

Three-Year Strategy

ESN Finland

2026-2029

As accepted at the NA Under the ESN Star on 15.3.2026

Introduction

The ESN Finland Three-Year Strategy builds upon the framework of the Erasmus Student Network International Strategy while reflecting the specific context, priorities, and needs of ESN Finland.

It responds to the National Board's identified need for more than short-term annual action plans and provides a long-term direction for the organisation's development and impact.

This Strategy is not intended to serve as a rigid rulebook. Rather, it is a guiding document that sets a clear long-term direction to:

- Support and empower sections
- Strengthen national unity
- Increase ESN Finland's impact at all levels and in our local communities
- Ensure alignment with the broader Erasmus Student Network
- Safeguard the sustainability and continuity of ESN Finland

Together, these priorities aim to provide stability, clarity, and ambition for the years ahead.

The Three-Year Strategy is to be approved in the Spring National Assembly of the relevant year and to be renewed all three years.

As accepted at the NA Under the ESN Star on 15.3.2026.....	1
Introduction.....	1
Three-Year Strategy 2026-2029.....	3
1. International Mobility & Student Support.....	3
1.1. Equal access & quality standards.....	3
1.2. Promotion of all mobility types and support of all international students.....	3
1.3. Support of all phases of mobility.....	4
1.4. Ensure effective usage of knowledge and skills gained during mobility aligned with job market demands.....	4
2. Volunteer Management and Development.....	5
2.1. Improving the HR strategy.....	5
2.2. Development of effective knowledge transfer frameworks.....	5
2.3. Support competence development and personal growth and equip volunteers with valued skills.....	5
2.4. Developing recognition systems and recognition of competencies.....	6
2.5. Creation of sustainable, inclusive and meaningful volunteering experiences focused on wellbeing.....	6
3. Governance and Membership.....	6
3.1. Standardised practices.....	6
3.2. Implementing targeted strategies to ensure sustainable growth and development of the Network.....	7
3.3. Equal representation and opportunities for all sections through governance practices.....	7
3.4. Sustainability of ESN Finland's structure to increase overall impact.....	7
3.5. Financial management for a more sustainable organisational culture.....	8
4. Visibility, Outreach and External Relations.....	8
4.1. Cohesive and recognisable brand identity.....	8
4.2. Increasing the visibility of ESN in traditional and digital media.....	9
4.3. Promotion of mobility opportunities.....	9
4.4. Advocacy efforts for recognition of international student mobility in education.....	9
4.5. Collaboration with stakeholders to advance internationalisation.....	9
5. Digitalisation of Mobility and IT Infrastructure.....	10
5.1. Integrate students and volunteers into a tailored digital ecosystem to facilitate and enhance the mobility experience.....	10
5.2. Digitalisation priorities of mobility programmes & unified digitalisation strategy across the organisation.....	11
6. Impact and Community Engagement.....	11
6.1. Quality activities and improved initiatives for a better integration in local communities.....	11
6.2. Internal tools and mechanisms to measure ESN's impact.....	12
6.3. Increased reach of ESN and decentralisation of the work of sections.....	12

Three-Year Strategy 2026-2029

1. International Mobility & Student Support

1.1. Equal access & quality standards

ESN Finland will:

- Ensure a positive experience throughout all mobility phases (before, during & after) by supporting and assisting international students with their applications and return process and collaborating with responsible Higher Education Institutions.
- Ensure a continuous commitment to inclusion and diversity and strengthening the support of students from diverse backgrounds and nationalities by supporting collaborations locally, nationally and internationally.
- Support and equip local section volunteers with the necessary competencies to understand student's needs.
- Champion a student-centred approach to teaching and learning, promoting flexible learning paths that accommodate diverse student needs.
- Increase ESN's research capacity by optimising the collection of student data.
- Support the local sections in advocacy actions for international student housing.
- Ensure knowledge of all outgoing students about the Erasmus Student Charter and educate local volunteers on its importance.
- Support student organisations, student groups, and individuals who are interested in internationalisation.
- Promote sustainable mobility initiatives, ensuring continuity for projects such as the Green Erasmus project and the Interrail Pass for Erasmus+ to encourage more environmentally friendly travel options.
- Promote environmentally responsible events and encourage sustainable travel awareness supported by sustainable event guidelines nationally.

1.2. Promotion of all mobility types and support of all international students

ESN Finland will:

- Expand ESN's involvement and support for participants beyond Higher Education and strengthen capacities to build synergies between Higher Education with other sectors, focussing on the Vocational Education and Training.
- Ensure the support of diverse mobility types within Erasmus+.
- Strengthen the integration of full degree international students by ensuring they feel welcomed and included.

- Ensure that ESN Finland contributes to ESN being a key actor in the European Degree process while reinforcing our expertise in key areas such as the Erasmus Student Charter, the Erasmus Charter for Higher Education, and the Bologna process.
- Contribute to strengthen ESN's position and engagement in the European University Alliances initiative, contributing to its development and impact.

1.3. Support of all phases of mobility

ESN Finland will:

- Track and support local sections to track alumni of exchange programmes and increase our engagement with them.
- Enhance support in the pre-mobility phase, establishing local ESN Sections as key stakeholders for outgoing students by ensuring that, even before they go abroad, they are aware of and connected to a Section ready to support them.
- Support local sections to engage non-mobile students by developing effective communication strategies.
- Support local sections to strengthen the support in the post-mobility phase by helping students realise the impact of their mobility.
- By 2029 ESN Finland should have reintegration activities implemented and Career-oriented post-mobility initiatives piloted in the majority of sections

1.4. Ensure effective usage of knowledge and skills gained during mobility aligned with job market demands

ESN Finland will:

- Ensure that Higher Education and mobility remain relevant in Finland by adapting to emerging trends worldwide and addressing the evolving needs of students and the labour market in Finland.
- Work towards positioning ESN as a leading stakeholder in the Union of Skills.
- Align post-mobility efforts with job market demands in Finland, ensuring that international students coming back to Finland can effectively translate their mobility experience into career opportunities.
- Create learning spaces for students and volunteers to acquire digital and green skills and develop Opportunities to apply these skills within the Network.
- Advocate for improved visa procedures in Finland through an Erasmus+ Visa, facilitating student mobility and ensuring smoother transitions for international students.
- Promote the results of the Erasmus careers project to support students' career development.

2. Volunteer Management and Development

2.1. Improving the HR strategy

ESN Finland will:

- Implement HR guidelines from the international level to strengthen volunteer recruitment, retention, and development for more consistency.
- Create Materials for Recruitment, onboarding and retention and use ESN International's materials on those topics.
- Ensure guidance of the Local Sections for these topics helping them understand their roles and ESN's Values.
- Explore the topic of offboarding and develop a straightforward, standardised process to ensure smooth transitions for volunteers who are leaving the organisation.
- Use the analysed data of the ESN Volunteer Survey and ESN Finland Volunteers Feedback to improve the HR strategy.
- Ensure local Volunteers keep the Sections Dashboard of ESN Finland updated.
- Continuously implement and improve the National Board Godparenting System, where each National Board member is assigned specific sections to support them, share knowledge and ensure a good information flow.

2.2. Development of effective knowledge transfer frameworks

ESN Finland will:

- Assist local Sections with their knowledge transfer and onboarding by setting standards.
- Explore best practices for knowledge transfer, encourage best practice sharing within the Network and provide templates.
- Ensure local sections use the ESN Wiki database as a central knowledge hub.
- Ensure local sections use ESN Finland's local boards Google Drive.

2.3. Support competence development and personal growth and equip volunteers with valued skills

ESN Finland will:

- Explore and map out the competencies for each position (supported by ESN International) and support ESN Finland Volunteers to communicate their skills outside ESN especially on the Finnish Job market.
- Integrate the identified competencies strategically in National trainings and workshops.
- Collect feedback from current volunteers after each training and workshop to improve their efficiency in skills development.

2.4. Developing recognition systems and recognition of competencies

ESN Finland will:

- Support a culture of volunteer appreciation, recognising contributions and celebrating achievements on national and local level.
- Develop a system for issuing certificates after events and upon holding a position, validating the skills, knowledge, competencies and contributions of volunteers.
- Assist local sections in reaching out to their HEIs to integrate ESN volunteering in their university credit systems (ECTS).

2.5. Creation of sustainable, inclusive and meaningful volunteering experiences focused on wellbeing

ESN Finland will:

- Support local sections in promoting a healthy balance between personal life and volunteering by assisting them in finding strategies and setting a good example on the national level.
- Share mental health & wellbeing resources in Finland.
- Promote a culture of recognition within the Network.
- Continuously monitor and adapt the organisational culture and encourage realistic expectations to support the needs of the volunteers.
- Promote and implement strategies to create a safer and more inclusive environment for all members.
- Improve financial affordability of volunteering, making participation more accessible by reducing cost barriers.
- Set a good example for local levels and assist local levels in forming alumni communities to enable volunteers to learn from alumni members while keeping them involved.

3. Governance and Membership

3.1. Standardised practices

ESN Finland will:

- Promote democratic, responsible, representative and aligned processes.
- Follow up with Sections current governance structures and decision-making processes.
- Implement improvements to make consultations and decision-making more inclusive and transparent within the ESN Finland Network.
- Continue to share yearly strategic progress updates.
- Review membership requirements of all local sections to ensure consistency.
- Keep promoting the ESNcard and ensure its recognition, value and implementation.

- Implement any optimised online communication tools and centralised platforms provided by ESN International to improve information flow and increase engagement across the Network through more transparency and knowledge retention.
- Promote any materials and guidelines to the sections that define what it means to be part of ESN and strengthen the Network's identity and volunteering spirit.
- Ensure the Volunteers and Organisations understand their roles and responsibilities.

3.2. Implementing targeted strategies to ensure sustainable growth and development of the Network

ESN Finland will:

- Fill the National Questionnaire responsibly.
- Ensure local sections fill the Section Questionnaire responsibly.
- Inform sections about strategic planning and decision-making processes.
- Clarify and explore further how the National Board can support the development of the Local Sections.
- Develop standardised requirements and onboarding processes for candidate sections further.
- Support local sections in becoming more professional by focussing on their specific priorities, needs and capacities and developing tailored support strategies.
- Strengthen horizontal communication tools like the Local Community Meetings (LCM).

3.3. Equal representation and opportunities for all sections through governance practices

ESN Finland will:

- Evaluate the representation of sections in National Events and their specific needs.
- Ensure the implementation of the Code of Conduct on a national and local level.
- Provide assistance with and actively do the reviewing of safety procedures to ensure to protect members and align with ESN's values.
- Align procedures with the reviewed governance documents of ESN International and the needs of local sections in Finland.

3.4. Sustainability of ESN Finland's structure to increase overall impact

ESN Finland will:

- Improve the HR and work management on the national level to ensure efficient and effective operations.
- Continuously review and update the National Board members responsibilities and roles.

- Continuously review and update the ESN Finland support structure roles and responsibilities to ensure they are aligned with the Network's strategic objectives.
- Strengthen dispute resolution mechanisms.
- Support the Arbitration Board structurally to decrease the workload.

3.5. Financial management for a more sustainable organisational culture

ESN Finland will:

- Ensure the responsible usage of ESN Finland's financial reserves for financial sustainability.
- Provide financial support for any National Training Event to ensure a greater impact and sustainability.
- Support local sections in securing partnerships to maximise private funding contributions.
- Expand corporate partner involvement by involving them in National Events and the National Overalls Order for better financial sustainability.
- Improve the usage of the General Fund for a better and more reliable support of local sections and volunteers.
- Establish a Grants Team to research, explore and implement more sustainable funding solutions intending an operating grant.
- Establish a paid Secretariat if sustainable funding is secured.
- Continuously improve budgeting priorities for a better development of the Network.
- Seek European-funded projects and grants that provide us with resources and tools for better advocacy and recognition of international student mobility.

4. Visibility, Outreach and External Relations

4.1. Cohesive and recognisable brand identity

ESN Finland will:

- Empower ESN volunteers in Finland as the ambassadors of the ESN brand as an image of the key organisation in supporting international student mobility.
- Ensure the recognition of the brand of ESN by highlighting its impact and supporting local sections to do that as well.
- Ensuring the strategic use of the Overalls for ESN Finland's identity and branding.
- Facilitate sessions and workshops to deepen the knowledge on branding for the local level volunteers by connecting it to a broader picture of the organisation and Mission, Vision, and Values of ESN, rather than purely using the visual identity.
- Ensure usage of resources and materials provided by ESN International to improve the visibility and recognition of ESN on all levels.

- Continue to align the ESNcard with the ESN brand and ensure the ESNcard to be the “membership card of the Erasmus Generation”.
- Promote the Erasmus Generation Meeting as the key student-led conference discussing the internationalisation of education in Europe and Finland, expanding its visibility and participation of the local community.

4.2. Increasing the visibility of ESN in traditional and digital media

ESN Finland will:

- Continue promotion of the ESN’s services and initiatives towards international and national students.
- Encourage and create joint digital campaigns to widen ESN’s reach and establish a unified public image of the organisation.

4.3. Promotion of mobility opportunities

ESN Finland will:

- Encourage the Network to use outlets such as the Student Guidebook, Erasmus E-book, and Erasmus Generation Portal.
- Diversify the mobility information on our social media channels by including focusing on youth.
- Promote the @Erasmus.Generation Instagram account to local sections and international students.

4.4. Advocacy efforts for recognition of international student mobility in education

ESN Finland will:

- Engage and include local sections in discussions about the revision of the current Erasmus+ programme initiated by ESN International.
- Strengthen advocacy efforts.
- Share ESN’s research and policy outputs to guarantee student’s voices are well-represented.
- Publish positions, reactions, and recommendations following key developments in the European Union and Finland.

4.5. Collaboration with stakeholders to advance internationalisation

ESN Finland will:

- Actively engage with representatives at the Erasmus Generation Meeting to build stronger collaborations.
- Actively reach out to stakeholders in Finland that support international collaborations.

- Support local sections in building relationships with their stakeholders in Higher Education.
- Expand out collaboration with National Agencies and authorities responsible for mobility, e.g. by getting involved in common initiatives.

5. Digitalisation of Mobility and IT Infrastructure

5.1. Integrate students and volunteers into a tailored digital ecosystem to facilitate and enhance the mobility experience

ESN Finland will:

- Actively monitor ESNcard development towards the digital ESNcard.
- Actively voice out national-level opinions about the digitalisation of the ESNcard at international level.
- Facilitate national discussions on local implementation practices about the digital ESNcard acknowledging local level needs and challenges.
- Slowly start to implement the digital ESNcard over the next years, ensuring the compliance with Finnish legal and operational contexts and that the process and the support system for local sections is working so the sections have a smooth and sufficient adoption period.
- Reinforce the ESN Accounts in combination with an active ESNcard as the volunteers' ESN identity.
- Contribute to the development of an in-house event management platform by ESN International by taking an active role in the discussions.
- Explore possibilities for feasible integrations of current event management platforms in Finland like Kide.app into a centralised event management platform, finding a realistic approach due to API limitations.
- Explore the ways in which Kide.app can be used on a national level to standardise tracking of ESNcards.
- Recommend and encourage local sections to implement and contribute to the development of a centralised buddy system platform provided by ESN International.
- Develop and implement an NA App based on the GA App that is used by ESN International to streamline the National Assembly procedures and to move towards aligning more with the digital ecosystem of ESN International.

5.2. Digitalisation priorities of mobility programmes & unified digitalisation strategy across the organisation

ESN Finland will:

- Advocate for the further removal of paperwork and the improvement of the student experience through Erasmus Without Paper or similar initiatives to strengthen digital competencies and skills further.
- Promote knowledge sharing on topics related to digitalisation in mobility.
- Support local volunteers with digital procedures and equip them to utilise ESN's knowledge base effectively to strengthen capacity building and to ensure the support for incoming and outgoing students.
- Follow and promote ESN International's digital priorities and standards supporting the overall development of the ESN ecosystem.
- Continuously implement best practices from within the Network's IT Communities to transition and use the central platforms provided by ESN International.
- Promote the platform [InclusiveMobility.eu](https://www.inclusivemobility.eu) as the standard platform for information about inclusion and support services offered by Higher Education Institutions, national agencies and ministries for education to international students.

6. Impact and Community Engagement

6.1. Quality activities and improved initiatives for a better integration in local communities

ESN Finland will:

- Promote Erasmus in Schools as a key initiative of the Network to promote mobility opportunities for students and strengthen the impact of Erasmus in local schools and communities.
- Support and assist local sections to start the Erasmus in Schools initiative in their local community.
- Improve and develop the promotion of activities showcasing the impact on society to help local sections to impact their local communities.
- Provide local sections with all needed information and support on time to ensure a high quality of their welcome events.
- Establish National Erasmus Games and ensure their sustainability by promoting International Erasmus Games and encouraging local sections to organise local rounds and promoting it in their local community strategically for the cause of Health and Wellbeing.
- Ensure the sustainability of the national training event FInsight to widen and improve volunteers skills and enable them to use those to benefit their local community.

- Establish FInsight as an annual mandatory capacity building event.
- Explore rebranding of the Pirates of the Baltic Sea event to make it more meaningful and attractive to a new generation's interests and to distance its image from a "party cruise" towards an inclusive and safer environment with possibly further impactful topics and educational purposes.
- Explore the option of making PoBS an annual event implemented in Autumn instead of biannual to ensure ESN Finland's financial stability and to support the establishment of other national events such as NEG.
- Promote and start reimplementing the Social Impact Days as an initiative.
- Ensure that the European University Alliances initiative remains relevant for community building in Finland by promoting its activities to the local community, international and local students and by empowering ESN Finland volunteers to actively participate and enhance their engagement in alliance initiatives.
- Promote opportunities to local sections regularly.
- Use ESN Causes as a framework to implement quality activities on national and local level, ensuring initiatives align with ESN's Mission and foster community engagement.
- Ensure that international students remain active citizens in society, empowering and supporting them even while abroad, following the best practices implemented by the EGIA project.
- Empower students to give back to the community by encouraging them to join civil society organisations as part of their post-mobility journey or by involving them in innovative campus-based activities and initiatives.
- Strengthen Finnish youth involvement in the Erasmus+ programme or other mobility programmes by exploring participation in decision-making processes.

6.2. Internal tools and mechanisms to measure ESN's impact

ESN Finland will:

- Promote the importance of using the ESN Activities platform towards local sections by showcasing the value of reporting and the visibility of the data.
- Encourage and assist local volunteers to use the activities.esn.org platform and raise usability concerns towards the international level.
- Promote ESN's research to local volunteers.
- Explore tools for impact measurement and evaluation of ESN's impact on society.

6.3. Increased reach of ESN and decentralisation of the work of sections

ESN Finland will:

- Explore cooperations with other civil society organisations to achieve common goals.
- Strengthen the cooperation with other civil society organisations.
- Encourage local sections to explore their reach and cooperation with other civil society organisations and with other sections.

- Increase the reach of ESN Finland by encouraging and supporting sections to collaborate with diverse HEIs and expanding their activities to also include more rural areas without a dedicated section.
- Explore key forums in Finland related to active citizenship and student engagement for showing presence and gaining recognition in the society.
- Explore and find ways to implement the ESNcard also in areas without a section, ensuring international students can still benefit from its advantages.
- Promote ESN activities and initiatives even in areas without a local section to increase awareness and engagement with ESN's Mission.