

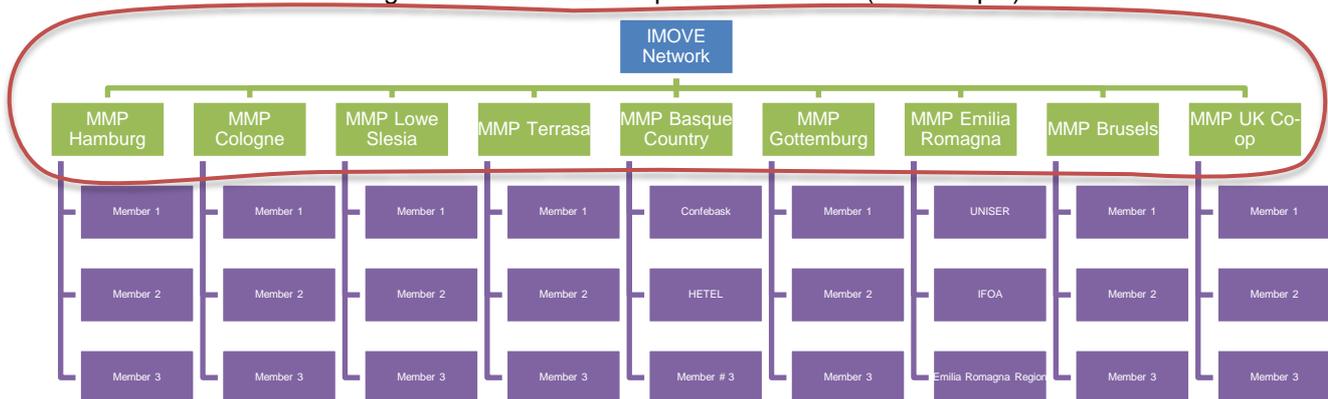
WP6 IMOVE NETWORK FEASIBILITY STUDY

1st Part – IMOVE Cooperation Scheme: A European network connecting Multi-stakeholder Mobility Platforms

1.1 IMOVE Cooperation Scheme: Structure, conditions and functions

The IMOVE Cooperation Scheme has two main parts (as we can see in Figure N° 1).

Figure N° 1. IMOVE Cooperation Scheme (an example)



One, for working in the local field (MMPs), and another one for working as a coordinator between MMPs (IMOVE Network). These two parts must be in a very close coordination, because they are two pieces from an only one cooperation scheme.

Individual organizations are not member in the IMOVE Cooperation Scheme; they must be integrated into a local MMP. This last condition is important because is related to the participation mechanism for taking decisions in the IMOVE Network.

1.2 MMP: Definition, conditions and functions

To be defined as such, an MMP must accomplish to the following criteria:

- Have formalized the co-operation between stakeholders involved as “*coordinators*” and/or “*beneficiaries*” though an “*MMP Framework Agreement*” (MMPFA)
- To identify at least three stakeholders acting as “*coordinators*” to implement the 3 services mentioned in the above “*Definition*”, according to the common standards set by the MMPFA and the *iMove Cooperation Scheme* (iCS).
- To define in the MMPFA the scope of the MMP: local, regional or sectoral, and to be able to ensure an inclusive approach and strategy towards beneficiaries within that scope.



- In case local or regional scope, the MMP must be involve at least a public institution accordingly (eg. at least the Municipality for the local or the Region for the regional).
- To define in the MMPFA the MMP target group(s) in terms of EQF level(s).

The MMPFA is a set of documents which formalizes roles and conditions of all MMP members and activities. As a deliverable of the iMove project, a general model of MMPFA is available and has to be adapted by each MMP to its own local, regional or sectoral context, as well as its own national regulation.

Stakeholders signing a MMPFA can join either or both as “*coordinator*” or “*beneficiary*” of the MMP activities. The set of documents provided as model includes:

- i. iMove Memorandum – Manifesto of iMove network values and objectives, including the specific aim and objectives of the single MMP.
- ii. iMove Glossary – list of words from the iMove specific vocabulary.
- iii. The MMP Activity Structure (MMPAS) – a scheme to assign roles and tasks to all MMP coordinators and beneficiaries.
- iv. Coordinators agreement – Multilateral agreement between at least three coordinators cooperating to carry out the MMP services and activities. Coordinators are not necessarily linked to the operative side, some of them can also play an institutional role, as long as the operative side is not concentrated on a single organisation.
- v. VET providers agreement – bilateral, or multilateral, agreement between at least one coordinator and one VET provider, as beneficiary of the MMP activities.
- vi. Companies agreement – bilateral agreement between at least one coordinator and one company, as beneficiary of the MMP activities.

1.3 IMOVE NETWORK: definition

The IMOVE network is a European Economic Interest Grouping (EEIG) which has to connect IMOVE MMPs to support the local work to foster mobility in VETs in Europe.

An EEIG is a cooperation scheme “*to facilitate or develop the economic activities of its members by a pooling of resources, activities or skills. This will produce better results than the members acting alone. It is not intended that the grouping should make profits for itself.*” (For more details, you can see Council Regulation (EEC) No 2137/85 of 25 July 1985 on the European Economic Interest Grouping – EEIG.)



In this sense, the IMOVE Network provides some services to reach the goals approved for the IMOVE partners, as it can be shown in the following list:

- i. In an strategic point of view, the IMOVE Network
 - a. works in the European context to show the contribution of the IMOVE's structure in order to get more results in VET's mobility (lobby in UE).
 - b. defines tools and actions to connect MMP's capacities and resources, so that it can be design more ambitious mobility programs (related to numbers and quality).
 - c. analyzes tends related to mobility in VET in order to identify opportunities from/for members.
- ii. At the operational level, the IMOVE Network:
 - a. negotiates special conditions to improve the mobility experience from students and teachers (general agreements with airline companies, with companies that provides accomodations – hotels, student residents, hostels...-, restaurants and so on).
 - b. advises MMPs to improve theirs applications in mobility programs (as Erasmus+)
 - c. arranges the students flows between MMPs (matching requirements from each MMP members – Example: sector, profile requirements...-).
 - d. can arrange mobilities from non-members organizations to make sustainable the model (in less advantageous terms than it works for MMP members).

1.3.1 IMOVE NETWORK: Creation and organizational structure

The IMOVE Network, as an EEIG, has partners from at least two countries. The MMPs are partner in the IMOVE Network. The IMOVE Network has two kinds of members: full partners and collaborator partners.

- Full partners: to be considered as such, the MMP has to create a new legal figure (it could be an association, a company; and it could be private, public, or mix). In the MMPFA, each MMP has to define who is going to represent it in the IMOVE Network (which organization) and how can change it (which the term is for representing the MMP).
- Collaborator partners: when a MMP works with a general cooperation agreement, this MMP is going to be considered as a collaborator.

Individual organizations around Europe can use IMOVE services as a client. Under no circumstances, these clients will be considered as partners, unless the General Asambly decide it, taking into account the main rules about making decisions.



In the European regulation about EEIG is established that *“The contract for the formation of an EEIG must include its name, its official address and objects, the name, registration number and place of registration, if any, of each member of the grouping and the duration of the grouping, except where this is indefinite. The contract must be filed at the registry designated by each Member State. Registration in this manner confers full legal capacity on the EEIG throughout the EU.”*

In this case, the main information about the IMOVE Network is listed in the following lines:

- Name: IMOVE NETWORK
- Official address: To be determined (It may be transferred from one Member State to another subject to certain conditions).
- Objects: IMOVE Network is a formal cooperation scheme formed by Multistakeholders Mobility Platforms (MMP) from European countries. We cooperate to increase the mobility rate between students and teachers in Europe, providing a real mechanism to improve mobility experiences (personal experience and professional ones). We use together our resources and capacities to reach our main goal and pay special attention to Mobility in VET.
- Duration: indefinite, unless the General Assembly takes another agreement.

Each MMP has to register the IMOVE Network in the registry designated by each Member State. When the IMOVE Network is created must be published in the Official Journal of the EU (C and S series).

The IMOVE Network organizational structure is formed by 3 organs:

- **General Assembly:** is the highest policy-making body and it is the final authority in the management and administration of the affairs of IMOVE Network. The general assembly holds at least one meeting a year; the date of the meeting is proposed by the Board of Directors and approved by partners. In case of any proposal (about date), the annual meeting has to be hold within 90 days after the close of each fiscal year. IMOVE Network can provide digital tools in order to guarantee the participation of the majority. In these cases, it has to check each partner identity.

It is composed by all partners. Only full partners can participate and vote (one full partner, one vote), but collaborator partners can only participate without voting.

The General Assembly has the following exclusive powers, which cannot be delegated:

- To determine and approve amendments to the articles of legal statutes;



- To elect or appoint the members of the board of directors, and to remove them for cause;
- To approve developmental plans of network.

Other matters requiring a 2/3 vote of all the members of the general assembly.

General Assembly Members isn't going to perceive any kind of retribution for its participation in meetings.

- **Board of Directors:** The Board of Directors is the body that formulates policies, directs, supervises and manages the business of the network. It is formed by 1 General Director and 3 more people to lead and supervise specific tasks: *Finance* (to be in charge of financial aspect in the network: annual budget, funding sources), *Operational* (to be in charge of process in the network, except financial ones and human resources management) and *Human Resources* (to be in charge of people – hiring, firing, people development). The Board of Directors is going to be in charge for 3 years and for no more than three consecutive terms. The board of directors must hold monthly meetings.

These 4 Directors are considered staff in the network. For this reason, they receive a salary for their work.

In early (until the network can afford the salary of these 4 directors), it could be possible to concentrate the whole activity in less people. It is recommended that the network has (at least) 2 people in charge: one as a General Director taking the responsibilities in operational field; and another one, who is going to take the financial aspect and human resources management.

MMPs can present proposals about these 4 charges, but the final decision has been taken in the General Assembly.

- **Audit committee:** The Audit Committee is a supervisory body of the Administration. They have to supervise the correct implementation of the annual program proposed by the Board of Directors and approved in the General Assembly. To reach that goal, they have to be in contact with the Board of Director through 3 meeting per year. These meetings can be done using digital tools, in order to use resources in a very efficient way.

The audit committee is composed for 4 full partners, and they have to be elected in the General Assembly to be in charge for 4 years. Each two years, the General Assembly has to renovate two of these charges.



1.3.2 IMOVE NETWORK: Process

The IMOVE Network manages different process that can be list in the following way:

Process	Description	Responsible
Strategy definition	<ul style="list-style-type: none"> To define the main strategy of the IMOVE Network, to implement it and to analyse the results of each action/policy. 	General Director (with the support of the Board of Directors)
Alliance management	<ul style="list-style-type: none"> To identify strategic partners to reinforce the IMOVE Network capabilities and functions (lobby) 	General Director
Financial process	<ul style="list-style-type: none"> To define and implement the financial policy of the IMOVE Network (funding sources...) To manage the financial relationship between partners 	Financial Director
Human Resources	<ul style="list-style-type: none"> To define and develop the human resources policy (Workforce management: criteria for hiring, firing, promoting) for people who works in IMOVE Network. To define an improvement plan for people who works in IMOVE Network 	Human Resources Director
Support process	<ul style="list-style-type: none"> To supervise all activities related to operational process (communication, maintenance....) 	Human Resources Director
Purchases	<ul style="list-style-type: none"> To negotiate agreement with different organization to improve the participant experience (airlines, accommodation companies,) 	Operational Director
Design	<ul style="list-style-type: none"> To prepare and collect all the information from each MMP and to identify synergies and complementarities (incoming and outgoing). 	Operational Director (with the Human Resources Director)
Production	<ul style="list-style-type: none"> To develop the mobility program that was designed and to solve any troubles during its duration. 	Operational Director
Evaluation	<ul style="list-style-type: none"> To evaluate the main results of each mobility program, paying special attention to participant experience (Quality plan) 	Human Resources Director (with the support of the Board of Directors)



1.3.3 IMOVE NETWORK: Business Model

The IMOVE Network needs to work as a company in order to guaranteed subsistence. In Figure N° 2 is presented the main ideas about the business model for the IMOVE Network.

Figure N° 2. IMOVE Network Business Model

UNDER CONSTRUCTION