



Handbook for AIJA National Representatives, Local Representatives, Regional Representatives and Regional Coordinators



**INTERNATIONAL ASSOCIATION
OF YOUNG LAWYERS**

Table of Contents

<i>I. INTRODUCTION.....</i>	<i>2</i>
<i>II. GENERAL PRINCIPLES.....</i>	<i>2</i>
<i>III. TYPES OF AIJA REPRESENTATIVES AND APPOINTMENT CRITERIA</i>	<i>2</i>
A. NATIONAL REPRESENTATIVES	2
B. LOCAL REPRESENTATIVES	2
C. REGIONAL REPRESENTATIVES.....	3
D. REGIONAL COORDINATORS.....	4
<i>IV. RIGHTS, PRIVILEGES AND BENEFITS.....</i>	<i>4</i>
<i>V. RESPONSIBILITIES, PROCEDURES AND BEST PRACTICES</i>	<i>5</i>
<i>SCHEDULE I</i>	<i>8</i>
<i>SCHEDULE II.....</i>	<i>10</i>
<i>SCHEDULE III.....</i>	<i>12</i>

I. INTRODUCTION

This Handbook aims to gather in one reference document the general principles, procedures and best practices to be followed and implemented by AIJA's National Representatives, Local Representatives and, where appointed, by AIJA's Regional Representatives and Regional Coordinators (jointly, "Representatives") in the conduct of their respective roles. The Handbook also outlines the responsibilities, rights and privileges of AIJA's Representatives.

II. GENERAL PRINCIPLES



AIJA seeks to promote its mission through its Representatives. AIJA is a global organisation, and it must be represented throughout the world to ensure its success.

Representatives are members of the National Representatives Committee ("NRC"), which is led by co-chairs appointed by the Bureau of AIJA. The NRC seeks to encourage participation in AIJA events and to increase AIJA's membership around the world to build a larger and stronger network.

Representatives are appointed for a term of up to three (3) years, subject to review on an annual basis by the NRC Co-Chairs and AIJA Bureau.

III. TYPES OF AIJA REPRESENTATIVES AND APPOINTMENT CRITERIA

A. NATIONAL REPRESENTATIVES

National Representatives are appointed and dismissed by the Executive Committee of AIJA based on a recommendation from the AIJA Bureau. The recommendation of the Bureau is based on the recommendation of the NRC Co-Chairs. The rights, responsibilities, privileges, and benefits of National Representatives are set out in Section IV below. In contrast to Local Representatives, National Representatives are expected to participate and have full voting rights in meetings of the AIJA Executive Committee.



B. LOCAL REPRESENTATIVES



Local Representatives are appointed and dismissed by the NRC Co-Chairs. The appointment and dismissal of Local Representatives does not require an Executive Committee meeting or vote and is therefore less formal than the appointment of a National Representative and allows for more flexibility. Local Representatives do not have the right to vote in meetings of the Executive Committee as this is not provided for in the AIJA Statutes. Other applicable rights, responsibilities, privileges, and benefits of Local Representatives are set out in Section IV below.

Successful performance in the position of Local Representative can be a springboard for appointment as National Representative subject to the following considerations and criteria:

1. Whether there are 10 or more active AIJA members in the country on average.
2. Whether the jurisdiction has been well-represented by members or other attendees at AIJA events in the previous years.
3. Whether there is a long-standing or strong relationship between AIJA and the local bar association(s) or local young lawyers' association.
4. Whether the jurisdiction is an independent country (as required by the AIJA statute).
5. Whether the jurisdiction had a national Representative previously and any failure to meet the above criteria is deemed temporary and transitional, with a strong plan presented by the person considered for the position.

In countries meeting the above criteria, a Local Representative may still be appointed where the Local Representative is being appointed temporarily, e.g., in between the Executive Committee meetings, or in case the Representative has limited AIJA experience, has joined AIJA only recently, or has limited attendance at AIJA events so far. In such case, a change to National Representative takes place once these factors no longer apply.

C. REGIONAL REPRESENTATIVES

Regional Representatives are appointed and dismissed by the NRC Co-Chairs. The appointment and dismissal of Regional Representatives does not require an Executive Committee meeting or vote and is therefore less formal than the appointment of a National Representative and allows for more flexibility. The appointment of a new Regional Representative is usually preceded by a request from the relevant National Representative to appoint a Regional Representative. Appointment at the initiative of the Bureau or NRC Co-Chairs is also possible.



The responsibilities as well as the rights, privileges and benefits of a Regional Representative are similar to those of a National Representative, though limited to the relevant region. Regional Representatives assist “their” National Representative and are responsible for part of the National Representative’s task in their region, e.g., by keeping in touch with the local AIJA community and organising local AIJA gatherings in their region.

Regional Representatives should take their lead from the National Representative and coordinate and plan all their activities with the National Representative, also to ensure consistent communication and a coherent calendar of events. Regional and National Representatives shall work in a collaborative manner to accomplish their shared goals. In case of a difference in opinions or strategies, these shall be resolved in mutual discussion, otherwise the National Representative decides or submits a request for instruction or opinion to the NRC Co-Chairs. Other applicable rights, responsibilities, privileges, and benefits of Regional Representatives are set out in Section IV below.

As a general rule, National Representatives should recommend the appointment of one or more Regional Representatives in their country to the NRC Co-Chairs if at least two of the following criteria apply:

1. The country is large (in terms of geographic area).
2. The country has a significant number of AIJA members.
3. The country has a significant number of lawyers and law firms in different cities or distant or disparate / distinct geographic regions (including regions with different legal systems and /or different languages).

For example, 5 Regional Representatives have been previously appointed for Germany because it is a large country with lawyers, law firms and AIJA members based in different, distant cities; 2 Regional Representatives have been appointed for Switzerland because the number of AIJA members is very high and because lawyers, law firms and AIJA members are based in disparate geographic regions, even speaking different languages.

D. REGIONAL COORDINATORS



Regional Coordinators supervise and coordinate the activities of National Representatives and Local Representatives in a particular geographic region (e.g., Latin America or Asia-Pacific). They may be appointed based on AIJA's needs.

Regional Coordinators are responsible for assisting AIJA and the NRC Co-Chairs with the development and implementation of AIJA's strategic goals and plans in the relevant region. Regional Coordinators are expected to promote AIJA and its events, have responsibility to grow AIJA's membership, and the duty to liaise with other third parties such as international or regional bar associations in their region for the benefit of AIJA and its members. Other applicable rights, responsibilities, privileges, and benefits of Regional Coordinators are set out in Section IV below.

Regional Coordinators work in conjunction with AIJA's leadership, the NRC Co-Chairs and with the appointed National Representatives and Local Representatives within the region in a collaborative manner. They make sure that all National Representatives and Local Representatives in their region are active representatives of AIJA and that their efforts are aligned. Where Regional Coordinators have been appointed, National Representatives and Local Representatives should coordinate their activities with the Regional Coordinator, seek their advice on strategic issues and include them in any reporting, alongside the NRC Co-Chairs.

IV. RIGHTS, PRIVILEGES AND BENEFITS



Representatives hold important leadership roles within AIJA, are devoting significant time and efforts to promote AIJA and grow its membership and, therefore, enjoy attendant rights, privileges and benefits commensurate with their positions and in recognition of their contributions to AIJA. Subject to the responsibilities and procedures set forth in Section V below, during their term, Representatives enjoy the following rights, privileges and benefits:

- a. Representatives are entitled to describe themselves and hold themselves out as either an AIJA National Representative, an AIJA Local Representative, an AIJA Regional Representative, or an AIJA Regional Coordinator, depending on the nature of their specific appointment. This AIJA title and position can be used in communications sent in the

Representative's official capacity on behalf of AIJA or in responsive communications on behalf of AIJA, and may also be reflected in the Representative's professional biographical descriptions as may be contained in a CV, resume, in the biography on their employer's or business' website, or in personal social media accounts on platforms such as LinkedIn;

- b. Representatives enjoy the benefit of building a strong personal brand as a leader in an established international lawyer association;
- c. Representatives enjoy visibility in the local legal community as a leader in and contact person for AIJA;
- d. Representatives enjoy exposure to local, national and other international bar associations existing or active in their geographic location of responsibility;
- e. Representatives gain managerial and organisational experience relevant to growth in their legal practices;
- f. Representatives enjoy recognition on their name badges at all AIJA events where they are registered attendees;
- g. Representatives enjoy recognition in numerous AIJA publications and directories, including, but not limited to, the AIJA website, MyAIJA;
- h. Representatives gain experience for further roles within AIJA; and
- i. National Representatives enjoy voting rights as members of the AIJA Executive Committee.

V. RESPONSIBILITIES, PROCEDURES AND BEST PRACTICES

Representatives serve a unique leadership role within their countries and regions on behalf of AIJA. As primary points of contact and ambassadors for AIJA, Representatives are expected to maintain continuous visibility and accessibility for their constituent AIJA members as well as for potential new AIJA members. Timely communication and responsiveness are key duties of a Representative, but also the hallmarks of the best practices employed by the most successful Representatives. Representatives must also be active in their countries/regions in order to promote AIJA's presence, events and the wide array of opportunities for members to deepen their involvement and connections with AIJA.



In order to assist Representatives to succeed in their roles, AIJA expects its Representatives to review, discharge and implement the following responsibilities, procedures and best practices. Specifically, Representatives are expected and encouraged to:

- a. Serve as the primary representative and point of contact for AIJA in their designated areas. Representatives should respond to inquiries made by existing and prospective members, AIJA friends and partner organisations within a few business days of receipt;

- b. Keep their contact details—on the AIJA website and in the online Member Directory, “MyAIJA”—up-to-date;
- c. Lead by example in due fulfilment of membership duties, including timely payment of membership fees;
- d. Build and maintain relationships between national members and AIJA and recruit new members. After each AIJA event, Representatives will receive a list of non-member attendees. Representatives are expected to follow up with these non-member attendees/contacts and encourage them to join AIJA as members;
- e. Regularly communicate with members in their appointed areas by sending newsletters, announcing event updates, posting on social media, and creating local chat groups. Promotional AIJA materials (i.e. brochures, flyers and programmes) may be available upon request to the AIJA staff to assist Representatives with their communication and promotion of AIJA in general and of the congress, conferences and seminars;
- f. Adhere to a communications practice that reflects that the Representative’s role is an individual one and not a designation or appointment belonging to one’s firm or business. A communication in the Representative’s capacity should avoid promotion of the individual’s firm, commercial practice or business, as it is not related to the Representative’s role and it could be suggestive of an endorsement by AIJA. Furthermore, any use of AIJA’s logo or other proprietary marks, layouts or designs, other than on AIJA pre-approved materials, should be undertaken with prior consent from the AIJA office only, and should avoid creating an incorrect impression of communication from AIJA or the AIJA office unless that has been coordinated with the AIJA office and approved as such;
- g. Keep track of membership in their appointed areas. Representatives shall also review new membership applications. Representatives are welcome to monitor the fee payment of their local membership, while the AIJA office is primarily in charge of this. Representatives should make use of “MyAIJA” and monitor the Member Directory and the Statistics functionality to ensure that the data are accurate and up-to-date and to keep abreast of the developments in the local membership (e.g. the age portfolio, regional distribution). Representatives should strongly encourage senior AIJA members and AIJA alumni in their appointed areas to introduce their younger colleagues to AIJA and to encourage new membership, thereby ensuring continuity;
- h. Organise local gatherings for existing and prospective members, such as dinners, lunches, cocktail parties / afterwork drinks, virtual meetings or other networking opportunities. For additional practical suggestions and procedures, refer to the Handbook’s Schedule I;
- i. Support the organisation of AIJA seminars or other events in their designated areas, collaborate with the organising committees (“OC”) of these events, and provide guidance to any prospective organisers (i.e. direct them to the relevant AIJA commission and Academic Programme Committee [“APC”]);
- j. Build and maintain relations with national, local, and young lawyers bar associations. Representatives are encouraged to (1) include contacts from those organisations in their newsletter mailing lists, (2) invite those organisations to become collective members of

AIJA and to utilise the ensuing benefits for their members, (3) invite those organisations to participate in the national and/or regional meetings, (4) organise events with those organisations, and (5) attend events organised by relevant associations. Taking advantage of resources of cooperating organisations, like websites and newsletters, as well as personal participation in their activities in order to promote AIJA, are amongst the proven best practices;

- k. Build and maintain relations with local in-house or corporate lawyers' associations, law students' associations, universities, and law schools;
- l. Maintain impartiality and neutrality with respect to candidacies and elections within AIJA, including, but not limited to, candidacies and elections involving AIJA members from your appointed country/region;
- m. Review the sample yearly calendar appended here as Schedule II and regularly advise the NRC and, where applicable, the Regional Coordinator, of activities. Maintain a checklist based on the template appended here as Schedule III. Representatives should report to the NRC at least biannually, e.g. by providing the completed checklist (Schedule III) or with a complete and timely response to NRC's Questionnaire for Representatives, if distributed, or otherwise as requested by the NRC from time-to-time. Upon appointment, Representatives shall provide the Co-Chairs of the NRC with a summary of their plans for the term. They shall also coordinate with the Regional Coordinator, if appointed, and provide any necessary guidance. In addition, informal updates to the NRC and other Representatives are welcome via the NRC group chat;
- n. A Representative who does not actively participate in AIJA events cannot duly fulfil the Representative role. Active annual participation at physical events of AIJA is necessary. A Representative shall attend NRC meetings, taking place during the congress and half-year conferences. If unable to attend these required meetings, Representatives should (in addition to attempting to attend an alternative AIJA event) notify the Co-Chairs of the NRC in advance of their expected absence, and attempt to send someone from their country or region on their behalf (e.g. a Regional Representative, if appointed, or other experienced AIJA member) such that the substitute can report back to and assist the Representative in communicating important information and initiatives discussed at the meeting to members via newsletter or other similar means; and
- o. Before the conclusion of the Representative's term, assist the NRC Co-Chairs in identifying a potential successor and assist with the transition. Availability of one or more suitable successors active in AIJA, who are not related to the current Representative e.g. by being from the same law firm, is a hallmark of a successful term. The Representative shall not finally choose or promise a succession to any such candidate, as the selection involves the NRC Co-Chairs, the AIJA Bureau and ultimately is decided by the Executive Committee. The Representative shall ensure a proper handover and knowledge sharing with the successor.
- p. At the conclusion of the Representative's term, it is the duty of the Representative to update any materials describing their Representative role to reflect that the role has concluded and was a former role including on CVs, resumes and website and social media account biographies.

SCHEDULE I

ORGANISING LOCAL GATHERINGS

Organising happy hours or lunches or dinners throughout the year is great for engagement. Although these get-togethers need not be frequent, they ensure that local members can come to know each other. Representatives are encouraged to invite potential members to these events to introduce them to the AIJA spirit.

Promoting the Event

Representatives should send an email one month prior to the anticipated event date, inviting existing and prospective members to RSVP to the event. In most instances, individual participants will pay for their own food or drinks at the event. However, Representatives may wish to set out a fixed participation fee per attendee. Alternatively, in many countries it is possible to just make a reservation in a restaurant or bar (making clear that you will be able to specify the number of participants only later on), send out the invitation to your members asking to RSVP and specify that every participant will pay for his / her own food and drinks, without need for a participation fee.

Consider reaching out to restaurants and bars in your city with nearby courthouses and/or law offices. The more accessible the event, the greater the chance of high attendance.



Partnering with Law Firms

Subject to prior AIJA approval, representatives should encourage members' law firms to host, on a non-exclusive and rotating basis, and invite other members to happy hours (for example law firms with a marketing budget may be happy to host). The host can of course make a small speech about the firm's business to justify the cost. Feel free (subject to the inviting firm's agreement and ability) to invite trainees/non-members from the firm and friends of the attending lawyers to hear about AIJA.

Leveraging Local bar Associations

Representatives in some countries and cities should ask their local bar associations if AIJA might use a room, free of cost, for some events, as this would save on reservation fees. Bar associations often welcome events with an international focus or flavour, so promote AIJA as an international community. Remind them that the lawyers at one event may collectively know several thousand lawyers around the world. Do not underestimate the reach of AIJA, as this is our greatest asset!

Social Media Engagement

Finally, Representatives should promote, document and share memories from their local meetings. Send pictures/videos to the NRC and/or copy the NRC on emails. The NRC loves to see what Representatives are up to, so don't be shy! This is the best, and sometimes only, way for the NRC to know what Representatives have accomplished. Importantly, make sure that event attendees consent to having their pictures taken, as media may be posted to AIJA's social media accounts and/or included in newsletters.

SCHEDULE II

REPRESENTING AIJA THROUGHOUT THE YEAR

This overview provides suggestions as to activities Representatives might consider undertaking throughout a typical AIJA year, corresponding to the Representatives' term. Not all of these events are required and you are welcome to do other things that you think will help promote AIJA in your country/region. Some countries have established traditions, such as Holiday Dinners, and there is room for creativity in your efforts to promote AIJA.



September

- If you have just been appointed: Send an e-mail to the members in your country / region introducing yourself as new Representative.
- Send out a newsletter with a report and pictures from the Annual Congress to inspire those who did not attend to consider future attendance and informing of any relevant news coming out of the Annual Congress including relevant appointments and election results.

October

- Send out a newsletter listing upcoming AIJA events and local activities.
- Promote the November Half-Year Conference by, for example, organising a local event.

November

- Send out a newsletter listing upcoming AIJA events and local activities.
- Attend the November Half-Year Conference.

December

- Send out a newsletter listing upcoming AIJA events and local activities.
- Organise holiday drinks and/or dinner with AIJA members.
- Promote the Best International Future Lawyer Award (information available on the AIJA website).

January/February

- Send out a newsletter listing AIJA events and local activities for the coming year.
- Promote the Best International Future Lawyer Award (information available on the AIJA website).
- Submit a report to the NRC summarising your activities since the Annual Congress.
- Encourage membership renewals.

March/April

- Send out a newsletter listing upcoming AIJA events and local activities.
- Promote the May Half-Year Conference by, for example, organising a local event.

May

- Send out a newsletter listing upcoming AIJA events and local activities.
- Attend the May Half-Year Conference and the NRC meeting.

- If applicable, discuss succession with the NRC Co-Chairs.

June/July

- Send out a newsletter listing upcoming AIJA events and local activities.
- Promote the Annual Congress by, for example, organising a local, themed, event.
- Inform existing members about any upcoming elections and about the availability of electronic voting. Encourage all members to vote primarily in-person (at the General Assembly) or via electronic voting.
- Submit a report to the NRC summarising your activities since your last report in January / February.

August

- Send out a newsletter with a final pitch for the Annual Congress and listing upcoming AIJA events and local activities.
- Attend the Annual Congress and the NRC meeting.

Other ideas for activities throughout the year:

- Send e-mails to the NRC about local activities organised in your country.
- Contact your local Young Lawyers' Association(s) and offer to host a presentation on AIJA at a membership meeting.
- If an AIJA seminar is held in your country, cooperate with the Organising Committee, and use the seminar to attract new local members. Utilise the social ticket option for those outside the academic topic of the event, where available and subject to discussion with the Organising Committee. Try to invite local Young Lawyers' Association members to the opening reception.
- Invite potential new members to a local event that you are organising.



SCHEDULE III

CHECKLIST FOR AIJA NATIONAL AND LOCAL REPRESENTATIVES

This checklist helps you to keep track of your activities as National Representative or Local Representative throughout the year. It reflects the activities we usually see from National Representatives and Local Representatives. Please feel free to add additional sections and lines, as appropriate for a complete overview of your efforts.

We suggest that you keep this checklist and fill in your activities throughout the year. You can then use this document for reporting to the NRC Co-Chairs and filling an NRC Questionnaire, saving you the time of writing a report.



Activity	Date, Details of the Activity	Comments
Local Gatherings		
1 st local gathering	<i>[please also specify the type of the event – lunch / dinner / afterwork drinks / Christmas dinner / Christmas drinks / round table etc.?]</i>	
2 nd local gathering		
3 rd local gathering		
4 th local gathering		
Newsletters / communications in local groups on WhatsApp, Facebook, LinkedIn etc.		
Newsletter / other communication September		
Newsletter / other communication October		
Newsletter / other communication November		
Newsletter / other communication December / January		

Activity	Date, Details of the Activity	Comments
Newsletter / other communication February		
Newsletter / other communication March		
Newsletter / other communication April		
Newsletter / other communication May		
Newsletter / other communication June		
Newsletter / other communication July / August		
Correspondence / communication with individual (potential) local members		
	<i>[please specify]</i>	
Promoting AIJA with local (young) bar associations, in-house counsel associations etc.		
	<i>[please specify which associations you have contacted, which information you have provided etc.]</i>	
Promoting Best International Future Lawyers Award		
	<i>[please specify how you have promoted BIFLA with universities / students / young lawyers]</i>	
Other		
	<i>[please use this section to let us know of anything else that you have done for AIJA]</i>	