

# AGENDA

## TITLE:

## Training on Youth Guarantee

## SUBJECT:

SUPPORT TO YOUNG PEOPLE NOT IN EMPLOYMENT, EDUCATION OR TRAINING (NEETS) TO (RE-)ENTER INTO LEARNING AND/OR WORK

**29<sup>TH</sup> SEPTEMBER – 30<sup>TH</sup> SEPTEMBER 2026**

**PODGORICA, VENUE: HOTEL HILTON PODGORICA CRNA GORA**

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Western Balkan countries have committed to the Youth Guarantee (YG), a commitment to ensure that all young people under the age of 30 receive a good quality offer of employment, continued education, apprenticeship or traineeship within a period of four months of becoming unemployed or leaving education. The Youth Guarantee is an inter-institutional and multi-stakeholder initiative at national and local level and therefore requires close cooperation and coordination amongst all stakeholders. This is a key aspect of the success of the initiative, especially effective if the cooperation is established from the outset. Another key aspect is outreach to young NEETs. However, both stakeholder cooperation and coordination, as well as the outreach are key challenges to all countries that aim at integrating inactive and disengaged individuals into the YG scheme.

The main implementation partner of the Youth Guarantee Programme in Montenegro is the Employment Agency of Montenegro (EAM) according to the YG Implementation Plan (YG IP). EAM will be responsible for registration, preparation services, service delivery, and monitoring of the YG. EAM will carry out the tasks provided for in the Grants for Youth programme through the coordination of activities with local EAM offices: providing services for preparing and offering incentives for self-employment; training for work with an employer; training for independent work; incentives for employment; and education and training for adults (15 – 29 years old) who apply for the programme. The Agency will also be responsible for reporting based on the framework of service delivery system indicators in the Youth Guarantee Programme.

EAM is the main entry point of the Youth Guarantee Programme. Youth who want to get involved in the Youth Guarantee will be able to register online or in person at the Agency. To achieve this function, EAM will enhance its ICT platform for data management and processing and adjust its internal procedures to implement the Youth Guarantee Programme monitoring system effectively. This includes defining entry into the programme, transitioning out of the preparation phase, identifying and distinguishing quality job offers, and initiating the offers, among other processes.

In order to enable the EAM to effectively fulfil the objectives of the Youth Guarantee Programme Implementation Plan, it will be necessary to: (i) revise the legal framework in order to facilitate the implementation of the YG Programme; (ii) Increase the number of EAM employees who contact unemployed persons and revise the profiles of staff who will undergo intensive training; (iii) increase the financial framework allocated to the EAM for the expansion of employment services and active labour market programs; new ICT platform, performance monitoring; (iv) adapt the service provision model of EAM (online application, specialized online services for employers); and (v) explore alternative options for consolidating administrative data for monitoring the performance of the service provision system

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within the Youth Guarantee (tax administration, business registry, pension fund, educational information system). The EAM reforms are crucial for implementing the service delivery system envisioned for the Youth Guarantee Programme. Staff training and building administrative capacities will be included throughout the duration of the YG Programme, with the support of EU funds already planned.

The Youth Guarantee Implementation Plan in Montenegro and the related outreach strategy further identify the local cooperation approach as a key priority and the main strategy for developing and strengthening outreach. Accordingly, local partnerships are expected to play an active role not only in identifying and engaging inactive young people but also in delivering preparatory services, particularly in the areas of counselling, guidance, and soft skills development. This local partnership model is being further supported by ETF, which has assisted the national institutions in drafting the outreach strategy and operational procedures for implementing local partnerships.

A new by-law establishes “local mobile teams” in each municipality consisting of employment agency offices linked to the Ministry of Labour, schools linked to the Ministry of Education, municipal offices (municipality secretariat for social services and employment, youth, other), youth centres/clubs (where existent) linked to the Ministry of Sports and Youth, and the centres for social work linked to the Ministry of Social Affairs. Together, those units will lead outreach and information campaigns targeting young people, while also enhancing coordination and delivery of pre-preparatory and preparatory services within the Youth Guarantee framework. NGOs will also play an active role through a special call for services.

### **Objectives of the training**

The training aims to familiarise participants with the Youth Guarantee (YG) in Montenegro, particularly the roles and responsibilities of EAM offices, outreach strategy perspective, and measures and services in place to support NEETs. After completion of the training, participants will be able to:

- Fully understand what the Youth Guarantee is, why it is relevant, what the roles of all relevant stakeholders in the YG are, what their own role within the overall framework of the national Youth Guarantee Implementation Plan (YG IP) and national outreach strategy is;
- Explain good practice in the YG, including related to cooperation, coordination and communication in day-to-day work;
- Fully understand the practical approach of outreach to NEETs as a learning process and the role of the employment agency therein;
- Understand measures and services targeted towards NEETs;
- Explain the difference between working with young people and adults;
- Plan and implement monitoring to assess progress and effectiveness of activities.

### **Participants**

The relevant participants are:

1. Representatives of the local offices of the Employment Agency of Montenegro
2. Representatives of the national Youth Guarantee Working Group in Montenegro (Ministries of Labour/ Education/ Youth, Employment Agency, national youth council), as well as international organisations such as ILO, UNICEF and UNDP active in the area of youth education, labour market and social integration

Working languages: **English with simultaneous interpretation in Montenegrin and reverse.**

## DAY 1 – 29TH SEPTEMBER

| Time          | Agenda Item                                                                                                                                                                                                                                                                                                                                                                                | Owner                                                                                                                                                                                                                                                                                                           |
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| 08:30 – 09:00 | <b>Registration and welcome coffee</b>                                                                                                                                                                                                                                                                                                                                                     | ETF                                                                                                                                                                                                                                                                                                             |
| 09:00 - 09:10 | <b>Welcome &amp; Introduction</b>                                                                                                                                                                                                                                                                                                                                                          | <p>Ms Andjela Nedovic, YG Coordinator, State Secretary, Ministry of Labour, Employment and Social Dialogue</p> <p>Ms Brigitte Kuchar, Programme Officer, Delegation of the European Union to Montenegro</p> <p>Mr Florian Kadletz, Expert in Human Capital Development - Country Liaison for Montenegro ETF</p> |
| 09:10 - 09:40 | <b>National YG Implementation Plan</b> <ul style="list-style-type: none"> <li>- Presentation of the key components of the YG Implementation Plan and governance structure (20'): what is the YG, why it is relevant, what are the roles of all relevant stakeholders in the YG, what is the general role of the EAM;</li> <li>- Presentation of EAM in the Youth Guarantee</li> </ul>      | <p>Mr Ivan Medenica, Ministry of Labour, Employment and Social Dialogue</p> <p>Ms Gordana Vukčević, Deputy Director, Employment Agency Montenegro</p>                                                                                                                                                           |
| 09:40 – 10:10 | <b>Good practice in the YG from EU member states</b> <ul style="list-style-type: none"> <li>- Presentation of key success factors: (a) Cooperation, coordination and communication in day-to-day work at national and local level; (b) outreach; (c) capacity of PES (profiling, preparatory activities, data etc.); (d) quality offers (20')</li> <li>- Q&amp;A (10')</li> </ul>          | Mr Florian Kadletz, ETF                                                                                                                                                                                                                                                                                         |
| 10:10 - 10:35 | <b>NEETs in Montenegro</b> <ul style="list-style-type: none"> <li>- Presentation of findings from the latest mapping of NEETs and implications for EAM offices (15')</li> <li>- Q&amp;A (10')</li> </ul>                                                                                                                                                                                   | Ms Sajmira Kopani, Technical Officer Youth Employment Programmes, ILO Office for Central and Eastern Europe                                                                                                                                                                                                     |
| 10:35 - 11:00 | <b>Break</b>                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                 |
| 11:00 – 11:35 | <b>Implications for the work of EAM offices</b> <ul style="list-style-type: none"> <li>- Group work (6 groups): discuss the roles and responsibilities they have now against the requirements in the YG and present results on what needs to be maintained, changed, enhanced, where support is needed etc. (20')</li> <li>- Reporting back (15')</li> </ul>                               | Moderation: Mr Florian Kadletz, ETF                                                                                                                                                                                                                                                                             |
| 11:35- 13:00  | <b>Roles and responsibilities of EAM offices at municipality level, including as a basis for strengthened cooperation, coordination and communication in day-to-day work</b> <ul style="list-style-type: none"> <li>- Presentation of detailed role of EAM offices in the YG as per national YG framework, i.e. roles and responsibilities for each of the following steps: (a)</li> </ul> | <p>Moderation: Mr Cristian Raileanu, Human Capital Development Expert, ETF</p> <p>Ms Gordana Vukčević, Deputy Director, Employment Agency Montenegro</p>                                                                                                                                                        |

| Time          | Agenda Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Owner                                                                                                                                                    |
|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
|               | <p>outreach = awareness raising and information about YG for those ready to engage but lacking information or access or transport or other (b) pre-registration (from outreach partners), (c) registration (also online), (d) profiling, (e) preparatory activities (information, counselling, training etc.), (f) quality offer, (g) cooperation and coordination: outreach partners, employers, education providers, national stakeholders, municipalities, social partners etc. (h) monitoring (15')</p> <ul style="list-style-type: none"> <li>- <b>Presentation of conclusions from mapping of outreach partners</b> (15'): methodology, key findings with focus on mapping of municipality-level stakeholders (who is there, capacity, capacity need, services)</li> <li>- <b>Group work</b> (6 groups per region) to discuss SWOT on cooperation – (a) what is an existing strength (What works well already), (b) what is an existing weakness, (c) what can be changed and improved (how?) (opportunity), and (d) what should be avoided (threat) (30')</li> <li>- Sharing of results (10')</li> <li>- Q&amp;A (15')</li> </ul> | Ms Zerina Catovic, Communication Associate, UNDP Montenegro                                                                                              |
| 13:00 – 14:00 | <b>Lunch Break</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                          |
| 14:00- 15:30  | <p><b>Understanding measures and services targeted towards NEETs</b></p> <ul style="list-style-type: none"> <li>- Presentation of ETF on EU good practice: deep dive into prep activities (information, counselling, training, etc.), quality offers; ALMPs and services and specific measures offered to NEETs (15')</li> <li>- Presentation of EAM on measures and services as per legislation, eventual changes to expect due to the YG (15')</li> <li>- <b>Group work 1:</b> Discussion on challenges and solutions in implementation and the need to adapt measures (30')</li> <li>- Sharing (3 groups – each 5': 15')</li> <li>- Q&amp;A (15')</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p>Mr Cristian Raileanu, ETF</p> <p>Ms Gordana Boskovic, Deputy Director, Employment Agency of Montenegro</p> <p>Moderation: Mr Florian Kadletz, ETF</p> |
| 15:30 – 15:45 | <b>Key takeaways and closure of day 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>Mr Ivan Medenica, Ministry of Labour, Employment and Social Dialogue</p> <p>Mr Cristian Raileanu, ETF</p>                                             |

## DAY 2 – 30<sup>TH</sup> SEPTEMBER 2026

| Time          | Agenda Item                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Owner                                                                                                                                                                                                                                                |
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| 09:00 – 09:10 | <b>Recap from day 1 – key takeaways with relevance for day 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Mr Ivan Medenica, Ministry of Labour, Employment and Social Dialogue<br><br>Mr Florian Kadletz, ETF<br>Mr Cristian Raileanu, ETF                                                                                                                     |
| 09:10 – 10:10 | <b>Continuation: Understanding measures and services targeted towards NEETs</b> <ul style="list-style-type: none"> <li>- <b>Group work 2:</b> Discussion on challenges and solutions in implementation and the need to adapt services (30')</li> <li>- Sharing (3 groups – each 5': 15')</li> <li>- Open discussion (15')</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                 | Moderation: Mr Florian Kadletz, ETF                                                                                                                                                                                                                  |
| 10:10 – 11:00 | <b>The difference between working with young people and adults</b> <ul style="list-style-type: none"> <li>- Presentation of EU practice on working with young people in PES</li> <li>- Guidelines for PES counsellors</li> <li>- Good practice in case management</li> </ul> <b>Working mode</b> <ul style="list-style-type: none"> <li>- Presentation by ETF on EU examples (5')</li> <li>- Presentation by UNDP on key insights from UNDP research on youth needs and the needs of NEETs in particular (barriers to participation) (10')</li> <li>- Presentation by ILO – on examples from WB region (15')</li> <li>- Plenary discussion: Discuss examples presented and how they can be used in the Montenegro context + Q&amp;A (20')</li> </ul> | Mr Cristian Raileanu, ETF<br><br>Ms Dzenana Scekcic, Project Manager, UNDP<br><br>Ms Sajmira Kopani, ILO Office for Central and Eastern Europe<br><br>Moderation: Jelena Novičević, Executive Director, Forum MNE                                    |
| 11:00 – 11:30 | <b>Break</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                      |
| 11:30 – 12:50 | <b>Plan and implement monitoring to assess progress and effectiveness of activities</b> <ul style="list-style-type: none"> <li>- Presentation of ETF on EU indicator framework (10')</li> <li>- Presentation of EAM (a) instruction on M&amp;E and (b) indicators for YG in Montenegro (20')</li> <li>- EAM offices from pilot municipalities share their experiences and lessons learned (10')</li> <li>- <b>Working groups</b> (6 groups): Discuss how to meet the requirements of monitoring (tools, practices, cooperation, data, etc.) (15')</li> <li>- Reporting back (15')</li> <li>- Q&amp;A (10')</li> </ul>                                                                                                                                | Mr Cristian Raileanu, ETF<br><br>Ms. Nataša Radulović, pilot municipality Nikšić<br>Ms Jadranka Rakonjac, pilot municipality Bijelo Polje<br><br>Moderation of WG sharing: Ms Milena Šćepanović, President of the Board, Youth Network of Montenegro |

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| 12:50 – 13:50 | <b>Lunch break</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                 |
| 13:50 – 14:20 | <b>New YG Implementation Plan</b> <ul style="list-style-type: none"> <li>- Presentation of plans for new YG IP under development (10')</li> <li>- <b>Open exchange:</b> Collection of input from field offices (20')</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Moderation: Ms Gordana Vukčević, Deputy Director, Employment Agency Montenegro                                                                                                  |
| 14:20 – 15:50 | <b>Next steps for EAM offices</b> <ul style="list-style-type: none"> <li>- Introducing the activity (5')</li> <li>- <b>Working Groups</b> (6 groups): groups develop plans for each of the YG components to adapt to the YG requirements: (a) outreach, (b) pre-registration, (c) registration, (d) profiling, (e) preparatory activities, (f) quality offer, (g) cooperation and coordination, (h) monitoring (45') <ul style="list-style-type: none"> <li>o For each component list: what can be continued, what needs to change and how, what new actions are needed, areas for support/capacity building needed</li> </ul> </li> <li>- Presentation of plans (30')</li> <li>- Q&amp;A (10')</li> </ul> | Moderation: Mr Florian Kadletz, ETF<br><br>Mr Cristian Raileanu, ETF                                                                                                            |
| 15:50 – 16:00 | <b>Closing and next steps</b> <ul style="list-style-type: none"> <li>- Mention: outreach strategy, ETF outreach manual, training for NGOs, new YG IP, etc.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Mr Ivan Medenica, Ministry of Labour, Employment and Social Dialogue<br><br>Ms Gordana Vukčević, Deputy Director, Employment Agency Montenegro<br><br>Mr Cristian Raileanu, ETF |