

Cooperation in Legal Education in Europe - The role of the European Law Faculties Association (ELFA) in its first thirty years of existence and the challenges for the future

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Introduction

The European Law Faculties Association ELFA is an association of European law faculties founded in 1995.¹ Thus, it celebrated its 30th anniversary in 2025. This constitutes a welcome opportunity to look back, particularly since the COVID-19 pandemic made it so that the planned celebration at the University of Warsaw (Poland) in 2020 for the 25th anniversary had to be postponed to the first in-person meeting in the same university in April 2022 and, therefore, did not get the attention it deserved. Obviously, the legal and political landscape in Europe (and beyond) has considerably changed during this time and has thus also affected the work of ELFA. This short contribution tries to give an overview of ELFA's work during this last quarter century and contribute to a better knowledge about the challenges and opportunities with regard to the cooperation of law faculties in Europe.

Origins

One of the key persons in the foundation of ELFA was Professor Frans Vanistendael (1942-2021), a tax law expert representing the Law Faculty of the Catholic University of Leuven (KUL). He was to become the first President of ELFA from 1995-1997 and organized the inaugural conference in December 1996 in Leuven. He had shown a lot of personal engagement and enthusiasm following the work of a commission of experts convened by the European

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¹ A good overview on the early days of the association can be found in Norbert Reich, *Report on the European Law Faculties Association (ELFA)*, (ZEuP 2001), 180-186. This article largely draws on the factual findings in this contribution regarding the early days of the association. Other useful information was obtained from the archives of ELFA at the current secretariat of the organisation at the Universitat Autònoma (UAB) in Barcelona (Spain).

Commission in the early 1990s. This commission had presented a report on "Legal education and training in tomorrow's Europe" based on national reports² that was discussed at a meeting in Metz in October 1994.³

A little over 80 institutions founded ELFA in 1995.⁴ During the first five years of ELFA's existence, about half of the law faculties from EU countries and faculties from countries of the European Economic Area (EEA), or associated countries (Switzerland) had joined but also some universities from other European countries (such as Russia). In addition, institutions that offer continuing legal education at postgraduate level, such as the Academy of European Law Trier (ERA) were associated.

With the accession of Central and Eastern countries, the association became an interesting venue for the cooperation between law faculties in the old and the new EU member states. Unfortunately, the interest by the universities in new member states was by far bigger than by the old members who often had existing cooperation schemes among them. This led to a continuous withdrawal by many law faculties from the old member states despite the increasing number of law schools from Central and Eastern Europe joining the association. As a result the overall number of members remained more or less stable⁵ or grew again slightly in recent years but the participation of law school in many Western European countries diminished.

The fact that the interest in ELFA was often linked to a specific member of the law school and that the transmission of knowledge in this respect is often not particularly well organized led also to many original members leaving the

² Regarding Germany, Norbert Reich reports that the German member of this commission was Professor Fenge from the University of Hanover. The German Law Faculties' Conference (Deutsche Juristen-Fakultätentag - DJFT) welcomed the initiative taken in this respect in 1995 in Würzburg and discussed the coordination of the suggestions from the German side on the formulation of the planned organisation at a coordination meeting of the interested faculties in Hanover. After these suggestions were largely taken into account, the members of the annual meeting of the DJFT in Jena in 1996 were encouraged to join ELFA, see Reich, (n1) 181. The expectation was also expressed that German should become one of the working languages.

³ See Margaret L Ross, 'Legal education and training in tomorrow's Europe – A review of the Metz Conference, October 1994' (1995) 3European Review of Private Law 515

⁴ See ELFA, 'Articles of Incorporation' (ELFA 2013) <https://elfa-edu.org/wp-content/uploads/2018/04/aoi_2013_eng.pdf> accessed 21 April 2026.

⁵ Though in 2016 there were more than 200 members reported on the webpage (see ELFA, 'European Law Faculties Association - Members' (ELFA, 5 March 2016) <<https://web.archive.org/web/20160305014407/http://elfa-afde.eu/about-elfa/members/>> accessed 21 April 2026.)

association as the current deans of administrative staff were no longer aware of the origins and the reasons that had led to membership. Under the assumption that there exist about 500 law faculties or schools in Europe, the membership is respectable but has never reached the majority of the potential members.⁶

In addition, globalisation and the intensified exposure of many universities (e.g. in the United Kingdom) to market forces due to lower public funding led often to a reorientation towards non-European markets and/or the creation of specific university associations uniting specific law schools (such as the Law Schools Global League⁷). While these two types of cooperation in a regional (European) specific network and a more intensive specialised choice of strategic partners can easily co-exist and could be mutually beneficial, the latter type of co-operation seems often more attractive to promote the ranking and reputation of a law school and leads to a neglect of regional cooperation.

Structure

Currently, ELFA has over 150 members encompassing 41 countries and four continents.⁸ ELFA has deliberately never seen itself as an umbrella organisation of existing national associations of faculties, such as the Deutscher Juristen-Fakultätentag,⁹ but rather as an association of law faculties interested in cooperation in the European area, and in this respect, wish to continue the ERASMUS+ initiative of the EU.

Furthermore, ELFA does not want to represent the interests or 'lobby' of the (very heterogeneous!) European law faculties, but rather sees itself as a committee for exchanging experiences in the area of the still very different national legal training regimes and expanding it to include the European dimension. This includes such fundamental issues as the mobility of university professors and students alike, the recognition of academic leadership

⁶ See also ELFA, 'ELFA Newsletter' (*Wayback Machine*, October 2010)

<<https://web.archive.org/web/20160815130915/http://elfa-afde.com/sites/default/files/elfa.newsletter.oct2010.pdf>> accessed 21 April 2026..

⁷ See Law Schools Global League, 'Law Schools Global League' (*Law Schools Global League*, No date) <<https://lawschoolsgloballeague.com/>> accessed 21 April 2026.

⁸ ELFA, 'ABOUT – ELFA' (*ELFA*, No date) <<https://elfa-edu.org/abouteuropeanlawfacultiesassociation/>> accessed 21 April 2026. /

⁹ See Deutscher Juristen-Fakultätentag, 'DJFT' (*Deutscher Juristen-Fakultätentag*, No date) <<https://djft.de/>> accessed 21 April 2026. The Deutscher Juristen-Fakultätentag is a member of ELFA while a (relatively) small number of German law faculties are also members. Nevertheless, it seems that for many German law faculties, the participation of the Deutscher Juristen-Fakultätentag makes their own membership seem less interesting.

certificates within the framework of the ECTS (European credit transfer system) and its further development, the integration of European law (both EU and ECHR law) into the legal curriculum, the promotion of language studies, the supervision of cross-border cooperation projects, the evaluation of previous stages of development to a more European-oriented legal education, the investigation of career opportunities for graduates and more.¹⁰

ELFA is registered as an association with legal capacity under Dutch law in Amsterdam and originally had an office and secretariat staff at the Catholic University of Leuven (KUL) in Belgium.¹¹ After some temporary solutions with the respective Presidents of ELFA, the secretariat is now run by a permanent staff member at the Autonomous University of Barcelona (UAB).

The objectives of the association are laid out in Article 5 of ELFA's Articles of Incorporation and are the following:

- 1) Representation of faculties and schools of legal education and research and the promotion of their interests in the institutions of the European Union in all matters of culture and education in general and legal education and research in particular;
- 2) Representation of faculties of law and schools of legal education and research and the promotion of their interests in other European and international organisations in the field of legal education and research and in organisations of the legal profession and professions closely related to the legal professions;
- 3) Representation of faculties and schools of legal education and research and the promotion of their interests with organisations outside Europe; and
- 4) The promotion of teaching and research in law, where this cannot be adequately achieved at a national level.

According to article 6 of the Articles of Incorporation, the association is authorised to undertake the following activities to achieve the previous objectives:

¹⁰ Reich, (n1) 180 et seq.

¹¹ This was without doubt due to the important role played by the first President, see above.

- 1) The collection and exchange of information on teaching programmes, teaching, examining and grading methods;
- 2) The gradual development of a common European dimension in the various areas of legal education and research in general and education and research in European Union law and comparative law of the member states in particular;
- 3) The study and gradual implementation of the mutual recognition of curricula including individual courses, examining and grading methods and various categories of law degrees;
- 4) The study and reflection on legal research and student learning with a view to achieving quality; and
- 5) In general, to undertake any activity, including co-operation with existing institutions, organisations and networks to facilitate the achievement of the objectives of the association and all other activities ancillary to the objectives and activities mentioned above.

The main body is a six-person Executive Board, whereby the term of office of each member is set to four years with a possible re-election for two more years. New elections are held annually to replace the retiring board members. The Board is granted extensive powers to implement the association's objectives and is responsible for preparing and implementing the actions, programmes and instructions discussed and approved by the General Assembly, except for those powers which are specifically reserved to the General Assembly (Article 20 Articles of Incorporation¹²).

The ELFA General Assembly takes place once a year and is the focal point for all the associations' activities. The main purpose of the General Assembly (also referred to as the annual conference) is to bring together as many member faculties as possible through their elected representatives and to discuss topics of common interest with them. Each General Assembly is on a specific relevant topic decided by the Board. To give an example, the 2023 Annual General Meeting in Lausanne was on the topic of 'Interdisciplinary Approaches to Legal Education', and last year's topic (2024, Edinburgh) was 'The Future of Global Legal Education'.

¹² Above (n4).

Activities

It is interesting that ELFA's near future goals today are not so different than they were more than 20 years ago. Every year ELFA organises its General Assembly during which members are encouraged to participate in its plenary, workshops, and round tables. And in an attempt to keep the composition of the board and, therefore, the presidency, aligned with the diversity of the membership, the conference is normally held in the place where the President of the association works. Also, the location of the annual conference attempts to bring the ideas and activities of ELFA to all regions of Europe.¹³ In chronological order, including the recent 2026 conference in Deusto, the conferences were organized by the respective Presidents of the association as follows:

2025-2026	Gema Tomás (University of Deusto, Bilbao, Spain)
2024-2025	Jivko Draganov (University of National and World Economy, Bulgaria)
2023-2024	Veronica Ruiz Abou Nigm (University of Edinburgh, United Kingdom)
2022-2023	Andreas R. Ziegler (University of Lausanne, Switzerland)
2019-2022	Marek Grzybowski (University of Warsaw, Poland) ¹⁴
2018-2019	Michele Graziadei (University of Torino, Italy)
2017-2018	Josep Maria de Dios (Autonomous University of Barcelona, Spain)
2016-2017	Vera Kalvodová (Masaryk University, Brno, Czech Republic)
2015-2016	Laurence Gormley (University of Groningen, Netherlands)

¹³ The summary of conference venues since 2015 can be found here: ELFA, 'CONFERENCE – ELFA' (*ELFA*, No date) <<https://elfa-edu.org/conference/>> accessed 21 April 2026.

¹⁴ Extended presidency and cancellation of events in 2020 and 2021 due to the pandemic.

2014-2015	Haluk Kabaalioglu (Yeditepe University, Türkiye)
2013-2014	Anne Klebes-Pélissier (University of Strasbourg, France)
2012-2013	Reiner Schulze (University of Münster, Germany)
2011-2012	Manuel Bermejo Castriilo (University Carlos III of Madrid, Spain)
2010-2011	Jacek Petzel (University of Warsaw, Poland)
2009-2010	Janez Kranjc (University of Ljubljana, Slovenia)
2008-2009	Pascal Pichonnaz (University of Fribourg, Switzerland)
2007-2008	Heribert Hirte (University of Hamburg, Germany)
2006-2007	Blanca Vilà Costa (Autonomous University of Barcelona, Spain)
2005-2006	Fiona Cownie (University of Hull, United Kingdom)
2004-2005	Willibald Posch (Karl-Franzens University Graz, Austria)
2003-2004	Norbert Olszak (University of Strasbourg, France)
2002-2003	Julian Lonbay (University of Birmingham, United Kingdom)
2001-2002	Norbert Reich (Riga Graduate School of Law, Latvia) ¹⁵
2000-2001	Stefania Bariatti (University of Milano, Italy)
1999-2000	Jaap Doek (Free University Amsterdam, Netherlands)
1998-1999	Dominique Breillat (University of Poitiers, France)

¹⁵ Professor Norbert Reich was, from 1982 to 2005, a law professor at the University of Bremen but as he also acted as Rector for the Riga Graduate School of Law from 2001 to 2004, he organised the first meeting of ELFA in an Eastern European country. The next such meeting was not held until 2010, in Ljubljana (Slovenia).

1997-1998 Hilmar Fenge (University of Hannover, Germany)

1995-1997 Frans Vanistendael (Catholic University Leuven, Belgium)

In the early days, ELFA had relatively good and close relations with the respective services of the European Union. Apart from the events that led to the foundation of ELFA, it can be mentioned that in 2009, ELFA created a list of experts dealing with the European Credit Transfer and Accumulation System (ECTS) to support the respective proposals by the EU.¹⁶ In general, a lot of attention was given to the reform of legal education resulting from the Sorbonne-Bologna Declaration of 1998/1999.¹⁷ The impact of the declarations on legal studies was a topic at many of ELFA's annual conferences. Moreover, ELFA has published several documents in order to inform its members and to convey its position to the European Ministers for Education on the reform process, such as an information note for ELFA members regarding the development of European higher education and its possible impact on law studies in Europe; a letter to EU Commissioner of Education, Mrs Reding, following the follow-up conference in Prague May 2001; an ELFA Board position paper concerning the Bologna-Declaration of 31 May 2002, as well as a Report of the discussion on the ELFA Board position paper held during the Riga General Assembly.¹⁸

In line with its mission, ELFA has also, since 2012, strengthened its collaboration with sister associations, the American Association of Law Schools (AALS), and the Southeastern Association of Law Schools (SEALS), with whom ELFA has made cooperation agreements. Such collaboration agreements allow for opportunities provided by either party to be open to members of the other association.¹⁹ In 2015, the Chinese Association of Law Faculties indicated its interest in joining ELFA which, however, was not in line

¹⁶ See the detailed description of these activities in Norbert Reich, 'Recent Trends in European Legal Education: The Place of the European Law Faculties Association' (2002) 21 Penn State International Law Review 21.

¹⁷ The Sorbonne Joint Declaration on harmonisation of the architecture of the European higher education system by the four Ministers in charge for France, Germany, Italy and the United Kingdom, done in Paris, the Sorbonne, 25 May 1998 and the Bologna Declaration of 19 June 1999 (Joint declaration of the European Ministers of Education).

¹⁸ EFTA Bulletin of March 2015.

¹⁹ See Michele Graziadei, 'ELFA President Report to the General Assembly 2019' (ELFA 2019) <https://elfa-edu.org/wp-content/uploads/2019/04/ELFA_President_Report_2018_2019.pdf> accessed 21 April 2026.

with the constitution of ELFA. In 2018, an informal event was organised where in addition to representatives of ELFA, AALS and SEALS, representatives of other regions also attended without it leading, however, to a standing body or any formal commitments, so far.

Nevertheless, ELFA strives to become an international forum where important issues related to legal education are discussed, notably by providing up-to-date information about the current state of legal education in Europe via its website and the *European Journal of Legal Education* (EJLE) published online.²⁰ This journal has only recently made a comeback in 2020 after having been interrupted in 2008²¹ but is a success for three reasons.²² First, the journal allows academics as well as educators in law sciences to share their ideas and experiences, which is, after all, ELFA's main goal. Second, it allows ELFA to be recognised in the academic world among countless other publications, notably because the authors put their name and reputation, as well as those of their respective universities, behind the publication. And third, the journal legitimises and adds weight to ELFA's legitimacy, by being accessible through the association's website. The website in question has also been the subject of renewal since the current version was finished in 2018²³. Now it is important for ELFA to maintain both the journal and website and ensure their longevity, as was the case in 2001.²⁴

²⁰ Janez Kranjc, 'Teaching Law in the 21st Century European Law Faculties Association: Annual meeting (Ljubljana 25th - 27th February 2010)' (2010) 2 *Education and Law Review* 7.

²¹ The editions published starting in 2020 can be found here: *European Journal of Legal Education*, 'Archives' (*European Journal of Legal Education*, No date) <<https://publications.coventry.ac.uk/index.php/EJLE/issue/archive>> accessed 21 April 2026. The archive of the editions published between 2004 and 2007 can be found here: Taylor & Francis, 'European Journal of Legal Education List of Issues' (*Taylor & Francis*, 2026) <<https://www.tandfonline.com/loi/rejl20>> accessed 21 April 2026.

²² See Andreas R. Ziegler, 'ELFA President Report 2022-2023' (ELFA 2023) <<https://elfa-edu.org/wp-content/uploads/2023/04/ELFA-President-Report-AGM-2023-final.pdf>> accessed 21 April 2026.

²³ The current website is accessible at ELFA (n8). The previous webpages (<http://elfa-afde.org>, <http://elfa-afde.eu/> and <http://elfa-afde.com/>) can be accessed by using a service like "Wayback Machine" (<https://archive.org/web/>). Be aware that accessing these webpages directly leads to some commercial users unrelated to the association who seem to have taken over the respective addresses. Use instead:

<https://web.archive.org/web/20080504163249/http://www.elfa-afde.org/html/frameset.html>, <https://web.archive.org/web/20180223043532/http://elfa-afde.com/> and <https://web.archive.org/web/20160206215146/http://elfa-afde.eu/>

²⁴ Reich, (n1) 181.

At the European level, ELFA works with other associations with similar objectives. Most notable are the cooperation with the European Law Students Association (ELSA)²⁵ and the Council of Bars and Law Societies of Europe (CCBE). The latter, which was founded in 1960, is an international non-profit association which, since its creation, has been at the forefront of advancing the views of European lawyers.²⁶ Normally, the associations regularly exchange relevant information and participate in each other's annual meetings.

Another notable ELFA achievement, is the organisation of the ELFA Award. Since it was established in 2012, ELFA has rewarded the Best Doctoral Thesis on European Law (in a large sense) every year with a 3,000 € prize, as well as a *proxime accessit* prize worth 1,500 €. The ELFA Thesis Award exists to encourage and recognise outstanding legal research, as well as to give more visibility to ELFA thanks to the high standard of the applicants.²⁷

This is also true for the promotion of summer courses provided by member universities. The gradual development of a common European dimension in the different areas of legal education and research in general, and education and research in European Union law and comparative law of the EU Member States in particular, is one of ELFA's main aims according to article 6.2 of the Articles of Incorporation.²⁸ While ELFA does not financially support the summer courses in question, they are promoted to encourage joint work between teaching staff and researchers from different universities, and to extend the knowledge of various EU law fields to current but also to future jurists.²⁹

An important and ambitious project was started in 2004 and lasted until 2009 – 'Tuning Legal Studies in Europe'. Originally, in 2003, a committee was created to monitor and help ELFA with the effects of the emerging European Higher Education Area for legal studies in the EU and beyond. This committee took the name of QUAACAS (Quality Assurance, Accreditation and Assessment Committee). This committee then worked with an existing team of

²⁵ See ELSA, 'ELSA - The European Law Students' Association' (ELSA, No date) <<https://elsa.org/join-us/>> accessed 21 April 2026.

²⁶ See CCBE, 'Who We Are - CCBE' (CCBE, 2016) <<https://www.ccbe.eu/about/who-we-are/>> accessed 21 April 2026.

²⁷ See ELFA, 'AWARDS – ELFA' (ELFA, No date) <<https://elfa-edu.org/awards/>> accessed 21 April 2026.

²⁸ Above (n4).

²⁹ ELFA, 'Summer Courses Recognition Regulation 2023' (ELFA, 2023) 1 <<https://elfa-edu.org/summer-courses-recognition-regulation-2023/>> accessed 21 April 2026.

researchers who had been looking at various areas of educational structures in Europe since the year 2000, but not law. This existing network was based at the University of Deusto and worked under the working title of 'TUNING Educational Structures in Europe'³⁰ Using their methodology, the QUAACAS presented an intermediate report to ELFA members at the ELFA AGM in Hamburg in 2008 entitled 'Tuning Legal Studies in Europe: Initial Findings'. Due to a lack of resources, however, the project was not continued.³¹

Currently, another educational project of ELFA (that was delayed by the pandemic) is the 'European Jurist Project' - a potential Erasmus Mundus Joint Master (as sponsored by the EU), or other officially recognised cooperation scheme, between several ELFA members and with an important contribution, and under the auspices, of ELFA. Preliminary discussions by a small number of ELFA members are currently ongoing.³²

Unfortunately, however, other projects such as the potential incorporation of ELFA as a lobby member in the EU,³³ or the collaboration with the European Law Institute (which aimed to generate a hub to develop mechanisms enabling further Europeanisation of the legal profession), did not succeed.³⁴ Another frustrating experience seems to have been related to the joint research project of several ELFA member universities in the framework of an EU Grant Agreement (Thematic Network Project 1999–1023) which ultimately led to ELFA having to reimburse the sum of roughly 45,000€ to the European

³⁰ See <http://web.archive.org/web/20220318221751/http://www.unideusto.org/tuningeu/>

³¹ See Julian Lonbay, 'Executive Summary Tuning Legal Studies in Europe: Initial Findings: [Report of QUAACAS Hamburg 2008]' (2007) 4 *European Journal of Legal Education* 171 <<https://doi.org/10.1080/16841360802492675>> accessed 21 April 2026 and Tom Latrup-Pedersen, 'Tuning Legal Studies in Europe' (University of Aarhus, QUAACAS 2007)

<https://www.cebe.eu/fileadmin/speciality_distribution/public/documents/Events/20070925_Warsaw_Improving_Legal_Education_and_Training_in_a_converging_Europe/Latrup-Pedersen_T_speech.pdf> accessed 21 April 2026.

³² See ELFA, 'Meetings of the ELFA Board and the European Jurist Network' (*ELFA*, No date) <<https://elfa-edu.org/meetings-of-the-elfa-board-and-the-european-jurist-network/>> accessed 21 April 2026.

³³ See Josep Maria de Dios, 'ELFA President's Report' (ELFA 2018) <<https://elfa-edu.org/event/agmc2018/>> accessed 21 April 2026.

³⁴ See de Dios, *ibid*, and ELFA, 'ELFA-ELI Meeting on the European Jurist Project' (*ELFA*, 2018) <https://elfa-edu.org/2018/10/11/elfa_elimeeting/> accessed 21 April 2026.

Commission in 2009.³⁵ The project could never be completed, and the money, which was distributed to several member universities, could not be recovered.³⁶

Newsletters and or bulletins were distributed during certain periods of ELFA's existence. Between 1999 and 2002 seven newsletters were produced.³⁷ With the creation of the EJLE this no longer seemed necessary. From 2010 to 2015, nine documents were published³⁸ before this practice was abandoned once more, and news was directly published in a blog on the current homepage of the association.

Outlook

With all the strides that have been made in cooperation in (legal) education in Europe like those mentioned above, one could wonder why ELFA is still necessary in today's climate. But that would be the wrong way to look at things. It is in part thanks to ELFA, and associations like ELFA, that such progresses were able to be made.

Given that ELFA has never wanted to represent the interests of already existing national associations, or individual law faculties, it has always been able to look at the bigger picture. And that is always needed, especially in a field where the interests and needs of each faculty are very different. The ever-faster changing world is also something that supports the need for ELFA, as one of their goals is to make sure that subjects which are increasingly important for the formation of students are made available to as many students as possible, and with the best quality standards.

The 2022 Resolution adopted by the General Assembly, to promote legal education that embraces change while remaining true to its core values said it best:

³⁵ See ELFA Newsletter October 2010, above (n6).

³⁶ See ELFA, 'ELFA Newsletter' (*Wayback Machine*, February 2011) <<https://web.archive.org/web/20160815110337/http://elfa-afde.com/sites/default/files/elfa.newsletter.feb2011.pdf>> accessed 21 April 2026..

³⁷ See for an overview ELFA, 'ELFA' (*Wayback Machine*, 3 June 2004) <<https://web.archive.org/web/20040603102607/http://www.elfa-afde.org/html/frameset.html>> accessed 21 April 2026.

³⁸ They can be found at: ELFA, 'Newsletters' (*Wayback Machine*, 18 October 2016) <<https://web.archive.org/web/20161018144244/http://elfa-afde.com/elfa/newsletters>> accessed 21 April 2026.

Whereas the challenges that lay ahead are multiple and varied, including environmental, geopolitical, societal and economic, but are matched by our perseverance in overcoming difficulties and turning adversity into opportunity. Now, therefore be it resolved to promote legal education that embraces change while remaining true to the core values espoused by the European Law Faculties Association: humanity above instrumentality, public interest above private gain, fairness above partiality, accountability above expediency, and excellence to the exclusion of mediocrity.³⁹

There is a reason ELFA will have been active for over 30 years in 2025, and there is a reason it must stay active for many more years to come.

³⁹ ELFA, 'European Law Faculties Association 2022 Resolution to Promote Legal Education That Embraces Change While Remaining True to Its Core Values' (ELFA 2022) <https://elfa-edu.org/wp-content/uploads/2022/05/RESOLUTION_AGM_2022_final.pdf> accessed 21 April 2026..