

2025

YOUTH COUNCILS

Establishing and Managing the Youth Councils: A Manual



Organization for Security and
Co-operation in Europe
Mission in Kosovo

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Acronyms

AYD, Agency	Agency for Youth Development
CSO	Civil Society Organization
CYAC	Central Youth Action Council
CYC	Central Youth Council
LYAC	Local Youth Action Council
LYC	Local Youth Council
MSY, Ministry	Ministry of Sports and Youth
OSCE	Organization for Security and Co-operation in Europe

Foreword

The OSCE Mission in Kosovo has long understood a simple but powerful truth: when young people are included, societies grow stronger, fairer, and more resilient. Youth are not simply beneficiaries of policy and programmes—they are partners, innovators, and leaders whose ideas and energy shape the future. Their participation is not optional; it is essential to building democratic, inclusive, and peaceful communities.

This year, as we mark both the 50th anniversary of the Helsinki Final Act and the 10th anniversary of the global Youth, Peace and Security Agenda, the OSCE Mission in Kosovo proudly reaffirms its enduring commitment to making youth participation meaningful—participation that truly influences decisions and improves lives.

Over the past two decades, the Mission has worked hand in hand with young people, institutions, and communities to build the foundations for participatory democracy in Kosovo. From supporting the first Local Youth Action Councils to helping develop Kosovo's youth legislation and policy frameworks, our approach has been holistic—combining policy reform, capacity-building, institutional development, and community empowerment.

The recent adoption of the new Law on Youth represents a landmark step forward. It creates a clearer, more inclusive architecture for youth engagement at both central and local levels, emphasizing accountability, diversity, and cross-sectoral cooperation. Through active involvement in public consultations and technical support to the Ministry of Sports and Youth, the Mission has helped to ensure that this new framework reflects the voices and aspirations of young people themselves.

This Manual on Establishing and Managing Youth Councils builds on that progress. It provides practical, hands-on guidance for turning the law into action—ensuring that youth councils are democratic, transparent, representative, and sustainable.

By supporting this process, the OSCE Mission in Kosovo underscores its belief that young people are not only the future but the present—agents of change who deserve a voice in shaping the policies that affect them. Through genuine engagement, shared responsibility, and partnership, we can continue to build a Kosovo where every young person has the opportunity to participate, contribute, and lead in creating a more inclusive and democratic society.

Ambassador Gerard McGurk
Head of OSCE Mission in Kosovo

Introduction

What is the purpose of this manual?

Youth Councils play an essential role in strengthening democratic governance, community development, and inclusive decision-making at the central and local level. They provide a structured mechanism for young people to articulate their needs, participate in policy discussions, and contribute to more responsive and inclusive public life. By bringing youth perspectives into public life and ensuring their participation in decision-making processes, Youth Councils help ensure that decisions reflect diverse perspectives, support civic engagement, and foster a culture of accountability and dialogue between institutions and young people.

The primary purpose of this manual is to provide structured and practical support for the effective establishment and operationalization of the Central Youth Council (CYC) and Local Youth Councils (LYCs). It offers step-by-step instructions, clear explanations of applicable policy, legal and regulatory frameworks. The focus is specifically on assisting with the setting up of youth councils, ensuring that the process is inclusive, transparent, and aligned with democratic participation principles.

How was this manual developed?

This manual was developed through a participatory and evidence-based methodology, between the period of March and May 2025, combining legal analysis, stakeholder engagement, and outreach. Initially, an in-depth desk review was conducted to analyze [Law No. 08/L-264 on Youth \(2024\)](#)¹ the [Regulation \(MSY\) No. 09/2024 on Youth Council](#),² and relevant strategic documents, such as [the Strategy for Youth 2024–2032](#),³ identifying gaps and translating legal content into actionable, youth-friendly guidance. This was followed by an online survey with 40 responses⁴ targeting youth, municipal officers, and CSOs, gathering insights on awareness levels and implementation needs. To deepen understanding, six outreach meetings were held across 26 municipalities⁵, engaging over 100 stakeholders, including youth activists, former Local Youth Action Councils (LYACs), student councils, and youth officers. These meetings, co-organized with the Department of Youth in the Ministry of Sports and Youth (Ministry, MSY), captured local realities, identified challenges, and highlighted best practices. The triangulated findings, legal, quantitative, and qualitative, form the foundation of this manual, ensuring it is both grounded in the youth context and aligned with the needs of those directly involved in the establishment of youth councils.

¹ Law No. 08/L-264 on Youth, available at: <https://gzk.rks-gov.net/ActDetail.aspx?ActID=95847>

² Regulation (MSY) NO. 09/2024 on Youth Councils, available at: <https://gzk.rks-gov.net/ActDetail.aspx?ActID=100111>

³ Strategy for Youth 2024–2032, available at:

https://www.mkrs-ks.org/repository/docs/STRATEGJIA_SHTETERORE_PER_RINI_2024-2032_EN.pdf

⁴ Survey respondents' demographics: 62% men and 38% women; 57% Kosovo Albanian; 10% Kosovo Serb; 8% Kosovo Roma, Kosovo Ashkali and Kosovo Egyptian; and 5% Kosovo Turkish. Age distribution shows that 75% were over 30, 15% were 19–29, and 10% were 25–29 years old.

⁵ Ferizaj/Uroševac, Kaçanik/Kaçanik, Hani i Elezit/Elez Han, Prishtinë/Priština, Lipjan/Lipljan, Fushë Kosovë/Kosovo Polje, Obiliq/Obilić, Shtime/Stimlje, Gračanica/Gračanicë, Pejë/Peć, Gjakovë/Đakovica, Istog/Istok, Klinë/Klina, Prizren, Suharekë/Suva Reka, Dragash/Dragaš, Rahovec/Orahovac, Malishevë/Mališevo, Glogoc/Glogovac, Mitrovicë/Mitrovica South, Podujevë/Podujevo, Skenderaj/Srbica, Vushtrri/Vučitrn, Gjiilan/Gnjilane, Kamenicë/Kamenica

Who is this manual for?

This manual is designed for a diverse range of actors engaged in the youth sector. Its primary users include youth aiming to become members of both central and local councils, municipal youth officers, and staff from the Ministry and the Agency for Youth Development (Agency, AYD). It also serves civil society organizations that support youth engagement, as well as youth activists and youth workers involved in civic participation. The manual supports both formal institutional actors and informal youth-led initiatives by offering accessible and practical instructions for all stages of youth councils' establishment and operation. Its user-centred approach ensures that each stakeholder can understand its specific roles and responsibilities, thereby contributing to a more cohesive and inclusive youth participation infrastructure across all levels of governance.

How to use it?

The manual is organized to be practical, step-by-step, and easily navigable for various users. Each section corresponds to a different phase or component of youth council development, ranging from launching public calls and member elections to ensuring inclusive participation and maintaining institutional memory. Readers can refer directly to the sections relevant to their role, whether they are youth members forming a council, municipal officials facilitating the process, or civil society actors supporting capacity-building activities. Practical tools and templates in the Annexes and explanatory boxes throughout the document are included to translate legal obligations into actionable steps. While the manual can be used linearly, it also allows for modular reading, meaning stakeholders can consult specific chapters or annexes depending on their specific needs.

CHAPTER ONE: What has changed?

The new policy, legal and regulatory framework positions the Central Youth Council and the Local Youth Councils at the centre of a collaborative environment involving government institutions, local government administrations, civil society, and ensures youth voices are supported.^{6,7,8}

At the heart of this system is the newly established Agency for Youth Development, which co-ordinates the youth sector, supports councils, and manages volunteer certification to formally recognize youth engagement. This structure transforms youth participation into a strategic, institutionalized force shaping policy, education, and community life.

The new legal framework redefines roles across the youth sector: whereas under the previous law the Central and Local Youth Action Councils (CYAC and LYACs) functioned as registered CSOs, under the new law, they are established as informal groups. This change emphasizes their role as strategic partners for government institutions, which now have a legal obligation to engage with and support them. This co-ordinated structure embeds youth participation into governance, with the potential to foster long-term civic trust and democratic participation.

	What has changed from the previous structure?	Why is it important for the youth sector?
<p>Central Youth Council: An advisory, advocacy, and monitoring group on youth issues, serving as a platform for co-operation between the Government, Local Councils, youth organizations, and informal groups.⁹</p> <p>Local Youth Councils: Similar to the Central Youth Council, but operating at the municipal level.¹⁰</p>	<ul style="list-style-type: none"> From registered Civil Society Organization to informal group; Redefined roles and responsibilities to empower youth voices; Strengthened role to participate in central and local institutional structures and processes; Direct support for internal governance. 	<p>A direct line to the government! The CYC allows youth organizations and informal groups to voice their concerns and contribute to policy design and implementation.</p> <p>Your voice at the local level! LYCs are crucial for addressing community-specific issues and ensuring that local policies reflect the needs of young people.</p>

⁶ Law No. 08/L-264 on Youth, available at: <https://gzk.rks-gov.net/ActDetail.aspx?ActID=95847>

⁷ Regulation (MSY) NO. 09/2024 on Youth Councils, approved by the Minister with Decision No. 140/2024, date 31.12.2024, available at: <https://gzk.rks-gov.net/ActDetail.aspx?ActID=100111>

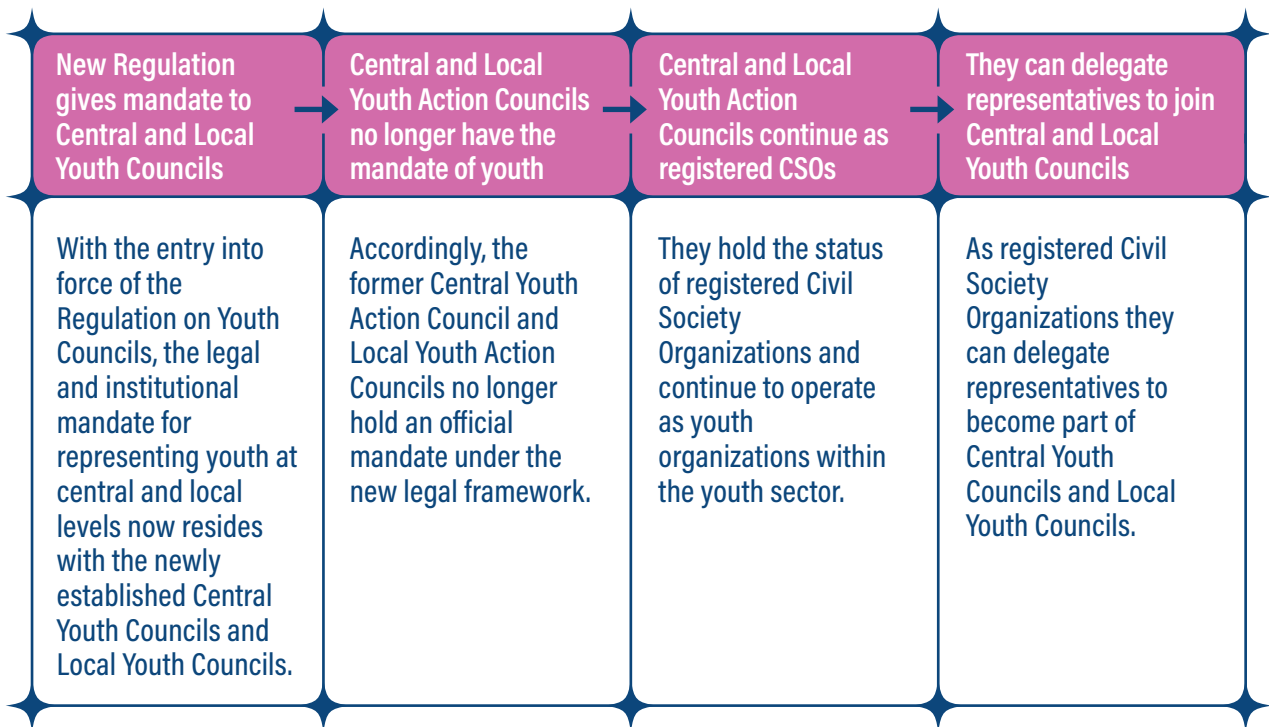
⁸ Strategy for Youth 2024-2032, available at: https://www.mkrs-ks.org/repository/docs/STRATEGJIA_SHTETERORE_PER_RINI_2024-2032_EN.pdf

⁹ Law No. 08/L-264 on Youth Article 14 Central Youth Council

¹⁰ Law No. 08/L-264 on Youth Article 15 Local Youth Councils

The new Law on Youth replaces the former Local Youth Councils and Central Youth Council with Local Youth Councils and Central Youth Council, marking a shift from CSO-based engagement to a structured, rights-based model of youth participation.

These councils now have clearly defined **roles**, **legal mandates**, and **institutional support to influence** policies, **advise** authorities, and **monitor** youth strategies. This diagram illustrates the institutional transition from the previously existing youth councils (Central/Local Youth Action Councils) to the new, legally recognized and regulated youth councils (Central/Local Youth Councils), while showing the continued role of former councils as active Civil Society Organizations.



WHY JOIN THE Central Youth Council or the Local Youth Councils?

Civic participation is foundational for shaping the future of communities and society. Being part of CYC or LYCs offers tangible benefits for young women and men aged 15 – 29, to contribute to participatory policy and decision-making processes. Through these processes, young people are given a chance to speak up and effectively address possible concerns and challenges that affect their daily life. It is not only an opportunity for personal growth but also a powerful investment in their future as responsible and committed members of a community and society.

By becoming a member of the councils, young people can:

- ✓ Contribute directly to policy and decision-making processes, ensuring that youth voices influence initiatives at both local and central levels.
- ✓ Build professional experience by gaining real-world skills in (i) monitoring and evaluation of the implementation of strategies, policies and legislation, (ii) public speaking, (iii) advocacy and partnerships-building; and (iv) participatory policy formulation.
- ✓ Receive certificates for their volunteerism through the Central Youth Councils or Local Youth Councils by the Agency and municipalities. These certificates are valuable for scholarships, internship job applications.
- ✓ Access opportunities for capacity-building such as training workshops, exchange visits, and mentoring programs provided by the civil society organizations, the government and international partners.
- ✓ Be part of something bigger where, through systematic participation secured by the Law on Youth and the Regulation on Youth Councils, members can directly access central and local level processes.
- ✓ Network with decision-makers through direct meetings and collaboration with municipal officials, civil society leaders, international organizations, and other young changemakers.
- ✓ Advocate for the community where young people live, raise concerns, propose solutions, and contribute to building a more inclusive and responsive governance.

CHAPTER TWO: How to establish the central youth council?

The Central Youth Council champions inclusive and gender-sensitive youth policies by actively representing youth voices, advocating for their needs, advising central and local institutions, monitoring policy implementation, participating in key discussions, co-ordinating efforts, proposing innovative solutions, reporting on progress, and networking to build a stronger youth ecosystem.

What are the roles and responsibilities of the Central Youth Council?

The CYC plays a crucial role in representing and advocating for the needs and interests of young people at both the central and local levels. Its responsibilities are multifaceted, encompassing representation, co-operation, needs assessment, policy advocacy, local council support, data collection, participation in key commissions, partnership building, and event organization.

As the primary voice of youth, the Central Youth Council is tasked with **representing young people** before institutions and international bodies, ensuring equity and inclusion. This involves actively participating in discussions, presenting youth perspectives, and advocating for policies that address their concerns.

Crucially, the Central Youth Council should maintain a close working relationship with the Agency, co-ordinating with a designated Agency Mentor who provides guidance, advice, and capacity-building to the council members. This mentorship ensures that members are equipped to effectively fulfil their responsibilities. The CYC is also responsible for the timely submission of annual plans, expense requests, and reports to the Agency for Youth Development, ensuring transparency and accountability.

In collaboration with the Agency Mentor and Local Youth Councils, the Central Youth Council **identifies the needs of young people** and **develops action plans** to advance their role at both the central and local levels. This involves conducting surveys, holding consultations, collecting and analysing data to understand the challenges and opportunities for young people.

The CYC also provides **advice** to public institutions, **advocates** for youth issues, and **monitors** the implementation of youth policies, including the Strategy for Youth. This involves reviewing legislation, participating in public consultations, and holding the government accountable for its commitments made to young people.

Furthermore, the Central Youth Council **supports the establishment and operation of Local Youth Councils**, collects data on their functioning and activities, and reports on them to the Agency. This ensures accountability that Local Youth Councils are effective in representing the needs of young people at the local level.

The Central Youth Council also participates in the meetings of the Commission for Youth, contributing to the multi-sectorial policy development of the youth sector.

Finally, the CYC **builds partnerships** between youth organizations, public institutions, the private sector, and international actors to foster development in the youth field. It also organizes events and meetings on youth issues, including an **annual conference with the Local Youth Councils**, providing platforms for discussion, networking, and collaboration.

What is the structure of Central Youth Council?

The Central Youth Council is structured into three main bodies. At the top is the **Presidency of the Central Youth Council**, composed of a **President, four Vice-Presidents**, and a **Secretary**, responsible for leading and co-ordinating the work of the Council. The council itself includes **21 youth representatives**, serving as the core decision-making group that reflects the diversity of young people. Complementing this is the **Assembly of the Central Youth Council**, which brings together a broader group of stakeholders, including representatives from youth organizations, organizations for youth, student unions, student councils, and youth forums of political parties, ensuring inclusive participation and representation in youth policy dialogue and development.

The Agency appoints a **Mentor** to support the Central Youth Council. A Mentor can either be a civil servant from the Agency or a youth worker. The Mentor primarily supports the council in establishment procedures, development of the annual work plan, implementing activities, capacity building and participation, and other matters related to the responsibilities of CYC. On the other side, the Central Youth Council appoints a thematic committee tasked with mentoring the Local Youth Councils.

The Assembly of Central Youth Council selects the members for CYC, approves the Act of Establishment and intervenes in cases of dysfunction within the council. The Assembly has a mandate of three (3) years, which starts from the date of the constitutive meeting. Only members of the Assembly can be nominated and selected for the CYC.

The Central Youth Council elects the president, vice presidents and the secretary to establish the Presidency of CYC. The council is the main body which gives advice, advocates and monitors youth policy and coordinates the youth sector. The maximum number of CYC members is 21 and have a mandate of three years (3) starting from the date of approval of the Act of Establishment by the Assembly. Members of the council may be re-elected for successive terms, as long as they fall within the defined age group.

The Central Youth Council Presidency is the highest governing body and the authorized representative of the council. The President represents the CYC in external relations, and the vice-presidents chair the committees. The Presidency can be dismissed by the Assembly with 50+1 per cent of the votes of its members, if it has committed a serious violation of its work duties.

Assembly of Central Youth Council

- ✓ Selects the members of the council and approves the official Act of Establishment.
- ✓ Oversees the functioning of the council and intervenes in cases of dysfunction.
- ✓ Ensures eligibility by requiring that only Assembly members can be nominated and selected for the CYC.

President

- ✓ Organizes and chairs at least 4 meetings of CYC annually;
- ✓ Makes sure that the annual work plan is developed on time and shared with the Agency;
- ✓ Signs the acts approved by the Central Youth Council and makes sure that they are implemented;
- ✓ Ensures that the CYC functions in line with the Act of Establishment;
- ✓ Undertakes measures for implementation of the annual work plan and decisions agreed on CYC meetings;
- ✓ Represents the Central Youth Council externally.

Vice Presidents

- ✓ Chairs one of the committees of the Council. One of the committees must be responsible to mentor Local Youth Councils;
- ✓ Replaces the President in case of his/her absence;
- ✓ Supports the President in the implementation of the duties and responsibilities;
- ✓ Ensures the implementation of the activities of the committee.

Secretary

- ✓ Supports the administrative tasks of the CYC;
- Plans and keeps minutes of the meetings;
- ✓ Manages the communication in CYC;
- ✓ Ensures that the council follows procedural rules.

Members of the Central Youth Council

- ✓ Participate in the meetings of the council;
- ✓ Propose discussion topics and activities;
- ✓ Participate in decision-making and take initiatives for the implementation of the work plan of the CYC;
- ✓ Contribute to the compilation of documents of the council;
- ✓ Actively participate in the work of the committees of the CYC.

Committees of the Central Youth Council

- ✓ The CYC can be organized by committees to cover all areas of interest to the youth sector;
- ✓ The council will establish at least four (4) committees. The Committee for the support of Local Youth Councils, as the only pre-defined committee to be established by the CYC, focuses on supporting and mentoring the LYCs in their activities and functioning. The other committees' scopes are not defined by the Regulation, and depending on relevance, possible examples can include:
 - Policy and Advocacy Committee (focuses on advising public institutions, identifying youth needs and advocating for youth issues. Ensures monitoring of policy implementation);
 - Committee for Partnerships and Cooperation (responsible for creating partnerships with government institutions, CSOs, private sector and international organizations);
 - Committee for Events and Conferences (organization of events, including the annual youth conference and public meetings).
- ✓ The committees of the council can be based on the structure of the areas deriving from the Strategy on Youth.
- ✓ The committees of the CYC shall be led by one of the vice-presidents who ensure the record of the work and represent the committee in meetings inside and outside the council and before central public institutions.

Dissolution, Selection of New Members, and End of Mandate

There are two ways of dissolving the Central Youth Council:

- (1) If the Agency documents a dysfunction of the Council, it shall submit a recommendation for its dissolution to its Assembly.
- (2) If at least 1/3 of the members of the Council Assembly document a dysfunction of the CYC, they can submit a request to the Agency to initiate the dissolution process.

In both cases, the CYC can only be dissolved at the decision of at least 2/3 of the members of the Assembly.

In case of dissolution of the CYC, the Assembly shall select new members of the Council with a mandate that lasts **only until the end of the original mandate** of the Central Youth Council.

How to select new members?

New members of CYC shall be selected in the following cases:

- A vote for dissolution before the end of the mandate;
- Resignation of a member;
- A member passing the youth age before the end of the mandate;
- The Presidency requesting to remove a member due to violations of the work regulation, such as constant unexcused absence from the activities and meetings of the council, violation of the code of conduct and ethics, or failure to avoid conflict of interest and/or violation of the principle of loyalty to the council. Removal of a member in such cases can be done with the decision of 2/3 of the members of the Central Youth Council.

All members of the CYC must participate in the activities of the council regularly. In case of absence, the member must inform the Presidency of the CYC in writing about the reason for non-participation. If a member is absent for three subsequent Council meetings, the Presidency shall have the right to request the dismissal of the member from the Council.

*New members shall be selected according to the **ranking** in the complete list of election results while respecting the requirements of inclusive representation. The mandate of the new member lasts only until the end of the mandate of the CYC.*

What happens after the end of the mandate?

- At least three (3) months before the end of the mandate of the Central Youth Council, the Agency has the duty to initiate the establishment of the new Assembly according to applicable procedures.
- Members of the Council have the right to re-election as long as they fall within the defined youth age group.

Step-by-step guidance for the establishment of the Central Youth Council

Presidency of the CYC

President
Four Vice-Presidents
Secretary

Central Youth Council

21 youth representatives

Assembly of the CYC

Representatives of youth organizations, organizations for youth, student unions, student councils, youth forums of political parties



How to establish the Assembly?

STEP ONE: The Agency for Youth Development co-operates with a network of CSOs for the establishment of the Central Youth Council's Assembly. This shall be the largest existing network of CSOs that has the mandate to support the CSO-Government co-operation. In cases where the network is not available to co-operate, the Agency selects another Civil Society Organization through a public call.

STEP TWO: The Agency, in co-operation with the partner CSO (either the network of CSOs or another CSO), publishes the public call for applications to become a member of the Central Youth Council Assembly.

STEP THREE: Partner CSO promotes the call, manages the application process, and participates in the Commission for review.

STEP FOUR: The Agency establishes the Commission for review of the applications.

Who shall be part of the Commission?

- Two representatives from the partner CSO
 - One representative from the Agency

Who can apply for membership in the Central Youth Council Assembly?

- As a representative, be between 15 and 29 years of age;
- Have at least two (2) years of proven activity in the youth sector, demonstrated by a portfolio (student unions and student councils are excluded from this requirement);
- Be a youth organization or organization for youth with a minimum of two (2) years of registration from the application date (for CSOs), have an official mandate from a university, school, or political party (for student unions, student councils, and youth forums of political parties, respectively).
- While the Central Youth Council is not established through the LYCs, members of Local Youth Councils have the right to be nominated and elected to the CYC, and CYC members may likewise be nominated and elected to LYCs.

How to apply for membership in the Central Youth Council Assembly?

- Motivation Letter (including experience, goals, and aim for being part of the Assembly and the basic data of the delegated youth representative);
- Portfolio of activities (of the delegating youth structure) (Annex 1);
- Certificate of Registration (for CSOs) or official recognition from the university, school, or political party (for student unions, student councils, and youth forums of political parties);
- CV of the representative delegated by the youth structure to be a member of the Assembly;
- Certificate of no criminal records of the representative.

**There is no limit to the number of members in the Assembly, and all the applying structures that meet the criteria become part of the Assembly. The Commission shall compile and publish the report listing structures approved for membership and rejected, as well as the reasons for rejection, in the official webpage of Agency for Youth Development.*

**As per the Regulation, individuals cannot apply directly to the CYC Assembly. However, if they meet the criteria, they can approach a youth organization, student council/union, or youth party forum they have collaborated with to be nominated.*

How to establish the Central Youth Council?

STEP ONE: The Agency and partner CSO support the process of organizing the constitutive meeting of the Assembly;

STEP TWO: The Agency sends the invitation for the constitutive meeting of the Assembly to all accepted members at least five (5) days before the date of the constitutive meeting. In cases where there is no quorum (simple majority) for the constitutive meeting, the Agency and the partner CSO call for another meeting within 24 hours;

STEP THREE: Members of the Assembly can be self-nominated during the constitutive meeting of the Assembly to run for membership of the Central Youth Council. Although the CYC does not originate from the Local Youth Councils, members of the LYCs shall have the right to be nominated and elected to the CYC, and vice versa;

STEP FOUR: Members of the Assembly vote for the candidates by a secret ballot (the Agency shall provide all ballots and election materials). Each member of the Assembly may vote for up to five (5) candidates;

STEP FIVE: The Central Youth Council is established by the most voted candidates. Inclusion and representation shall be taken into consideration as below:

At least 30 per cent of the members are girls and young women;

At least 20 per cent of the members belong to non-majority communities;

At least 10 per cent of the members are persons with disabilities.

STEP SIX: Agency for Youth Development and the partner Civil Society Organization record the minutes of the constitutive meeting, the list of elected members of CYC, and the list of election results.

STEP SEVEN: Elected Central Youth Council drafts the Act of Establishment (Annex 3), which is voted and approved by the Assembly during the constitutive meeting.

STEP EIGHT: The Agency drafts the notification of recognition of the CYC and sends it to the Ministry for acknowledgment. The notification should include the Act of Establishment of the CYC, minutes of the constitutive meeting of the Assembly, and a list of election results as annexes.

STEP NINE: With the signing of the decision on recognition by the Minister for Sports and Youth, the CYC receives official acknowledgement of its establishment.

TIPS for Constitutive Meeting: It is recommended that the constitutive meeting is held for two (2) days where nominated and/or self-nominated members of the Assembly have enough time to present their vision and goal for becoming part of the CYC, and the CYC has the time to draft the Act of Establishment (Annex 2).

How is the Presidency elected?

STEP ONE: Within 15 days from the beginning of the mandate, the Central Youth Council calls for the first meeting to elect the Presidency of the CYC (Annex 4).

STEP TWO: Members of the CYC have the right to self-nominate for the Presidency.

STEP THREE: The President, four (4) vice presidents, and the Secretary of Central Youth Council are elected through an open ballot during the first meeting.

STEP FOUR: Under the leadership of the Presidency, the CYC drafts and approves its work regulation (Annex 5).

STEP FIVE: Work regulation proposes the establishment of up to four (4) committees, each to be chaired by one vice president.

How to request technical and financial support for Central Youth Council?

Financial support from the Agency

STEP ONE: The council develops an annual activity plan (Annex 5). Activities must comply with the mandate of the CYC.

STEP TWO: The CYC submits the annual activity plan with a budget to the relevant department in the Agency.

STEP THREE: The Agency operates as the Secretariat of the Central Youth Council and is responsible not only for the development of activities but also for covering the cost of activities set in the annual activity plan. Costs that can be covered by the Agency for Youth Development are:

- The costs of organizing the constitutive meeting of the Assembly;
- The costs of organizing and participating in regular meetings of the CYC (four mandatory meetings per year);
- Per diem expenses according to the legislation in force for business/official trips;
- The costs of organizing and participating in other meetings are foreseen in the plan of activities of the CYC.

** The Central Youth Council submits the requests to the Agency for Youth Development for covering the expenses of the activities from the annual activity plan at least 15 working days prior.*

External financial support

The Central Youth Council may accept financial support from local and international donors for planned activities or ad-hoc activities that align with CYC's mandate and responsibilities. Since CYC is an informal group, the process of application to external financial support consists of the following possibilities:

1. Apply for financial support as an informal group in cases where the donor offers this opportunity;
2. Apply for financial support through member CSOs of the CYC who agree to apply on behalf of the CYC:
 - A. When the Council identifies the need or opportunity to apply for external financial support, it must decide on the member CSO that will apply on the council's behalf;
 - B. The applying CSO must have a decision signed by the President of the council, which is attached to the funding application and confirms that the application is made on behalf of the Central Youth Council.

Reporting: The Council drafts and submits an annual narrative and financial report on the implementation of the annual activity plan once a year to the Agency. Some reports are shared with the Central Youth Council Assembly for information.

CHAPTER THREE: How to establish the local youth councils?

The Local Youth Councils empower young people by amplifying their voices, addressing their needs, advising local decision-makers on important youth-related aspects, overseeing youth programs, pioneering fresh initiatives, tracking advancements, and forging connections and partnerships to cultivate a thriving youth landscape.

What are the roles and responsibilities of Local Youth Councils?

LYCs are vital for representing and promoting the interests of young people at the local level. Their role is diverse, including acting as a **voice for youth**, collaborating with other organizations, **assessing needs, advocating** for policies' development and implementation, involving relevant stakeholders, helping manage youth centres, communicating between groups, and organizing events.

Serving as the main advocate for young people in the municipality, the Local Youth Councils represent them in front of local government bodies, ensuring representation and inclusivity. This involves taking part in Municipal Assembly discussions, sharing young people's views, and advocating for policies and decisions that address their issues.

Importantly, the LYCs work closely with the Central Youth Council and the local government, coordinating efforts and providing information as needed. This partnership ensures the Local Youth Councils receive support and training to effectively carry out their duties. The LYCs are also accountable for submitting regular plans, budget requests, and reports to the municipality, ensuring transparency and accountability.

Together with the CYC and local partners, the LYCs **identify the needs of young people** and create plans to improve their situation locally. This includes conducting surveys, holding discussions, and analysing data to understand the challenges and opportunities for young people.

The Local Youth Councils also **advise** local authorities, **promote** youth-related issues, and **monitor** how youth policies are implemented. This involves reviewing local plans, participating in policy discussions, and ensuring the municipality fulfils its commitments to young people.

Furthermore, the LYCs participate in the selection of CSOs for the management of youth centres and the monitoring of their activities in co-operation with the municipal directorate of youth and the Agency for Youth Development. This ensures that youth centres are effectively serving the needs of young people in the municipality. The LYC also participates in meetings organized by the Central Youth Council, the municipality, and the Agency, contributing to the overall development and implementation of youth policy.

Lastly, the Local Youth Councils facilitate partnerships between youth organizations, local government, the private sector, and international organizations to support youth development in the municipality. It also arranges events and meetings on youth topics, providing opportunities for young people and stakeholders to connect, share ideas, and work together.

What is the structure of Local Youth Council?

The Local Youth Councils are structured to ensure both representation and effective leadership at the municipal level. At the head of each Local Youth Council is the **Presidency**, which includes a **President, two Vice-Presidents**, and a **Secretary**. The LYC itself is composed of a group of members whose total must be an **odd number**, with the **maximum not exceeding one-third of the number of seats in the respective Municipal Assembly** and a **minimum of five members**. Complementing this structure is the Assembly of the LYCs, which brings together representatives from youth organizations, organizations working with and for youth, student unions, student councils, and youth forums of political parties. The primary aim of the Assembly is to elect the members of the council while also ensuring that diverse voices from the youth sector are included in local-level youth decision-making and dialogue.

The Central Youth Council has the responsibility to **mentor** the Local Youth Council during its mandate. To do so, the Central Youth Council appoints a thematic committee that has the task of mentoring the Local Youth Councils. The mentoring includes but is not limited to the establishment process, development of the annual work plan, implementation of activities, capacity building, participation, and/or other matters related to the responsibilities of the LYCs.

Assemblies of Local Youth Councils select the members of the councils, approve the Act of Establishment and intervene in cases of dysfunction of Local Youth Councils. Assemblies have a mandate of three (3) years, which starts from the date of the constitutive meeting. Only members of the Assemblies can be nominated and selected for Local Youth Councils.

Local Youth Councils elect the president, vice-presidents and the secretary to establish the Presidency of LYC. The councils are the main body which gives advice, advocates and monitors youth policy and co-ordinates the youth sector. The mandate of the councils are three (3) years starting from the date of approval of the act of establishment by the Assemblies. In accordance with the Law on Youth, members of the Local Youth Council may be re-elected for successive terms, as long as they fall within the defined youth age group.

The Presidency of the Local Youth Council is responsible to lead the work of the council. The President represents the council in external relations, and the vice-presidents chair the committees.

President

- ✓ Organizes and chairs at least four (4) meetings of LYC annually;
- ✓ Makes sure that the annual work plan is developed on time and shared with the relevant Youth Directorate of the Municipality;
- ✓ Signs the acts approved by LYC and makes sure that they are implemented;
- ✓ Ensures that the Local Youth Council functions in line with the Act of Establishment;
- ✓ Undertakes measures for implementation of the annual work plan and decisions agreed on LYC meetings;
- ✓ Represents LYC externally.

Vice Presidents

- ✓ Chair one of the committees of the Local Youth Council;
- ✓ Replace the President in case of his/her absence;
- ✓ Support the President in the implementation of the duties and responsibilities;
- ✓ Ensure the implementation of the activities of the committees.

Secretary

- ✓ Supports the administrative tasks of the LYC;
- ✓ Plans and keeps minutes of the meetings;
- ✓ Manages the communication in Local Youth Council;
- ✓ Ensures that the LYC follows procedural rules.

Members of the Local Youth Council

- ✓ Participate in the meetings of the council;
- ✓ Propose discussion topics and activities;
- ✓ Participate in decision-making and take initiatives for the implementation of the work plan of the council;
- ✓ Contribute to the compilation of documents of the council;
- ✓ Actively participate in the work of the committees of the council.

Committees of the Local Youth Council

- ✓ The council can be organized by committees to cover all areas of interest to the youth sector in relevant Municipality;
- ✓ Local Youth Councils will establish at least two committees, whose scopes are not defined in the Regulation. Depending on the circumstances on the ground, which might vary for different municipalities, possible examples of committees can include:
 - Policy and Advocacy Committee (focuses on advising public institutions, identifying youth needs and advocating for youth issues. Ensures monitoring of policy implementation);
 - Committee on Events and Partnerships (focuses on co-operation with the LYC, organizing events and creating partnerships with government institutions, the private sector, CSOs and international organizations);
- ✓ The committees of the LYC can be based on the structure of the areas deriving from the Strategy on Youth and Local Strategies on Youth Sector;
- ✓ The committees of the Local Youth Council shall be led by the vice-president who ensure the record of the work and represent the committee in meetings inside and outside the LYC and before central public institutions.

Assembly of the Local Youth Councils

- ✓ Selects the members of the LYC and approves the official Act of Establishment.
- ✓ Oversees the functioning of the council and intervenes in cases of dysfunction.
- ✓ Ensures eligibility by requiring that only Assembly members can be nominated and selected for the LYC.

Dissolution, Selection of New Members, and End of Mandate

There are two ways of dissolving the Local Youth Council:

- (1) If the relevant Youth Directorate of the Municipality documents a dysfunction of the council, it shall submit a recommendation for its dissolution to its Assembly.
- (2) If the Assembly documents a dysfunction of the LYC, which is supported by at least 1/3 of the members of the Assembly, they can submit a request to the relevant Youth Directorate of the Municipality to request a dissolution.

In both cases, the Local Youth Council shall be dissolved by the decision of at least 2/3 of the members of the Assembly.

In case of dissolution of the Local Youth Council, the Assembly shall select new members of the council with a mandate that lasts **only until the end of the mandate** of the Local Youth Council.

How to select new members?

New members of Local Youth Council shall be selected in the following cases:

- A vote for dissolution before the end of the mandate;
- Resignation of a member;
- A member passing the youth age range before the end of the mandate;
- The Presidency requesting to remove a member due to violations of the work regulation, such as constant unexcused absence from the activities and meetings of Local Youth Council, violation of the code of conduct and ethics, or failure to avoid conflict of interest and/or violation of the principle of loyalty to the council. Removal of a member in such cases can be done with the decision of 2/3 of the members of the council.

All members of the Local Youth Council must participate in the activities of the council regularly. In case of absence, the member must inform the Presidency in writing about the reason for non-participation. If a member is absent for three subsequent council meetings, the Presidency shall have the right to request the dismissal of the member from the Local Youth Council.

New members shall be selected according to the **ranking** in the complete list of election results while respecting the requirements of inclusive representation. The mandate of the new member lasts only until the end of the mandate of the Local Youth Council.

What happens after the end of the mandate?

- At least three (3) months before the end of the mandate of the Local youth Council, the relevant Youth Directorate of the Municipality has the duty to initiate the establishment of the new Assembly according to applicable procedures.
- Members of the Local Youth Council have the right to re-election as long as they fall within the defined youth age group.

Step-by-step guidance for the establishment of Local Youth Councils

Presidency of the LYCs

President
Two Vice-Presidents
Secretary

Local Youth Councils

LYC shall consist of an odd number and not more than 1/3 of the number of the Municipal Assembly of the respective municipality, and not less than five (5) members

Assembly of the LYCs

Representatives of youth organizations, organizations for youth, student unions, student councils, youth forums of political parties



How to establish the Assemblies?

STEP ONE: The relevant Youth Directorate of the municipality, in co-operation with the Central Youth Council, publishes the public call for applications to become a member of the Assembly.

STEP TWO: The relevant Youth Directorate of the municipality promotes the call, manages the application process, and participates in the Commission for reviewing the applications.

STEP THREE: The Central Youth Council also promotes the call for applications and participates in the Commission for reviewing the applications.

STEP FOUR: The relevant Youth Directorate of the municipality informs the Agency for Youth Development about the initiation of procedures for the establishment of the Assembly of LYC.

STEP FIVE: The relevant Youth Directorate of the municipality establishes the Commission for review of the applications.

Who shall be part of the Commission?

- Two (2) representatives of the CYC
- One (1) representative from the relevant Youth Directorate of the municipality

STEP SIX: In cases where the CYC is without a mandate and/or refuses to participate in the Commission, the relevant Youth Directorate of the municipality invites two (2) members of CSOs to the Commission and ensures there is no conflict of interest. The relevant municipality covers the costs of participation in the commission for all external members according to the legislation in force.

Who can apply for membership in the Assembly?

- (1) As a representative, be between 15 and 29 years of age;
- (2) Have at least two (2) years of evidence of activity in the youth sector in the relevant municipality, demonstrated by a portfolio (student unions and student councils are excluded from this criterion);
- (3) Be a youth organization or organization for youth with a minimum of two years of registration from the application date (for CSOs), have an official mandate from a university, school, or political party (for student unions, student councils, and youth forums of political parties, respectively);
- (4) While the Central Youth Council is not established through the Local Youth Councils, members of LYCs have the right to be nominated and elected to the CYC, and CYC members may likewise be nominated and elected to LYCs.

How to apply for membership in the Assembly?

- ◆ Motivation Letter (including experience, goals, and aim to be part of the Assembly and the basic data of the delegated youth representative);
- ◆ Portfolio of activities of the delegating youth structure (Annex 1);
- ◆ Certificate of Registration (for CSOs) or official recognition from the university, school, or political party (for student unions, student councils, and youth forums of political parties);
- ◆ CV of the representative delegated by the youth structure to be a member of the Assembly;
- ◆ Certificate of no criminal records of the representative.

**There is no limit to the number of members in the Assembly, and all of the applying structures that meet the criteria become part of the Assembly. The Commission shall compile and publish the report listing structures approved for membership and rejected, and the reasons for rejection.*

**As per the Regulation, individuals cannot apply directly to the LYC Assembly. However, if they meet the criteria, they can approach a youth organization, student council/union, or youth party forum they have collaborated with to be nominated.*

How to establish Local Youth Councils?

STEP ONE: The relevant Youth Directorate of the municipality and the Central Youth Council support the process of organizing the constitutive meeting of the Assembly.

STEP TWO: The relevant Youth Directorate of the municipality sends the invitation for the constitutive meeting of the Assembly to all accepted members at least five days before the date of the constitutive meeting. In cases where there is no quorum (simple majority) for the constitutive meeting, the relevant Youth Directorate of the municipality and CYC call for another meeting within 24 hours.

STEP THREE: Members of the Assembly can be self-nominated during the constitutive meeting of the Assembly to run for membership of the Local Youth Council. Although the LYCs, by definition, do not constitute the CYC, members of the CYC shall have the right to be nominated and elected to the LYCs, and vice versa.

STEP FOUR: Members of the Assembly vote for the candidates by a secret ballot (the Agency for Youth Development shall provide all ballots and election materials). Each member of the Assembly may vote for up to five candidates.

STEP FIVE: The LYC is established by the most-voted candidates. Inclusion and representation shall be taken into consideration as below:

At least 30 per cent of the members are girls and young women;

The relevant Youth Directorate of the municipality shall establish inclusive representation standards for non-majority communities and persons with disabilities, based on the relevant demographic data of the municipality.

STEP SIX: The relevant Youth Directorate of the municipality, in co-operation with CYC, records the minutes of the constitutive meeting, a list of elected members of LYCs, and a list of results.

STEP SEVEN: The elected Local Youth Council drafts the Act of Establishment (Annex 3), which is voted and approved by the Assembly.

STEP EIGHT: The relevant Youth Directorate of the municipality drafts the notification of acknowledgement of the Local Youth Council and sends it to the mayor for acknowledgement. The notification should include the Act of Establishment of the Local Youth Council, minutes of the constitutive meeting of the Assembly, list of election results as annexes.

STEP NINE: With the signing of the decision of recognition by the Mayor, the LYC receives official acknowledgement of establishment.

In cases where the Central Youth Council has not yet been established or is not in a position to participate in the process, the Regulation allows the Youth Directorate of the municipality to engage representatives of local CSOs to support the establishment process. The selection of these CSOs must follow the existing municipal procedures for the establishment of the Commission with external members and ensure transparency, impartiality, and the avoidance of any conflict of interest. This approach ensures the legitimacy of the establishment process in alignment with the principles of inclusivity and democratic representation.

TIPS for Constitutive Meeting: It is recommended that the constitutive meeting be held for two (2) days, where self-nominated members of the Assembly have enough time to present their vision and goal for becoming part of the LYC, and the LYC has the time to draft the Act of Establishment (Annex 2).

How is the Presidency elected?

STEP ONE: Within 15 days of the beginning of the mandate, Local Youth Council calls for the first meeting to elect the Presidency of the LYC (Annex 4).

STEP TWO: Members of the Local Youth Council have the right to self-nominate for the Presidency.

STEP THREE: The President, two Vice-Presidents, and the Secretary of Local Youth Council are elected through an open ballot during the first meeting.

STEP FOUR: Under the leadership of the Presidency, the Local Youth Council drafts and approves its work regulation (Annex 5).

STEP FIVE: Work regulation proposes the establishment of different committees, each to be chaired by one vice president.

How to request technical and financial support for Local Youth Councils?

Financial support from the relevant Youth Directorate of the Municipality

STEP ONE: Local Youth Councils develop an annual activity plan (Annex 6). Activities must comply with the mandate of the LYC.

STEP TWO: Local Youth Councils submit the annual activity plan with a budget to the relevant Youth Directorate of the municipality.

STEP THREE: The relevant Youth Directorate of the municipality operates as the Secretariat of LYC and is responsible not only for the development of activities but also for covering the cost of activities set in the annual activity plan. Costs that can be covered by the relevant municipality are:

- The costs of organizing the constitutive meeting of the Assembly;
- The costs of organizing and participating in regular meetings of the Local Youth Council (four mandatory meetings per year);
- Per diem expenses according to the legislation in force in cases of long business/official trips;
- The costs of organizing and participating in other meetings are foreseen in the plan of activities of the Local Youth Council.

** Local Youth Councils submit the requests to the Municipality for covering the expenses of the activities from the annual activity plan at least 15 working days in advance.*

External financial support

Local Youth Councils may accept financial support from local and international donors for planned activities or ad-hoc activities that derive in accordance with the responsibilities of the LYC. Since the Local Youth Council is an informal group, the process of application for external financial support consists of the following possibilities:

1. Apply for financial support as an informal group in cases where the donor offers this opportunity;
2. Apply for financial support through member organizations of the Local Youth Council who agree to apply on behalf of the LYC:
 - a. When the council identifies the need or opportunity to apply for external financial support, it must decide on the member organization that will apply on its behalf.
 - b. The applying CSO must have a decision signed by the President of LYC, which is attached to the application and confirms that the application is made on behalf of the Local Council.

Reporting: The Local Youth Council drafts and submits an annual narrative and financial report on the implementation of the annual activity plan once a year to the Youth Directorate of the municipality. Some reports are shared with the Assembly for information.

ANNEXES

[Regulation \(MSY\) No. 09/2024 on Youth Councils](#) includes nine (9) Annexes, providing support to the Agency for Youth Development, Municipal Youth Directorates, CSOs, Central Youth Council, and Local Youth Councils to implement the regulation.

- [Annex 1: Act of Establishment of the CYC and LYCs](#)
- [Annex 2: Sample Regulation on the Work of the Central/Local Youth Council of the Municipality](#)
- [Annex 3: Minutes of the meeting of the Constituent Assembly for the establishment of the Central/Local Youth Council](#)
- [Annex 4: Decision on the establishment of the Central/Local Youth Council](#)
- [Annex 5: List of reserve members for the Central/Local Youth Council](#)
- [Annex 6: Sample Memorandum of Cooperation between the Agency and CSO](#)
- [Annex 7: Public call for membership in the Central/Local Youth Council Assembly](#)
- [Annex 8: Sample Portfolio for application for membership in the Assembly](#)
- [Annex 9: Example Agenda of the Constitutive Meeting of the Assembly](#)

This Manual does not include the above annexes, given that they are adequately designed and laid out in the Regulation.

However, it does provide additional support to the implementation of the Regulation on Youth Councils, introducing 6 additional annexes:

- **Annex 1:** Portfolio of the Applicant/CSO
- **Annex 2:** Constitutive Meeting of Central/Local Youth Councils
- **Annex 3:** Understanding the Act of Establishment of the Central/Local Youth Councils – An Example
- **Annex 4:** First Meeting of Central/Local Youth Council
- **Annex 5:** Understanding the Work Regulation of the Central Youth Council and the Local Youth Councils
- **Annex 6:** Example Annual Work Plan and Budget of Central Youth Council and the Local Youth Councils

These annexes facilitate the implementation of the regulation and aim to support the capacities of members of the Central Youth Council and the Local Youth Councils to better implement the provisions of the Regulation on Youth Councils. The councils are independent in the organization of their own work.

ANNEX 1: Summary of Experience of the Applicant/CSO

When applying to become a member of the Central Youth Council or Local Youth Councils, an experience portfolio is one of the requested documents by the Agency for Youth Development/Youth Directorate of the municipality (for the template of the Portfolio, refer to Annex 8 of the Regulation on Youth Councils).

What's the Goal?

This portfolio is your chance to showcase your work and experiences from the last two (2) years that demonstrate your passion, skills, and impact in supporting youth development, promoting youth activism, and championing the rights of young people.

Four Key Elements of a Strong Portfolio:

- 1. Relevance:** It is important to focus on activities directly related to youth development, youth participation and activism, and youth rights.
- 2. Clarity:** It is essential to present information in a clear, organized, and easy-to-read format.
- 3. Evidence:** It is necessary to back up each information with solid evidence, such as photos, links, and testimonials.
- 4. Impact:** It is recommended to show the positive impact made on young people and the community through the presented activities.

Requirements:

For each activity, project, or program included in the portfolio, it is important to make sure to address the following:

- 1. Name of the activity, project, or program:**
 - It is important to be specific and use the official name of the activity/project/programme.
- 2. Dates of the activity, project, or program:**
 - Provide the start and end dates (or estimated dates if exact dates aren't available).
- 3. Description of the objectives and achievements of the activity, project, or program:**
 - **Objectives:** It is important to consider questions such as, "what were you trying to achieve" or "what problems were you trying to solve"?
 - **Achievements:** Focus on accomplishments and positive change, for example, using numbers whenever possible to strengthen the point, such as number of participants reached, number of changes made or percentage of participation etc.
- 4. Evidence:**
 - **Photos:** Include high-quality photos of you and other participants in action.
 - **Website/Social Media:** Provide links to relevant websites, social media pages, or online articles.
 - **Testimonials:** When possible, include quotes from participants or partners who can illustrate the positive impact of your work.
 - **Certificates/Awards:** If you received any certificates or awards for your work, include copies.

Tips and Tricks:

- Focus on the activities where you made the biggest impact and learned the most. Don't include everything you've done – quality over quantity!
- Read the CYC/LYCs mission and goals carefully. Highlight the experiences that are most relevant to their work.
- When describing your achievements, use strong action verbs to present what you did.
- Whenever possible, use numbers to illustrate the impact of your work.
- Ask a teacher, mentor, or friend to peer- review your portfolio and provide feedback.

ANNEX 2: Constitutive Meeting of Central/Local Youth Councils

The Constitutive Meeting of Central/Local Youth Council is the very first meeting where the Assembly of CYC/LYCs meets to establish the Council.

What is the quorum of the Assembly of CYC/LYC?

While the exact number for quorum depends on the number of members of the Assembly, it is required to be a Simple Majority, meaning 50 per cent+1.

DAY ONE of the Constitutive Meeting

- ✓ Opening of the Meeting by the oldest member of the Assembly.
- ✓ Defining the rules.
- ✓ Self-nomination for membership in the Central/Local Youth Councils. While the CYC is not established through the LYCs, members of LYCs have the right to be nominated and elected to the CYC, and CYC members may likewise be nominated and elected to LYCs.
- ✓ Members of the Assembly participate in various discussion sessions for the improvement of the youth sector (the conclusions of these sessions can be taken into account by the Central/Local Youth Councils during the drafting phase of the annual plan). Self-nominated members of the councils campaign for their election during the discussions.

There is **no limit** to the number of members to the Assembly of both Central and Local Youth Councils. The number of members of CYC shall be **21** by taking into account provisions of **inclusion and representation** where at least 30 per cent of the members are girls and young women; at least 20 per cent of the members belong to non-majority communities; and at least 10 per cent of the members are persons with disabilities. LYC shall consist of an **odd number** and **not more than 1/3** of the number of the Municipal Assembly of the respective municipality, and **not less than five members**, by taking into account similar provisions of inclusion and representation, such as the CYC.

DAY TWO of the Constitutive Meeting

- ✓ Secret ballot voting modalities.
- ✓ Counting the votes and election of members of the Central/Local Youth Councils.
- ✓ The elected CYC/LYCs draft the Act of Establishment (for the template of the Act of Establishment, please refer to Annex 1 of the Regulation on Youth Councils; for tips on how to draft the Act of Establishment, please refer to Annex 3 of this Manual) In a parallel session members of the Assembly participate in structured discussion sessions on key youth policy and

conclusions of these sessions can be taken into account by the CYC/LYCs during the drafting phase of the annual plan).

- ✓ Voting on the Act of Establishment of the Central/Local Youth Councils by the Assembly.
- ✓ Setting the date of the next meeting of Central/Local Youth Councils to elect the Presidency and develop the Work Regulation, and begin with Annual Work Plan preparations.

For the template Agenda of the Constructive Meeting, refer to Annex 9 of the Regulation on Youth Councils. Additionally, for the template of the Minutes of the Constructive Meeting, refer to Annex 3 of the Regulation on Youth Councils.

The Agency for Youth Development, in co-operation with the Network of CSOs and the Youth Directorate of the municipality, in co-operation with the CYC sends below three documents to the Minister of Sports and Youth or the mayor for acknowledgement of the CYC or LYCs.

- ✓ Minutes of the Central/Local Youth Councils Constitutive Meeting;
- ✓ List of the Elected Central/Local Youth Councils Members;
- ✓ List of election results/all rankings.

An example of the acknowledgement note can be found in Annex 4 of the Regulation on Youth Councils.

ANNEX 3: Understanding the Act of Establishment of the Central/Local Youth Councils- AN EXAMPLE

The first document of Central/Local Youth Councils is the Act of Establishment, which is drafted and approved by the Assembly of the councils during the Constitutive Meeting (for the template of the Act of Establishment, refer to Annex 1 of the Regulation on Youth Councils).

Article	Explanation
<p style="text-align: center;">Article 1 Purpose</p> <ol style="list-style-type: none"> 1. This act of establishment shall define the rules of organization, operation and activity, and is the main document of the Central/Local Youth Council. 2. The provisions of this act of establishment shall be implemented by the Central/Local Youth Council and all persons engaged in and on the activity of the Central/Local Youth Council. 3. The Central/Local Youth Council shall exercise its activity in accordance with Law No. 08/L-264 on Youth and Regulation (MSY) No. 09/2024 on the Procedures for the Establishment, Operation and Work of Youth Councils. 4. All official documents of the Central/Local Youth Council must be in accordance with the provisions of this act of establishment. 	<p>Meaning: This article defines the rules, organization, operation, and activities of the Central/Local Youth Council. It establishes this act as the main guiding document.</p> <p>Importance: Sets the foundation for the council's existence and operations, ensuring all activities are aligned with legal requirements and with its core principles.</p> <p>How to Write It: Be clear and concise. State that this act defines the council's operational framework. Reference relevant laws and regulations that govern the council's activities.</p>
<p style="text-align: center;">Article 2 The non profit</p> <ol style="list-style-type: none"> 1. The Central/Local Youth Council shall not distribute income or profits to any person. 2. The assets, income and profits of 	<p>Meaning: Ensures that the Central/Local Youth Council operates on a non-profit basis, prohibiting the distribution of income or profits to individuals.</p>

the Central/Local Youth Council shall be used to support its non-profit purposes.

3. The assets, income and profits of the Central/Local Youth Council shall not be used to benefit any founder, member, employee or donor of the Assembly directly or indirectly and/or the Council.

Importance: Maintains the integrity and public trust in the council by ensuring that its resources are used solely for its intended non-profit purposes.

How to Write It: Emphasize that the council's assets and income are dedicated to supporting its non-profit objectives. Explicitly state that no benefits should accrue to founders, members, or donors.

Article 3

Conflict of interest and duty of loyalty

1. No member of the Central/Local Youth Council shall be allowed to participate in the discussion or decision-making on issues when he/she has a direct or indirect private, personal or financial interest, which affects, may affect or appears to affect his/her legality, transparency, objectivity and impartiality in the exercise of the function.
2. Any transaction between member organizations of the Central/Local Youth Council and individual members shall be carried out according to the market value or under the most favourable conditions.
3. All members of the Central/Local Youth Council shall be obliged to show loyalty to the Central/Local Council, to protect the confidentiality of non-public information and the interests of the Central/Local Council, as well as to exercise their duties and responsibilities in good faith and care.

Meaning: Addresses potential conflicts of interest and mandates loyalty from council members.

Importance: Guarantees transparency, objectivity, and impartiality in decision-making, safeguarding the council's interests.

How to Write It: Prohibit members from participating in discussions or decisions where they have a personal or financial interest. Require members to act in good faith, protect confidential information, and prioritize the council's interests.

Article 4
Financial transactions of the Central/Local Youth Council

1. All financial transactions of the activities of the annual plan of the Central/Local Youth Council shall be carried out by the Agency for Youth Development /Municipal Directorate of Youth and/or by local and international donors.
2. In cases where the Central/Local Youth Council needs to receive financial support from local and/or international donors and it is impossible to realize the support as an informal group, a CSO member of the Central/Local Council can be selected to execute all financial transactions on behalf of the Central/Local Youth Council.
3. The CSO selected as the secretariat by the members of the Council through open voting must be defined in the work regulations of the Central/Local Youth Council.
4. All income and expenses of the Central/Local Youth Council shall be carried out through financial institutions licensed by the Central Bank in the bank accounts opened in the name of the representative CSO, except for the cases allowed by the legislation in force.

Meaning: Outlines the procedures for financial transactions, specifying that they should be carried out by the AYD/Municipal Directorate of Youth and/or by donors.

Importance: Ensures accountability and proper management of the council's finances.

How to Write It: Detail the process for financial transactions, emphasizing the role of the AYD/Municipal Directorate of Youth or other designated bodies. Specify the conditions under which a CSO can handle financial transactions on behalf of the council. Mandate that all transactions are conducted through licensed financial institutions.

Article 5
Prohibition of fundraising, campaigning and support of candidates and political parties

The Central/Local Youth Council cannot engage in fundraising or

Meaning: Prohibits the Central/Local Youth Council from engaging in

campaigns to support political parties or candidates for political office, nor can it propose, register candidates for political office.

political activities.

Importance: Maintains the council's neutrality and prevents it from being used for political gain.

How to Write It: Clearly state that the council cannot participate in fundraising or campaigns to support political parties or candidates. Prohibit the council from proposing or registering candidates for political office.

Article 6 Work Regulation

The Central/Local Youth Council, in accordance with this Act of Establishment and the relevant legislation in force, shall approve work regulations for the decision-making method and its own activity.

Meaning: Mandates the Central/Local Youth Council to approve work regulations.

Importance: Provides a framework for decision-making and council activities.

How to Write It: Specify that the council must approve work regulations in accordance with the Act of Establishment and relevant legislation.

Article 7 Dissolution

1. In cases of dysfunction of the Central/Local Council, the Agency for Youth Development/Municipal Directorate must document the dysfunction through a report and submit to the Assembly of the Central/Local Council with a recommendation for dissolution.
2. The Central/Local Youth Council can be dissolved by the decision of two thirds (2/3) of the members of the Assembly.

Meaning: Specifies the conditions and procedures for dissolving the Central/Local Youth Council.

Importance: Provides a mechanism for addressing situations where the council is no longer functional.

How to Write It: Outline the process for documenting dysfunction and submitting a recommendation for dissolution. Specify the voting requirements for dissolving the council.

Article 8
Entry into force

1. This Act of Establishment may be amended by a two-thirds (2/3) vote of the Members of the Central/Local Youth Council Assembly.
2. This Act of Establishment shall enter into force on the day of approval by the Central/Local Youth Council Assembly.

Meaning: Defines how the Act of Establishment can be amended and when it takes effect.

Importance: Provides clarity on the legal standing and modification process of the document.

How to Write It: State the voting requirements for amending the Act of Establishment. Specify that the Act enters into force upon approval by the Central/Local Youth Council Assembly.

ANNEX 4: First Meeting of Central/Local Youth Councils

After the election, CYC/LYCs decide on the date (within 15 days of approval of the Act of Establishment) of the first meeting with the aim to:

1. Elect the Presidency
2. Draft the Work Plan
3. Decide on the process of development of the Annual Activity Plan and Budget

It is recommended that the first meeting be held with all the members of CYC/LYCs present at the meeting!

Day one of the First Meeting of Central/Local Youth Councils

- ✓ Opening remarks from the oldest member of Central/Local Youth Councils
- ✓ Self-nomination of members of Central/Local Youth Councils for the Presidency.
- ✓ Voting is conducted with an open ballot (election materials provided by Agency for Youth Development).
- ✓ Election of the Presidency.

Central Youth Council Presidency :

- President (the most voted candidate)
- Four (4) Vice Presidents (based on ranking)
- Secretary (based on ranking)

Local Youth Council Presidency :

- President (the most voted candidate)
- Two (2) Vice Presidents (based on ranking)
- Secretary (based on ranking)

Tip: It is recommended to have a waiting list based on the ranking of votes. This is important for cases where a member of the Presidency decides voluntarily to leave the post/or is dismissed by the Assembly before the end of the three- year mandate. The replacement happens based on the highest ranking on the waiting list.

Day two of the First Meeting of Central/Local Youth Councils

- ✓ The elected Presidency, drafts the Work plan of the CYC/LYC (for the template of the work plan please refer to Annex 2 of the Regulation on Youth Councils; for tips on how to draft the work plan please refer to Annex 5 of this Manual).
- ✓ The Work Plan is voted on and approved by CYC/LYC.
- ✓ The CYC/LYC decides on the process of drafting the Annual Activity Plan and Budget (for tips on how to draft the annual activity plan and budget, please refer to Annex 6 of this Manual).

ANNEX 5: Understanding the Work Regulation of the Central Youth Council and Local Youth Councils

Article	Explanation
<p style="text-align: center;">Article 1 Purpose</p> <p>This work regulation shall regulate the way of decision-making and the activity of the Central/Local Youth Council of the Municipality of _____ <i>(name of the municipality)</i>.</p>	<p>Meaning: Defines that this regulation governs the decision-making processes and activities of the Central/Local Youth Council.</p> <p>Importance: Establishes the framework for council's operations and decisions.</p> <p>How to Write It: Clearly state that the regulation outlines the procedures for decision-making and the overall activities of the council.</p>
<p style="text-align: center;">Article 2 Scope of the Central/Local Youth Council</p> <p>1. The Central/Local Youth Council functions within the following scope:</p> <p><i>(write the scope and purpose of the establishment of the Central/Local Youth Council, which should include the points from Article 3/Article 19 of the Regulation (MSO) No. 09/2024 on the Procedures for the Establishment, Operation and Work of Youth Councils).</i></p>	<p>Meaning: Defines the areas of responsibility and objectives of the Central/Local Youth Council.</p> <p>Importance: Sets the boundaries of the council's work and ensures it focuses on its intended goals.</p> <p>How to Write It: List the specific areas of focus and objectives, referencing Article 3/Article 19 of Regulation (MSO) No. 09/2024 for detailed guidance.</p>

Article 3 Leadership Structures

1. The leading structures of the Central/Local Youth Council are:
 - 1.1. Assembly of the Central/Local Youth Council;
 - 1.2. Central/Local Youth Council;
 - 1.3. Presidency of the Central/Local Youth Council.

Meaning: Identifies the key leadership bodies within the Central/Local Youth Council.

Importance: Clarifies the organizational structure and lines of authority.

How to Write It: List the three leadership structures: the Assembly, the Central/Local Youth Council itself, and the Presidency.

Article 4 Assembly of the Central/Local Youth Council

1. The Assembly is the founding body of the Central/Local Youth Council which shall consist of representatives of youth organizations, organizations for young people, student parliaments, student councils and youth forums of political parties.
2. The Assembly shall be responsible to establish the Central/Local Youth Council, to vote on the act of establishment of the Central/Local Youth Council, and in cases of request from the Presidency of the Central/Local Youth Council to vote on the decisions of the Presidency.
3. The Assembly shall be responsible to intervene in cases of dysfunction according to Article 12/Article 28 of Regulation (MSO) No. 09/2024 on the Procedures for the Establishment, Operation and Work of Youth Councils.

Meaning: Defines the composition and responsibilities of the Assembly.

Importance: Establishes the Assembly as the founding body and outlines its key functions.

How to Write It: Describe the Assembly as consisting of representatives from various youth organizations and student bodies (for the full list please refer to Chapter 2 and Chapter 3). List its responsibilities: establishing the council, voting on key documents, and intervening in cases of dysfunction. Reference Article 12/Article 28 of Regulation (MSO) No. 09/2024 for dysfunction.

Article 5
Central/Local Youth Council

1. The Central/Local Youth Council shall be an informal advisory, advocacy and monitoring group for youth issues which, in accordance with the definition given in Law No. 08/L-254 on Youth has the form of organization as an informal group and is established with a mandate of three (3) years.
2. The number of members of the Central/Local Council shall be _____.
3. The Central/Local Council must ensure equal and comprehensive representation where at least 30 per cent of the members are girls and at least 20 per cent belong to young people from non-majority community groups and 10 per cent from persons with disabilities.
4. Although the Central Council by definition does not originate from the Local Councils, the members of the Local Councils have the right to be nominated and selected in the Central Council, and vice versa.

Meaning: Defines the Central/Local Youth Council as an informal advisory, advocacy, and monitoring body.

Importance: Clarifies the council's role and its mandate as an informal group.

How to Write It: State that the council is an informal advisory body with a three-year mandate. Specify that it must ensure equal representation, with at least 30 per cent female members, 20 per cent from non-majority groups 10 per cent for persons with disabilities for Central Youth Council. For Local Youth Council, specify that inclusive representation standards for non-majority communities and persons with disabilities, will be based on the relevant demographic data. Explain the relationship between Central and Local Council members.

Article 6
Presidency of the Central/Local Youth Council

1. The Presidency of the Central/Local Youth Council shall be the highest governing body and authorized representative of the Central/Local Council.
2. The Presidency of the Central/Local Youth Council shall

Meaning: Defines the Presidency as the highest governing body.

Importance: Establishes the leadership role of the Presidency and its authority.

consist of the President and vice-presidents, and is supported by one (1) secretary with no right to vote.

3. The Presidency of the Central/Local Youth Council shall be elected by the members of the Central/Local Youth Council through open voting.
4. The Presidency can be dismissed by the Assembly with 50+1 per cent of the votes of its members, if it has committed a serious violation of its work duties.

How to Write It: State that the Presidency is the highest governing body and authorized representative. Describe its composition (President, vice-presidents, and a non-voting secretary). Explain that the Presidency is elected by the council members and can be dismissed by the Assembly for serious violations.

Article 7 President

1. The President of the Central/Local Youth Council shall be responsible to:
 - 1.1. Organize the meetings of the Central/Local Council and chair them;
 - 1.2 Ensure the drafting of the annual action plan of the Central/Local Youth Council;
 - 1.3 Sign the acts approved by the Central/Local Youth Council and make sure they are implemented;
 - 1.4. Ensure and direct the work and operation of the Central/Local Youth Council in accordance with the Act of Establishment;
 - 1.5. Undertake measures for the implementation of the action plan and conclusions from the meetings of the Central/Local Youth Council;
 - 1.6. Represent the Central Youth Council before central public institutions / represent the Local Youth Council before local public institutions and at meetings organized by the Central Youth Council.

Meaning: Outlines the responsibilities of the President.

Importance: Defines the leadership role of the President and his/her key duties.

How to Write It: List the President's responsibilities: organizing and chairing meetings, drafting the action plan, signing acts, ensuring adherence to the Act of Establishment, implementing the action plan, and representing the council externally.

Article 8
Vice-presidents of the Central/Local Youth Council

1. The Central Youth Council shall have four (4) vice-presidents / the Local Youth Council shall have two (2) vice-presidents.
2. The vice presidents of the Central/Local Youth Council shall be responsible to
 - 2.1. Replace the President in case of his/her absence;
 - 2.2. Support the President in the implementation of the duties and responsibilities listed in Article 2 of this Regulation;
 - 2.3. Lead committees, manage committee members and ensure the implementation of committee duties and responsibilities.

Meaning: Defines the responsibilities of the vice-presidents.

Importance: Clarifies the support role of the vice-presidents and their specific duties.

How to Write It: Specify the number of vice-presidents for Central and Local Councils. List their responsibilities: replacing the President in their absence, supporting the President, leading committees, and managing committees' work.

Article 9
Secretary

1. The secretary of the Central/Local Youth Council shall be responsible to:
 - 1.1. Ensure the administrative progress of the Central/Local Youth Council;
 - 1.2. Plan and record meetings;
 - 1.3. Manage communication and documents;
 - 1.4. Ensure that the Central Council follows procedural rules.

Meaning: Outlines the responsibilities of the secretary.

Importance: Defines the administrative and procedural support role of the secretary.

How to Write It: List the secretary's responsibilities: ensuring administrative progress, planning and recording meetings, managing communication and documents, recording and archiving documents to ensure Central/Local Youth Councils institutional memory, and ensuring procedural compliance.

Article 10
Members of the Central/Local Youth Council

1. The members of the Central/Local Youth Council shall be responsible to:
 - 1.1. Participate in the meetings of the Central/Local Youth Council;
 - 1.2. Propose discussion topics and activities;
 - 1.3. Participate in decision-making and take initiatives for the implementation of the work plan of the Central/Local Youth Council;
 - 1.4. Contribute to the compilation of documents of the Central/Local Youth Council;
 - 1.5. Actively participate in the work of the committees of the Central/Local Youth Council.

Meaning: Defines the responsibilities of the council members.

Importance: Clarifies the expected level of participation and contribution from members.

How to Write It: List the members' responsibilities: participating in meetings, proposing topics for discussion and activities, participating in decision-making, contributing to documents, and actively participating in committees.

Article 11
Committees

1. The Central/Local Youth Council can be organized by committees to cover all areas of interest to the youth.
2. The Central Youth Council shall have four (4) committees / the Local Youth Council shall have two (2) committees.
3. The committees of the Central/Local Youth Council are:

Example for the Central Council:

 - 3.1. Policy and Advocacy Committee (focuses on advising public institutions, identifying youth needs and advocating for youth issues. Ensures monitoring of policy implementation);

Meaning: Describes the organization and function of committees within the council.

Importance: Allows the council to focus on specific areas of interest and expertise.

How to Write It: State that the council can be organized into committees covering youth-related areas. Specify the number of committees for Central and Local Councils. Provide examples of committee topics (Policy and Advocacy, Support of Local Councils, Partnerships, Events and Conferences). State that committees are led by vice-presidents. Mention

3.2. Committee for the support of local councils (focuses on supporting the Local Youth Councils in their activities and functioning); This committee is obligatory as based on Article 31 of the Regulation, CYC shall act as mentor to LYCs;

3.3. Committee for partnerships and cooperation (responsible for creating partnerships with institutions, CSOs and international organizations);

3.4. Committee for events and conferences (organization of events, including the annual youth conference and public meetings).

Example for the Local Council:

3.1. Policy and Advocacy Committee (focuses on advising public institutions, identifying youth needs and advocating for youth issues. Ensures monitoring of policy implementation);

3.2. Committee on events and partnerships (focuses on cooperation with the Central Council, organizing events and creating partnerships with institutions, CSOs and international organizations).

4. The committees of the Central/Local Youth Council can be based on the structure of the areas deriving from the Strategy on Youth.

5. The committees of the Central/Local Youth Council shall be led by the vice-chairmen who ensure the record of the work and

that committees can be based on the Strategy on Youth.

represent the committee in meetings inside and outside the Central/Local Youth Council and before central/local public institutions.

Article 12 **Conditions of membership in the Central/Local Youth Council**

1. All members of the Central/Local Youth Council must:
 - 1.1. Accept the act of establishment;
 - 1.2. Commit to fulfilling the goals of the Council;
 - 1.3. (if there are other specific conditions, add here).
2. Membership in the Central/Local Youth Council shall be open to any person who meets the conditions set forth in paragraph 1 of this article, regardless of race, colour, gender, language, religion, political or other opinions, ethnic or social origin, connection with any community, property, economic, social status, sexual orientation, birth, disability or any other personal status.
3. The Central/Local Youth Council shall appoint new members in cases where:
 - 3.1. A member resigns;
 - 3.2. The member is no longer of youth age.
 - 3.3. The Presidency of the Central/Local Council proposes to remove any member due to the violation of the work regulations, for example:
 - 3.3.1. Constant unexcused absence from the activities and meetings of the Central/Local Council;

Meaning: Sets out the requirements for becoming and remaining a member of the council.

Importance: Ensures that members are committed to the council's goals and adhere to its regulations.

How to Write It: List the conditions of membership: accepting the Act of Establishment, committing to the council's goals, and any other specific conditions. State that membership is open to all qualified individuals regardless of background. Outline the reasons for appointing new members (resignation, age, violations). Specify the dismissal procedure (2/3 vote). Explain the selection of new members from reserve lists and the duration of their mandate.

4. A member shall be dismissed with the decision of two-thirds (2/3) of the members of the Central/Local Council.
5. The new member shall be selected according to the order in the list of reserve members.
6. The mandate of the new member shall last only until the end of the mandate of the Central/Local Council.

Article 13
Participation in the activities of the Central/Local Youth Council

1. All members of the Central/Local Youth Council must participate in the activities of the Central/Local Youth Council regularly.
2. In case of absence, the member must inform the Presidency of the Council in writing about the reason for non-participation.
3. In cases of unjustified non-participation in the activities and meetings of the Central/Local Youth Council for more than three (3) times in a row, the Presidency shall have the right to request the dismissal of the member from the Central/Local Youth Council.

Meaning: Emphasizes the importance of regular participation by members.

Importance: Ensures that the council has active and engaged members.

How to Write It: State that members must participate regularly. Require members to inform the Presidency of absences. Grant the Presidency the right to request dismissal for unjustified absences.

Article 14
General meetings of the Central/Local Youth Council

1. The Central/Local Youth Council shall meet at least twice a year to discuss the process of implementing the work plan.

Meaning: Sets the minimum frequency for general meetings.

Importance: Ensures that the council meets regularly to discuss its work plan and advance youth interests.

2. The Central/Local Youth Council represents the youth voice in the meetings of the Commission for Youth/Central Youth Council.

How to Write It: State that the council must meet at least twice a year or four if it relates to CYC. Note that the council represents the youth voice in relevant meetings.

Article 15 Meeting minutes

1. At the end of each meeting of the Central/Local Youth Council, the Secretary shall compile the minutes of the meeting which are shared with the members of the Central/Local Youth Council.
2. At the beginning of each meeting of the Central/Local Youth Council, the members shall approve the minutes of the preliminary meeting.

Meaning: Sets the minimum frequency for general meetings.

Importance: Ensures that the council meets regularly to discuss its work plan and advance youth interests.

How to Write It: State that the council must meet at least twice a year or four if it relates to CYC. Note that the council represents the youth voice in relevant meetings.

Article 16 Resolution of disputes

1. Disputes between members and bodies elected by the Assembly shall be resolved amicably and in accordance with the Act of Establishment and internal rules of the Central/Local Youth Council.

Meaning: Outlines the process for resolving conflicts within the council.

Importance: Provides a mechanism for addressing disagreements amicably.

How to Write It: State that disputes should be resolved amicably in accordance with the Act of Establishment and internal rules.

Article 17 Reporting

1. The Central/Local Council shall be obliged to submit the annual narrative and financial report on the implementation of activities

Meaning: Mandates the submission of annual reports to the Municipal Youth Agency/Directorate.

once a year to the Municipal Youth Agency/Directorate.

2. The annual narrative report shall be sent to the Central/Local Council Assembly for information.
3. The report for the previous year shall be presented until February fifteenth (15) of the following year.

Importance: Ensures accountability and transparency in the council's activities.

How to Write It: Require the council to submit annual narrative and financial reports. State that the narrative report must be sent to the Assembly for information. Specify the deadline for submitting the report (February 15th).

Article 18 Amendments to the Work Regulation

Amendments to this Regulation shall be made in the same way and procedure by which they are adopted.

Meaning: Specifies how the Work Regulation can be changed.

Importance: Provides a mechanism for updating the regulation as needed.

How to Write It: State that amendments must be made using the same procedure as the original adoption.

Article 19 Approval

This Regulation shall enter into force on the day of its approval by the Central/Local Youth Council.

Meaning: States when the Work Regulation takes effect.

Importance: Clarifies the effective date of the regulation.

How to Write It: State that the regulation enters into force upon approval by the Central/Local Youth Council.

ANNEX 6: Example Annual Work Plan and Budget of Central Youth Council and Local Youth Councils

Area of focus	Goal	Objectives	Activities	Timeline	Responsible Committee/ Person	Resources	Expected Outcome	Means of Verification
This should align with the key areas outlined in the Youth Strategy (e.g., Education, Employment, Health, Participation, etc.).	A broad statement of what the council wants to achieve in a specific area.	Specific, measurable, achievable, relevant, and time-bound (SMART) steps that will contribute to achieving the overall goal.	The specific actions that will be taken to achieve each objective.	A schedule for when each activity will be implemented	Assign responsibility for each activity to a specific committee or individual within the council.	Budget for each activity	The anticipated results of the activities. These should be quantifiable whenever possible.	Proof that the activity is implemented
A. e.g. Youth participation	1 e.g. Strengthen youth participation in local decision-making processes.	1.1. e.g. Ensure that youth perspectives are presented in at least three municipal assembly (MA) sessions during 2026.	1.1.1 e.g. Prepare and submit policy recommendations to the MA on issues affecting young people.	Q1 e.g. Q3 - Q4, 2026	e.g. Policy & Advocacy Committee	e.g. Lump sum for Activity 1.1.1 (meeting venue, coffee breaks, lunch, transport of participants , material)	e.g. Youth perspectives increasingly considered as part of policy consultations	e.g. Number of participants; Number of recommendations; Meeting minutes; Photo
B.	2	2.1.	2.1.1.	Q3	President
c.	3	3.1.	3.1.1.	Q2	Vice President
...



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