalities and systems that are crucial to the projects and its branding. Though the project has more than fulfilled its previous objectives, it is now time to set even higher standards in order to ensure the professionalism of ELSA Law Schools. This is of utmost importance; the project is no longer just for our members, but is also making waves on international platforms.

How?

The Administrative Fee shall be used to ensure the broadening of our reach, as well as our pool of potential participants and collaborators. We will also strive to make our systems more user-friendly, GDPR compliant and more professional. Therefore, administrative fee will be reinvested to support the Network.

vi. ELSA Development Foundation

Why?

The ELSA Development Foundation is a project that has been stagnant for years, with repetitive issues presenting themselves continuously. The International Board has been facing

issues such as a lack of applications, substandard reporting, and lack of innovation, preventing the project from contributing to the Network optimally.

How?

We shall endeavour to increase the promotion of the ELSA Development Foundation towards all Officers by giving workshops and creating awareness of the different fundraising possibilities that the Foundation offers. A particular focus should also be put on the reporting aspect of the grant application. Finally, it is essential that we look into the legal possibilities that the Foundation offers, that go beyond what ELSA can do as an Association.

Legality

i. General Data Protection Regulation

Why?

ELSA Officers control and process a considerable amount of personal data from within the ELSA Network, as well as outside of it. The General Data Protection Regulation (GDPR) that recently came into force affects every data controller and processor that controls and processes personal data in European Union (EU) or personal data of an EU citizen. Considering the fact that most of the ELSA member countries are either part of the EU or controlling or processing data of an EU citizen, it is essential to implement these regulations into the Network. There will be considerable legal repercussions to face in case of any breach of these regulations, which in turn, would affect the entire ELSA Network.

How?

The International Board shall aim to ensure compliance by making all of our processes, websites and other online systems are compliant with the GDPR by consulting both legal and IT professionals. When controlling and processing personal data, the ELSA Network must in any situation ask the permission of the data subject.

ii. STEP Contracts

Why?

The Traineeship Agreements that have been introduced to the Network have not yet been used as there is a considerable amount of bureaucracy needed in order to make them legally enforceable. This results in a relationship between trainees and Traineeship Providers that is not laid down in any legal document. We also lack digitalisation in the current way of making trainees and Traineeship Providers sign the Agreements, as it is not in compliance with the current STEP IT System.

How?

The International Board wishes to implement online agreements, which require extensive research with regards to enforceability. Closer cooperation with and consultation of our IT Partner will allow for more improvements in the IT System in general.

iii. ELSA International Team Contracts

Why?

The responsibilities and obligations of the International Team members are not regulated. More specifically, in any breach caused by personal negligence, there is no mechanism to indemnify the International Board from any kind of liability. It is a fact that the International Board is considerably dependent on the International Team, creating a need for more sustainability. Taking

into considerations the essentiality of certain positions, it may sometimes be required that International Team members maintain their position for a longer time period than one year.

How?

We will look into the possibility of formalising the relationship between the International Team and the International Board by consulting the Network and professionals as to what kind of provisions ought be included in such a formalisation.

iv. Intellectual Property Issues Regarding Marketing Materials

Why?

The problems faced in Marketing regarding Intellectual Property are two-fold. The first relate to trademarks, and the second to copyright. In order to ensure the safeguarding of the name of our projects, we must ensure the ownership of appropriate trademark rights over them. We must further ensure that our marketing materials will not pose issues with regards to copyright.

How?

We shall look into the possibility of owning trademarks for the names of our projects in order to ensure that their reputation is safeguarded. We shall also look into obtaining assurance that the work of the Graphic Design Team is ELSA's Intellectual Property. Further, we shall aim to ensure that any materials used by ELSA will not pose any issues in the present or the future with regards to copyright claims.

Communication

i. Vertical communication

Why?

Vertical communication is a problem that is bound to arise within a Network of ELSA's size. The International Board may encounter problems whilst attempting to communicate with Local or National Groups, and vice versa, Local or National Groups may also encounter problems in communicating with the International Board.

How?

We shall look into the possibility of implementing more cohesive methods of communication throughout the Network. Furthermore, we shall endeavour to be reachable constantly, and ascertain the support necessary for Officers throughout the Network.

ii. Compliance

Why?

When an ELSA Group becomes a Member of the Network and starts undertaking projects, according to our internal regulations, they are obliged to comply and take responsibility of giving feedback to the International Board and International Team. Nevertheless, in practice, this is not always the case. The International Board and International Team are lacking feedback from the Network, which negatively impacts the development of the Network and the quality of its projects. This being said, it also poses a threat to the image of the Association and in turn the representation to externals.

How?

We will research the possibilities of regulating the legal consequences of non-compliance with the regulations in a more concrete sense.

iii. Consistency of Reporting

Why?

The International Board is dependent on input from the Network, such as reports, surveys, polls, inquiries, and forms. Officers only sporadically share the information that is vital for the work of the International Board. Therefore, we must create a culture in ELSA in which it is customary to communicate not only from top to bottom but also vice versa.

How?

The International Board aims to create more clarity on why certain information is needed and when, to inspire officers to take pride in their work and supply us with the relevant content. Streamlining the information flow is also needed for the sake of GDPR compliance and efficiency.

iv. Unification

Why?

The communication methods of the Officers in the ELSA Network differs from ELSA Group to ELSA Group. However, as we are all taking part in a Network that requires constant internal communication, there is a strong need to unify our methods of communication.

How?

We aspire to regulate communication methods and wish to encourage the Network to use the communication methods used by the International Board. By creating manuals, having trainings during the internal meetings, and emphasising the importance of using unified tools, we can ease the implementation process and perhaps take the first steps towards a unified communication system.

Knowledge management

i. Knowledge transfer

Why?

ELSA continues to be a successful Association that has achieved its current status as a result of the hard work and dedication of our predecessors. It is however undeniable that recently, we have started to lose our connection with the past; forgetting the reasoning behind our values, regulations and most importantly, ELSA's Philosophy Statement. It is needless to say that we can not look into the future without knowing our past. Transition and knowledge transfer is a crucial part of our activities, sustainability and development as an association.

How?

The International Board is responsible for ensuring that our Network is up-to-date. Thus, we will focus on creating more comprehensive documents for our Groups and their upcoming members as well as emphasizing the importance of communication between predecessors and successors.

ii. Database creation and management

Why?

Knowledge transfer plays a fundamental role in the continuity of our Network. However, without creating or maintaining a proper database of our respective years, vital information is likely to be lost. Therefore, all Officers need to be aware of the knowledge management process at the start of their term. Without obtaining the required skills on how to organise, manage and sustain a database, most of the information is bound to disappear again.

Without a proper database ELSA member countries cannot evaluate their growth or degrowth. They then lack ways to evaluate the (past, current or future) resources, to keep track of their members and alumni, and to work in an organised manner in order to be efficient as an Officer.

How?

By providing templates, trainings and other materials to ELSA Officers in the Network we aim to decrease the loss of information, especially during Internal Meetings.

iii. Quality of Reporting

Why?

There is often a disparity between the information supplied and the information needed in reports, causing an undesirable situation for both sides. The forms and reports often ask highly specific information and documentation, leading to misunderstandings or suboptimal outcomes.

How?

It is crucial to put forward the best reports to show as an example. In order for our Association to move forward, and for knowledge to be passed through multiple generations, we must focus on a more educational approach.

Branding

i. General Branding

Why?

Though the general ELSA Brand has been in effect since 2007/2008, when a professional firm was hired to create such a brand, it has not been given the importance and priority it deserves. This has led to there being no visual association with the branding of ELSA. Further, the ELSA Brand is very rarely implemented, if not on an International level, which further diminishes its presence.

How?

We will look into creating materials which strictly comply with our Corporate Identity and further promoting them in order to create the mental and visual association which our market has with such materials, and in turn, our Association. Further, such materials would be available for Officers around the Network in order to ensure the quality of the ELSA Brand throughout.

ii. The Visibility of ELSA's Brand in the Projects

Why?

The discussed issue with ELSA's brand may lead to other complications, these being that certain projects may not even be associated to ELSA because of a lack of consistent branding within them. This leads to ELSA potentially not receiving due credit with relation to the organisation of such projects.

How?

Therefore, we shall look into ensuring that ELSA's Brand is omnipresent throughout all our materials for all our projects. This will ensure that ELSA not only has appealing branding, but also, in turn, a favourable reputation.

iii. Branding of the Projects

Why?

The projects of ELSA have been through a series of mismatched aesthetics. Further, certain projects do not have Branding which is unified with the ELSA Brand. Therefore, this leads to a certain lack of quality in our materials, which may give the Association an image which is not as professional as one would desire.

How?

We shall look into the possibilities which would lead to unify not only the branding of our projects, but most importantly the quality of such branding. We will aim to increase the quality of the materials provided, not only to externals, but also to National and Local Officers.

iv. Continuity in Marketing

Why?

Unfortunately, the skill set from one Marketeer to another may differ, as does the style. Therefore, there has been a lack of continuity in our materials which may easily be noticed. This leads to certain years having appealing materials, while others may not. This, needless to say, has a negative impact not only on the branding, but more importantly the image of our Association.

How?

The only way in which this problem may be solved is through the implementation of the solutions to the aforementioned branding problems. We shall therefore look into the possibility of the creation of more templates and accessible materials, for the marketing to look consistent throughout the years. Such templates would also be used by National and Local Groups in order to ensure that the standard is consistent throughout the Network.

Moot Court Competitions

i. Future of the John H. Jackson Moot Court Competition

Why?

The John H. Jackson Moot Court Competition is one of the most prestigious and renowned moot court competitions worldwide. From the 17th edition onwards, the Council's decision with regards to the name change of the Competition is entering into force. There have been expressed concerns regarding losing the ELSA identity on it.

It is a well-known fact that the Competition is growing yearly. Before the last edition of the competition, the annual growth rate of the participating teams was stable; ranging around 5% to 10%. Notwithstanding, in the 16th edition, the growth rate increased steeply and rapidly to 25%. That percentage should be alerting, as with the current structure this growth rate is not sustainable.

How?

The well-established interests of ELSA will remain of utmost importance, whilst at the same time further strengthening our already fruitful cooperation with the WTO. While maintaining ELSA's image with regards to the John H. Jackson Moot Court Competition, we will also focus on implementing a more engaging Academic Board as well as making the Competition more recognisable, reputable and easier to fundraise, which in turn would allow us to attract more partners.

We shall look into the possibility of further developing the Regional Rounds, while taking into consideration the steep growth, in order to secure and maintain not only the stability of the Competition but also our globally recognised high academic quality.

ii. Restructuring of the EHRMCC

Why?

The European Human Rights Moot Court Competition (EHRMCC) is one of ELSA's flagship projects, and one of the few that is centered around our vision – *to create a just world in which there is respect for human dignity and cultural diversity*. Despite that, the Competition has not been able to flourish, due to the overburdening of the International Board member tasked with taking care of it. We must nurture our relationship with the Council of Europe and the large pool of potential ELSA members that can be found amongst those interested in International Human Rights moot courts.

How?

As has been mentioned throughout the previous years – the EHRMCC needs to develop Regional Rounds in order to grow in quantity and more importantly, quality. We will create a

strategy to have these Rounds implemented by the end of the term, which will be enabled by a Pre-Round system: a compromise between official Regional Rounds and unofficial Pre-Moots.

iii. Development of National and Local Moot Court Competitions

Why?

There are many moot court competitions held throughout the Network, and those already organised are growing rapidly. Due to the overburdening of the International Board member tasked with taking care of it, we have not been able to provide sufficient support to the Network. There is a need to inventorise exactly what developments are taking place in the Network, and work together on raising not only the quantity, but also the quality.

How?

The International Board shall endeavour to provide support to National and Local moot court organisers and bring more attention to those projects at the international level. In order to provide the support, we need to first research where the support is needed, and how we can contribute. Additionally, we will look into laying down a more encompassing system to improve the overview of the moot court area.

Legal Publications

i. Post-publishing visibility of Legal Writing

Why?

Legal Research Groups and the ELSA Law Review currently get deposited in our Libraries, which are only available via the ELSA website. The publications lack ISBN numbers or presence in academic databases, and do not get promoted after the initial publication date. Although the presence of Legal Writing on the National and Local level is increasing, there remains work to be done on the impact we could have on the International level.

How?

We shall endeavor to promote previous publications on suitable platforms and forums, such as conferences or databases, as well as involving more externals in the Legal Writing process. This way, we can open doors that were previously closed, and give academic relevance to our documents.

ii. ELSA Law Review

Why?

Due to several circumstances, the work on the ELSA Law Review (ELR) has been laid aside at the International level, choosing instead to focus on developing Law Reviews in the ELSA Network. Now that we see an incredible interest in the ELR from the Local and National level, it is time to invest in the ELR as a whole by using newfound experiences and considerations.

How?

We will look into the possibility of regulating the ELSA Law Review, providing more support for groups that are (considering) publishing an ELSA Law Review, and publishing the 2019 Edition of the ELR.

Training

i. Quality Standards

Why?

Notwithstanding the history of the International Trainers' Pool and the size of the ELSA Network, less than 50 Training Requests are made per year. The selection process of new Trainers has room for improvement, as does the quality of the Training materials provided in the Training sessions. Such situations lead to a lack of quality in ELSA Trainings.

How?

In order to achieve this goal, minimum quality standards have to be set for the selection process of the Trainers. In order to ensure the maximum quality of delivered Training sessions, we also need to have quality control of provided materials, as well as defining what a high quality Training is.

ii. Credibility

Why?

The goal of the Training Sessions is not only to improve Soft Skills and Officers' Skills but also to show to universities, future employers or any other association, that one has participated in the Training and that said person, as a result, has the knowledge regarding the specific topic. In order to achieve that, ELSA Training will have to be certified officially and Trainers would have to acquire professional knowledge before becoming members of the International Trainers' Pool.

How?

In order to achieve this goal, the International Board will look for potential partners which may provide us with a more professional Training system.

Network Awards

i. ELSA Day Award

Why?

The ELSA Day Award has been a success in our Network and between our Officers as a friendly competition, motivating them to create innovative and different projects. Nevertheless, as the International Board, we feel the need to introduce some objective criteria for the Award and clarify what ELSA International takes into consideration whilst choosing the winner.

How?

We aim to set objective and specific criteria for the competition as well as to clarify the points we take into consideration while choosing the winners and honorable mentions. We also wish to explain the reasons behind the awarding of the prize during the ICM presentation.

ii. International Focus Programme Award

Why?

International Focus Programme (IFP)-related events are not as common in our Network as we would wish and hope for them to be. We believe that the Officers need some motivation and a friendly push for organising creative IFP-related events, just as they are doing for ELSA Day.

How?

We aim to create a competition for the best IFP-related event in the Network and present an award for it at the ICMs. This will help motivate our Officers' with a friendly incentive, while helping them think outside the box.

iii. STEP Reception Award

Why?

With regards to the reception part of STEP, as ELSA International we lack overall supervision of Hosting Groups as well as a way to gather evaluations of the reception of the trainees. However, reception in STEP plays a very significant role and differs STEP from most of the similar exchange program. Therefore, we need a way to motivate Hosting Groups to send reception activities to the International Board and to ensure the trainee receives a good reception.

How?

We shall look into the possibility of organizing a small, symbolic competition for the best STEP Reception activities, as it will help ELSA International receive more materials concerning to reception and allows us to evaluate the general reception level of the Hosting Groups.

iv. EDF Awards

Why?

The ELSA Development Foundation Awards are the most recent project of our Association. The goal is simple: rewarding the best projects of the Network. However, its structure and founding are still to be perfected.

How?

The pillars of the project are set. We need to go more in depth by assessing the current criteria and structure of the grant. We also need to fundraise enough for it to become sustainable and reach its full potential.

v. Legal Research Group Researchers Award

Why?

There are many ways in which the International Board could provide Legal Research Group (LRG) researchers with more opportunities or exposure, such as the Essay Competition (for the participants of the Migration Law LRG) that was started last term. This will make participating in the LRGs more attractive and fundraisable.

How?

We will research the possibility of adding additional opportunities to LRGs, such as (essay) competitions to win prizes, traineeships or any other kind of reward.