



iMove

making Mobility a Reality

User guide



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Product of the LLP project iMove www.imovenetwork.org

Agreement n. 2013 - 3709 / 001 - 001 Project n. 540359-LLP-1-2013-1-IT-LEONARDO-LNW

This project has been funded with support from the European Commission.

This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

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Chapter 1: iMove – who?



Introduction

Welcome to the iMove User Guide. This handbook has been produced to provide help and guidance for anyone who wants to become part of the iMove network and make use of its services. It explains the concepts, systems, processes and tools which the network offers to help organisations across Europe to effectively and efficiently deliver mobility opportunities for vocational education trainees.

Mobility is defined in the dictionary as 'the ability to move or be moved freely and easily'. In the context of twenty-first century Europe, the term has become synonymous with a range of programmes and initiatives to give young workers the skills and confidence they need to move around 'freely and easily' in the labour market of the transnational economy. For many years now the European Commission has been providing funding to give students in vocational and higher education, together with people in the labour market, the chance to experience work and study abroad for periods ranging from a couple of weeks to a year.



For students in vocational education and training (VET), the availability of such experiences differs between countries in the EU and there are a variety of political, economic and cultural reasons for this. To improve the availability of mobility opportunities and make these available to as many vocational students as possible,

the EU has set a target of at least 6% of trainees undertaking a training or work placement in another country each year by 2020.

If this target is to be reached it is clear that there will need to be a move from one-off opportunities being organised on a project-basis to the development of a system which has a permanent infrastructure to make mobility experiences a regular feature of vocational training courses.

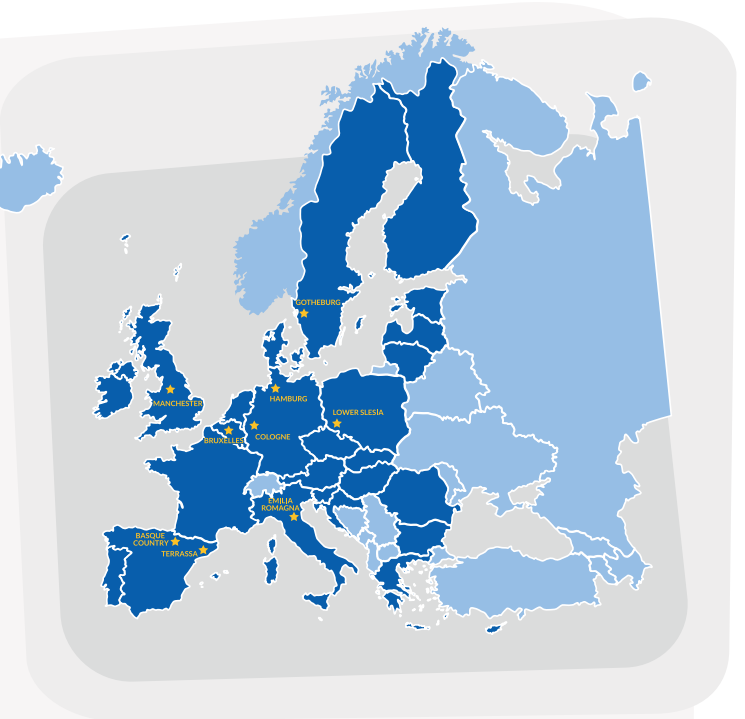
The iMove project, which began in 2014, has worked towards the aim of developing a system through which colleges, employers, and other private and public institutions can work together, across national boundaries, to offer efficiently organised and high quality mobility experiences for trainees. iMove was keen to build a network based on co-operation between a range of stakeholder organisations across Europe. The idea was to establish consortia at local level – bring together training institutions, companies, and NGOs involved in organising mobility placements – and then link these consortia together through a network providing common structures, tools, quality standards, and communication channels.

Three years later, in November 2016, the iMove network was launched at a conference in Bologna, Italy. A number of Mobility Consortia have already been established by iMove partners and the structures and tools are in place for these organisations to begin co-operation and

step up the number and range of mobility experiences available. It is anticipated that the network will grow rapidly with further consortia being established in different regions of Europe over the coming months and years. This growth will be key to future success – the economies and opportunities of scale will be a major factor in reaching the 6% EU target

This User Guide is intended both for those who might just be starting to contemplate the idea of establishing a local consortium to manage mobility in their region. It is also for those who are ready to move forward, put formal framework agreements in place, and begin to use the network's facilities to collaborate with other Mobility Consortia across the continent.

In this introductory chapter you will meet the founding partner organisations and get a flavour of the breadth and depth of their experience in managing mobility schemes. The second chapter sets out the research and rationale from which the iMove network model has been developed. It also examines the benefits of this approach for a range of stakeholder – colleges, students, and companies. In the third chapter you will find a range of practical information – a



detailed description of the network, how to establish a Mobility Consortium and join iMove, how to use the network's database which is one of the powerful tools on offer to members, and how iMove approaches to important issue of quality.

We hope you will find everything you need here to get started and join us on our journey in 'making mobility a reality'!

For further information please visit the iMove website: www.imovenetwork.org.



Chapter 1: iMove – who?: Introduction

The Partners



UNISER soc coop onlus

Uniser is a co-operative that provides services for learning mobility since 1998. The core activity is the design and organisation of experiences abroad for schools and training centers wishing to offer to their learners and staff internships and study visits in Europe.

Uniser services answer to a growing need among organisations involved in vocational education and training: receiving technical support to integrate mobility in their curricula. The cooperative relies on a staff fully dedicated to design, manage, guidance and mentoring of mobility activities, working directly in contact with sending institutions, receiving companies and participants.

Based on their needs, Uniser supports VET providers to:

- design Erasmus+ applications,
- define the destinations, involving and coordinating European partners and companies,
- organise all inclusive mobility experiences in Italy through its network of companies
- provide pre-departure trainings for participants and the recognition of skills and competencies acquired abroad,
- offer follow-up and guidance to participants for a future work experience abroad through the programme *Your First Eures Job*.



Uniser and its reliable network of European partners help vocational schools and training centre with all inclusive solutions to offer life-changing mobility experiences.

The co-operative is committed to be at the forefront of learning mobility. It has set up a research and development department aimed at innovating constantly its services.

That happens through specific projects focused on transversal issues such as improving recognition of competences learned abroad by the students with new tools (open badges) and certifying the quality of the training experience provided by the hosting and sending companies (label).

Within the research and development department has been developed iMove.

For this project Uniser has been involved since the application phase and it has been the project co-ordinator, supporting the Emilia Romagna Region in the management of the project and playing an active role to research and design the mobility Consortium model and its legal framework.

→ www.uniser.net
✉ segreteria@uniser.net

Emilia Romagna Region

Emilia-Romagna Region (RER) is a public authority responsible for the government of its territory. The General Directorate Culture Education Employment is responsible for guidance, vocational training, education and employment.

In 2011, the Emilia-Romagna Region introduced a new Education and Vocational Training system (EaVT) which provides junior high school-leavers with the opportunity to achieve vocational qualifications through a three-year course.

The EaVT system is intended to reduce school drop-out rates by creating flexible career paths, which can re-motivate, strengthen and guide young people.

The three-year pathway aims to promote the acquisition of the knowledge and technical and vocational skills required by the labour market, as well as literacy, numeracy, scientific, technological, historical, social and economic skills.

The educational offer – consistent with the needs of the regional economic manufacturing system – is based on



the co-operation of Vocational Training Providers with Regional accreditation and National Vocational Schools.

'ER Education and Research' supports the recruitment and retention of qualified people in the labour market. This includes a range of policies (Apprenticeship; Training for transitions, for employment integration and re-employment, for innovation of production and organization and for safety at work; Day nursery grants) to support people moving into jobs, upgrade workers' skills and promote innovation in business.

The Emilia-Romagna Region is the lead partner in the iMove project and is responsible for the project management and co-ordination.

→ www.regione.emilia-romagna.it/
✉ er@regione.emilia-romagna.it



IFOA

IFOA is a not-for-profit Training Centre, established in 1999 as a national VET Centre, with ten sites all over Italy. IFOA has promoted transnational projects and partnered in EU co-funded projects, leading the EEIG Ulixes Network (www.ulixesnet.eu).

Its story began with training and the

business activities of Reggio Emilia and the Emilia-Romagna area, and it has now moved forward successfully alongside many other Italian regions.

The main shareholders are the Chambers of Commerce of Emilia-Romagna, the regional and national Unioncamere (the Italian association of Chambers of Commerce) and other local organizations and foundations.

IFOA focuses its trainings on the ability to transfer skills and competences which can be immediately applied in the job market; relevant skills which professional profiles of its trainees. The goal is to offer useful learning opportunities for those who are already in the job market, and for young



people willing to start or upgrade their professional careers.

The motto of IFOA is *Sapere Utile* which means 'Useful Knowledge'.

IFOA, following the European Union principles, strongly believes in the exchange and sharing of experiences and best practices, with the aim of developing

vocational education and training systems, EQF and ECVET.

IFOA offers training for students, trainees, apprentices and companies and works with schools, universities, chambers of commerce, enterprises and public authorities to develop learning projects at local, national and international level.

At international level IFOA works on international mobility, employability, language learning, youth entrepreneurship, recognition of non-formal learning, and validation of competences.

→ www.ifo.it
 ✉ info@ifo.it

EU-Geschäftsstelle

The EU-Geschäftsstelle is run by the supervisory board of all 78 vocational colleges in the Cologne Region of Germany. For these colleges it provides a general service with respect to all European activities. At the same time it is an advisory centre on questions of school improvement and implementation of internationalization strategies into vocational education and training.

From 1998, EU-Geschäftsstelle has gained experience in the instigation, co-ordination and evaluation of numerous EU projects of different types as both applicant organisation and partner organisation (Leonardo da Vinci mobility and transfer of innovation, multilateral Comenius project, INTERREG). Some projects managed by the EU-Geschäftsstelle have achieved recognition as examples of best practice.

The EU-Geschäftsstelle is a partner in networks such as AVANCER Plus (Franco-German exchange in the field of VET).

The organisation provides information to all vocational colleges in the Cologne Region



about grant applications and application procedures of all types of EU projects, especially mobility projects. It supports colleges in developing project conceptions and in finding partners for mobility projects. Several times a year training courses are offered to the teachers who are responsible for mobility projects in the VET colleges. The topics are: preparation, accomplishment, and evaluation of mobility projects as well as preparation of the students before going abroad.

In 2013 started its '10% strategy', aiming to reach of the goal of 10% of VET students taking part in a mobility experience by 2020 which is a political objective in Germany. Those VET colleges who are achieving a 10% mobility rate are publicly

honoured and receive an award. The strategy focuses on a broad involvement of teachers and especially also of the headteachers in internationalisation initiatives. The EU-Geschäftsstelle is supporting the VET colleges and in May 2015 the first '10% VET Colleges' in the

Cologne Region were honoured. Several others are expected to receive this award next year.

→ www.bezreg-koeln.nrw.de/brk_internet/eugeschaeftsstelle
✉ folene.nannen@brk.nrw.de



Arbeit Und Leben Hamburg

Arbeit und Leben Hamburg is a non-profit organisation, located in the second largest city in Germany. We promote political and vocational further education for young people and adults. The organisation is supported by the German Trade Union Federation and the Hamburger Volkshochschule, an adult education centre.

In the field of national and international political and vocational educational work Arbeit und Leben organise a large number of evening, day, weekend and week seminars, workshops, study circles and long term further education courses. True to their motto *Qualification without Borders*, they encourage people to expand their knowledge and to explore new ways of thinking, motivating them to become active learners. They would like to create opportunities to exchange opinions with others and to develop new ideas collectively.

The Mobility Agency department has over 15 years of experience organising transnational mobility projects. It promotes the transnational exchange of trainees and

vocational staff in Hamburg through the Institute of Vocational Training and Further Education of the City of Hamburg. The department co-operates closely with the vocational schools in Hamburg and co-ordinates their mobility programmes and international partnerships.

The Mobility Agency's tasks are:

- Organising and co-ordinating mobility for trainees, young workers, unemployed people, instructors, and teachers, both incoming and outgoing.
- Development, implementation, and evaluation of intercultural and language training.
- Building a transnational network for mobility.
- Moderating the long-term process of developing European curriculum modules for vocational training.
- Consultancy to several vocational schools and companies around mobility projects.
- Accessing European funds and programs for partners in Hamburg.

Arbeit und Leben Hamburg sends groups and individuals from Hamburg to most European countries and has a large network of partners offering mobility experiences all over Europe and also non-European partners. They also provide logistics for placements for groups or individuals coming from abroad.

For incoming participants and experts, Arbeit und Leben can arrange:

- Placements and internships in Hamburg.
- Intercultural and language training.

- A comprehensive introduction to the political and cultural life and to the system of professional training in Hamburg.
- Accommodation.
- Project management.
- Support and supervision.

For outgoing participants and experts, Arbeit und Leben offers:

- Comprehensive preparation: intercultural

competences, political and professional training.

- Placements abroad in co-operation with our partner organizations.
- Language courses abroad, if required.
- Project management.
- Support and supervision.

→ www.hamburg.arbeitundleben.de
 ✉ office@hamburg.arbeitundleben.de



Chamber of Commerce and Industry of Terrassa

The Chamber of Commerce and Industry of Terrassa, located 30 Km from Barcelona, belongs to the 88 Spanish Chambers of Commerce, Industry and Services network and is one of the most important Chambers of the Catalonia Region in terms of number of companies represented. around 30,000, and the economic importance of the area, accounting for 80% of total Catalan exports.

Chamber of Terrassa has developed own methodologies and internationalization programmes for SMEs, CVET training (for students, company employees and managers); and start-up consultancy and training. The Chamber of Terrassa is in charge of implementing the Spanish Chambers' Youth Guarantee Programme, where apprenticeships and traineeships play a key role in enhancing youth employability.

Chamber of Terrassa has been a member of EAfA (European Alliance

for Apprenticeships) since 2013, being committed to contribute to a better understanding and use of apprenticeship among the business community. This commitment includes awareness-raising activities, training for in-company trainers and pilot projects such as: Q-Placements www.q-placements.eu/results.html (quality assurance procedures handbook for the management of international workplace training for VET students and apprentices), Q-Mentor www.q-mentor.eu (handbook to guide in-company trainers and mentors when hosting international trainees and apprentices), Q-Placements VET-enterprise co-operation qualityplacements.eu (Designing and organising joint workshops between VET school tutors and in company trainers), Dual-Vet www.dualvet.eu/Productos.asp (transfer of innovation project from Germany and Austria to



Portugal and Spain to develop training and methods on how to implement Dual VET with Spanish companies).

The Chamber leads Q-Placements.Net: the European host companies network for the promotion of international workplace training for IVET students and apprentices. This involves 10 countries, covering 747 IVET schools, 228,586 IVET students and 733,488 companies.

The network's members are co-ordinating organizations that are focused on quality traineeships and using the Q-Placements handbook as the quality assurance reference, acting as coordinating

organizations for both sending trainees and for receiving foreign ones to be hosted at local companies.

From 2002, the Chamber of Terrassa has been a member of to the Vocational Training Council of Terrassa, contributing directly to the international activities of the Council. Since 2014, Chamber of Terrassa and Terrassa City Council have managed an Erasmus+ Mobility Consortium which has joined iMove network as Terrassa MMP.

→ www.cambraterrassa.org
✉ internationalprojects@cambraterrassa.org



Mondragon Unibertsitatea Enpresagintza – Oñati Gestio Heziketa

Mondragon Unibertsitatea Enpresagintza (MUE) is a department of Mondragon University (MU). The university is located in the Basque Country and offers higher education in several sectors: industry, education, communication, business management and gastronomic science. The MUE school focuses on the field of Business Management and offers VET studies under the 'Oñati Gestio Heziketa' programme (OGH).

'Oñati Gestio Heziketa' offers vocational education in Business Management. It is based on its extensive experience in the academic field and a close relationship with the companies all over the world. This educational centre co-operative was created in 1960. The activities promoted by the centre focus on developing caring,

responsible, and participative citizens – people who will be ready for team work with respect for diversity, innovative ideas and a commitment to continuous improvement.

The VET studies offered in this centre include courses in:

- Management and Financial issues
- Assistance to the Head Office
- Sales Management

The teaching methodology varies and is adapted to each knowledge area. The methodologies combine the theory and the practical aspects; taking advantage of the best side of traditional teaching and using different learning techniques such as individually study and group work, acquiring information from multiple sources. In some other cases more active learning techniques are used, for instance, problem-based and project approaches.

OGH has close links with local and international companies closed to them. It has relationships with almost 100 local organizations in the industrial sector of the Basque Country. Many of the companies are co-operatives, which share the same values or aims as OGH does - to developing active, team-oriented citizens.

This link with so many companies enables the students to have a real experience in a company as a trainee during their VET studies.

OGH is part of HETEL, an association located in the Basque Country which brings together VET centres. One of the activities carried out by this association is managing the mobility projects for the centres. The mobility opportunities available in OGH are managed by HETEL.

OGH is involved in one of the Horizon 2020 projects in the Basque Country: 'Heziberri 2020', which aims to improve the education system based on the strategic objectives defined at the European level.

→ www.mondragon.edu/eu/enpresagintza/ikasketak/heziketa-zikloak
✉ info@mondragoncorporation.com



EVTA

EVTA is the European Vocational Training Association, one of Europe's largest European networks for vocational education and training, with more than 20 members in around 18 different European countries. Its members are all involved in vocational training and vary from vocational training centres, employment organisations, sectoral centres of expertise, labour organisations and HR development organisations.

EVTA has more than 15 years' experience in European projects and works mainly in the field of Lifelong learning, with specific topics as: quality assurance in VET, innovation in education, employability, qualifications development, ECVET implementation, mobility of learners and workers, entrepreneurship, anticipating restructuring processes, training of trainers and labour market involvement in vocational education and training.

Twice a year EVTA organises a general assembly for its members, including a

thematic conference open to all relevant stakeholders. Topics addressed during conferences and seminars are those related to the field of human capital development: looking at concrete issues such as work-based learning, workers' upskilling, mobility of learners and workers, and entrepreneurship in VET. These conferences include workshops to showcase good practice (for example, European projects) by members and feed forward on issues for further development and discussion in the network.

In 2010, with three other VET providers' associations (EVBB, EfVET, EUPROVET), EVTA signed a joint declaration under the Bruges Communiqué. In 2015, EVTA entered the VET4EU2, a platform bringing together six VET providers' networks where they renewed their commitment signing a joint declaration during the meeting of Ministries of Vocational Education and Training in Riga.

Together with the other VET networks, EVTA is involved in technical working groups set up by the European Commission (dg Education and Culture and dg Employment, Social Affairs and Inclusion) and is part of the board of EUCIS-LLL (the European Platform for Lifelong Learning).

→ www.evtaecosystem.eu
✉ info@evta.net

Semper Avanti

Semper Avanti Association is based in Wrocław, Poland. It was formed in 2001, to carry out a broad range of activities related to three leading themes:

1. The development of the education system and its adaptation to the needs of the labour market.
2. The development of democracy and social participation.
3. The development of volunteering and community involvement.

The main aims of the Association are:

- to increase skills and competences through international mobility.
- to promote international co-operation and understanding between young people from different countries and different cultures.



- to provide young people with the opportunity to gain international experience for their personal and professional development.
- making young people aware of their cultural heritage, as the base of their awareness.
- to develop regional, national and European consciousness of young people.
- promotion of volunteering - local and international, as an introduction to active



citizenship.

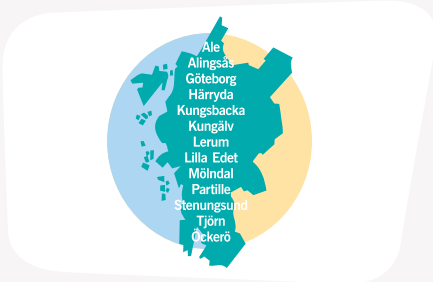
- to encourage the involvement of young people in cultural initiatives.

Semper Avanti has experience in working with EU programmes. Each year it organises and co-ordinates professional training for over 1,500 trainees. It plays active role in the field of EVS: co-ordinating the work of 30 people in Poland, hosting 10 within the organisation, and sending 40 abroad every year.

Annual workshops, seminars and training are delivered to around 4,000 people. Semper Avanti is a member of the international EUPQUA network, connected with EQF (European Qualification Framework) in VET (Vocational Educational Training). It also co-ordinates a regional network for VET and international mobility.

The organisation is responsible for supporting VET providers and other educational institutions and organisations to improve the educational system. The agency brings together stakeholders interested of international co-operation and mobility, offering them support on administration, co-ordination and contact with foreign partners. At this moment there are around 40 VET institutions associated in the network. All Semper Avanti's activities are carried out with the support of the Marshal Office and Central European Chamber of Commerce.

→ www.semperavanti.org
✉ info@semperavanti.org



Gothenburg Region Association of Local Authorities (GR)

The Göteborg Region Association of Local Authorities (GR) is a co-operative organisation uniting thirteen municipalities in western Sweden. The member municipalities are Ale, Alingsås, Göteborg, Härryda, Kungälv, Lerum, Lilla Edet, Mölndal, Partille, Stenungsund, Tjörn, and Öckerö. Combined, the population of these municipalities is almost 970,000.

The function of the association is to promote co-operation across municipal borders and provide a forum for the exchange of ideas and experience within the region.

There are around 150 staff at GR, focusing on such issues as: regional planning, environment, traffic, job market, welfare and social services, competence development, education and research. Gothenburg leads best practice in the educational field in Sweden in terms of progress in regional co-operation.

The GR Council has 97 members and its board of directors has 22 representatives and 11 deputies. The chair and three vice chairs make up the presidium of the board of directors. The board appoints management groups for various areas of activity within GR.

GR is financed partly through annual membership fees from the member municipalities and partly through income from conference and training arrangements, projects, investigations, and other joint enterprises for the member municipalities.

GR works closely with Business Region Gothenburg (BRG), which is one of the resources for trade and commerce issues in the Gothenburg region. GR also work closely with Gothenburg University and Chalmers University of Technology. The Gothenburg Region Association of Local Authorities is also one of the four Regional associations of local authorities within Region Västra Götaland.

GR Education is the largest department at GR. There are 210,000 students, 20,000 teachers and 1,000 principals within the GR-region. Co-operation between school and workplace is a cornerstone in the development of young people. Representatives of employer organisations have affirmed the importance of this co-operation in a 'Declaration of intent regarding quality criteria for working life contacts in the perspective of lifelong learning'.

These quality criteria help schools and employers to develop forms of collaboration. To facilitate contacts between the schools and working life, GR has developed and established a website, www.praktikplatsen.se. Here students interested in employer contacts for internships can be matched with companies offering placements.

→ www.grkom.se/toppmenyn/omrgotborgsregionen/inenglish
✉ gr@grkom.se



The Co-operative College

The Co-operative College is an educational charity dedicated to the promotion of co-operative values, ideas and principles within co-operatives, communities and society.

Based in Manchester, UK, we work with co-operatives throughout the world, delivering educational programmes to help individuals and groups achieve the skills and understanding needed to put co-operative values and principles into effective practice and help build successful co-operative businesses.

The College is the UK's leading knowledge centre on co-operation, drawn from nearly 100 years' experience of working with co-operatives globally. The College's research team helps to build this knowledge-base and inform wider policy debate. Our work with schools and young



people is taking co-operation to a new generation, including helping them set up and run their schools as co-operatives.

A dedicated, experienced and highly qualified team together with unrivalled institutional knowledge make the College what it is – a unique resource and centre of excellence in co-operation and co-operative learning.

We believe that iMove offers young people the opportunity to develop the skills they need for the future workplace. We bring a 'co-operative' dimension to the project and aim to engage a wide range of stakeholders in the UK.

→ www.co-op.ac.uk
✉ info@co-op.ac.uk

Checklist

You should now understand:

- What you will find in this iMove User Guide.
- Who are the partners in the iMove project.

A woman with glasses and a patterned jacket is pointing at a whiteboard. The whiteboard has two columns of sticky notes. The left column has three pink sticky notes, and the right column has three light blue sticky notes. The words 'Aspettative' and 'Dubbie' are written on the board. Two men are looking at the board; one is pointing at a sticky note on the right column, and the other is resting his chin on his hand.

Chapter 2: iMove – why?

This chapter outlines the research which was undertaken to establish the need for a network of mobility consortia, and the factors which have shaped this. It goes on to explain the benefit which this model provides for colleges, students, and businesses.

Why establish Mobility Consortiums

Vocational Education and Training (VET) systems in Europe cover an extensive range of possibilities in terms of European Qualification Framework (EQF) levels, student age, compulsory workplace training, work-based or school-based systems, variety between regions in the same country and different type of schools or even VET levels in the same country.

Also, in most European countries mobility periods are neither compulsory nor embedded in curricula, and in some countries there is no recognition of a voluntary period abroad.

It is important to use European Credit Systems for VET (ECVET) instruments for a proper recognition of learning outcomes acquired by means of mobility. Unfortunately, host companies are often unfamiliar with ECVET procedures and documents.

Furthermore, mobility management and special traineeship management abroad require a great deal of expertise to ensure the quality of international traineeship. There is a lack of this expertise in sending organizations, VET schools (school-based systems) and sending companies (work-based systems).

This research looked for multi-stakeholder co-operative models that could help in providing high quality traineeships abroad while using efficient economies of scale for reaching EU mobility targets in VET.

On 29 November 2011, the European Council adopted recommendations which set two targets and an indicator on higher education, initial vocational training and general youth mobility respectively.

The target for learning mobility in initial vocational training (IVET) established the aim that, by 2020, an EU average of at least 6% of 18-34 year olds with an initial vocational education and training qualification will have had an initial VET-related study or training period (including work placements) abroad lasting a minimum of two weeks.

However, very little evidence exists concerning the current level of IVET mobility across the European Union and its Member States. Eurostat only published data for higher education students: ec.europa.eu/eurostat/tgm/graph.do?pcode=tps00064&language=en

The Leonardo da Vinci Programme covering IVET mobility provided some indication of the level and development of IVET mobility flows, demonstrating an EU level of IVET mobility of only 0.7% in 2010, up from 0.5% in 2005. This is a level very far from ET2020 target: ec.europa.eu/education/library/publications/monitor12_en.pdf.

In addition, there is no information on whether these mobilities are traineeships or apprenticeships at a host company.



Ensuring quality, achieving quantity mobility targets while being as efficient as possible is one of the main challenges that mobility co-ordinators are currently facing.

Erasmus+ mobility funding in Europe

With the Erasmus+ Programme, the volume of IVET mobility is expected to grow thanks to a 40% budget increase and a specific target group focus. This differs markedly from the Lifelong Learning Programme, where 21% of VET mobility budget was awarded to people in the labour market.

However, given the current average mobility rate is around 0.7%, even the favorable budget conditions which will increase the overall volume of IVET mobility in the forthcoming years are unlikely to ensure the achievement of the 6% threshold.

To reach this goal it will be essential to add resources beyond those of Erasmus+ to include those drawn from private or public funding (national, regional or bilateral programmes).

Both Erasmus+ funding and mobility traineeship costs in different European countries show that having Erasmus+ as the only source of funding is not sustainable. Other sources of public and/or private funding must be sought in order to manage mobility traineeships and make a long lasting impact on target groups.

However, a purely quantitative analysis is insufficient; qualitative data is also required in order to measure the impact and project value for money.

At present there is no qualitative data available and no publications which monitor progress towards the volume of mobility stipulated by the 2020 target.

Additionally, the process to manage available resources must become more efficient in order to increase not only the size of the budget but also its capacity



to impact on VET systems. It is therefore necessary to develop strategies and models able to:

- increase the number of VET providers that can access the programmes and offer mobility opportunities to their learners and staff.
- reduce the costs of mobility through economies of scale.
- match quality and efficiency thanks to the adoption of common standards between European partners, in term of procedures to manage mobility activities.

Conclusions

The Multi-Stakeholder Mobility Platform (Mobility Consortium) model is a larger scale approach to mobility management, which aims to move from project-based to system-based mobility. A system-based approach takes into account not only the need for mobility of a single or group of organizations but those of a community, whether it be regional, local or sector-based.

The model contains different governance possibilities and is compatible with Erasmus+ mobility consortia concept.

Several case studies and examples are provided in a feasibility study document (published separately) which prove that the iMove concept is flexible and adaptable to every community's needs.

Only three pre-conditions must be accomplished in order to create a successful iMove Mobility Consortium:

1. High impact in geographical area:

If an initiative is more focused on a concrete geographical territory then it has a deeper impact and more direct access to stakeholders and target groups.

2. Multi-stakeholder involvement:

The more diverse the stakeholders involved (that are relevant for mobility) the better. The degree of this involvement and the degree of formality to their commitment is also something to take into account in terms of Mobility Consortium governance.

3. Sustainability (institutional and financial):

Sustainability is the key for a long lasting structure. If a structure is dependent on one single organization, one kind of support (either public or private), or one kind of funding it could be compromising for the future of the consortiums activities.

Each Mobility Consortium decides how tasks are distributed among its members. Each Mobility Consortium will perform

the same tasks but there may be different internal distributions of them. These tasks might include:

1. Providing VET providers in a given local/regional community/sector with mobility opportunities for their students and staff by supporting preparation, organization and management.

1. Co-operating with Mobility Consortia in other countries to find VET learning opportunities and placements in its own country for foreign students and staff.

1. Involving and providing companies in a given local/regional community/sector with support to host European students and staff for internships and study visits.

As a result, iMove is attempting to provide an infrastructure model able to achieve the 6% 2020 benchmark within its target community of VET providers.

Benefits of Mobility Consortia for VET colleges

The Mobility Consortia in iMove offers a shared platform for VET colleges and VET students, companies interested in human resources development and mobility in VET,



and intermediary organizations involved in mobility projects. It aims to foster the overall European objective of increasing student mobility in the VET sector to reach the target of at least 6% of VET students enjoying mobility experiences by 2020.

This aim is ambitious as currently less than 3% of all VET students participate in an internship abroad. It will require not only a big effort from all partners involved in mobility but also new structures for managing placements. As the VET systems vary greatly between the European countries, it is crucial that good ideas and good practices are exchanged and all involved learn from each other. A big network with many members will add to this. If all parties involved co-operate then the target can be reached.

The benefits of iMove for VET colleges include:

High number of partners for mobility projects

VET colleges have a key role to play in increasing VET students mobility opportunities, and so it is important that not only one or two teachers have responsibility for mobility projects – as it is often the case – but that the majority of teachers are informed about and involved in VET mobility. This raises the awareness of the value of mobility experience and also adds to the quality because technical instructors, language teachers and mobility managers can share their experience from different perspectives.

Participation in a Mobility Consortium will help you to find good partners as hosts for your students during their internships abroad. The active involvement of technical teachers helps to ensure the aims and objectives of your students' mobility are clearly defined which is a pre-condition for success. The Mobility Consortium guarantees that at the receiving side the interests are the same and hosting companies will be found based on the recommendation and

experience of technical teacher colleagues abroad. This collaboration minimizes the risks and makes mobility more attractive for all participants.

For VET Colleges, it is an enormous advantage to be able to offer internships for students all over Europe. It makes colleges attractive for well-qualified and ambitious students as they will have the chance to choose a host for their internship abroad from a large number of companies in different European regions.

Mobility projects help to internationalize a college's profile, to improve courses, and to provide open and flexible learning opportunities which are essential in preparing students for a modern globalized working world.

Companies hosting VET students use placements and internships as opportunities to recruit future qualified and global thinking workers. The option of European internships will make the college appealing for open-minded and well-qualified future students.



For students who are less committed to or interested in an experience abroad it can be an encouragement to know that they will be assured of good mentors and hosting by companies with long-term experience in receiving trainees. This provides additional security and will help to re-assure less confident students. Working through a Mobility Consortium provides access to examples of good

practice to help convince more students of the value of European mobility.

It is helpful to know the VET providing partners in other regions personally and to work together in order to ensure and further develop quality standards for mobility. Being part of a Mobility Consortium facilitates this interaction.

The current Mobility Consortium network partners are from the regions of Gothenburg, Hamburg, Cologne, Wroclaw, Barcelona, San Sebastian and Emilia Romagna. In all these economically strong regions there is much interest in increasing the number of exchanges in the VET sector all over Europe. It is hoped that the network will grow quickly with new partners joining from different regions.



Streamlining organization of mobility

For colleges which organize VET students' mobility opportunities – either directly or through an intermediary organization – the platform is a good way to find hosts which meet the requirements of particular students. The more members and users the platform has the easier this will become. The Mobility Consortium also offers a responsible and reliable contact person in each region to answer all questions about the placements removing the need to contact many different companies directly to plan a mobility project.

Constructing a mobility application becomes easier because you have several experienced partners to rely on.

Higher quality of mobilities

The high quality of internships abroad is very important to increase their value and significance not only for the students themselves but also for the future employers and the hosting companies respectively, and, in the case of dual VET systems, for the sending training companies.

The Mobility Consortium offers high quality standards agreed on by all members and the VET colleges benefit from this. The quality standards apply to the companies themselves, the mentoring of the Mobility Consortium partner, and the objectives and learning outcomes. This increases the confidence in the success of the internships for the hosting companies, the colleges and the students. In addition, in dual VET systems, this encourages the training companies to let their apprentices participate in mobility opportunities. The reliable structure and long-term co-operation provided by the Mobility Consortium will help to compensate for changes which occur at college level – for example, changes in the staff responsible for mobility.

It is important for VET colleges to guarantee good quality internships to ensure student satisfaction and interest in further internships abroad. The Mobility Consortium with its high quality standards provides assurance of good companies for the internships and good mentoring of the mobility trainees. Joining a Mobility Consortium which is part of the iMove network can provide these benefits to colleges.

Sustainability

A further benefit for VET colleges of being part of a Mobility Consortium relates to dissemination and sustainability. Communication about successful mobility

Working in a European country during your vocational training? Why not?



The Erasmus+ programme, established by the European Union helps to fulfill the dream of working in another country.

Erasmus+ offers financial support and a chance to enrich your professional skills and competences. An internship abroad will definitely be an advantage in later professional life. And an experience of working abroad can offer additional personal and social benefits. Participants experience the typical working and social life of their host

country, get to know their local colleagues and improve their language and personal skills. The weekends offer the chance to explore the environment of your host city or region. This time spent on a mobility placement will pass very quickly and remain unforgettable.

As well as these important social and cultural experiences, of course, mobility offers many ways of improving professional

skills. Trainees gain new working experiences and additional qualifications. They get to know different working and learning cultures, become aware of their own traditions and strengths, and learn new techniques and approaches to the daily work process.

All this will improve chances in a European labour market and provide additional motivation for further education.

projects helps to mainstream the concept and draw further interest. Belonging to a Mobility Consortium means colleges are part of a broad network and offers a platform for dissemination and project development. It facilitates new approaches for co-operation, e.g. within sectors or between specific types of institutions, and the iMove network as a whole will have a loud voice at European level.

Co-operation instead of competition is the future-oriented way to nurture mobility and to ensure that mobility opportunities for VET students become as normal as for HE students. The Mobility Consortium guarantees success and sustainability.

Benefits of Mobility Consortiums for VET Students

Mobility experience during VET enriches the personal, social and professional skills

and competences of VET students and will be an important element in their general development.

Mobility offers holistic learning, with all senses, in different dimensions and areas, and with a different quality to that of school-based learning. Moreover, European mobility is a key element for the development of active European citizenship and the building of the European community.

Work-based learning during an internship abroad leads to personal development of a VET student's of self-esteem, self-confidence, and language and intercultural competencies. Becoming aware of one's own ability to face unexpected situations, to solve conflicts and to survive in a foreign country without good language skills strengthens self-confidence, develops open-mindedness, and improves learning attitude.



Living and working abroad also improves social competences. Young people learn to tolerate difference, they become aware that a task or problem can have several solutions, and they learn to respect the diversity of ways of living.

A German VET student stated: "People in Italy tick differently but it functions as good as in Germany. Altogether life is more relaxed with less stress."

European collaboration in mobility projects offers students the opportunity to meet people from different countries with different cultural backgrounds and enriches their intercultural competencies and language skills.

Beside these important experiences, of course, trainees will develop their professional skills. They gain additional, new work experience and additional qualifications. They get to know different working and learning cultures and become aware of their own traditions and their own strengths. The positive feedback of the company mentors and sometimes even a future employment opportunity improve not only the students' self-esteem but also their attitude to the quality of their VET.

Furthermore they learn new techniques and new approaches to the daily work process.

All this improves their qualifications, helps to sharpen their application profile, and increases their chance of employment in the Europe-wide labor market. Additionally they have the chance to meet new people and can start to build their personal networks.

The iMove network with its Mobility Consortia and its platform supports mobility facilities for VET students all over Europe. Currently the network unites Mobility Consortia from the economically strong regions of Gothenburg (Sweden), Hamburg (Germany), Cologne (Germany), Wroclaw (Poland), Barcelona (Spain), San Sebastian (Spain) and Emilia Romagna (Italy). In all these regions there is a great interest in increasing European exchange and collaboration in the VET sector and the network is expected to grow quickly into other regions.

The network brings together companies, VET providers and college actively involved in VET mobility and so provides excellent opportunities for VET students to enjoy

a successful mobility abroad. It widens the choice of countries and companies available for students to choose from.

All Mobility Consortia shared the same high quality standards. Students can be sure that they will do their traineeship in a company which is familiar with VET training and mentorship and that they will have good support. In addition a member of the Mobility Consortium will manage their incoming mobility and provide a reliable contact person. This provides reassurance for less confident students who may be anxious about undertaking a placement abroad. All students will be guaranteed high quality mentoring during their placements.

The network as a whole can promote mobility and motivate students to become part of an important Europe-wide scheme which offers new career options.

Benefits of Mobility Consortia for Employers

The challenge for competitiveness is mainly based – as stated in the European Pact for Youth - on youth employability, transitions from education to employment, better skills matching and alliance initiatives on skills for jobs and apprenticeships.

Pursuing the following objectives and actions:



1. Boost the number and quality of business-education partnerships.
2. Reduce the skills gap.
3. Contribute to the EU and national policy developments on skill for employability.

“In order to be competitive in the global market, companies in Europe more than ever need young people with the right skills. At the same time, Europe has a significant untapped human capital potential. To achieve higher sustainable growth and more innovation,

and take full advantage of the skills and talent available in Europe, business and the education sector need to open up to the world and to each other.”

(The European Pact for Youth)

Learning and professional mobility is a powerful tool to develop a strong sense of European citizenship, to encourage multicultural understanding and tolerance, to foster active democratic participation in all its forms and to develop a wide range of skills young people need to thrive as professionals and active citizens in increasingly complex societies.

It is becoming essential for the future of Europe to achieve mobility for all. Adequate support should be provisioned in order to ensure all mobility experiences are quality ones, delivering the promised results and creating a systemic impact. The role of Companies is fundamental.

Trends at European level focus on promoting work-based learning, strengthening and fostering long-term job experiences abroad. Through the launch of initiatives aimed at promoting mobility, like EURES, and the creation of specific programme funding the organization of youth mobility, as ERASMUS+¹, the European Union stresses the



¹ In May 2016, the European Commission launched the Pilot Project on Long-Term Mobility for Apprentices (Call for proposal VP/2016/010). With this call the European institutions aim to incentive long term mobilities, putting in place quality frameworks for infrastructures and partnerships.



importance of a close cooperation between the education and the business sector. Indeed, greater labor force mobility, both between jobs (occupational mobility) and within and between countries (geographic mobility), is believed to contribute to economic and social progress, a high level of employment, and to balanced and sustainable development. It also enables the European economy, employment and labor force to adapt to changing circumstances more smoothly and efficiently, and to provide the impetus for change in a competitive global economy.

Mobility is a win-win situation. On one hand, giving young people the opportunity to have an experience in a company and learn on the field, helps them to acquire technical competences and improve soft skills, increasing their potential for employability. On the other hand, companies have a lot to gain from hosting young people for a job experience. They can benefit from recently trained resources, fresh energies, partnership with other stakeholders, opportunity to make their business more international and promoting efficiency and quality in their local dimension.

Given this, why do companies often refuse to host apprentices and young people? The reason is that there are many obstacles and barriers which makes difficult (and for SMEs almost impossible) to arrange mobility.

Created with the idea of developing innovative solution to enhance learning mobility all around Europe, **iMove** aims to support companies in organising and

co-ordinating transnational learning mobility of students and VET staff and finding solutions to overcome obstacles they may face in the process.

The Benefits are clear and tangible:

The Mobility Consortium, via the platform, offers an international visibility to Companies who have been previously selected for their quality on the basis of defined characteristics (dimension; policies for quality and safety at work; working environment; innovation of products/processes/technologies; recruitment criteria).

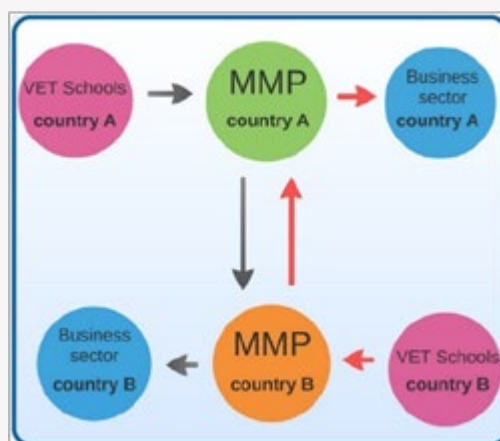
The MC awards businesses a mobility label, a kind of quality charter for hosting students/staff in Mobility programs, which represents an added value also for customers, consumers and stakeholders in general.

Mobility Label is coherent with Company CSR.

The opportunities of MMP iMove:

Joining a multi-stakeholder platform for Mobility is a good opportunity for Business.

First Companies can create new relationships and strengthen links both at a local and at an inter-regional/international level.



At a local, regional level Companies can get in touch with other similar/complementary enterprises and develop many activities, not only related to mobility programs but also to commercial business and joint ventures (business networks).

They can of course strengthen their links with the school system and vocational training, improving the dialogue and mutual understanding between labour market and education system.

At an inter-regional/international level Companies can promote development or internationalization programmes, together with other Business Companies, Public institutions, Universities and research centres.

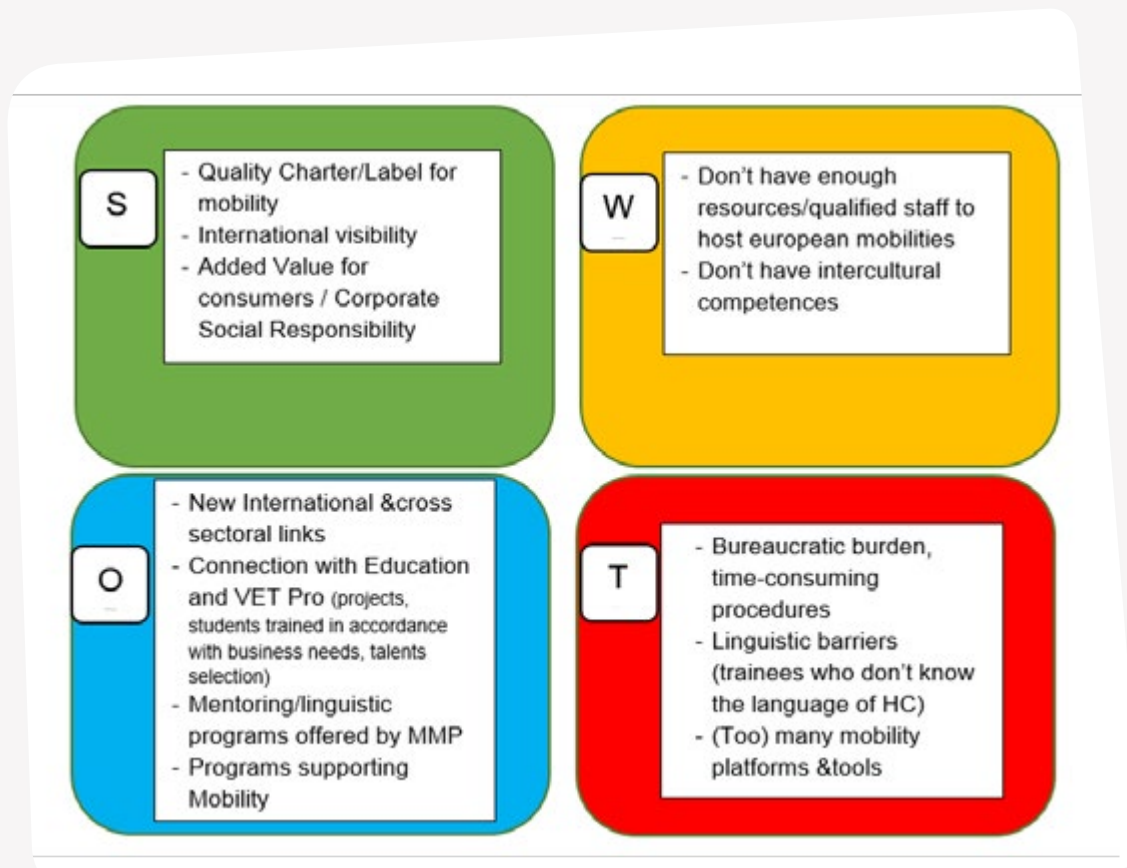
Links can be built also across sectors (sector-skills-alliances; inter sectoral alliances).

The results expected from this improved communication will be:

- increase in joint projects
- timely analysis of business needs
- talent development and (mutual) recognition of skills

Furthermore, the MMP platform will provide linguistic support and a training program for mentors (including company mentors).

Those opportunities will be implemented through Erasmus + and other funding to promote European mobility.



Checklist

You should now understand:

- Why there is a need for the iMove network.
- How it can benefit colleges.
- How it can benefit students.
- How it can benefit companies.

Useful links:

- **iMove website:** imovenetwork.org
- **iMove Network:** imoveblog.org
- **iMove video on Youtube:** www.youtube.com/watch?v=s_gSGWKOINQ
- **Green Paper Promoting the Learning Mobility of Young People:** eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2009:0329:FIN:EN:PDF
- **Q-placement:** www.q-placements.eu
- **Euroapprenticeship:** www.euroapprenticeship.eu/en/home.html
- **Europemobility:** www.europemobility.eu



Chapter 3: iMove – what?

This chapter explains the iMove idea and how it works. It goes on to provide practical information on how to establish a Mobility Consortium using the iMove model, how to make use of the iMove database, and the quality standards which iMove network members are expected to follow in delivering mobility project and experiences.

The concept and rationale

This chapter explains the origins of the iMove network, its objectives and main ambitions. It also explains who, why and how organizations supporting learning mobility can be involved with the network.

iMove is an umbrella association open to organizations from all over Europe that are involved in learning mobility for vocational education, or rather in providing life experiences in another country by organizing work experience placements abroad. It aims to bring together stakeholders co-operating to offer this opportunity to students and vocational education staff (VET), and to promote sustainable models to make learning mobility an opportunity provided by all vocational schools and training centres in Europe.

If you belong to an organisation which shares this vision and wants to promote the benefits of work experience abroad, or to a company interested in receiving European students, iMove can help you!

iMove Network

Beginning as a Lifelong Learning Programme funded project in January 2014, iMove has become established as an umbrella organisation open to members involved in learning mobility from all over Europe.

What is Learning Mobility?

The idea of 'learning mobility' refers to schemes through which learners, as well as teachers and staff, spend time in another country on work experience or a training placement, with the benefit of experiencing a different culture and geographical location.

Learning mobility is an important way in which people can enhance their growth as active citizens and strengthen their future employability by developing personal and professional competences, communication, interpersonal and intercultural skills.

Where does iMove come from?

iMove was born in January 2014 as a EU funded project aiming to build a network of 'mobility consortia' bringing together public institutions, vocational education providers and businesses involved with learning mobility in a specific region or sector. These platforms would act as local hubs, co-ordinating both incoming and outgoing learning mobility, collaborating across Europe with their counterparts within the wider network, and supporting their members organizations to provide high quality international work experience for students in vocational education and training (VET).

The project focused on the development of a sustainable and collaborative network of public and private stakeholders at local and European level, in order to work towards the EU target of at least 6% of VET students each year having a mobility experience by 2020.

In October 2016 this idea became reality through the establishment of the iMove Network, as an umbrella non-profit organisation.

Where is iMove now?

iMove is an umbrella organisation bringing together stakeholders involved in the co-ordination of transnational learning mobility for VET students and staff.

It is a network promoting sustainable models to make learning mobility an opportunity provided by all vocational schools and training centres in Europe.

iMove's legal status is an Association of Organisations founded under the Italian law. All iMove members must be organisations

with a recognised legal status. The network is based in Bologna, where iMove originally started as a Leonardo project led by Emilia-Romagna Regional Government.

What's the difference between iMove and other mobility networks?

iMove supports the setting up of 'mobility consortia' to allow all VET providers in a local, regional or sectoral contexts to offer to their learners and staff mobility opportunities.

iMove members are private and public organizations that have developed or wish to develop a mobility consortium within a specific context (eg. local, regional or sectoral level).

What is a mobility consortium?

It is a partnership regulated through a formal agreement between public and/or private stakeholders collaborating together to perform the following activities:

- Prepare and organise work experiences abroad for VET schools and training centres.

- Support businesses in the consortium's area to host European participants for work experiences.

What do you get by joining?

iMove provides members with:

- A web platform to simplify the management of a mobility consortium and access information about all iMove mobility consortia.
- Opportunities to meet regularly other members.
- The iMove brand and the opportunity to represent it in their country.
- Practical support to set up mobility consortia or to find reliable partners to work with on mobility activities.

Who can be member?

Any private or public organization supporting a consortium of schools and training centres to arrange learning mobility activities can become a member of iMove.



iMove also accepts members who aim to start up a mobility consortium even if this is not yet in place when joining. The support of the network and its members' expertise in consortium building can be highly beneficial for new members.

Why shall I become member of iMove?

- To receive support in creating a mobility consortium if you are not part of one yet.
- To meet other consortia and develop long-term partnerships with them.
- To make your work with mobility easier through the use of common IT tools.

What if I am not interested into building up a mobility consortium?

iMove is still a great source of opportunities: you might not have a mobility consortium but you can co-operate with others to organise mobility for your learners and staff. Get in touch to find out more.

How much does it cost and what does that provide?

The iMove annual membership fee of 150 euros includes:

- Welcome kit and the right to use the iMove brand and image.
- Access to the iMove platform which will support your organization in managing mobilities and give you access to a database of hosting and sending organisations to make it easy to arrange placements in other parts of Europe.
- The opportunity to attend regular meetings of members.

- A contact person providing support to help you with: designing, building and formalizing your mobility consortium, partner search for mobility sending and hosting, and technical support for the web platform.

What if we don't work with mobility?

If you belong to an organisation which cares about schools and training centres offering working experience abroad, or companies receiving European students, you are welcome to be iMove partner.

The network will promote its activities in your community to help other stakeholders set up a mobility consortium with your schools and companies.

Today iMove involves

9 MMPs

229 stakeholders

193 companies

18 schools

2% mobility rate

Hamburg Mobility Consortium

Arbeit und Leben Hamburg is an educational non-profit organisation, based in the second largest town of Germany. The organisation promotes political and vocational further education for young people and adults.

Arbeit und Leben Hamburg has a department called the 'Mobility Agency', which has more than 15 years of experience of transnational VET mobilities (Leonardo da Vinci, Erasmus+, and bilateral programmes). The Mobility Agency sends groups or individuals from Hamburg as well as individuals from other parts of Germany to most European countries. It has a large network of partners offering mobility experiences all over Europe and also non-European partners (Korea, Tanzania, Nicaragua, and China). In addition, it can offer excellent logistics for placing groups or individuals coming from abroad, receiving groups and individuals from all of Europe and from Korea.

"The Hamburg Mobilitätsagentur... and her women. Very helpful, very professional, always reachable and a pool of good ideas for any problem"

Kerstin Beilcke, head of department, Anna-Warburg-Schule (Hamburg)

For about 10 years, Arbeit und Leben Hamburg has been promoted transnational exchanges of young workers and trainees on behalf of the Department of Vocational Training and Further Education of the City of Hamburg (HIBB). The HIBB represents all the vocational schools in Hamburg. Its responsibilities include administration management, control and counselling,

support and supervision of schools, and the development of schools and vocational education.

Partners in the Hamburg Consortium are Arbeit und Leben Hamburg, HIBB with its vocational schools, and the Hamburg companies which employ VET students within the dual VET system.

The activity of the Mobility Agency is co-financed by an ESF project which aims to develop VET mobility for the Hamburg VET and health care schools. This project finances the Hamburg infrastructure for promoting transnational mobility in Europe.

The target group of the project are both dual apprentices and full-time vocational students of HIBB and of the health care schools, as well as vocational staff of these institutions and training supervisors within the dual vocational education at Hamburg companies.

Arbeit und Leben Hamburg applies for an Erasmus+ project for the Hamburg Consortium every year, for most of the VET schools, the health care schools and participating companies in Hamburg. In 2016 project, 720 Erasmus+ grants were allocated to Arbeit und Leben Hamburg (600 learners and 120 staff mobilities).

Responsibilities within the Consortium are shared:

- Organisation and co-ordination of mobility projects, both incoming and outgoing: Mobility Agency.
- Development, implementation and evaluation of intercultural and language training for both outgoing and incoming

VET students: Mobility Agency.

- Selection and tutoring of participants: both VET schools and Mobility Agency.
- Networking on regional and international level: Arbeit und Leben Hamburg is the central information and contact point for teachers, staff and students in vocational education interested in transnational mobility. The development of regional and international co-operation is crucial for the quality of the work. HIBB is also involved in networking on local and international level.
- Accessing European Funds and programmes: Arbeit und Leben Hamburg provides the Hamburg participants (both staff and apprentices/ vocational students) with grants for their stay abroad.
- Acquisition of internships in Hamburg for incoming VET students: The Mobility Agency has a big network of companies in different branches and is able to find good quality placement companies. It also offers support to the VET schools and the companies engaged in dual VET education.

“Once the students get as far as Arbeit und Leben there is only one way to go, and that is abroad for an internship. Arbeit und Leben has never failed to organise a placement.”

Astrid Whyte, responsible for international mobility, Berufliche Schule Burgstrasse (Hamburg)

“The mobility agency makes the difference! Having a one stop office in Hamburg that coordinates, prepares and follows up on all activities in international mobility is a true blessing for Hamburg, its inhabitants and companies. Arbeit und Leben Hamburg contributes not only to improved language skills in the workforce but fosters personal development, open minds and self-confidence which are important characteristics in a world of globalisation and digitalisation. I believe the secret of their success comes from their passionate and warm-hearted way of working. Arbeit und Leben Hamburg is an important partner in designing/preparing the future workforce.”

Nadine Sablotny, managing director, HCAT+ (Hamburg)

- Accommodation for incoming participants: Mobility Agency.
- Support and supervision of incoming participants: Mobility Agency.

Through this ESF project, HIBB, Arbeit und Leben Hamburg, the vocational and nursing schools, and also (through the dual system of vocational education in Germany) the companies offering vocational education co-operate closely in developing and increasing transnational mobility in Hamburg. Thanks to this close co-operation, the mobility rate in Hamburg is currently at around 7.2%, much higher than the European average.

Through this network each vocational student and apprentice in Hamburg has the chance to apply for a mobility grant abroad during his or her vocational education. The detailed work of applying for grants (Erasmus+ or bilateral programmes) is done by Arbeit und Leben Hamburg, who also support the vocational schools in project development and internationalisation strategy. The participants are recruited from the vocational schools or the companies. They, in return, support Arbeit und Leben in offering placements for incoming European vocational students. Each stakeholder and institution plays their role in the regional network, which, for more than 15 years, has been operating in the same way as an iMove mobility consortium.

Terrassa Mobility Consortium

Terrassa is the fourth most important city in the Catalonia Region of Spain. It is located in the industrial ring around Barcelona city and has over 200,000 inhabitants and around 20,000 companies.

The Vocational Training Council of Terrassa was founded in 2002 as a consultative and

participation body lead by Terrassa City Council. It brings together VET providers, social agents and the business community of the city of Terrassa for the improvement of VET. There are four work lines:

- Improving quality in VET in Terrassa.
- Promoting quality traineeships and workplace training (local and European).
- Detecting skill shortages.
- Promoting and raising awareness of VET provision.

Under the auspices of the Vocational Training Council of Terrassa, Terrassa City Council, the Chamber of Commerce and



A mobility consortium coordination meeting.

Juan Cruz studied VET sports and recreation activities. He spent eight weeks as a trainee in Emilia Romagna Region, Italy, at a horse riding company specializing in equine therapy.

“Before having the grant, I knew I wanted to go abroad. I had this plan, but the first time is difficult, it is such an adventure. If you get support and everything is arranged, then the barrier is broken. From a professional point of



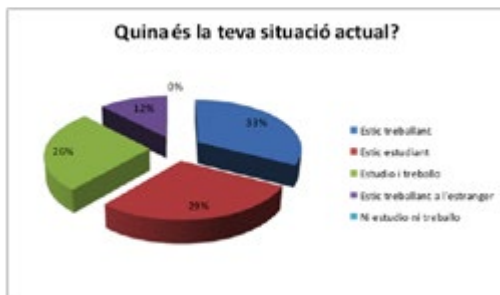
Juan Cruz, in the centre, during an equine therapy session.

view I didn't know that equine therapy existed. I liked it a lot and I wish to work in this field. I have found another grant to

volunteer for ten months in Finland working in equine therapy and I am eager to go abroad again.”

Impact statistics

The motivation for taking part in traineeships abroad is mainly professional (Improving professional skills 33% and learning working methods in other countries 23%, 14% learning languages. 70% of total participated were motivated to learn new skills.



71% of the participants are working and 29% continue their studies at University. None of them are unemployed. 12% are working abroad.

Industry of Terrassa and 14 VET schools in the city began a collaboration for mobility management.

- The Chamber of Terrassa is in charge of applying for Erasmus+ funding, managing mobility projects, and finding quality traineeships abroad for VET students and recent VET graduates.
- Terrassa City council is in charge of co-ordinating the promotion and recruitment of participants, working closely with the 14 VET schools in the city.

In 2014 an Erasmus+ consortium was founded bringing together Terrassa City council, the Chamber of Terrassa and eight VET schools in the city.

A mobility consortium agreement was signed in March 2016 as part of iMove network activities.

Features of the consortium's work include:

- Around 40 higher education recent VET graduates and students benefits from a support structure with expertise in mobility, traineeships and apprentices. There is excellent contact with host companies as they are amongst the Chamber's company members.
- There is a strong focus on quality of placements, as part of professional learning and development.
- Final outcomes of mobility projects include a better transition to the labour market.
- It is a public-private consortium bringing together all relevant stakeholders in the city of Terrassa.

Mobility Consortium Framework Agreement

This section introduces the ‘Mobility Consortium Framework Agreement’ (MCFA), the model for a partnership agreement which creates a formal structured for co-operation, going beyond a single project, among the partners in a Mobility Consortium. It should be read in conjunction with the MCFA model agreement found in Chapter 4, Appendices 2-4.

Mobility Consortia were introduced by the Erasmus+ Programme “to facilitate the organisation of mobility activities and to offer added value in terms of quality of activities compared to what each individual sending institution would be able to deliver alone”.

A MCFA is a model of partnership agreement designed to regulate the operational and economical aspects of a mobility consortium’s activities. Mobility Consortia created using the iMove model can be used either for sending or hosting activities, or both, whereas a ‘traditional’ mobility consortium it would only be concerned with sending activities.



Within the context of the Erasmus+ programme, a Mobility Consortium is based on a ‘European development plan’, moving away from the project-based approach typical of previous programmes into a more system-based approach. A framework agreement is therefore not only a measure to ensure quality and transparency to the partnership, it provides an added value in formalizing the strategy

and objectives for the Consortium’s development.

The model MCFA provides three options for the way in which the Consortium may be structured:

Option A – All consortium members sign the same agreement

Option B – All consortium members which act as co-ordinating organisations and those who act either sending or hosting organisations sign the same agreement. A separate bilateral agreement is signed with each sending/hosting organisation, between a co-ordinating organisation and a sending/hosting organisation.

Option C – All consortium members which act as co-ordinating organisations sign the same agreement, while separate bilateral agreements are signed with each sending and hosting organisation.

The following three case studies show how each of these options can work in practice:

Terrassa, Spain: the Municipality and the Chamber of Commerce of Terrassa formalized a Consortium Agreement with eight technical schools from the city. The consortium agreement only regulates outgoing mobility activities and outlines the responsibilities of the Chamber and the Municipality as co-ordinating organisations and the schools as sending organisations.

Emilia-Romagna, Italy: three private organisations from Emilia-Romagna: Ifoa (training centre); Aeca (association of training centre); and Uniser (co-operative)

created a Mobility Consortium to work both on incoming and outgoing mobility activities, in co-operation with training centres and vocational schools all over the region. They formalized a framework agreement among the three co-ordinating organisations and decided to use bilateral agreements to regulate the partnership with each VET provider and company co-operating within the consortium as sending or hosting organisation.

Basque Country, Spain: Confebask (trade union), Ikaflan (association of public training centres) and Hetel (association of private training centers) are each responsible for the co-ordination of a Mobility Consortium performing outgoing activities. They decided to create another Mobility Consortium to work together for incoming activities. They formalized their co-operation with a framework agreement which outlines their responsibilities as co-ordinating organisations. They adopt separate bilateral agreements to regulate the co-operation with the companies which act as hosting organisations.

According to the Erasmus+ Programme Guide, *“Each member of the consortium is required to sign an agreement with the consortium co-ordinator to specify the roles and responsibilities and the administrative and financial arrangements; the modalities of co-operation shall specify matters like the mechanisms for preparation, quality assurance and follow-up of mobility periods.”*



Until now, no examples or models of such agreements have been provided. The iMove model framework agreement, contained in this User Guide, is the first of its kind.

The Programme Guide suggests that in order to adapt a model and plan the formalization of a partnership within a Mobility Consortium, organisations should have clearly defined the following criteria:

- Structure and dimension of the consortium, to define if it is more suitable to have all members signing the same document or make use of bilateral agreements with sending and/or hosting organisations. (Art. 1 of the MCFA model)
- Role/s of each consortium member – coordinating, sending and/or hosting organisation. (Art. 2 of the MCFA model)
- Specific activity performed by each consortium member. (Art. 3 of the MCFA model).
- Economic terms and conditions, if meaningful for the consortium activities. (Art. 4 of the MCFA model)

You should now understand how to draft a Mobility Consortium Framework Agreement, starting from the general model provided by the iMove Network Chapter 4, Appendices 2 - 4).

Checklist

To draft a Mobility Consortium Framework Agreement you will need to:

- ❑ Read the model and its annexes (see Chapter 4, Appendices 2 – 4).
- ❑ Make a list of your consortium members and decide if it is more convenient for all to sign a single document or to make use of bilateral agreements with some of them (eg. companies acting only as hosting organisations).
- ❑ Assign to each member one or more roles: co-ordinating, sending and/or hosting organisation.
- ❑ Plan the tasks that each member will be responsible for.
- ❑ Consider any financial conditions which need to be regulated by the agreement.
- ❑ Draft the agreement, and the bilateral agreements if you went for that option, taking the model as an example for the structure.
- ❑ Present it to your partners for signature to formalize your Mobility Consortium.

iMove Database

This section explains the functions of iMove database and how to use it.

The iMove database is the working tool of the iMove network. On become a member of iMove, the administrator of a new Mobility Consortium will have access to all the contacts of the other Mobility Consortia around Europe. The number of hosting organizations and schools per Consortium and all the details related to the co-ordinating organization will then be accessible.

The administrator will be given access to a free tool for the registration of all local stakeholders in order to promote sending and hosting in the local area of the new Consortium member.

Sections, main functions and frequently asked questions about how to use the database will be explained on the following paragraphs.

The iMove database: what is it for?

The iMove database is a tool provided to all members of iMove network in order to:

- Access to all the contacts details of the other Mobility Consortium around Europe which are part of the network.
- Be able to search for partners to work with in organizing learning mobilities for according to your needs and to the services each consortium is offering.
- Provide evidence of your local network, your expertise and detail your services in hosting to the other members.
- Collect all the information you will need for writing an Erasmus + mobility application (The form for registering general information and PIC number is based on the Erasmus+ application form).



Getting started

Here is a short step-by-step guide to accessing the tool and beginning to register all organizations linked to your Mobility Consortium.

1. Once your organisation becomes a member, iMove staff will register your Mobility Consortium create up to three users accounts for your organisation. Users will received the following mail:

Hi...

Your iMove account have been created.

To activate it please click on the following link...

To access to the portal click on this link...

For the first access your user name and your password are...

Please make sure to personalise it updating and saving your data in the "My User" area.

Best regards

The iMove team.

2. Follow the link, activate your account, update your personal information and your password (Users-My User).
3. Create your Co-ordinating Organizations (Coordinating Organizations - New)
4. Create the addition users your organisation will need (Users - List User). Make sure to attribute the correct role (User Mobility Consortium, User sending, User hosting, Other). Each role is provides a particular set of privileges allowing access to different data.

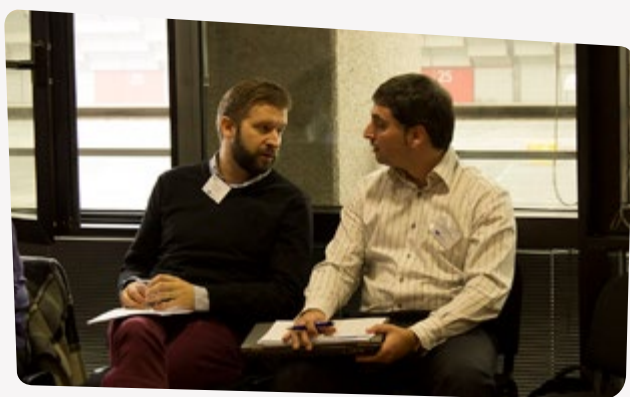
5. Start creating Hosting Organizations linked to the Mobility Consortium and Sending Organization linked to your co-ordinating organization.
6. Use the database to start contacting other Consortia around Europe and to keep track of the mobility activities which are taking place in your area.

What about privacy?

An overview about all Mobility Consortia will be available for all types of User.

For each Mobility Consortium it will be possible to access information such as contact person, number of sending and hosting organizations and the details of its co-ordinating organizations.

However, not all data related to co-ordinating, hosting and sending organization and their contact details will be available for everybody. Only the co-ordinating organization managing the Mobility Consortium will have access to this. Users linked to other organisations will only be able to see the number of co-ordinating, hosting and sending organizations linked to each Mobility Consortium.



Functionality of the database form by form

Each user will have access to the data contained on the interface and will be able to manage their Mobility Consortium through this database.

Data related to all organizations registered

on the database can be displayed or changed by a series of forms.

Each of these is connected to a set of different functions and provides different statistics.

The menu positioned to the left of the browser is used to open the forms. Once the forms are open, additional commands will be available for inserting and managing the data they contain.

The menu

The application menu consists of four sections:

- Settings
- Organisation
- Statistics
- User

Initially each group is closed and does not display the commands it contains. Click on the arrow on the right of the name of a group to open it, so it displays the commands it contains. Immediately after the application is opened, the system will not display open forms, but a welcome page.

This section is only visible for Admin Users, while other type of User will not have access to the Statistics and Settings sections.

The menu **Statistics** provides aggregated data related to each Mobility Consortium and to the all network. Some of the data is shown on the home page of the iMove website. Other information is collected in order to be used for other purposes (publications, project applications, monitoring).

The following data is available:

General data related to the all network:

- number of Mobility Consortia,
- number of coordinating organizations/ Sending Organizations (Schools) and

Hosting Organization (Companies) in total and per sector,

- total number of students sent per year,
- mobility rate (% of student having mobility per year)

Data related to each Mobility Consortium:

- number of coordinating organizations/ Sending Organizations (Schools) and Hosting Organization (Companies) in total and per sector
- total number of students sent per year,
- mobility rate (% of student having mobility per year)

General Functionalities:

- List of open forms: Multiple forms can be opened at the same time, and in this case the list of the open forms is displayed immediately below the application menu

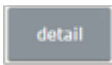
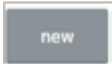
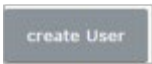

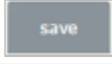

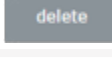







with a tabbed menu, as can be seen in the image below. The name of the active form is shown by the white tab and also appears in the caption bar of the form.

- The close button: by clicking on this button, the current form is closed and another one of the active forms will be displayed. Below the list of open forms we can see the button, which closes all the open forms and displays the welcome page.
- Export in Excel: this function allow the export of all data, or a selection of data, into an Excel sheet. The data which will be available to export will depend on the privileges of the user.
- Research: this function allow users to search for key words within the database. Two levels of filtering are available: by 2 keywords, key word and year, sector, country and other.

The screenshot shows the iMove application interface. On the left, there is a navigation menu with options like Settings, Organization, Mobility Consortia, Coordinating Organizations, Sending Organizations, Hosting Organizations, SEARCH, STATISTICS, USER, Users, My User, and OPEN FORMS. The 'List Mobility Consortia' form is active, showing a list of consortia names: EMILIA ROMAGNA, HANNOVER, COLOGNE, TERPAGSA, BASQUE COUNTRY, MANCHESTER, and LOWER SILESA. On the right, there is a summary section with 'Number' of Schools (31), Coordinating Organization (2), and Users (13). Below this is a table with columns: Coordinating Organization, Hosting Org., Users, Region, and Country. The table contains two rows of data:

Coordinating Organization	Hosting Org.	Users	Region	Country
EDG	0	2	Emilia-Romaga	Italy
Univer	996	8	Emilia-Romaga	Italy

Panel commands

	Opens a pop-up to allow the insertion of a new organization
	Displays a detailed form where you can edit and insert more detailed data about the organization/user
	Opens a page where you can create a new user connected to your organization.
	Deletes the current row and closes the pop-up
	Saves the changes made to the panel data and close the pop-up
	Export data on the screen in an Excel file
	Delete User in List Users
	Export data on the screen in an Excel file
	Puts the panel in search mode
	Updates the panel by executing a new search
	Deletes the current row
	Moves to a new row and prepares for insertion
	Saves the changes made to the panel data
	Undoes the changes made to the panel data

Quality standards in iMove mobilities

This section will explain what quality standards mean within the iMove project and how we ensure good quality when working in the co-operation with our partners. It includes information about important factors for mutual trust: communication, knowledge of each other's working structures, and transparency.

Quality in mobility projects is a critical factor in ensuring the satisfaction of participants, sending and hosting organisations. It is a topic that has been discussed in length in many Leonardo and Erasmus+ KA2 projects, by national agencies, and within networks. Many papers, guidelines and checklists have been written.

Therefore, in the context of iMove, there will be no original 'iMove quality standards', but existing quality standards will be used.

Furthermore, we have focussed on quality standards dealing with the interaction and co-operation between transnational partners, iMove being an international network of stakeholders and institutions organising mobilities.

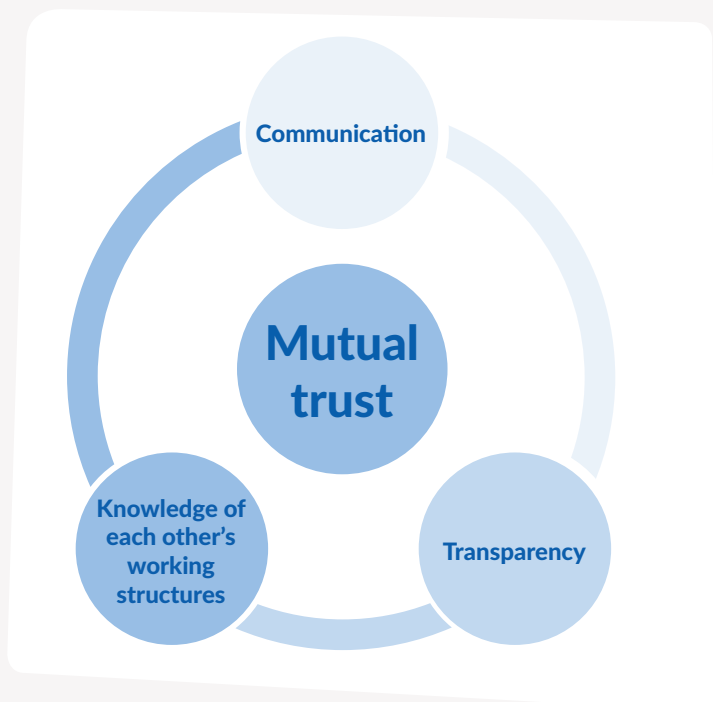
The quality of the mobilities themselves, i.e. the placement of the participants abroad, will be evaluated through the participants' online surveys on their return and the evaluation will not be finished until the end of 2016.

The first and most important requirement for organising good-quality placements for VET students is the relationship with the mobility partner abroad (e.g. VET school, intermediary organisation). It should be based on mutual trust. Without trust, mobility projects are not sustainable, and there can be no quality in mobility without sustainability. All successful co-operation among partners is based on mutual trust.

The iMove project has identified three crucial factors to establish and develop mutual trust:

- A good and reliable **communication** system, including giving and receiving (constructive) feedback.
- Knowledge of each other's **working structures**.
- **Transparency** (e.g. regarding financial issues and any problems which occur).

These three factors are closely linked with one another, and sometimes also overlap.



Communication:

When organising mobilities, all partners involved work for the success of the project, while each one has its own tasks

and ways of working. Nevertheless, it is very important to be well informed of the progress that each partner is making.

- Has the recruitment process started already?
- When is the deadline for applicants?
- When will the receiving institution get the participants' CVs?
- Did the receiving institution already start looking for placements?
- When will they send the information about the placement companies?

Communicating all these issues helps the partner institution to know what's going on at the other side of Europe. Not knowing what point of the process the partner has reached can lead to misunderstanding, irritation and frustration. In the end, it could even lead to an end of the co-operation.

Therefore regular contact, preferably by skype or phone, but also short updates by email are essential.

When you have completed a mobility project, it is very important to give

feedback to your mobility partner. Summarise the evaluation of your participants and be honest about any issues that may be improved in the future. Also provide feedback from your side, i.e. about the institutional co-operation. You should also ask your partners if there is anything you can improve on for the next project.

Most of the partner's native language is not English. This can lead to misunderstandings. Partners should be aware of that and, in case of doubt, check with their partners that they have understood correctly. There are also cultural differences on how negative issues are addressed. Try to be considerate in this respect.

If you are a native English speaker: be patient, and try not to be frustrated about the level of English your partners speak and write.

Knowledge of each other's working structures

Institutions organising mobilities are very heterogeneous regarding their structure. It is helpful to understand how your partner organisation works:



- What sort of institution is it (school/ company/intermediate organisation, profit/ non-profit etc.)?
- How many people deal with mobilities? Is it just one or several?
- How are tasks divided? Horizontally (colleagues have different mobility projects) or vertically (each colleague has a different subtask in the same project)? Do colleagues organise both incoming (hosting) and outgoing (sending) activities, or are they specialised on one or the other?
- Who can make decisions and to what level of authority?

You could ask your partner to fill out the 'Description of the intermediate partner' attached to this chapter to get a first impression about their way of working.

It is very valuable to pay your partner institution a visit. In this way you can get first-hand impressions, and, just as important, you will meet all colleagues in person.

Paying a visit to your partner institution gives you a chance to:

- Establish a personal relationship (especially helpful in case of potential challenges in the project at a later stage).
- See how the physical working environment at their office.
- Get to know the VET system of that country.
- Better understand the profile of the participants (e.g. their education, their practical experience, their language skills).
- Get to know how the partner co-operates with VET schools.
- Learn how participants are prepared prior to their stay abroad.

When meeting with your partner, you should also talk about tasks and quality. As a basis, you could use the 'Erasmus+ VET mobility quality commitment' attached to this chapter.

We recommend that each partner is involved in both the sending and the hosting process, as reciprocal mobility helps to foster an understanding of the processes.

A working visit to your partner organisation could be financed through an Erasmus+ grant for staff mobility. Please check the regulations of your national agency.



Transparency

Transparency is closely related to communication and knowledge about the working structures. When you know how your partner works, and are in close communication, transparency will come fairly naturally.

Be sure to be

• **Transparent about finances:**

- How much do you charge for different services, e.g. accommodation in single/ double room, meals, transport, pick-up at airport, placement fee, language course/hours?
- Is there a minimum number of participants you can host?
- Will the costs be reduced for a bigger group or increased if there are fewer?
- Is there a drop-out fee or penalty costs for cancellations after a certain date?
- Make sure you have mentioned all costs you will charge your partners to avoid unpleasant surprises.



- As a sending organisation: what is the funding available per participant? The Erasmus+ grants in the participating countries vary a lot, e.g. for a 14 days placement in the UK a participant from Spain will receive €1568, whereas a participant from Germany will only get €504 (both numbers are for Erasmus+ 2014 projects).
- If you are located in a country that is not part of the Euro-zone: agree with your partner in what currency the invoices should be.
- **Transparent about documentation:**
 - The documents required by the Erasmus+ national agencies differ a lot. Therefore you should make clear what you need so your partner can become acquainted with the documents and is prepared to fill them out.
 - Explain clearly which documents have to be signed by the partner, and which by the placement company.
 - Be sure to know what invoices you need from your partner to account for the expenses.
- If you need a report from your partner about the mobility for your final report to your national agency, then inform them in good time about that (not two years after the mobility) and provide a template.
- Set realistic deadlines for all the documents which are required.
- **Transparent about the mobility process**
 - Make sure to inform your partner about your planned projects. You could plan for one year ahead and schedule the groups you want to send in accordance with your partner.



- Don't send your participants' profiles and CVs to several partner organisations at once. Instead, choose one and ask if they will be able to find suitable placements. Otherwise it will create a lot of extra work for your partners and it is unfair as they will ask companies to host students and will jeopardize their relations with their company network if you decide not to send your students to them.
- As a hosting organisation, be honest about what you can offer and what you cannot.



- Be clear about your deadlines, e.g. by what date you need CVs from the students.
- Make sure you have all necessary information about the students you will host, so you can find a suitable accommodation, placements and adapt your monitoring process to the group.
- Let your sending partner know when you will provide details about the accommodation and hosting companies so your partner can give this information to the participants.
- Be transparent if something goes wrong, e.g. you can't find suitable companies for participants. Don't make it last-minute information.

You should sign a financial agreement with your partner once you have finalised the group and the dates.

As the iMove partner Cambra de Terrassa is also a partner in the Q-placements project, we have agreed to use the quality assurance handbook of Q-placements as a work basis. Q-placements is introduced in the following case study.

■ Case study: Q-placements



The Q-Placements Network (www.q-placements.eu) is the European host companies network for the promotion of international workplace training for VET students and apprentices. The network has 13 partners in 10 European countries.

Q-Placements helps to provide high quality traineeships regardless of the host company sector and country. Every network member, either sending or hosting, is managing international traineeships under the same quality assurance procedures agreed and written in the Q-Placements handbook (www.q-placements.eu/results.html).

The quality assurance handbook is intended to facilitate the management of international workplace training for VET teachers and tutors, mobility co-ordination organizations, VET students and apprentices, and host companies through a comprehensive handbook. The handbook: *“aims at providing guidance to all players involved in the mobility to improve the quality, efficiency and effectiveness of projects and international workplace training activities at the international level.”*

The handbook explains in detail all the steps required to organize a mobility project, and describes the profile, minimum requirements, functions and responsibilities of all players in the process. It also details the procedures for a mobility before, during and after the placement, as well as the monitoring and evaluation.

By using this handbook, companies, students and teachers will find it easier to take part in the existing mobility programmes; their expectations are aligned, thus enhancing the quality

of international workplace training experience.

This handbook is available at the website www.q-placements.eu/results.html (04 Downloads). It is available in 12 languages.

It can be downloaded in a complete version or by chapters. You can also find a shorter version of the handbook as role-specific user´s guides for VET teachers, trainees and apprentices, coordinating organizations in sending countries, coordinating organizations in host countries and for host companies.

Q-PLACEMENTS HANDBOOK

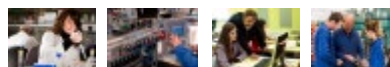
For the Quality of International Workplace Training
For Initial Vocational Training Students

Why this Handbook?

European Background for IVET

Concept

Objectives



Definition of Quality

The Q-Placements Model

Required Players

Profiles and Minimum Requirements

Functions and Responsibilities

Action Procedures

Monitoring, Control and Evaluation

Specific Features in Participant Countries

Related documents, Guidelines and Examples



Checklist

You should now understand:

- iMove's aims.
- How it differs from other mobility networks?
- What a mobility consortium is.
- What do you get by joining.
- Who can be member.
- How much does it cost.
- How you can establish a Mobility Consortium.
- How to use the iMove database.
- iMove's approach to quality standards.

Description of an intermediate partner in iMove

- Experience with mobilities? If so, since when?
- Number of mobilities per year (sending / hosting):

Procedures as a hosting institution:

- In which sectors can you offer hosting companies?
- How many months in advance do you need the CV and motivational letter?
- Do you deliver a specific application form to the applicants?
- At what stage do you deliver the information about accommodation and host company (how many weeks in advance latest)?
- How do you prefer to communicate with the participant? In which phase (before / during / after the placement) do you prefer the different types of communication?
 - Email, Skype, Telephone, Meetings
- How do you prefer to communicate with the sending partner? In which phase (before / during / after the placement) do you prefer the different types of communication?
 - Email, Skype, Telephone, Meetings
- Are you allowed to sign a financial agreement with the sending partner?
- How do you organize the welcome of the participant? (e.g. transfer to accommodation, welcome session in the office, accompany to the company on the first day of internship, etc.)
- How do you monitor the placement?
- How do you organize the evaluation? (e.g. with the company, the participant, the sending partner, delivering the Europass)

- How do you certify the placement? How do you handle the Europass and deliver it to the participant?
- What else is very important for your institution considering the cooperation with a sending partner?
- Who is the contact person for hosting? (Name, Phone, Email)

Procedures as a sending institution:

- How do you recruit applicants? Who chooses the participant?
- How many months in advance do you receive documents from the applicants?
- Which documents do the applicants need to hand in to you?
- Who is responsible to describe the work plan proposal?
- How do you prefer to communicate with the participant? In which phase (before / during / after the placement) do you prefer the different types of communication?
 - Email, Skype, Telephone, Meetings
- How do you prefer to communicate with the hosting partner? In which phase (before / during / after the placement) do you prefer the different types of communication?
 - Email, Skype, Telephone, Meetings
- Are you allowed to sign a financial agreement with the hosting (intermediate) partner?
- How many weeks in advance do you expect information about the accommodation and the company from the hosting partner?
- How do you prepare the participants? What are the contents?
- At what stage do you send the learning agreement to the hosting / intermediate partner?
- What else is very much important for your institution considering the cooperation with a host (intermediate) partner?

Erasmus + vet mobility quality commitment

The following document is part of Annex I (Learning agreement) of the Erasmus+ grant agreement for learners, provided by the German National Agency of Erasmus+ vocational education.

ERASMUS + VET MOBILITY QUALITY COMMITMENT

Obligations of the Sending Organization

- Choose the appropriate target countries and host country partners, project durations and placement content to achieve the desired learning objectives.
- Select the participating trainees or teachers and other professionals by setting up clearly defined and transparent selection criteria.
- Define the envisaged learning outcomes of the mobility period in terms of knowledge, skills and competences to be developed.
- If you send learners or teachers and other professionals who face barriers to mobility, special arrangements for those individuals must be made (e.g. those with special learning needs or those with physical disabilities).
- Prepare participants in collaboration with partner organisations for the practical, professional and cultural life of the host country, in particular through language training tailored to meet their occupational needs.
- Manage the practical elements around the mobility, taking care of the organisation of travel, accommodation, necessary insurances, safety and protection, visa applications, social security, mentoring and support, preparatory visits on-site etc.
- Establish the Learning Agreement with the participant trainee or teacher and the host organisation to make the intended learning outcomes transparent for all parties involved.
- Establish assessment procedures together with the host organization to ensure the validation and recognition of the knowledge, skills and competences acquired.
- Establish Memoranda of Understanding between the competent bodies if you use ECVET for the mobility.
- Establish appropriate communication channels to be put in place during the duration of the mobility and make these clear to participant and the host organization.
- Establish a system of monitoring the mobility project during its duration.
- When necessary for special learning needs or physical disabilities, use accompanying persons during the stay in the host country, taking care of practical arrangements.
- Arrange and document together with the host organization, the assessment of the learning outcomes, picking up on the informal and non-formal learning where possible. Recognize learning outcomes which were not originally planned but still achieved during the mobility.
- Evaluate with each participant their personal and professional development following the period abroad.
- Recognise the accrued learning outcomes through ECVET, Europass or other certificates.

- Disseminate the results of the mobility projects as widely as possible.
- Self-evaluate the mobility as a whole to see whether it has obtained its objectives and desired results.

Obligations of the Sending and Host Organization

- Negotiate a tailor-made training programme for each participant (if possible during the preparatory visits).
- Define the envisaged learning outcomes of the mobility period in terms of knowledge, skills and competences to be developed.
- Establish the Learning Agreement with the participant trainee or teacher to make the intended learning outcomes transparent for all parties involved.
- Establish appropriate communication channels to be put in place during the duration of the mobility and make these clear to participant.
- Agree monitoring and mentoring arrangements.
- Evaluate the progress of the mobility on an on-going basis and take appropriate action if required.
- Arrange and document the assessment of the learning outcomes, picking up on the

informal and non-formal learning where possible. Recognize learning outcomes which were not originally planned but still achieved during the mobility.

Obligations of the Host Organization

- Foster understanding of the culture and mentality of the host country.
- Assign to participants tasks and responsibilities to match their knowledge, skills and competences and training objectives as set out in the Learning Agreement and ensure that appropriate equipment and support is available.
- Identify a tutor or mentor to monitor the participant's training progress.
- Provide practical support if required including a clear contact point for trainees that face difficulties.
- Check the appropriate insurance cover for each participant.

Obligations of the Intermediary Organization

- Select suitable host organizations and ensure that they are able to achieve the placement objectives.
- Provide contact details of all parties involved and ensure that final arrangements are in place prior to participants' departure from their home country.

Useful links:

- **Projects and products portal for Leonardo da Vinci:**
www.adam-europe.eu
- **Erasmus+ platform for dissemination and exploitation of project results:** ec.europa.eu/programmes/erasmus-plus/projects
- **Q-Placements:** www.q-placements.eu
- **Q-placements handbook:** www.q-placements.eu/results.html
- **PREMO:** www.evta.net/premo/docs/guidelines.pdf
- **NETINVET quality charter:** www.netinvet.eu/docs/2-quality%20charter%20for%20training%20center%20netinvet.pdf
- **ECVET as a quality instrument:** www.ecvet-toolkit.eu
- **European Quality Charter for Mobility:** eur-lex.europa.eu/legal-content/EN/TXT/?uri=URISERV:c11085

Chapter 4: iMove – appendices

The appendices you will find in this section include a glossary of terms commonly used throughout the User Guide, together with the model documents required to establish a Mobility Consortium under the iMove model. Appendix 5 provides a promotional brochure for the iMove network.

Appendix 1: Glossary

- **Dual VET system:** A dual education system combines apprenticeships in a company and vocational education at a vocational school in one course.
- **EaVT:** Emilia-Romagna Region's Education and Vocational Training system EC – European Commission.
- **ECVET:** European Credit system for Vocational Education and Training.
- **EQF:** European Qualifications Framework.
- **ERASMUS+:** EU funding programme combining all the EU's current schemes for education, training, youth and sport, which was started in January 2014.
- **iMove:** European funded project which aims to build a network of multi-stakeholder Mobility Consortia bringing together public institutions, vocational education providers and businesses at local level.
- **IVET:** Initial Vocational Education and Training.
- **Mobility:** schemes and projects which provide students and trainees with the opportunity to undertake work-experience or training programmes in another country, providing the opportunity to develop workplace and professional skills along with language and intercultural learning.
- **Mobility Consortium:** a formal partnership between colleges, employers, intermediary organisation managing mobility schemes, and other public and private stakeholders.
- **NGOs:** Non-Governmental Organisations.
- **RER:** Region of Emilia-Romagna.
- **VET:** Vocational Education and Training.



Appendix 2: Mobility Consortium Agreement

MOBILITY CONSORTIUM FRAMEWORK AGREEMENT

This is a model: all blue and red parts are instructions or options that should be deleted, adapted or completed when using this document to draft a real agreement

Between

...(Name of the organisation)..., with legal headquarters in ...(legal address)..., legally represented by... (Name of the legal representative)..., born in ...(place of birth)..., the ...(date of birth)... living in (address of the legal representative)...hereafter defined as consortium member

and

..(Name of the organisation)..., with legal headquarters in ...(legal address)..., legally represented by... (Name of the legal representative)..., born in ...(place of birth)..., the ...(date of birth)... living in (address of the legal representative)...hereafter defined as consortium member

and

..(Name of the organisation)..., with legal headquarters in ...(legal address)..., legally represented by... (Name of the legal representative)..., born in ...(place of birth)..., the ...(date of birth)... living in (address of the legal representative)...hereafter defined as consortium member

(copy and paste to add more partners)

provided that:

- Parties signing this framework agreement are formalizing a mobility consortium to work towards the implementation of the ET2020 (Council Conclusion of 12 May 2009) strategy, to reach within the scope of their activities with VET providers and/or business sector, the 2020 benchmark for VET learners mobility: 6% of 18-34 year olds VET graduates who had at least one mobility experience during their studies by 2020.

- Parties are signing a framework agreement to perform a system-based work through multiple mobility projects, which would require otherwise each one a single partnership agreement

it is hereby agreed as follows:

Art. 1

General provisions

According to the consortium structure and dimension choose and adapt the most suitable option as “General provisions” and delete the others.

Option A – All consortium members sign the same agreement

The signatory parties of this agreement act within the consortium scope and activities, according to the roles assigned at Art.4.

Option B – All consortium members which act as coordinating organisations and those who act either sending or hosting organisations sign the same agreement. A separate bilateral agreement is signed with each sending/hosting organisation, between a coordinating organisation and a sending/hosting organisation (See Art. 2 for details about the role of coordinating, sending and hosting organisations).

This framework agreement includes **just one** of the following documents:

- Annex 1 - “Bilateral agreement between a coordinating organisation and a hosting organisation”
- Annex 2 - “Bilateral agreement between a coordinating organisation and a sending organisation

The signatory parties of this agreement act within the consortium scope and activities, according to the roles assigned at Art.4 and the procedures described in the Annex 1.

Option C – All consortium members which act as co-ordinating organisations sign the same agreement, while separate bilateral agreements are signed with each sending and hosting organisation (See Art. 2 for details about the role of coordinating, sending and hosting organisations).

This framework agreement includes **both** following documents:

- Annex 1 - "Bilateral agreement between a coordinating organisation and a hosting organisation"
- Annex 2 - "Bilateral agreement between a coordinating organisation and a sending organisation" (training centre, technical institute or vocational schools or college, sending company in case of a dual system, etc.)

The signatory parties of this agreement act within the consortium scope and activities, according to the roles assigned at Art.2, 3 and the procedures described in the Annex 1.

Art. 2

Roles within the mobility consortium

The signatory parties to this agreement - [and the attached bilateral agreements for option B and C in Art.1](#) - , undertake within the consortium scope and activities either or both the following roles:

Coordinating organisation – it refers to consortium members which act as coordinator in performing services to facilitate the organisation of the consortium's incoming and/or outgoing mobility activities.

Sending organisation and/or – it refers to consortium members that benefit from the consortium services to send learners and/or staff abroad for a learning mobility activity.

Hosting organisation – it refers to consortium members that benefit from the consortium to host learners and/or staff participating into a learning mobility activity.

A consortium member can be either or both coordinating, sending and/or hosting organisation.

[Delete a role if that is not represented by any of your consortium member](#)

Art. 3

Roles and tasks of consortium members

Each party agree to carry out the following roles and tasks:

As coordinating/sending/hosting organisation (delete the roles which do not correspond to the activities foreseen).....Name of the consortium member... is responsible for: (copy and paste this paragraph and fill a list of activities for each consortium member responsible for one or more of the activities)

-Name of the activity.... Pick up activities from the box below

-Name of the activity.... Pick up activities from the box below

-Name of the activity.... Pick up activities from the box below

N.B. If a consortium member is both coordinating, sending and/or hosting organisation, it should be reported twice, listing each time the activities related to the role.

Pick up and assign to each consortium member the activities which needs to be performed within your mobility consortium. "Outgoing mobility activities" should be assign to coordinating and sending organisations while "Incoming mobility activities" are assigned to coordinating or hosting organisation,

OUTGOING MOBILITY ACTIVITES

- Keeping contacts and arrange the cooperation with European hosting partners
- Taking care of EU grant applications and projects administrative procedures
- ECVET or other tools for learning outcomes' definition/evaluation/validation/recognition
- Coordination and support of sending organisations
- Logistic for departure (flights, airport transfer for departure, etc.)
- Participants recruitment process
- Preparation of participants and accompanying persons
- Mentoring of participants
- Evaluation and quality control
- Dissemination

INCOMING MOBILITY ACTIVITES

- Keeping contacts and arrange the cooperation with European sending partners
- Supporting sending partners EU projects applications and administrative procedures
- Supporting sending partners with ECVET or other tools for recognition of learning outcomes
- Recruitment, coordination and support of hosting organisations
- Welcome and mentoring of participants (on arrival meeting, airport transfer, etc.)
- Provide a training program and host the participants
- Organisation of language courses and cultural visits (if needed)
- Evaluation and quality control
- Dissemination

Art. 4

Economic terms and financial conditions

This Article regulates the distribution of:

(delete the option/s not relevant for your consortium and add more if needed)

- the Erasmus+ K1 “organisational costs”
- the distribution of grants other than Erasmus+ dedicated to the management and organisation of outgoing mobility activities,
- the distribution of the “management fees” or “grants” for the organisation of incoming mobilities between the consortium members.

The distribution will be based on the roles and tasks detailed for consortium members in Art. 3.

The economic terms should outline the criteria for grant distribution between the parties, according to roles and tasks each one has to perform. Find hereafter an examples:

In case of Erasmus+ K1 “organisational costs” or other grants dedicated to the management and organisation of outgoing mobility activities, the grant will be divided as follow:

X% toName of the consortium member..... to perform the activities outlined in Art. 3

Y% toName of the consortium member..... to perform the activities outlined in Art. 3

Z% to Etc...

The financial conditions outlines when and how the payments will be done. Find an example below.

Payments will be done by each grant's lead partner according to the following timing and conditions:

Please detail the financial conditions

In case of "management fees" or "grants" for the organisation of incoming mobilities, the amount will be divided as follow:

X% toName of the consortium member..... to perform the activities outlined in Art. 3

Y% toName of the consortium member..... to perform the activities outlined in Art. 3

Z% to Etc...

For "management fees".....Name of the consortium member.....will be responsible to receive money transfer from sending partners and to deliver payments to consortium members according to the following timing and conditions:

Please detail the financial conditions

For grants, payments will be done by the grant's lead partner according to the following timing and conditions:

Please detail the financial conditions

N.B. This Article only refers to grants or fees dedicated to management and organisation of the mobilities. Grants for travel and subsistence are not object of this agreement since they are regulated by projects' grant agreements and partnership agreements with sending/hosting partners.

Art. 5

Bilateral agreements

Delete this article if the in Art. 1 was selected the option A

The parties agree to regulate with bilateral agreements the relationship between a coordinating organisation and a sending organisation, **and/or** between a coordinating organisation and a hosting organisation. See the Annex 2 "Bilateral agreement between a coordinating organisation and a sending organisation" **and/or** Annex 3 "Bilateral agreement between a coordinating organisation and a hosting organisation" (the Annex/es are integral part of this agreement).

According to Art. 3, the consortium member/s responsible for the activity "*Recruitment, coordination and support of hosting companies*" **is/are** entitled to sign the bilateral agreement with hosting organisations (Annex 1). **(delete this paragraph the agreement do not regulate incoming activities at Art. 3)**

According to Art. 3, the consortium member/s responsible for the task "*Coordination and support of sending organisations*" are entitled to sign the bilateral agreement with sending organisations (Annex 2). **(delete this paragraph the agreement do not regulate outgoing activities at Art. 3)**

Art. 6

Duration

to change into Art. 5 if the in Art. 1 was selected the option A

This agreement is valid until

Any party may terminate this agreement by sending a registered mail with a signed return receipt to all signatory parties subject to a notice period of at least four months.=

Art. 7

Personal data

to change into Art. 6 if the in Art. 1 was selected the option A

The parties undertake to process any personal data held as a result of the implementation of activities carried out within this Agreement in compliance with the existing laws at National and European level.

Art. 8

Final provisions

to change into Art. 7 if the in Art. 1 was selected the option A

Anything not specified in this Agreement, shall be ruled by the laws of the country in which the Agreement has been made.

Any changes to this Agreement shall not take place, and cannot be proven, except by written instrument.

Any changes of the Law introduced after the execution, will be tacitly acknowledged, subject to the right of withdrawal of each party.

Date and place

Name of the organisation

Legal representative

Signature

Date and place

Name of the organisation

Legal representative

Signature

Date and place

Name of the organisation

Legal representative

Signature

Appendix 3: Annex Host Organisations

MOBILITY CONSORTIUM FRAMEWORK AGREEMENT

ANNEX n. 1

This is a model: all blue and red parts are instructions or options that should be deleted, adapted or completed when using this document to draft a real agreement

BILATERAL AGREEMENT BETWEEN A COORDINATING ORGANISATION AND A HOSTING ORGANISATION

Between

...(Name of the organisation)..., with legal headquarters in ...(legal address)..., legally represented by... (Name of the legal representative)..., born in ...(place of birth)..., the ...(date of birth)... living in (address of the legal representative)...hereafter defined as consortium member

hereinafter referred to as the "Coordinating organisation"

and

...(Name of the organisation)..., with legal headquarters in ...(legal address)..., legally represented by... (Name of the legal representative)..., born in ...(place of birth)..., the ...(date of birth)... living in (address of the legal representative)...hereafter defined as consortium member

hereinafter referred to as "Hosting organisation".

provided that:

- The parties subscribing this agreement will operate for the success of the learning mobility activity, to ensure the work-based learning of trainees in the hosting

organisation. The activities of the trainees will be additional to the normal operation of the hosting organisations and in no case can replace existing or potential employees.

- Parties are signing a framework agreement to perform a system-based work through multiple mobility projects, which would require otherwise each one a single partnership agreement.

it is hereby agreed as follows:

Art. 1

Role and responsibilities of the coordinating organisation

The coordinating organisation undertakes to: [\(the following tasks are examples for the content of this Art., they should be checked and in case adapted to a real agreement\)](#)

- Contact the hosting organisations in advance to check the availability to receive trainees, agree on dates and activities.
- Liaise with the sending partner;
- Perform the monitoring for the entire duration of the placement;
- Perform all the administrative procedures relating to the European project and to the placement of any trainee in the hosting organisation;
- Arrange accommodation for trainees and ensure that the related cost is covered
- Ensure provision for any special need of trainees hosted by the host organisation
- Ensure that local transport where related to the implementation of the project are arranged for the trainees;
- Facilitate the integration of trainees in the local community through the organization of cultural and recreational activities;
- Ensure that appropriate insurance cover is provided for trainees

Art. 2

Role and responsibilities of the hosting organisation

The hosting organisation undertakes to: (the following tasks are examples for the content of this Art., they should be checked and in case adapted to a real agreement)

- Consider the number, type, duration and dates of placements it may be able to offer in response to any proposal from the coordinating organisation. Under no circumstances the hosting organisation will be obliged to accept the proposed candidates.
- Ensure the trainees are involved into work-based learning activities for maximum five days a week up to ...X.... hours per day;
- Ensure the trainee receive two consecutive days off per week;
- Provide all the information necessary for an effective monitoring by the coordinating organisation;
- Provide a training program and contact person as tutor for each trainee, to monitor the results and supervise the activities carried out.
- Collaborate with the co-ordinator in performing administrative practices required by European Programmes and the recognition of learning outcomes.
- Fulfill any further legal obligations in force in the hosting country relating to hosting trainees.

Art. 3

Duration

This agreement is valid until

Any party may terminate this agreement by sending a registered mail with a signed return receipt to all signatory parties subject to a notice period of at least four months.

Art. 6

Personal data

The parties undertake to process any personal data held as a result of the implementation of activities carried out within this Agreement in compliance with the existing laws at National and European level.

Art. 7

Final provisions

Anything not specified in this Agreement, shall be ruled by the laws of the country in which the Agreement has been made.

Any changes to this Agreement shall not take place, and cannot be proven, except by written instrument.

Any changes of the Law introduced after the execution, will be tacitly acknowledged, subject to the right of withdrawal of each party.

Date and place

Name of the Coordinating organisation

Legal representative

Signature

Date and place

Name of the Hosting organisation

Legal representative

Signature

Appendix 4: Annex Sending Organisations

MOBILITY CONSORTIUM FRAMEWORK AGREEMENT

ANNEX n. 2

This is a model: all blue and red parts are instructions or options that should be deleted, adapted or completed when using this document to draft a real agreement

BILATERAL AGREEMENT BETWEEN A COORDINATING ORGANISATION AND A SENDING ORGANISATION

Between

...(Name of the organisation)..., with legal headquarters in ...(legal address)..., legally represented by... (Name of the legal representative)..., born in ...(place of birth)..., the ...(date of birth)... living in (address of the legal representative)...hereafter defined as consortium member

hereinafter referred to as the "Coordinating organisation"

and

...(Name of the organisation)..., with legal headquarters in ...(legal address)..., legally represented by... (Name of the legal representative)..., born in ...(place of birth)..., the ...(date of birth)... living in (address of the legal representative)...hereafter defined as consortium member

hereinafter referred to as "Sending organisation".

provided that:

- Parties are signing this bilateral agreement within the frame of a mobility consortium working towards the implementation of the ET2020 (Council Conclusion of 12 May 2009) strategy, to reach within the scope of their activities with VET providers and/or business sector, the 2020 benchmark for VET learners mobility: 6% of 18-34 year olds VET graduates who had at least one mobility experience during their studies by 2020.
- Parties are signing a framework agreement to perform a system-based work through multiple mobility projects, which would require otherwise each one a single partnership agreement.

it is hereby agreed as follows:

Art. 1

Role and responsibilities of the coordinating organisation

The coordinating organisation undertakes to: [\(the following tasks are examples for the content of this Art., they should be checked and in case adapted to a real agreement\)](#)

- Include the sending organisation among as partner in requests for funding for the implementation of mobility placements abroad;
- Exempt the sending organisation from editing the funding requests and from the subsequent administrative management;
- Offer information and training to the sending organisation with respect to the Mobility Consortium, the submitted projects, the approved projects, and the organisational and operational details;
- Offer to the sending organisation preparatory training for trainees and tutors to be involve in learning mobility activities ;
- Identify and manage relationships with European partners and/or foreign companies for the organization and implementation of mobility placements;
- Conduct, or assist the sending organisation with, the monitoring and mentoring of the trainees before, during and after the mobility placement.

Art. 2

Role and responsibilities of the sending organisation

The sending organisation undertakes to: (the following tasks are examples for the content of this Art., they should be checked and in case adapted to a real agreement)

- Appoint a member of its staff as contact person for mobility activities who is responsible for the relationship with the coordinating organisation ;
- Ensure the participation of the contact person for mobility activities in meetings and events organized by the coordinating organisation to train or inform about the activities ;
- Collaborate in the design of activities to be carried out by the coordinating organisation by providing the administrative documentation required for the participation in funding requests;
- Collaborate in dissemination activities, recruitment process, training and mentoring of the trainees, as required by the projects ;
- Collaborate with the coordinating organisation for the implementation of ECVET, to define, validate and recognise the learning outcomes achieved by learners through the mobility activity.

Art. 4

Economic terms and financial conditions

Outline if any part is given to the sending organisations and for what responsibilities. In case detail the related financial conditions.

If there are no economic aspects to regulate, you can delete this article or outline that the coordinating organisation will be responsible for the entire management of the grants.

Art. 5

Duration

This agreement is valid until

Any party may terminate this agreement by sending a registered mail with a signed return receipt to all signatory parties subject to a notice period of at least four months.

Art. 6

Personal data

The parties undertake to process any personal data held as a result of the implementation of activities carried out within this Agreement in compliance with the existing laws at National and European level.

Art. 7

Final provisions

Anything not specified in this Agreement, shall be ruled by the laws of the country in which the Agreement has been made.

Any changes to this Agreement shall not take place, and cannot be proven, except by written instrument.

Any changes of the Law introduced after the execution, will be tacitly acknowledged, subject to the right of withdrawal of each party.

Date and place

Name of the Coordinating organisation

Legal representative

Signature

Date and place

Name of the Sending organisation

Legal representative

Signature

Appendix 5: iMove brochure





iMove
making Mobility a Reality



iMove Network

Beginning as a Lifelong Learning Programme funded project in January 2014, iMove today is an umbrella organisation open to members involved in learning mobility from all over Europe.

Find the answers to your questions about iMove here.

1. What is Learning Mobility?

Learning mobility refers to schemes through which young people, and teachers, can spend time in another country on a work or training placement whilst having the opportunity to experience a different culture and geographical location.

Learning mobility is an important way in which people can enhance their development as active citizenship and strengthen their future employability by developing personal and professional competences, communication, interpersonal and intercultural skills.

2. What's iMove?

iMove is an umbrella organisation bringing together stakeholders involved in the co-ordination of transnational learning mobility of students and staff vocational education (VET). It is a network promoting sustainable models to make learning mobility an opportunity provided by all vocational schools and training centres in Europe.

iMove's legal status is an Association of Organisations founded under the Italian law. All iMove members must be organisations with a recognised legal status. The network is based in Bologna, where iMove originally started as a Leonardo project led by Emilia-Romagna Regional Government.

3. What's the difference between iMove and other mobility networks?

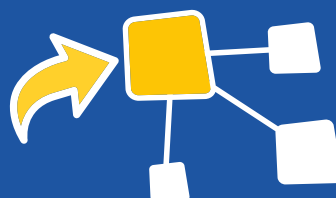


iMove supports the setting up of 'mobility consortia' to allow all VET providers in a local, regional or sectoral context to offer to their learners and staff mobility opportunities. iMove members are private and public organizations which have developed or wish to develop a mobility consortium within a specific context (eg. local, regional or sectoral level).

4. What is a mobility consortium?

It is a partnership regulated through a formal agreement between public and/or private stakeholders collaborating together to perform the following activities:

- ✧ Prepare and organise work experiences abroad for VET schools and training centers.
- ✧ Support businesses in the consortium's area to host European participants for work experiences.



5. What do you get by joining?

iMove provides members with:

- ✧ A web platform to simplify the management of a mobility consortium and access information about all iMove mobility consortiums.
- ✧ Opportunities to meet regularly other members.
- ✧ The iMove brand and the opportunity to represent it in their country.
- ✧ Practical support to set up mobility consortiums or to find reliable partners to work with on mobility activities.

6. Who can be member?

Any private or public organization supporting a consortium of schools and training centres to arrange learning mobility activities.

iMove also accepts members who aim to start up a mobility consortium even if this is not yet in place when joining. The support of the network and its members expertise in consortium building can be highly beneficial for new members.

7. Why shall I become member of iMove?

- ✧ To receive support in creating a mobility consortium if you are not part of one yet.
- ✧ To meet other consortia and develop long-term partnerships with them.
- ✧ To make your work with mobility easier thanks to common IT tools.



8. What if I am not interested into building up a mobility consortium?

iMove is still a great source of opportunities: you might not have a mobility consortium but you can co-operate with others to organise mobility for your learners and staff. Get in touch to find out more!

9. How much does it costs and what do I receive?

The iMove annual membership fee of 150 euros includes:

- ✧ Welcome kit and the right to use the iMove brand and image.
- ✧ The access to the iMove platform which supports your organization in managing mobilities and give you access to a database of hosting and sending organisations to make it easy to arrange placements in other parts of Europe.
- ✧ Organisation of regular meetings among members.
- ✧ A contact person providing support to help you with: designing, building and formalizing your mobility consortium, partner search for mobility sending and hosting, and technical support for the web platform.

10. What if I don't work with mobility?

If you belong to an organisation which cares about schools and training centers offering working experience abroad, or companies receiving European students, you are welcome to be iMove partner.

The network will promote its activities in your community to help other stakeholders in setting up a mobility consortium with your schools and companies.

Get in touch for full details about the network, services and membership:

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www.imovenetwork.org



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