



International
Labour
Organization



EC-ILO Action on youth employment policy – Component one: Youth Guarantee

**MONITORING PERFORMANCE
OF THE YOUTH GUARANTEE IN LATVIA**

FINAL REPORT OF WORKSHOP

RIGA, 12 – 13 APRIL 2016

Monitoring performance of the Youth Guarantee of Latvia

Final report of workshop

Riga 12-13 April 2016

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1 INTRODUCTION

The Youth Guarantee (YG) in Latvia targets young people aged 15-29 who are neither in employment nor in education or training (NEETs). The strategy underpinning the implementation of the YG revolves around a number of key reforms in the areas of early intervention, activation and labour market integration measures. More specifically, it envisages the:

- i) development of a comprehensive approach to reach out to young people who are neither in employment, education and training (NEETs);
- ii) introduction of career education in schools to help young people make informed choices;
- iii) establishment of second chance vocational education programmes; and
- iv) design and implementation of a new workflow in the State Employment Agency and the introduction of a number of measures tailored to youth needs.

The implementation of the YG is coordinated by the Ministry of Welfare, while the delivery of interventions is entrusted to a network of partners, including the State Employment Agency, the Ministry of Education and Science, and local authorities. The ILO/EC Action “*Enhancing capabilities of practitioners to design, implement and monitor youth employment policies*” supports the YG coordination team in: (i) establishing a sound monitoring and evaluation framework; (ii) adjusting the design and delivery of interventions to the needs of young NEETs; and (iii) providing evidence and lessons for future policy design.

2 WORKSHOP OBJECTIVES

As part of the ILO/EC Action “*Enhancing capabilities of practitioners to design, implement and monitor youth employment policies*”, the ILO and the Ministry of Welfare of Latvia organized on 12-13 April, 2016 a capability enhancement workshop aimed to:

- i) Deepen the knowledge on comprehensive approaches targeting NEETs;
- ii) Review the design and targeting of YG measures, including those for disadvantaged youth and measurement of quality outcomes;
- iii) Identify potential labour market distortions stemming from design and implementation
- iv) Share knowledge and experience among participants

The workshop offered the opportunity to discuss methods to collect, analyze and disseminate information on the progress achieved during the implementation of the YG, according to the provisions of the 2013 Council's Recommendation. It was structured in two parts:

- ✓ *Design and implementation of YG measures*: The training sessions focused on the design of the YG labour market reintegration measures; targeting approaches; and methods to measure the quality of outcomes for young beneficiaries. The analysis of available monitoring data served to discuss adjustments to the programme and service delivery and to the support pathways for detached and low skilled youth.
- ✓ *Indirect, negative effects of labour market measures*: This part of the workshop centred on how to identify the distortion effects (e.g. deadweight, substitution, creaming, locking-in) of labour market measures as well as methods to minimize them during programme design and delivery. These training sessions also served as an introduction to the training workshop on impact evaluation of labour market measures to be organized in May or June 2016.

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PARTICIPANTS' PROFILE

The workshop was designed for the staff of the Ministry of Welfare (Youth Guarantee coordination team), Ministry of Education and its Agencies and Programmes, and State Employment Agency and of its local labour offices, as well as representatives of employer organizations, trade unions and youth organizations.

The profile of workshop's participants included technical competencies in the broad areas of the YG (early intervention, activation and outreach; education and training; counselling and guidance; employment and self-employment) and in monitoring and evaluation systems. A total of 29 participants representing the implementing organizations of the Latvian Youth Guarantee Implementation Plan, attended the workshop (see Annex 2 for the list of participants).

The expectations of participants about the workshop revolved around:

- i) Sharing of information, knowledge and experience on the implementation of the Youth Guarantee in Latvia and in other European countries;
- ii) Adjustment of the design and targeting of the YG measures to make them more effective and tailored to the needs of disengaged youth;
- iii) Means to ensure that young people in the YG receive quality offers;
- iv) Improving partnership and collaboration among involved institutions and organizations.

4 METHODOLOGY

The workshop used a participatory approach that allowed for the exchange of information, knowledge and experience among participants and between participants and facilitators. It was delivered through a combination of presentations, discussions and group activities with a view to creating a conducive learning environment.

5 STRUCTURE AND CONTENT

The capacity enhancement workshops focused on three main areas:

- (i) design and implementation of YG measures;
- (ii) indirect, negative effects of labour market measures; and
- (iii) quality offers (employment, education and training, apprenticeship and traineeship).

5.1. Design and implementation of Youth Guarantee measures

The core part of the workshop focused on the key features of the YG in Latvia – including the interaction across main reforms, early interventions, activation strategies and labour market measures; the indicator framework established at EU level to monitor YG progress and results; and design and targeting of youth employment programmes.

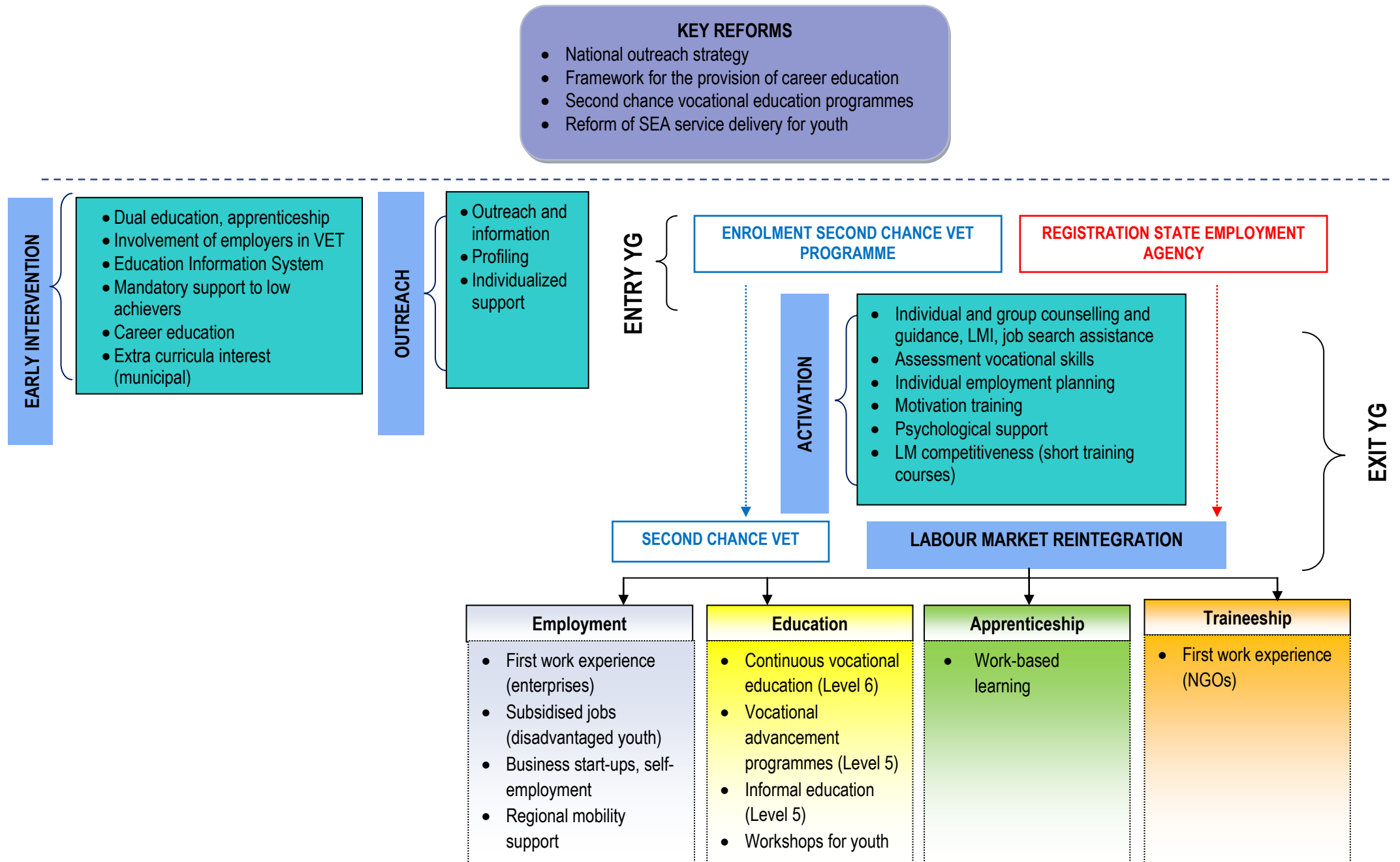
The workshop was delivered through interactive presentations, plenary discussions on the progress made in delivering the measures of the YG and on design and targeting issues. These were followed by group activities on individualized support for young people detached from the labour market.

The YG system of Latvia is characterized by clear access points, a well-structured outreach approach, a rich portfolio of activation measures, a well-defined pathway of assistance for young people who registered as unemployed and the availability of a straightforward package of labour market integration measures. There are two points of access to YG services: i) registration with the State Employment

Agency, and ii) enrolment in a second chance vocational education programme. The outreach activities currently being implemented at municipal level are designed to assist disengaged youth to access the support available under the YG framework. The figure in the next page shows how the YG intake process in Latvia is organized; the relationship among early intervention, activation and labour market integration measures; and the entry and exit points from the YG.

During the training sessions, participants also reviewed: (i) the Indicator framework for monitoring the YG set by the Employment Committee (EMCO) Indicators Group; (ii) the indicators established by the European Social Fund (ESF) for the programming period 2014-2020; and (iii) the indicators set under the Youth Employment Initiative (YEI). While the latter two sets of indicators cover direct interventions supported by EU funds and targeting specific individuals, the indicators of the “EMCO Indicators Group” focus on the flows of young people in and out of the YG – irrespective of the source of financing – and on the (indirect) effects of the guarantee on the educational attainment and labour market situation of the young people at national level.

Figure 1: YOUTH GUARANTEE LATVIA



This part of the workshop also offered participants the opportunity to discuss a number of issues emerging from the implementation of the YG. These are briefly summarized as follows.

First, monitoring data and information on the progress achieved by the second chance VET programme (which is also an entry point into the YG) will have to be made available as soon as possible. The delay in collecting and analysing these data s due to the fact that the second chance programmes was introduced in late 2014 for all low-skilled individuals wishing to complete their formal education. This required the setting up of a monitoring system able to distinguish the information on young people complying with the YG eligibility criteria. There are however plans to complete the first monitoring analysis by this year.

Second, the outreach activities to support inactive youth (young NEETs not registered with the employment services or enrolled in education and training) to access the assistance available under the YG framework required extensive preparatory work (methodology design, mapping of young NEETs and of resources available at municipal level, training of youth outreach coordinators and workers). Contact and engagement activities started only recently and the coordinators are mainly working with young people that should return to the education (second chance VET programmes).

Third, the portfolio of labour market integration measures was designed on the basis of the experience gained during the previous economic cycle. These measures have proven effective for young unemployed but they may not be sufficient to respond to the needs of young low-skilled adults and of inactive youth. The data of the State Employment Agency show that nearly 60 per cent of all YG participants are referred to training programmes (vocational education, non-formal education and youth workshops), in line with the train-first approach followed by Latvia. The first work experience programme organized in non-governmental organizations (which is designed as a traineeship) is rather popular, much more than the first work experience organized in enterprises (designed as an employment subsidy). Employment subsidies cover only seven per cent of participants (due to the strictness of eligibility criteria) and self-employment accounts for less than two per cent of all participants.

Fourth, the YG monitoring data of 2014 show that the volume of offers delivered to young people (15-24) in Latvia is considerable (64.5 per cent of those who registered in the YG received an offer), and most young people who exited the preparatory phase had a positive destination (employment or education). Less than a third of youth (28.6 per cent) who exited the YG had an “unknown destination”. Although this figure may be overestimated due to the difficulties in detecting young people who returned to the education system or gained a job, it would be important to find a way to trace the destination of all participants in the YG. The situation appears to be the opposite for young people in the cohort 25-29: of all those who entered the YG and received an offer less than 35 per cent had a “positive exit”, while most of them (77.5 per cent) returned to unemployment. The reasons for this different

performance according to age cohort should be explored further (e.g. portfolio biased on education and training offers, poor matching among individual characteristics-programme features-job opportunities).

This first part of the workshop concluded with a review of the key design and targeting features of youth employment programmes that produced positive labour market outcomes. This review – based on the findings of impact evaluation studies carried out in OECD countries in the last ten years – also served as a background for a group activity designed to identify pathways for disengaged and low-skilled youth (see Annex 3). Overall, participants found that the existing YG measures meet the needs of youth most at risk of inactivity (i.e. low-skilled youth, young women with family responsibilities and youth with disabilities or health problems) only partly and that the measures would need to be complemented by additional services and programme elements.¹

5.2. Indirect effects of labour market measures

The second part of the workshop centred on the indirect (negative) effects of youth employment programmes and strategies to minimize these distortions. The training was delivered through interactive presentations, plenary discussions on the most recent evidence stemming from impact evaluation research, followed by a group activity geared to identify and address potential negative effects of youth employment programmes.

The discussion mainly revolved around the most common distortions that training, employment subsidies and traineeship programmes can produce (e.g. deadweight, displacement, substitution, locking-in) as well as those that may arise during intake procedures (creaming and carousel effects). The importance of well-designed targeting rules to minimize these negative effects emerged clearly during the group activity that followed. Participants, divided in three groups, were asked to: (i) review the programme assigned; (ii) identify all likely negative effects, and (iii) propose adjustments to the programme design to reduce distortions (see Annex 3).

5.3. Quality offer

The final training session of the workshop revolved around what constitute a quality offer of employment, continued education, apprenticeship and traineeship. The session was delivered through a brief presentation of the definitions and methodologies that exists at the EU and international levels, followed by a

¹ These groups were identified as those most at risk of inactivity in: OECD, *Investing in Youth in Latvia*, OECD, Paris 2015

brainstorming exercise to identify those features of employment, education and training offers that would characterize “quality” of an offer at national level.²

A good quality education and training offer was understood as a continued education or training opportunity that leads to a recognised qualification.

For traineeship, there were a number of benchmarks that needed to be taken into account, such as: (i) the type of traineeship (e.g. optional or compulsory part of the education system, organized as an active labour market programme); (ii) learning content (relevant for the transition to work); (iii) conditions under which traineeships took place (e.g. use of equipment and other occupational health and safety elements, hours of internship); (iv) rights and obligations (financial compensation, illness/accident insurance); and (v) duration (to avoid excessively long or carousel traineeships).

Similarly, a quality apprenticeship was defined on the basis of a number of features, including: (i) the integration into the formal education and training system; (ii) the delivery of qualifications and competences that build on learning standards and quality assurance systems (in line with the Recommendation on the establishment of a European Quality Assurance Reference Framework); (iii) a work-based, high-quality learning and training component to complement specific on-the-job skills with broader, transferable skills; and (iv) adequate remuneration and social protection of apprentices.

Finally, the decent work indicators of the ILO were discussed as benchmarks for measuring the quality of employment offers (e.g. type of job and duration, social protection, wages and other conditions of work, training opportunities).³ There were a set of national regulations and administrative procedures that contained definitions of decent jobs that could have been reviewed in order to provide an operational definition to be used as reference by implementing partners and for monitoring purposes.

Through the brainstorming exercise that followed, the participants provided a list of features to be taken into consideration when defining “quality” of education and employment offers. In addition, they highlighted the features that already existed in the national education and labour legislation (see Annex 3). The exercise was concluded with the recognition of the urgent need for defining what constitutes quality offers according to the Latvian legislation and administrative procedures, as well as developing an operational tool or guidelines for the application of the said definitions.

² The presentation built on the definitions provided in: European Commission, *Frequently asked questions about the Youth Guarantee*, April 2015

³ ILO, *Decent work indicators: Concepts and definitions*, International Labour Office, Geneva, 2012. These indicators are partly reflected in the Youth Employment Initiative result indicators.

6 VALIDATION OF THE WORKSHOP

At the end of the workshop, participants were asked to provide an assessment of the workshop, by defining it through just one key word. The relevance of the workshop and the technical content covered scored the highest in appreciation.

Participants considered the implementation monitoring of the YG in Latvia, the design and targeting of youth employment programmes and the development of individualized pathways for disengaged youth as the most useful parts of the workshops.

More specifically, most of the participants identified, as value added of the workshop: (i) the sharing of experience (with other participants, resource persons and by comparing their situation with that of other European countries). They also indicated that the workshop provided them with new knowledge and information.

With respect to the training methods, the majority of participants valued the group activities and the discussions that were held in smaller groups.

7 CONCLUSIONS

The participants commented favourably on the workshop content, methods and learning techniques used and appreciated the opportunity to share experiences and increase their knowledge about the measures being implemented within the Latvian Youth Guarantee. This section highlights a number of topics that would deserve further attention in the implementation of the YG in Latvia.

First, a solid monitoring and evaluation system is key to understand what works for whom in the national context and to detect the progress in addressing the NEETs challenge at national level. To this end, it is crucial to integrate the on-going youth employment initiatives that fall within the scope of the Council's Recommendation on Establishing a Youth Guarantee (April 2013), regardless of whether they are part of the YG or of another policy framework. The work undertaken in terms of implementation of key reforms, early intervention and activation should be introduced in the progress reports of the YG (see the one-pager – Figure 1 - developed by the ILO to foster such integration). The results

should be widely disseminated also to promote the importance of education and training in preventing youth employment problems.

Second, the elements that constitute a quality offer should be developed at national level through a partnership approach that also involves representatives of employer organizations, trade unions and youth organizations. These definitions are necessary to ensure quality standards in the delivery of the YG and should be based on existing benchmarks at both EU (e.g. frameworks for quality apprenticeships and internships) and international levels (e.g. ILO's decent work indicators).

Third, it is necessary to have a good portfolio of labour market integration measures in order to address the diverse barriers that young people face in the labour market. This will become even more important when the outreach activities will start referring inactive and disengaged youth to the YG service delivery system. The possibility of combining features of already-existing programmes or introducing new features for existing ones should be considered to adjust the YG response to individual needs.

Finally, inter-institutional coordination and cooperation should be strengthened and the effectiveness of the Monitoring Committee enhanced. Both the Ministries of Welfare and of Education should be the driving forces in the implementation of the YG. More specifically, the Ministry of Education's role in early intervention should be recognized by including key education reforms and actions to reduce early school leaving in the YG framework. The meetings of the Monitoring Committee should be more frequent so that employer organizations, trade unions and youth organizations can provide valuable feedback and suggestions on ways to maximize relevance and impact of the implementation of the YG according to labour market realities and needs of young beneficiaries.

ANNEXES

Annex 1	Programme of the workshop
Annex 2	List of presentations and hand-outs
Annex 3	Group activities
Annex 4	List of participants and resource person

Annex 1: TIMETABLE CAPABILITY ENHANCEMENT WORKSHOP

PERFORMANCE MONITORING OF THE LATVIAN YOUTH GUARANTEE

Riga, 12 and 13 April 2016

TIME	12 April	13 April
09.00-10.30	<p>Opening remarks</p> <p>————</p> <p>S1: Implementation strategy of the YG in Latvia</p> <p><i>Presentation</i></p>	<p>S3: Individual pathways for disengaged and low-skilled youth</p> <p><i>Group work</i></p>
COFFEE BREAK		
11.00-12.30	<p>S1: Implementation strategy of the YG in Latvia (cont.ed)</p> <p><i>Group discussion</i></p>	<p>S4: Indirect(negative) effects of labour market measures</p> <p><i>Presentation</i></p> <p><i>Group work</i></p>
12.30-14.00	<p>S2: Design and targeting of labour market measure:</p> <p>What works for whom?</p> <p><i>Presentation</i></p> <p><i>Group discussion</i></p>	<p>S6: Measuring the quality of outcomes</p> <p>Brainstorming: What is a quality offer of education and of employment?</p> <p>-----</p> <p>Closing remarks</p>

Annex 2: List of presentations and hand-outs

Presentations:

1. Implementation monitoring of the Youth Guarantee in Latvia
2. Design and targeting of youth employment programmes: What works?
3. Indirect (negative) effects of Active Labour Market Policies (ALMPs)

Handouts:

- Indicator framework for monitoring the Youth Guarantee
- Active labour market programmes targeting youth: Key design features
- Country experience in dealing with disengaged youth
- Indirect (negative effects) of ALMPs: definitions and strategies to minimize them
- Quality offers of employment, education and training, apprenticeship and internship

Annex 3: Group activities

Individual pathways for disengaged and low-skilled youth

Participants – divided into three groups – were asked to: i) consider the characteristics of the groups most at risk of inactivity in Latvia (youth with low skills; young women with family responsibilities; and youth with disabilities and health problems); and ii) review the current YG measures and describe action to be taken on the basis of following four options:

1. There is a measure in the YG that fully meets the needs of the target group. Describe how the elements of the selected measure effectively contribute to address the needs and which results were achieved;
2. There are elements of different measures in the YG that meet the needs of the target group. Describe these elements and how they should be combined and sequenced to effectively address the problem(s);
3. There are elements of existing YG measures that meet the needs of the target group and others that are not present. Describe the different elements to be included to address the problem, including their combination and sequencing;
4. In the current YG, there is no measure that meets the needs of the target group. Describe the main elements of the measure to be introduced, including their combination and sequencing.

Youth with disabilities and poor health

The option selected is 3 (there are some elements, but others need to be added). The existing elements are:

- Targeting and outreach
- Individualized assessment
- Subsidized jobs
- First work experience
- Education (VET)

The combination envisages that on the basis of what emerges from the individualized assessment (including psychological and career guidance), the young person is referred to i) education; ii) first work experience; and iii) subsidized jobs, with the possibility of mixing elements of the three programmes. In addition, specialized health and rehabilitation services need to be made available on the basis of individual needs (adaptation of workplaces etc.).

Low-skilled youth

The option selected is 2. All elements are present in the YG measures, but these need to be combined differently. The existing elements include:

- ✓ Guidance: providing information and raising awareness on existing services. One element that is currently missing is the availability of services tailored to youth facing addiction problems (Minnesota 12 step approach to addiction) also in rural areas (because early school leaving is often tied to addiction issues). The first step, therefore is a comprehensive understanding of what caused early school leaving (addiction, early pregnancy) to tailor support services;
- ✓ Level of benefit and interaction between active and passive policies: If the young person has a family, s/he is entitled to social assistance, but the receipt of an allowance to participate to programmes is too low to lift a family out of poverty.

The new workflow would envisage:

1. Work preparedness training (job search training, motivation training, psycho-social assessment, counselling and guidance)
2. Vocational, non-formal education;
3. First work experience (NGOs); and
4. Hiring subsidies

Finally, there should be more frequent meetings between caseworkers and vulnerable youth to increase the employment probability.

Young women with family responsibilities

The option selected is 3 (mix of existing and new elements). The elements include:

1. Outreach (to provide information on YG);
2. Motivation/screening;
3. Profiling of individual needs;
4. Learning/work experience programmes,
5. Support measures (wage and self-employment)
6. child care support; and
7. Mentoring self-help groups

The sequencing would include (on the basis of profiling) i) learning/work experience; ii) child care support; iii) mentoring and counselling; iv) support measures (employment/self-employment).

Addressing the negative effects of ALMPs

Participants were asked to screen the measures proposed with a view to 1) list the likely negative effects that the measure may bring about; and 2) propose targeting mechanisms to minimize the identified indirect effects.

1. NewStart (employment subsidy)

This programme is a hiring subsidy for the recruitment of secondary and tertiary education graduates by private enterprises. Employers recruiting newly-graduates youth will receive a full waive (100%) of social security contributions and Personal Income Tax (equivalent to a decrease of 20% of wage costs) for a period ranging from 12 months (for upper secondary education graduates) and 18 months (for university graduates). Employers can apply through a web service put at disposition of the Tax Authority. Unless the request is refused within 10 days, the employers can use the subsidy for up to 10 new young recruits.

Participants identified i) deadweight loss (to be addressed by a better targeting based on individual characteristics); ii) substitution (again targeting rules would minimize the effect) and iii) displacement. Targeting rules would also help if the subsidy were targeted to certain occupations/economic sectors only.

2. YouthLearn

This programme targets young early school leavers (18-24). It provides a 9 month classroom-based training to gain a vocational qualification in line with labour market needs. The programme - delivered by vocational education schools - envisages 20% of training time devoted to practical learning. Participants receive a monthly allowance, equivalent to 60% of the minimum wage, plus insurance and transport allowance. The programme provides a qualification recognized at national level. The selection of applicants will be based on a first-come first served basis up to the filling of available training places (10,000 places annually throughout the country).

The main negative effect is locking-in (which could be addressed by revising the duration of the training and by lowering the benefit). The duration could also be reviewed in light of the skills the young person already has. The other negative effect is carousel (this could be addressed by lowering the allowance so that the programme builds on a self-selection principle). Churning may also be a problem given the generosity of the benefit. Creaming is likely (first-come first served basis). Probably the ones applying first are also those more motivated and that could find a job also without the training (or with a training of shorter duration and with less generous allowance). Creaming would also lead to deadweight. The best means to minimize the negative effect is a revision of the targeting rules and intake mechanisms.

3. First chance

This measure targets young unemployed (15-24) with no work experience registered with the Public Employment Service (PES). It envisages a traineeship period in a private enterprise for maximum 12 months (5 hours per day). Trainees receive an allowance during the programme, equal to 50% of the minimum wage plus insurance against accidents. Young participants are mentored in private enterprises by experienced workers. To compensate the time spent in tutoring, the hosting enterprise receives a monthly lump sum of €500 per trainee.

The programme may lead to carousel, creaming and locking-in effects (for longer internship). The generosity of the allowance may lead young people to try to enter another programme at the end to continue receiving allowances.

Brainstorming exercise

What is a “quality” offer of education and employment?

Education (*)

- Recognized qualification (accreditation system);
- Vocational education board (exam, RPL)
- Relevance to labour market requirements (as identified by the Sectoral Councils)
- Quality of programme delivery (including workers' rights, occupational health and safety, career education)
- Quality of training institutions, programmes and teachers;
- Skills/occupation match;
- Strong component of work experience in formal education programmes

(*) In the education legislation there are criteria that specify what quality education is. The Apprenticeship legislation currently under development is also expected to lay down qualitative criteria.

Employment (*)

- Existence of a labour contract (formal work)
- Social security contributions
- Duration of the employment contract (relevant for hiring subsidy to retain workers after termination of subsidy)
- In line with the collective agreement (definition of quality work);
- Matched to education/qualification;
- Job satisfaction (one-to-one surveys)
- Occupational health and safety
- Type of contract (voluntary/involuntary, part-time/full-time; permanent/fixed term).

(*) The definition of decent work is provided in existing labour regulations, which also include tools to assess the quality of jobs

Annex 4: List of participants and resource persons

Participants

	Name	Organization
1	Imants Lipskis	Head of Labour Market Policy Department Ministry of Welfare,
2	Aļona Nikolajeva	Labour Market Policy Department, Senior Expert Ministry of Welfare,
3	Ilze Zvīdriņa	Deputy Director of Labour Market Policy Department Ministry of Welfare,
4	Alda Smolenska	EU Structural Funds Department, Deputy Director Ministry of Welfare,
5	Mārtiņš Nešpors	Project „Support to development of Professional social work”, Finance Expert Ministry of Welfare
6	Maruta Pavasare	Department on Social Inclusion, Senior Officer Ministry of Welfare,
7	Daina Fromholde	Social Insurance Department, Senior Expert Ministry of Welfare,
8	Brigita Buse	Social Policy Planning and Development Department, Senior Expert Ministry of Welfare,
9	Anna Vībe	EU Structural Funds Department, Senior Expert Ministry of Welfare,
10	Normunds Strautmanis	EU Structural Funds Strategy Department, Head of Evaluation Unit Ministry of Finance,
11	Līga Vilde-Jurisone	EU Structural Funds Department, Expert Ministry of Education and Science,
12	Inese Tirane	Vocational Education Department, Head of Project Management Unit State Education Development Agency,
13	Ingus Zitmanis	Deputy Director of Vocational Education Department State Education Development Agency,
14	Viola Korpa	EU Structural Funds project manager Agency for International Programs for Youth,
15	Ruta Pomiece	Free Trade Union Confederation of Latvia (LBAS)
16	Ieva Freiborne	Free Trade Union Confederation of Latvia (LBAS)
17	Laima Mirzojeva	Head of Youth Guarantee State Employment Agency,
18	Lelde Kikute	Youth Guarantee, Senior Expert State Employment Agency,

	Name	Organization
19	Elīna Bērziņa	Youth Guarantee, Senior Expert State Employment Agency,
20	Ieva Ģērmāne	Youth Guarantee, Senior Expert State Employment Agency,
21	Ieva Lesničenoka	Youth Guarantee Coordinator State Employment Agency,
22	Linda Saleniece	Youth Guarantee Coordinator State Employment Agency,
23	Sannija Tauriņa	Youth Guarantee Coordinator State Employment Agency,
24	Linda Apenīte	Youth Guarantee Coordinator State Employment Agency,
25	Inta Lagzdīņa	Youth Guarantee Coordinator State Employment Agency,
26	Diana Balode	Youth Guarantee Coordinator State Employment Agency,
27	Gunta Kelle	Latvian Youth Council, NGO „Imka”
28	Edgars Muktupāvels	Latvian Youth Council, Member of the Board
29	Oksana Žabko	Baltic Institute of Social Sciences, Project manager/Researcher

Resource persons

	Name	Organization
1.	Gianni Rosas	Senior Youth Employment Specialist for Europe International Labour Office
2.	Valli Corbanese	Youth employment policy expert, International Labour Office

