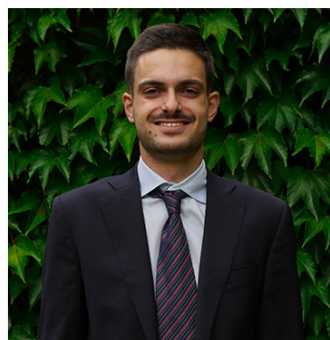


# ONE YEAR OPERATIONAL PLAN

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INTERNATIONAL BOARD  
2020/2021



*elsa*

The European Law Students' Association

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## FOREWORD

Dear Network,

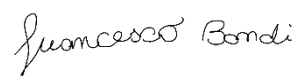
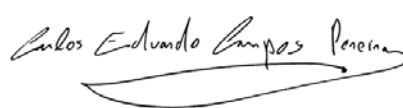
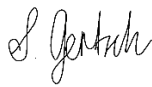
The time has come to present to you a chapter of the story of eight special people who, a few months ago, decided to take on the important task of leading the Association. Agreeing to face the challenge that requires both innovative ideas and the cultivation of tradition, respect for diversity and building bridges, they have accepted the trust of hundreds of people who believe that they are the best choice to continue ELSA's development. Today you can experience the results of their efforts for the first time.

It is well known that human behaviour is driven by certain motives. They are created on the basis of various factors that surround us as the result of our experiences, beliefs and values which we have adopted. Following this guidance, we make choices and justify our actions. This document is a reflection of such a process presenting a selection of values recognised as key to our common aims and then, by dividing them into foci, goals and means, enables the reader to find their practical translation. It is also proof that values are not just an abstract concept. They are the foundation of our actions, the subconscious motivator and the guardian at the same time, facilitating both cooperation and building a unified vision that speaks to all.

The aforementioned Eight have already taken the first steps and made the choice of their signposts. United in the will to develop the Association they prioritised values that come down to one motto - "Leading by example" - by focusing on creating the right models and being evidence of the possibility of implementing your own ideas and plans. It is also about paying attention to relationships with other people, understanding, empathy and support. It is about being a leader who is capable of bringing change, accepting failure, demanding joint effort and taking responsibility for decisions. It is about proving the value of faith in your own skills, in the ability to self-criticise and in constantly seeking balance.

Dear Network, these highly motivated Eight, we, the International Board of ELSA 2020/2021, are honoured and pleased to present to you our One Year Operational Plan.

#DoWhatYouCant



**Weronika, Sina, Carlos, Nikos, Maja, Louis, Ilke and Francesco**

## VALUES

### **Sustainability**

Celebrating the 40th anniversary of ELSA this year, sustainability remains at the centre of our attention. With a Network of 44 Member countries, our focus lies on the stability and qualitative growth of our Association. This requires us to acknowledge current needs and continuously adapt to future challenges. This search for balance between tradition and innovation will allow us to build an Association capable of transforming and meeting the expectations of its members.

### **Engagement**

ELSA thrives off the motivation and involvement of its community. The activities we provide aim to empower individuals to be the best version of themselves and to become future leaders. We believe that open and transparent communication is key in maintaining and developing an engaged Network.

### **Community**

It is the spirited ELSA community that makes our Association one of a kind. Driven by our passion and determination, we aim to foster an environment which is inclusive and creates a sense of belonging by rewarding talent and celebrating achievements. Together we continue to work towards our common vision of ‘a just world in which there is a respect for human dignity and cultural diversity.’

### **Awareness**

As an Association that spans beyond countless borders, we have the potential to speak up and be the voice of positive change. United in our diversity, we strive to foster mutual understanding and promote social responsibility in society. To achieve this, we devote ourselves to education, encourage critical dialogue and focus on cooperation.

### **Momentum**

In an ever-changing world, it is our responsibility to facilitate and embrace the innovative spirit of the ELSA Network. The implementation of bold new ideas ensures continuous development and modernisation of our Association. Reflecting on the mistakes and accomplishments of past generations, we will work towards an engaging, aware, sustainable and united Network.

## FOCI

### Legality

The legality of our Association is of utmost importance. The Law is constantly adapting to current circumstances and developments. As such, it is our responsibility to continuously tailor and strengthen our existing legal framework.

#### **Goal: General Data Protection Regulation (GDPR) Compliance of the International Board of ELSA**

Means:

- by creating and implementing a new overarching privacy policy;
- by securing the personal data we are collecting, processing and archiving;
- by justifying or erasing data already collected since GDPR was enforced;
- by minimising the collection and retention of data;
- by adapting processes of collecting data;
- by entering into Data Protection Agreements with data processors; and
- by updating our IT infrastructure.

#### **Goal: Ensuring the security of our IT systems**

Means:

- by increasing knowledge within the International Board about IT security and potential risks;
- by creating procedures and protocols to react appropriately to IT breaches;
- by creating an internal security policy concerning general recurring duties; and
- by specifically focusing on the security of stored data.

#### **Goal: Ensuring consistency of our regulations**

Means:

- by using uniform language within internal regulations; and
- by creating and implementing new Standing Orders for the ELSA Development Foundation.

#### **Goal: Strengthening legal relations**

Means:

- by reviewing and enforcing non-disclosure agreements;

- by including Intellectual Property rights provisions in our agreements with ELSA International Team members;
- by entering into memoranda of understanding in the absence of contractual relationships;
- by creating new legally binding and enforceable STEP contracts and agreements;
- by creating new hosting agreements for S&C projects;
- by creating and implementing cancellation provisions for participants of ELSA Law Schools;
- by unifying our approach to Terms & Conditions; and
- by creating new Terms & Conditions where needed.

### **Goal: Establishing a legal support framework for the International Board of ELSA**

#### Means:

- by securing external Pro Bono support for the International Board of ELSA; and
- by utilising the strong partnership between ELSA Alumni and the International Board.

## **Social Responsibility**

ELSA's commitment to social responsibility is strongly expressed in our Philosophy Statement. As an Association spanning over 40 countries, we have the potential to lead by example and speak out on topical and contemporary issues. To do so, we want to focus on education as our tool to increase awareness, use advocacy as the way to promote our values and emphasise the importance of diversity and inclusion within our Association.

### **Goal: Maintaining and strengthening our focus on education to increase social responsibility**

#### Means:

- by implementing complementary educational events for ELSA International projects;
- by creating new educational initiatives and strengthening existing ones aimed at improving civil society such as a Rule of Law campaign (ROLE), ELSA4Schools and the Artificial Intelligence Youth Forum; and
- by establishing post-International Conferences of ELSA publications accessible to wider society.

### **Goal: Strengthening the current framework and tools of advocacy to increase social responsibility**

#### Means:

- by establishing public relations campaigns;

- by initiating advocacy campaigns through joint initiatives with other youth NGOs, the International Focus Programme and the Annual Human Rights Campaign;
- by actively participating in public consultations resulting in policy making;
- by creating policy input papers through *inter alia* the STEP Research Project, International Legal Research Groups, ELSA Delegations, the Artificial Intelligence Youth Forum policy paper;
- by organising side events during ELSA Delegation to strengthen ELSA's outreach;
- by enabling ELSA Delegates to speak up during ELSA Delegations;
- by representing our Association at networking events to create a network of stakeholders; and
- by establishing an Advocacy Mentoring programme for National Groups.

### **Goal: Entrenching diversity and inclusion as a core value within ELSA**

#### Means:

- by creating a Code of Conduct for the Association;
- by providing financial support for the participants of ELSA International projects and events;
- by adapting our practices and processes to ensure unbiased and objective selection of applicants such as blindfolded verification of STEP and LLM applications; and
- by including a contextual information area for STEP applications in order to identify the level of diversity;

### **Continuity**

Every year, new officers are willing to further our common vision by implementing new ideas and leaving their mark on the Association. While innovation is necessary for the progressive development of ELSA, we also need to learn from past experiences and carry these learnings with us when introducing change. Entering the 5th decade of ELSA, we will continue to develop established practices, retain knowledge and increase the sustainability of our Association.

### **Goal: Ensuring stable knowledge management**

#### Means:

- by maintaining organised and comprehensive archives;
- by creating transition materials and establishing a transition framework for the ELSA International Team;
- by involving incoming International Board members right after their election;
- by improving current practices regarding the International Board transition;
- by fostering strong relationships with predecessors; and
- by utilising Webinars for internal training and knowledge management purposes.

## **Goal: Ensuring the sustainability of the projects of ELSA**

### Means:

- by developing a long term strategy for international Moot Court Competitions regarding expansion, sponsors, promotion strategies, stable Regional Rounds and revision of anonymity rule;
- by maintaining the innovative drive of STEP focusing on professional development and Reception standards;
- by increasing the quality of the International Legal Research Groups through *inter alia* creating mandatory Concluding Reports and ensuring their revision every 5 years;
- by maintaining the ELSA Law Review cycle and increasing the visibility of the ELR;
- by harmonising and unifying ELSA Negotiation Competition within the ELSA Network and establishing its European Final Round;
- by renewing the consultative Membership of ELSA with United Nations;
- by implementing detailed selection criteria for ELSA Delegations;
- by establishing the Brand Identity of our projects;
- by reviewing and implementing the Educational Cycle of ELSA; and
- by placing a new focus on cross-area cooperation through *inter alia* restructuring the ELSA International Team and introducing cross-functional teams.

## **Qualitative Management**

The backbone of any successful organisation is a strong internal structure with a focus on qualitative management. ELSA's platform to portray its values and achieve its vision only exists if our Association is perceived as a professional entity. Therefore, we focus on developing efficient internal procedures, a sustainable financial strategy and good governance measures.

## **Goal: Using efficient evaluation methods to improve the quality of our Association**

### Means:

- by restructuring the State of the Network Inquiry;
- by purposefully using the information provided in the SotN; and
- by improving the STEP Evaluation and feedback systems.

## **Goal: Further professionalising the Association and its projects**

### Means:

- by creating a professional evaluation system within ELSA Training;
- by introducing externals to the ELSA Training structure;



- by creating and implementing quality standards for ELSA Webinars;
- by increasing the educational potential of ELSA Webinars Academy organised by ELSA International;
- by ensuring a better quality of bookkeeping;
- by professionalising the interactions with Auditors;
- by implementing a unified promotion strategy with National and Local Groups;
- by creating a Team responsible for the maintenance of the Association's Corporate Identity;
- by restructuring and unifying the External Relations strategy of the Association through *inter alia* creating a new sponsors package incorporating projects to general partnership packages, strengthening existing partnerships;
- by educating and supporting National Officers in creating a coherent financial strategy;
- by creating a fundraising research report;
- by structuring and implementing a new Advisory Body; and
- by proposing a new board structure for the International Board of ELSA to better reflect the needs of the Association.

### **Goal: Ensuring efficient and sustainable network management**

#### Means:

- by evaluating and adjusting the application criteria for membership and observer status;
- by evaluating and adjusting the criteria for demotion;
- by implementing and evaluating the new International Internal Meeting Cycle;
- by tailoring coaching to the specific needs of National Groups; and
- by increasing the engagement of the ELSA Network in ELSA International projects.

### **Goal: Focusing on the financial stability of the Association**

#### Means:

- by improving the collaboration with National Groups in regards to fundraising, grant support and training;
- by creating and implementing a template for one-year strategic plans for the financial management of National Groups; and
- by diversifying the income methods.

## **Cooperation**

Cooperation and communication foster an atmosphere of mutual understanding between the Association and external stakeholders. The variety of cooperation enables us to spread our message

and to collaborate with like-minded partners. We will cultivate existing cooperation and search for new potential collaborations for the benefit of the ELSA Network.

### **Goal: Strengthening our cooperation with ELSA Alumni**

Means:

- by continuously updating and renewing the Framework Agreement and Appendices;
- by collaborating with ELSA Alumni in regards to the Human Resources strategy of the Association;
- by mutually promoting our Associations;
- by utilising the expertise and contacts of ELSA Alumni in our projects;
- by developing a mentorship programme; and
- by researching the possibility of creating an inclusion fund for unpaid STEP Traineeships.

### **Goal: Strengthening our cooperation with institutions and other organisations**

Means:

- by establishing stable communication;
- by entering into memoranda of understanding with NGOs;
- by organising joint initiatives;
- by sharing best practices; and
- by renewing the collaboration with Universities in regards to LLM opportunities and visibility of Moot Court Competitions.

### **Goal: Establishing new partnerships and membership opportunities**

Means:

- by researching Fly & Stay partnerships; and
- by connecting with other Moot Court Competition organisers.

## **Human Resources**

People have always been the most important asset of our Association. It is their drive and passion for development that keeps ELSA going. Attracting the next generation of members, engaging them in our community and providing them with opportunities to develop their skills remain our focus. Our overarching aim is to create a strategy to retain such engaged individuals who will ensure the continuity of our association.

### **Goal: Creating a Human Resources strategy**

Means:

- by evaluating current HR practices;
- by approaching externals;
- by researching the creation of an employer branding strategy;
- by assessing the role of marketing in attracting and retaining talent;
- by assessing the potential of projects and initiatives such as ELSA4Schools as attraction tools; and
- by discussing the status of individual members.

### **Modernisation**

In an increasingly digitised world, the successful utilisation of new technologies is crucial for our Association. Those innovations enable us to become more efficient, to enhance our online presence, and to adjust to new realities. We intend to modernise existing practices and update our IT infrastructure.

### **Goal: Modernising our IT infrastructure**

Means:

- by establishing a partnership for electronic voting;
- by updating our websites and making them mobile-friendly; and
- by updating our IT systems.

### **Goal: Working towards the digitalisation of the Association**

Means:

- by converting written materials into interactive solutions;
- by providing online alternatives to events and projects;
- by introducing a new focus on eco-sustainability such as online score sheets and online reports;
- by establishing an online unified certification system for ELSA Law Schools; and
- by creating an online International Speakers Database.

### **Goal: Developing the marketing of the Association**

#### Means:

- by renewing the communication strategy to include a new focus on LinkedIn and mailing lists;
- by introducing the use of advanced methods of marketing such as Analytics, Chatbots, SEO and SEM;
- by researching the opportunity of utilising Google Ad Grants; and
- by updating the branding of the Association and its projects.