

TRAINING ON YOUTH GUARANTEE

29-30 September 2026

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OBJECTIVES OF THE TRAINING

Overall objective

- ✓ To **familiarise participants with the Youth Guarantee** in Montenegro, particularly the roles and responsibilities of EAM offices, the outreach strategy perspective, and measures and services in place to support NEETs.

After completion of the training, participants will be able to:

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

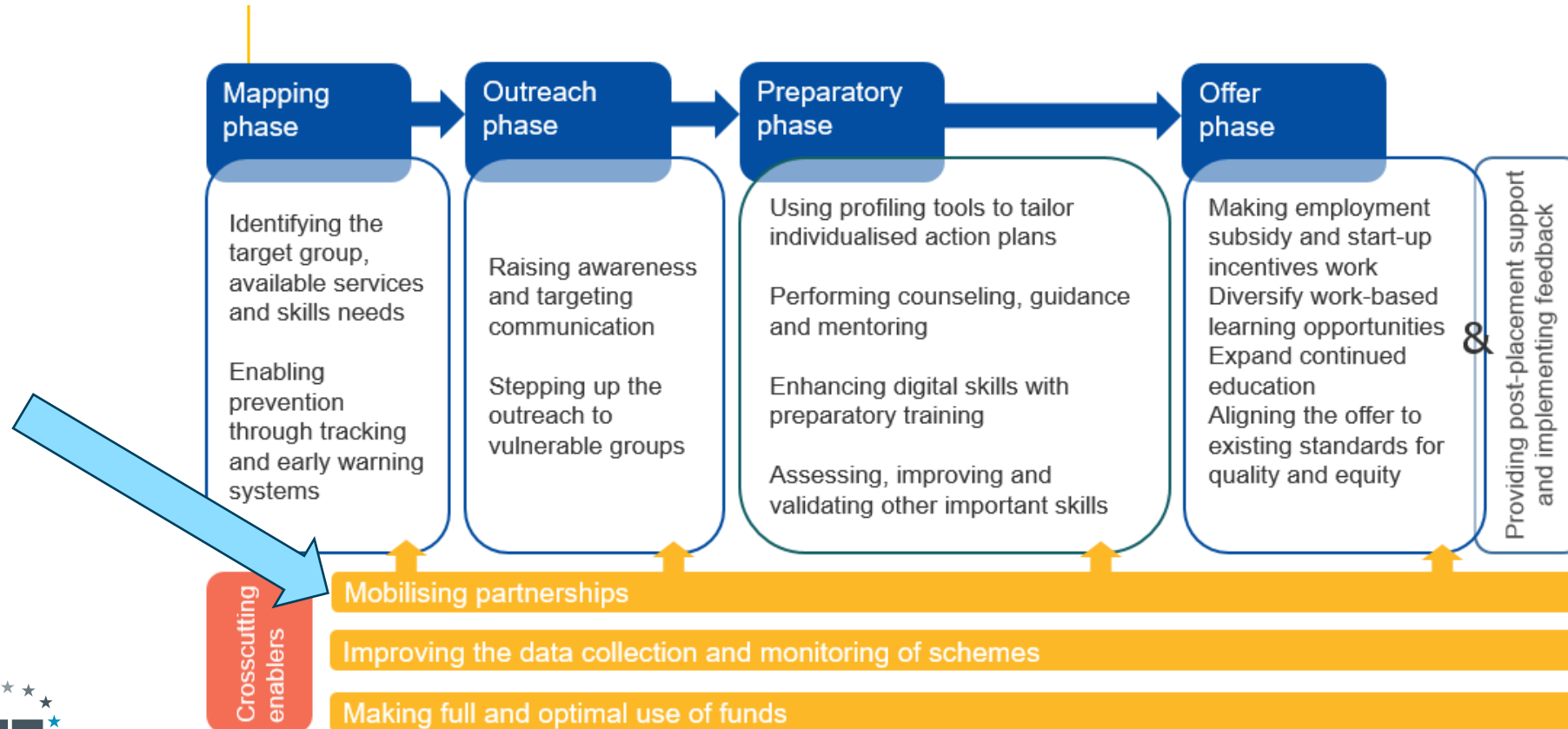
YOUTH GUARANTEE: GOOD PRACTICE FROM EU MEMBER STATES

29 September 2026
Florian Kadletz



KEY SUCCESS FACTOR 1: COOPERATION

Cooperation and coordination in day-to-day work at national and local level are key to the success of the YG as an **inter-institutional and multi-stakeholder initiative!**



THE “WHO” IN THE PARTNERSHIPS

Different levels of government

All government levels matter in the YG, from national to regional down to local level governmental institutions play a role.

Advice: as early as possible in the process

- **Map the institutions involved at each level**
- Engage them and appraise capacities.

Different actors on all levels

- **State and non-state actors play different roles** in the YG
- **Governments lead public policy and interests.** The public employment service is the executing agency of the YG.
- **Employers demand skilled youth.** The YG facilitates their traineeship, apprenticeships, employment offers.
- **CSOs are close to disadvantaged youth.** They are more likely than others to be aware of needs, and be innovative in their actions.

EXAMPLE: SLOVENIA

NATIONAL LEVEL COOPERATION AND COORDINATION

- ✓ **Multi-stakeholder Working Group (WG)** for Coordination and Monitoring the Implementation of the Youth Guarantee
- ✓ Appointed a **Youth Reference person in every ministry** for coordination purposes and for streamlining a youth focus in sectoral policies
 - ✓ For policy areas that affect young people, e.g. justice, home affairs, housing, regional development, etc.

STRENGTHS

- ✓ **Coordination of activities** between different ministries and YG providers
- ✓ **Information sharing** among all stakeholders
- ✓ **Feedback** from YG users (youth, employers)
- ✓ Exchange of views leads to **new ideas & collaborations**
- ✓ **Ownership** of the YG scheme

TECHNICAL WGS

- For operational solutions
- For specific time or permanent

For example:

- youth needs' analysis,
- developing guidelines for outreach
- ensuring inter-operability of data bases
- engagement of employers, etc.

LESSONS FOR LOCAL LEVEL COOPERATION

The recommendation is to **establish local-level YG fora**

- ✓ To facilitate access and sharing of information about the YG
- ✓ To coordinate activities like outreach to young people
- ✓ To be informed about already existing measures for young people
- ✓ To support monitoring and feedback provision

STEP 1: ORGANISE REGULAR MEETINGS AT MUNICIPALITY LEVEL

- ✓ **Start informally** to lower barriers to participation
- ✓ This can **enhance ownership** as meetings are informal and adapt to the needs of stakeholders

STEP 2: INSTITUTIONALISE PARTNERSHIPS THROUGH FORMAL NOMINATIONS

- ✓ Bring “municipal employment partnerships” to life; the legal basis exists

LOCAL LEADERSHIP ON YG

- Municipality
- Local Employment Agency Office
- Other?

LEGAL BASIS

- By law “municipal employment partnerships” exist in Montenegro

EXAMPLE: SLOVENIA

LOCAL PARTNER COUNCILS

- ✓ **PES** promotes partners' cooperation at the local level & **leads the partnerships**
 - Up to 7 partners per council
 - Representatives of employers, trade unions, education providers, NGOs, etc.
- ✓ Aim =



- ✓ Decrease skills mismatches and labour shortages
- ✓ Needs forecasts
- ✓ Information exchange
- ✓ Suggestions on ALMP measures
- ✓ Support green and digital transition

KEY SUCCESS FACTOR 2: OUTREACH



TOWARDS EFFECTIVE OUTREACH

- Need to **think about outreach from a person, needs-based perspective**, not a service perspective
- **Awareness raising/campaigning & support for learning** is needed to help target groups acquire the necessary knowledge, skills and attitudes they need in order to be ready to take up a service or offer (empowerment!)
- => need to **give time** during outreach **to support readiness** to take up formal offers of learning and/or work!



OUTREACH PHASES

Outreach phases	Description
Identification	Identify NEETs using diverse strategies: ➤ Data, partnerships: local knowledge, presence in youth environments
Contact and Engagement	TRACK 1: awareness-raising & information campaigning TRACK 2: physical and online streetwork & youth work ➤ Build relationships of trust ➤ Create low-threshold entry points for young people using low-threshold activities that appeal to youth to kick off informal and non-formal learning
Programme Delivery	TRACK 1: Preparatory activities like career guidance, life skills or IT training; YG registration support TRACK 2: Support for non-formal learning . Only upon readiness, talk about learning and work and provide support.
Monitoring and Adjustment	Tracking NEETs and their learning progress and adapting support mechanisms
Support after registration	Remain in close contact to prevent dropout and sustain engagement

ETF MANUAL FOR OUTREACH & ILO GUIDELINES



International
Labour
Organization



- **Guidelines on setting minimum service delivery standards for youth outreach in the context of the Youth Guarantee**



KEY SUCCESS FACTOR 3: EMPLOYMENT AGENCY

The Employment Agency is the **YG implementing agency**.

It requires capacity in:

- ✓ working with **diverse partners** (NGOs, social services, education providers, employers, social partners, municipalities, ministries etc.)
- ✓ Awareness raising and **information campaigning** about the YG
- ✓ **Profiling** of newly registered young people
- ✓ Deep **assessment** of young people
- ✓ **Working with young people** (career guidance, preparatory activities, planning, etc.)
- ✓ Facilitating **quality offers** of learning and/or work
- ✓ **Monitoring**, data collection, data sharing

KEY SUCCESS FACTOR 4: QUALITY OFFERS

Youth Guarantee is a commitment to ensure that all young people under the age of 30 receive a **good-quality offer** of

Employment

Apprenticeship

Traineeship

**Continued
education**

within a period of four months of becoming unemployed or leaving education.

**European Framework for
Quality and Effective
Apprenticeships (2018)**

**European Quality Framework
for Traineeships (2014)**

European quality framework for apprenticeships

Apprenticeships are understood as **formal vocational education and training** schemes that

- ✓ combine learning in education or training institutions with **substantial work-based learning in companies and other workplaces**,
- ✓ lead to nationally **recognised qualifications**,
- ✓ are based on an **agreement** defining the rights and obligations of the apprentice, the employer and, where appropriate, the vocational education and training institution, and
- ✓ with the apprentice being **paid or otherwise compensated** for the work-based component.

14 CRITERIA FOR LEARNING AND WORKING CONDITIONS

- *Written contract*
- *Learning Outcomes*
- *Pedagogical support*
- *Workplace component: at least 50%*
- *Remuneration*
- *Social Protection*
- *Work, health and safety conditions to be applied*
- *Regulatory framework like accreditation for companies*
- *Permeability, mobility and recognised qualification*
- *Involvement of social partners*
- *Support for companies*
- *Career guidance*
- *Transparency about apprenticeships*
- *Quality assurance and graduate tracking*

Apprenticeships in Montenegro: 3-year dual education

Learning at the workplace: 45%	Learning at school: 55%
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- Learner is a student
- After enrolment, the vocational school organises the placement of students
- The Contract between the student and the company covers the vocational practice in the company
- Attendance at school is possible without a contract



European Quality Framework for Traineeships

Traineeships are understood as

- ✓ a **limited period of work practice**
- ✓ paid or not
- ✓ which includes a **learning and training component**
- ✓ Aimed at gaining **practical and professional experience** with a view
- ✓ to **improve employability and facilitate transition** to regular employment
- ✓ to help young people **develop interests** in career pathways (career guidance).

KEY PRINCIPLES

- *Conclusion of a written traineeship agreement*
- *Learning and training objectives*
- *Working conditions applicable to trainees*
- *Rights and obligations*
- *Reasonable duration (max. six months)*
- *Proper recognition of traineeships*
- *Transparency requirements*
- *Cross-border traineeships*
- *Use of European Structural and Investment Funds*
- *Applying the Quality Framework for Traineeships*

QUESTIONS & ANSWERS

CONTACT DETAILS

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European Framework for Quality and Effective Apprenticeships (2018)

Fourteen criteria for learning and working conditions

1. **Written contract** between the employer, the apprentice and the training institutions.
2. **Learning Outcomes** should be defined by employers and training institutions, ensuring both job-related skills and personal development.
3. **Pedagogical support:** close cooperation between designated in-company trainers and teachers.
4. **Workplace component:** at least 50% of the duration should take place at the workplace.
5. **Remuneration:** Apprentices should be paid and/or compensated.
6. **Social Protection:** Apprentices should be entitled to social protection, including insurance.
7. **Work, health and safety conditions:** The workplace should comply with relevant rules and regulations on working conditions, in particular health and safety legislation.

European Framework for Quality and Effective Apprenticeships (2018)

8. **Regulatory framework** based on partnership and dialogue between stakeholders. This may include accreditation procedures for companies.
9. **Involvement of social partners** in the design, governance and implementation of apprenticeship schemes.
10. **Support for companies:** financial and/or non-financial support should be envisaged, enabling cost-effective apprenticeships for companies.
11. **Flexible pathways and mobility:** Apprenticeships should lead to a nationally recognised qualification. Apprenticeships should allow access to higher education and training levels. Transnational mobility should be promoted.
12. **Career guidance and awareness raising:** Learner support before and during the apprenticeship.
13. **Transparency:** Transparency and access to apprenticeship offers should be ensured.
14. **Quality assurance and graduate tracking:** There should be quality assurance of apprenticeships and tracking of employment of apprentices.