

**Reactivate work programme Preparatory Action: "REACTIVATE" Intra-EU
job mobility scheme for unemployed 35+**

Call for proposals: VP/2016/11

Description of the action and workplan

Application ref:

VP/2016/009/ VP/2016/011/0036

Applicant organisation:

Città Metropolitana Roma Capitale - CMRC

Affiliate organisation:

Capitale Lavoro

Co-applicant organisations:

Ministero del Lavoro e delle Politiche Sociali - MLPS

Uitvoeringsinstituut Werknemersverzekeringen - UWV

Servicio Público de Empleo Estatal - SEPE

Bundesagentur für Arbeit / Zentrale Auslands- und Fachvermittlung -
BA/ZAV

K MILIOS AND SIA OE - DIAN

Regione Marche - MARCHE

Istituto Romano per la Formazione Imprenditoriale - Agenzia Camera di
Commercio di Roma - IRFI

Associate organisations:

Regione Lazio

Regione Calabria

Provincia Autonoma di Trento

Agenzia Piemonte Lavoro

Agenzia Formazione Orientamento Lavoro Metropolitana

Città Metropolitana di Genova

Provincia di Lecce

Sapienza University

SEND

I. Relevance and objectives

Theoretically, labour mobility could have been expected to be a means of automatic labour market adjustment within the Eurozone post-crisis. In reality, this effect has been relatively muted. The key determinants of increased internal EU mobility appear to be an expanded free movement area, in particular following the 2004-7 wave of EU accessions, coupled with the large wage differentials between the older and newer member states. Average gross hourly salaries in euros are around eight times higher in the two main destination countries for recent intra-EU migration, Germany and the UK, compared to those in Bulgaria and Romania.

It is significant for example that east-west cross border flows continue to be much greater than south-north flows. One might have expected that the huge post-crisis divergences in labour market performance across the EU would have generated flows from high-unemployment countries like Spain and Greece to low-unemployment countries such as Austria and Germany. To a certain extent, this has happened. Outflows from Greece and Spain for example more than doubled in the period 2007-11 but these south-north flows were still relatively minor compared to flows from the eastern European member states westwards. The two biggest origin countries in the EU for immigration into OECD countries are Poland and Romania (OECD 2013), mainly due to free movement.

Also according to the more recent Annual Report (2015) of the Network Statistics FMSSFE¹, trend is still ongoing, although Eastern European (PL, RO) movers still represent the largest group. Emigration still increased in some Eastern European countries (PL, HU) recently. Data indicate trend also for active movers. Main destination countries: AT, BE, CH (this latter non EU member) while ES, IT, FR decreased since 2010. Data show differences between countries within each group, e.g. RO largest decrease in emigration between 2008-2011, whereas in LT increased between 2008-2011 and decreased after.

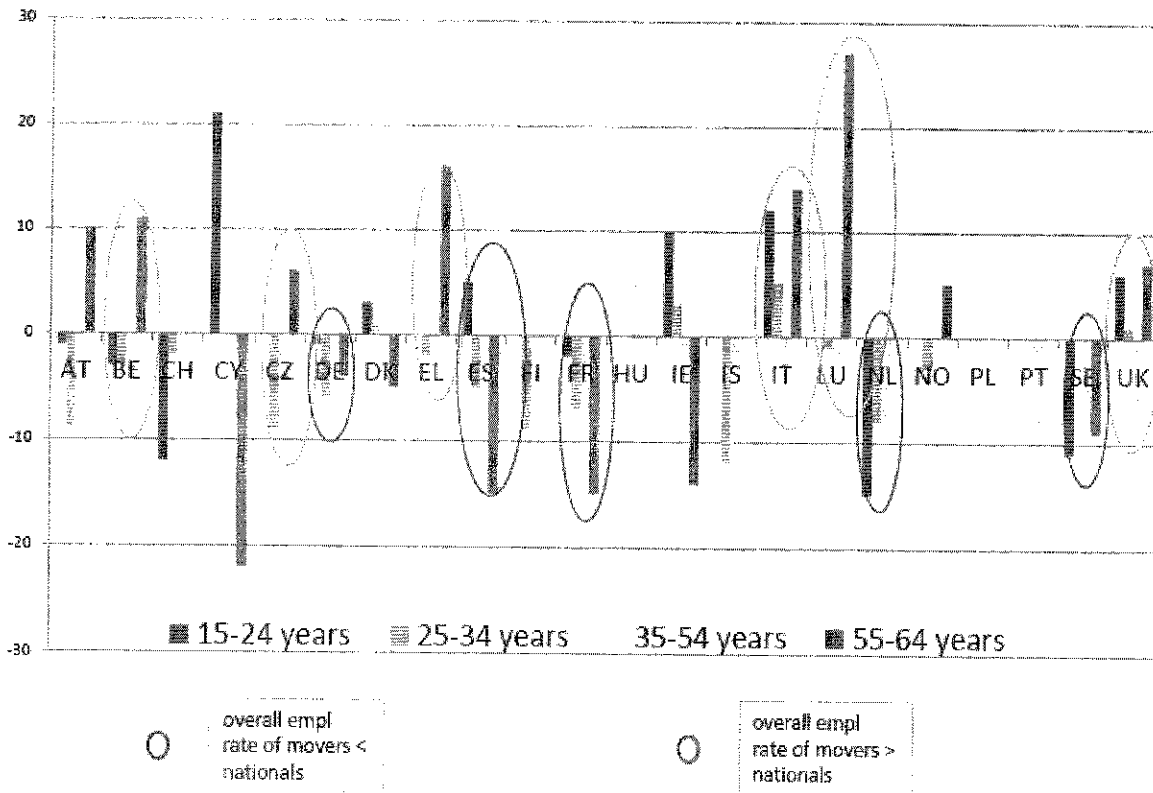
Some findings of FMSSFE report (2015) are relevant:

- Employment among recent EU-28 movers higher than among nationals (69%/65%)
- Share of actives higher (79%/72%)
- Higher employment rates among older persons (55 to 64 years) among EU movers
- Length of stay plays a role (new movers have more difficulties)

¹ Network of experts on intra-EU mobility – social security coordination and free movement of workers

- Self-employment decreased in BE, DE, AT after free access to labour market

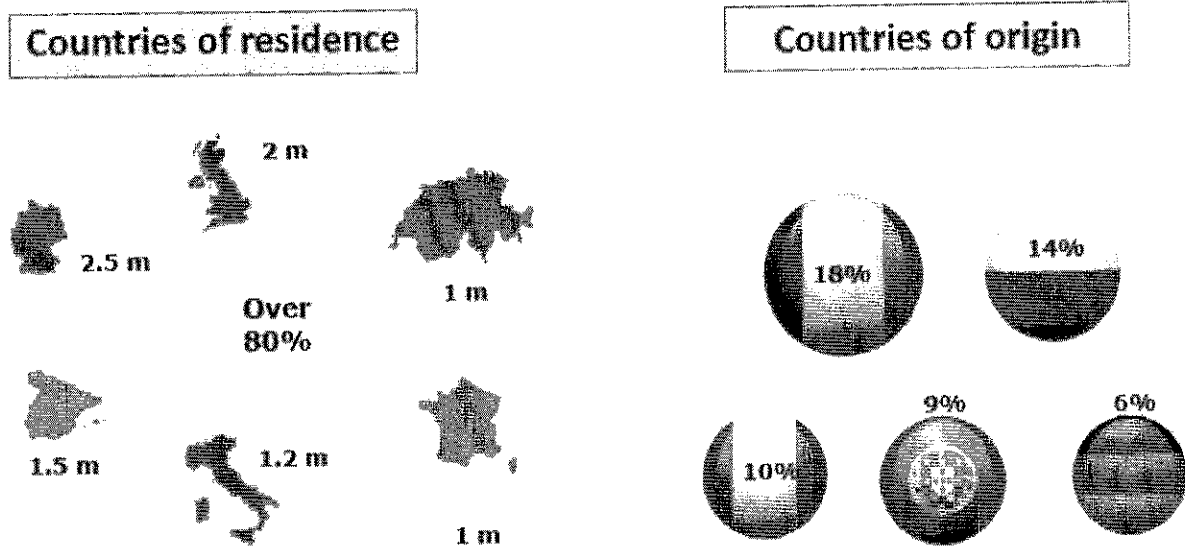
Figure 1 - Employment across EU countries. Source: FMSSFE Annual Report (2015)



According to the FMSSFE Annual Report (2015), main countries of work are DE, LU, AT, NL (SE,NO), main countries of residence: FR, DE, PL, SK, BE and cross-border workers are more likely to be employed in crafts and more likely to have temporary contracts.

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Figura 1 - Main countries of residence and of origin, 2014. Source: FMSFE Annual Report (2015)



Even adjusting for purchasing power parity, those in the highest earning member state earn five times as much as those in the lowest (Eurostat 2014). There are clearly very substantial incentives to move for work within the EU from east to west. And wage differentials tend to close only gradually so these incentives are likely to persist for decades.

The continued economic crisis has become a major test for the labour markets of individual member states. Labour mobility within the European Union has the potential to help to reduce labour market pressures and ease economic imbalances. At present high unemployment rates in some Member States coexist with high numbers of open job vacancies in others.

Unemployment is high and increasingly persistent in most Member States. Imbalances in growth and competitiveness across countries, as well as structural skill mismatches on EU labour markets have been growing since the crisis. In this context, increased cross-border labour mobility within the EU can have important benefits both for individual citizens and the aggregate economy. Labour mobility allows workers to escape unemployment or find a better job, helps employers fill labour and skill shortages, and generally increases the efficiency of labour markets. In addition, intra-EU mobility fosters and reinforces the idea of European integration and helps the European Union fulfil its vision of smart, sustainable and inclusive growth.

However, despite a certain increase observed in the context of eastern enlargement after 2004, intra-EU labour mobility remains low in Europe in particular when compared to other regions of the world. Although a favourable

legal framework for mobility has been established, mobile citizens still face a wide range of problems and obstacles that hamper cross-border labour mobility.

Some important factual observations should help frame that debate:

- the migrant working population in Europe is becoming more European and better educated but still represents only 3% of the total EU workforce
- free movement has played a modest role in matching supply and demand for labour across borders, even in a time of historically high differentials in labour market performance
- huge differences in wage levels in a free movement zone are and will continue to be an important stimulus to intra-EU mobility.

There are many reasons why the potential for intra-EU labour mobility remains untapped and individual citizens do not realise their intentions to become mobile workers. Survey data offers us some guidance on why people don't move within the EU. Barriers of language and culture remain the main impediment to cross-border mobility within Europe (European Commission 2010). There are many factors why people do move to work in another member state but probably the principal motivation can be inferred from recent country-to-country flows.

Extrapolations on the surveys show that about 2.9 million EU citizens would like to move in the following 12 months (EU Commission, 2014). This represents a significant mobility potential and a challenge for Reactivate and the EURES network.

Also, there is considerable scope to make existing labour mobility more efficient and beneficial for all parties involved.

To help foster intra-EU mobility, our Reactivate action aims at

- Improve European-wide job matching embedding Reactivate in the EURES network open to other key actor of the European labour market, i.e. employers organisations, training and education organisations, private employment organisations and using a true EU-wide job portal (interoperable) which is attractive for employers and workers alike, thus supporting
- The delivery of an EU wide quality mobility package combining information, recruitment, matching and placement services with EU financial incentives in the frame of a client-centred, multi and cross channelling integrated and effective services, designed to respond to the individual needs of jobseekers to employment and job mobility and
- Make available basic information about Reactivate throughout the Union to any job seeker or employer seeking client services for recruitment and to consistently offer any person interested access to the Reactivate action;



- To assist any such person (job seeker or employer) interested with matching, placement and recruitment through the Reactivate action;
- Promote free movement and brain circulation and oppose nationalism by emphasising the benefits of mobility, improving monitoring of mobility flows as well as engaging stakeholders in a campaign for labour mobility
- Support mobility-oriented mindsets by investing in language training and opportunities for targeted mobility schemes visibility and sharing best practices
- Invest in training and up-skilling of mobile workers by strengthening the mobility dimension of the language training, transversal skills and key competences developments, and competences assessment and validation.
- Address the integration needs of mobile workers and their families by proactively including them in integration measures such as language and orientation courses
- Target financial support at mobile workers and their employers to facilitate interview abroad, recognition of qualification, preparatory training, integration training, language training, relocation, and in particular:
 - JOB OR WORK-BASED TRAINING INTERVIEWS (Min target 300 jobseekers X 300 euros – average cost) -
 - PREPARATORY TRAINING AND/OR LANGUAGE COURSES - REIMBURSEMENT MECHANISM (Min target 40 shortlisted jobseekers X 1200 euros)
 - PREPARATORY TRAINING AND/OR LANGUAGE COURSES AND/OR ASSESSMENT, COMPETENCE CERTIFICATION WHERE APPLICABLE - DIRECT DELIVERY MECHANISM MOOC (Min. target 110 jobseekers and their families where applicable)
 - RECOGNITION OF QUALIFICATION (Min target 50 jobseekers)
 - RELOCATION ALLOWANCE (160 job finders X 1000 euros – average cost)
 - SUPPLEMENTARY RELOCATION (60 jobfinders X 500 euros)
 - INTEGRATION PROGRAMME FOR SMEs (50 jobfinder X 1800 euros average cost)
- Facilitate and support the process of the recognition of professional qualifications as well as skills and competences acquired through non-formal and informal learning by developing speedy, cost-effective and simple procedures and frameworks for recognition and assessment.



II. Methodology and implementation

Promoted by a consortium of eight organisations (Metropolitan City of Rome and its affiliated Capitale Lavoro, Italian Ministry for Employment, Dutch EURES National Coordinator UWV, Spanish EURES National Coordinator SEPE, German International Placement Services (Zentrale Auslandsund Fachvermittlung - ZAV), a Greek organisation active in the training and mobility services, DIAN, the regional EURES service of Marche Region, and the agency of the Chamber of Commerce of Rome, IRFI, and eighteen associated partners (representing public and private organisations), this Reactivate action assists over 35 jobseekers in making successful transitions into the EU labour market, thereby resulting in increased employment, filled bottleneck vacancies and in sustained worker's freedom of movement.

The project builds upon the experiences gathered with the three previous calls launched at EU level in the framework of the preparatory action 'Your first EURES job. Main aim is to test a new way of providing EU wide, result-oriented customised job mobility services to over 35 jobseekers and employers focused on recruitment, matching and placement (experimentation and innovation). Through attentive adaptation of the multi and cross channelling approach in use in YfEj, the Reactivate full service package covers all phases of the process leading to a placement, including recruitment, job matching, information and advice, pre-recruitment preparation, pre/during/post-placement assistance. A specific attention will be given to the recognition of prior learning and the validation of learning outcomes, whether from formal education or non-formal or informal learning. Multi and cross channelling delivery is complemented by outreach activities (targeted to business and jobseekers/finders) across EU and targeted marketing activities.

The proposed methodology aimed at supporting over 35 jobseekers and employers in an integrative way throughout the following three different phases: Information and Nurturing infraEU job mobility and hiring - Maturation and Finalisation of the job placement - Follow up.

Each phase involves different actions with several tasks. Each action has instruments and procedures in order to help the Reactivate staff in supporting the potential employers and jobseekers throughout the phases.

The phases 1 envisages also specific tasks to inform and promote the programme to potential jobseekers and smes and the phase 2 specific tasks to inform potential employers of the benefits and opportunities provided by the programme, to support employers in training activities and to support both job finders and employers in placement finalisation and post-placement phase. Our challenge is to achieve quality results in terms of recruitment, matching and

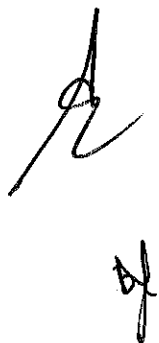


placement services, acting as intermediary between supply and demand across 28 European countries (UK will be a outgoing and incoming country unless otherwise indicated by the EU Commission), providing a mobility package combining information, recruitment, matching and placement services with EU financial incentives.

Recruitment services are, in fact, combined with financial support to cover part of the costs borne by the jobseekers and companies in the several phases of the hiring process (interview abroad, relocation, language training, recognition of qualification, integration training, etc.). Our aim is also improving the functioning of PES/EURES, providing job opportunities, work-based training opportunities, and apprenticeship under fair conditions to over 35 mobile workers and trying to satisfy the recruitment needs of employers across the 28 European Member States, and bringing the supply and demand of the labour market together.

Shortly, our basic philosophy is: Mobility under fair condition; Successful placement and high customer satisfaction as a goal; Professional counselling by Reactivate advisers; One personal contact person for each customer; Generalist services as well as industry oriented expertise (i.e. in the health and tourism sectors); Best Match as basic principle of placements; Quality of cooperation with beneficiaries and stakeholders (result oriented); Strengthening partnerships (consortium and beyond). For it to be effective and meet the needs of all users, provision must be a shared responsibility, delivered by a range of partners, each playing to their strengths. Here we recognise consortium members' (co-applicants and associates) role and the diversity as key strengths on which to build universal and targeted services; Contacts so far (long-standing customers - companies); Acquisition of contacts (new and long-standing customers - companies); Empowering, enabling job seekers in building their professional career and make their choices. We are focused on our target groups building our work on the concept of customer-oriented services combined with financial support (financial benefit not as an end in itself, but as a means to an end), in accordance with the specific guiding criteria described above.

One external expert, with a specific expertise in the management of YfEj will be hired to support the operation management and one external expert to provide evaluation and strategy analysis. This latter has gained specific expertise in YfEj having developed the action proposals and assisted management with evidence based strategy analysis and data science. Further, a subcontract is envisaged to provide MOOC for soft skill training, assessment, language training to jobseekers, integration programmes to mobile workers employed by smes.

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Activity

	MLPS	UWV	SEPE	BA/ZAV	DIAN	MARCHE REGION	IRFI
To appoint Reactivate contact person(s) in the organisation and inform the coordinator	✓	✓	✓	✓	✓	✓	✓
To provide online information to target groups by creating a link to CMRC Reactivate action webpage	✓	✓	✓	✓	✓	✓	✓
To provide online information to target groups by connecting with Coordinator's Reactivate social media	✓	✓	✓	✓	✓	✓	✓
To give hands on information and advice to final beneficiaries (employers and citizens) living in the area/country of the Contact Point about issues related using Reactivate services and accessing Reactivate financial benefits	✓	✓	✓	✓	✓	✓	✓
To promote the programme and enhance its visibility in the area/country of the Contact Point and in particular raise awareness among jobseekers and employers of the Reactivate target mobility scheme and inform customers of any relevant targeted events e.g. job fairs, recruitment days, mobility info sessions	✓	✓	✓	✓	✓	✓	✓
To exchange and disseminate knowledge regarding (un)employment, the labour market in the area/country of the Contact Point and the strategic approach of it	✓	✓	✓	✓	✓	✓	✓
To inform the coordinator (e.g. contact person in charge of the Reactivate action within CMRC) immediately of any change likely to affect or delay the implementation of the action of which your organisation is aware	✓	✓	✓	✓	✓	✓	✓
To actively participate in at least one Reactivate meeting	✓	✓	✓	✓	✓	✓	✓
To submit data to the coordinator needed to draw up reports, financial statements and other documents and contribute to monitoring and evaluation process	✓	✓	✓	✓	✓	✓	✓
To support and implement the action in the Contact Point's current network	✓	✓	✓	✓	✓	✓	✓
To be an intermediate organization in the recruitment, matching and placement process for regular jobs/traineeships/apprenticeships, and in particular:	✓	✓	✓	✓	✓	✓	✓
To acquire, search and analyse the jobseekers/candidates in the organisation's country	✓	✓	✓	✓	✓	✓	✓

Activity (continued from previous page)	MLPS	UWV	SEPE	BA/ZAV	DIAN	MARCHE		IRFI	
						REGION			
<p>To identify potential employers in the organisation's country, engage these companies in alliances for understanding their manpower requirements, assess the quality of contractual conditions of vacancies offered, aligning mobilisation plans with companies requirements, and ensure the reliability of both the job vacancies/offers and the employer (particularly when collecting vacancies or when a jobseeker is offered a work placement and a labour contract)</p> <p>To assist candidates and employers before, during and after recruitment e.g. CV writing, registering in the Reactivate database, guidance, mapping from available job vacancy and CV database vacancies and candidates, profiling and selection of candidates, job matching support, video/web conferencing sessions, preparation of interviews, organising the pre-selection of candidates and possibly pre-recruitment interviews (create a short-list), providing information on living and working conditions in the country of destination, helping SME in the elaboration of tailor-made integration programmes, ensure that target groups comply with their obligations and the applicable TMS-Reactivate guidelines, etc.</p> <p>To organise placements: the placement process could be a one/few day(s) affair (where the local Reactivate centres conduct a job fair) or a longer rolling placement process (where Reactivate centres draw up a placement calendar). In the job fair approach the local Reactivate centres arrange the infrastructure and mobilise candidates for day long placements.</p> <p>To provide placement follow up in the organisation's country</p> <p>To provide post-placement support for mobile workers with a view to ensure the smooth integration of recruited candidates</p> <p>To facilitate access of short-listed job seekers for a work placement/ traineeship/ apprenticeship to language training or other basic training needs e.g. intercultural competences</p> <p>To organise information session, marketing events addressed to jobseekers and employers</p> <p>To collect success stories, endorsements, etc. and obtain agreement from the participants about their inclusion in communication activities</p>	✓	✓		✓	✓		✓	✓	
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Table 1 – Associates: types of organisations

Associates	Type of organisation
1 REGIONE LAZIO	The regional EURES Office falls within the responsibility of the Labour Regional Department. The main competences and functions of the Regional Department of Labour are: Labour Policies; Outplacement interventions; EURES; Continuing Training; Management of ESF; Training for apprentices; Guidance; Programmes for disabled people.
2 REGIONE CALABRIA 3 PROVINCIA AUTONOMA DI TRENTO (hereafter also PROV. TRENTO)	Instrumental entities of the Piedmont Region and the Metropolitan City of Milano respectively. They collaborate with their affiliated institutions to achieve the integration of employment policies, training and career guidance, education and social policies with the policies of economic and social development
4 AGENZIA PIEMONTE LAVORO (hereafter also APL) 5 AGENZIA FORMAZIONE E ORIENTAMENTO LAVORO METROPOLITANA (hereafter also AFO) 6 CITTA' METROPOLITANA DI GENOVA (hereafter also CMO)	Local authorities in charge for the management of the PES and local vocational training actions.
7 PROVINCIA DI LECCE (hereafter also PROV. LECCE) 8 SAPIENZA UNIVERSITA' (hereafter also Sapienza)	University, very active in national and international traineeship and placement. Successfully cooperated with the lead applicant, CMRC, and MLPS in Your first EURES job action. In the last year implemented more than 60 curricular and

post lauream stages abroad, and 50 Erasmus placements engaging more than 150 companies and implemented thousands of traineeships in Italy engaging more than 1200 companies (70% smes).

SEND is a Job Agency and a Centre for International Mobility promoting professional guidance, internship programs and services to facilitate the access into the job market for young people and to improve professional competences of professionals within the labour market. SEND is member of the Euroguidance Network created for the dissemination of publications about professional guidance and international mobility, providing consultation of materials on living, studying and working in Europe and in Italy.

Table 2 – Associates: tasks

Activity	Regione Lazio	Regione Calabria	Prov. A. Trento	APL AFOL CMG	Prov. Lecce	Sapienza	SEND
To appoint Reactivate contact person(s) in my organisation and inform the coordinator	✓	✓	✓	✓	✓	✓	✓
To provide online information to target groups by creating a link to CMRC Reactivate action webpage	✓	✓	✓	✓	✓	✓	✓

To provide online information to target groups by connecting with Coordinator's Reactivate social media

To give hands on information and advice to final beneficiaries (employers and citizens) living in the area/country of the Contact Point about issues related using Reactivate services and accessing Reactivate financial benefits

To promote the programme and enhance its visibility in the area/country of the Contact Point and in particular raise awareness among jobseekers and employers of the Reactivate target mobility scheme and inform customers of any relevant targeted events e.g. job fairs, recruitment days, mobility info sessions

To exchange and disseminate knowledge regarding (un)employment, the labour market in the area/country of the Contact Point and the strategic approach of it

To inform the coordinator (e.g. contact person in charge of the Reactivate action within CMRC) immediately of any change likely to affect or delay the implementation of the action of which your organisation is aware

To actively participate in at least one Reactivate meeting

To submit data to the coordinator needed to draw up reports,

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financial statements and other documents and contribute to monitoring and evaluation process

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Activity (continued from previous page)

Regione Lazio	Regione Calabria		Prov. Trento		Prov. CMG		Prov. Lecce		Prov. Sapienza		SEND
	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
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✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

To support and implement the action in the Contact Point's current network

To be an intermediate organization in the recruitment, matching and placement process for regular jobs/traineeships/apprenticeships, and in particular:

To acquire, search and analyse the jobseekers/candidates in the organisation's country

To identify potential employers in the organisation's country, engage these companies in alliances for understanding their manpower requirements, assess the quality of contractual conditions of vacancies offered, aligning mobilisation plans with companies requirements, and ensure the reliability of both the job vacancies/offers and the employer (particularly when collecting vacancies or when a jobseeker is offered a work placement and a labour contract)

To assist candidates and employers before, during and after recruitment e.g. CV writing, registering in the Reactivate database, guidance, mapping from available job vacancy and CV database vacancies and candidates, profiling and selection of candidates, job matching support, video/web conferencing sessions, preparation of interviews, organising the pre-selection of candidates and possibly pre-recruitment interviews (create a short-list), providing information on living and working conditions in the country of

destination, helping SME in the elaboration of tailor-made integration programmes, ensure that target groups comply with their obligations and the applicable TMS-Reactivate guidelines, etc.

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Activity (continued from previous page)

Regione Lazio Regione Calabria Prov. A. Trento APL AFOL CMG Prov. Lecce Sapienza SEND

To organise placements: the placement process could be a one/few day(s) affair (where the local Reactivate centres conduct a job fair) or a longer rolling placement process (where Reactivate centres draw up a placement calendar). In the job fair approach the local Reactivate centres arrange the infrastructure and mobilise candidates for day long placements.	✓	✓	✓	✓	✓	✓	✓	✓	✓
To provide placement follow up in the organisation's country	✓	✓	✓	✓	✓	✓	✓	✓	✓
To provide post-placement support for mobile workers with a view to ensure the smooth integration of recruited candidates									
To facilitate access of short-listed job seekers for a work placement/traineeship/ apprenticeship to language training or other basic training needs e.g. intercultural competences	✓	✓	✓	✓	✓	✓	✓	✓	✓
To organise information sessions, marketing events addressed to jobseekers and employers	✓	✓	✓	✓	✓	✓	✓	✓	✓
To collect success stories, endorsements, etc. and obtain agreement from the participants about their inclusion in communication activities	✓	✓	✓	✓	✓	✓	✓	✓	✓

Most staff has gained experience in Your first EURES job, EURES services and other mobility schemes, services and actions.

III. Expected impact of the proposal

Expected impacts are:

Improved European-wide job matching embedding Reactivate in the EURES network open to other key actor of the European labour market, i.e. employers organisations, training and education organisations, private employment organisations and using a true EU-wide job portal (interoperable) which is attractive for employers and workers alike, thus supporting

Delivered EU wide quality mobility package combining information, recruitment, matching and placement services with EU financial incentives in the frame of a client-centred, multi and cross channelling integrated and effective services, designed to respond to the individual needs of jobseekers to employment and job mobility and

Made available basic information about Reactivate throughout the Union to any job seeker or employer seeking client services for recruitment and to consistently offer any person interested access to the Reactivate action;

Assisted any such person (job seeker or employer) interested with matching, placement and recruitment through the Reactivate action;

Promoted free movement and brain circulation and oppose nationalism by emphasising the benefits of mobility, improving monitoring of mobility flows as well as engaging stakeholders in a campaign for labour mobility


Supported mobility-oriented mindsets by investing in language training and opportunities for targeted mobility schemes visibility and sharing best practices

Result oriented investment in training and up-skilling of mobile workers by strengthening the mobility dimension of the language training, transversal skills and key competences developments, and competences assessment and validation.

Addressed the integration needs of mobile workers and their families by proactively including them in integration measures such as language and orientation courses

Targeted financial support at mobile workers and their employers to facilitate interview abroad, recognition of qualification, preparatory training, integration training, language training, relocation, and in particular:

o JOB OR WORK-BASED TRAINING INTERVIEWS (Min target 300 jobseekers X 300 euros – average cost) -



- o PREPARATORY TRAINING AND/OR LANGUAGE COURSES - REIMBURSEMENT MECHANISM (Min target 40 shortlisted jobseekers X 1200 euros)
- o PREPARATORY TRAINING AND/OR LANGUAGE COURSES AND/OR ASSESSMENT, COMPETENCE CERTIFICATION WHERE APPLICABLE - DIRECT DELIVERY MECHANISM MOOC (Min. target 110 jobseekers and their families where applicable)
- o RECOGNITION OF QUALIFICATION (Min target 50 jobseekers)
- o RELOCATION ALLOWANCE (160 job finders X 1000 euros - average cost)
- o SUPPLEMENTARY RELOCATION (60 jobfinders X 500 euros)
- o INTEGRATION PROGRAMME FOR SMEs (50 jobfinder X 1800 euros average cost)

Facilitated and supported process of the recognition of professional qualifications as well as skills and competences acquired through non-formal and informal learning by developing speedy, cost-effective and simple procedures and frameworks for recognition and assessment.

IV. Visibility of the action

Building on the experience carried out in the frame of YfEj, the strategy to reach target audience includes: social marketing, social mobilisation, and development-support communication. These approaches have basic commonalities:

- (i) the ultimate goal is to improve the quality and effectiveness of the services to be provided through a participatory process of communication,
- (ii) there is a demand to establish a dynamic relationship among the participants of the programme: the subjects of the Reactivate intervention, the policy makers, the planners, and the implementers, as well as the evaluators,
- (iii) information, education and communication (IEC) strategies are built into the process, and
- (iv) the core elements of the process are: assessment and analysis; capacity building; development of a multi and cross channel communication strategy; community organising; networking, alliance-building, and co-ordination with linkage and support systems; design, pre-testing, and development of messages and materials; and monitoring and evaluation.

Twitter, blogs, Facebook, LinkedIn, and the next thing just a keystroke away - new media are changing the way marketing and communication is done, and making a profound impact on the world of social marketing. The online

approaches are designed to support the three main campaign implementation strategies - partnership development, media relations, and community action (i.e. companies' and young jobseekers' action).

From the outset, we will seek to create and use online resources and marketing strategies. This included developing a web site www.reactivatejob.eu that will be the workhorse of the campaign, providing tools to support companies and jobseekers, partners, showcasing events, and offering program materials, links, and resources.

Social media marketing (SMM) will be means of expanding the reach of its existing marketing and promotion tactics as a potentially low-cost means of reaching more companies and jobseekers. SMM is a tool that allows people to share information with each other and build dialogs, instead of passively receiving information, through online platforms such as blogs, widgets, video and photosharing, social networks, and virtual worlds.

The power of SMM in effecting change is increasingly recognized by social marketers.

Overall, the Internet marketing and social media tactics will provide an effective means of extending the reach of its core audience. In fact, these techniques will act not only mainstream marketing communication channels, but also as integral to the success of Reactivate campaign's marketing, promotion, and communication strategies.

Further the consortium will cooperates with EURES network

In order to reach its objectives Reactivate adopts a proactive approach in promoting and supporting jobseekers and business and mobilisation of co-applicants' and associates' networks is considered a crucial asset. This mobilisation has a twofold objective: 1) make the project more visible and accessible to target groups; 2) to facilitate a cross referral activity in concerned region. University, job centres, trade and smes associations, local authorities, etc. will be contacted firstly by direct mailing and by periodic consultations.

In each communication document will be used the graphic and publicity guidelines provided by the Commission with a view to ensuring visibility

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Description of activities, timetable and budget breakdown

Summary of Work packages

Work package number	Work package type	Work package title	Start	End
1	MAN/NETW	Management, networking and reporting	1	18
2	PROM/RECR	Promotion of the programme and rmatching	2	18
3	REL BUILD	Relationship building and job placement	1	18
4	REL MAN	Relationship management	4	18

<i>Work package Number</i>	1
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Work package title: Management, Networking and Reporting					
Start		End	18	Duration in number of months	18
Month number	1	Month number			
Description of work package					
Task 1.1. Management, quality control and evaluation.					
<p>Due to the scope of the action, project management, quality control and evaluation appear to be crucial assets in order to align deliverables to the needs of the action process. Despite of a clear implementation plan of the project, as outlined in the Work packages description section, the overall modular structure and the decision making process allows for flexible adjustment during the project's life-time. At the same time, a rigorous and central management structure is in place to ensure success. The overall management is in charge of CMRC and Italian Ministry, in charge of the operational management structure which has proven to be a winning strategy in previous EU funded projects. In addition partners' specific tasks are identified. Each co-applicant and associate</p>					

partner will appoint a contact person(s) in his organisation and inform the coordinator. This allows a transparent treatment of the role of each partner in action and allows for decentralization of responsibilities. In short, management in The action can be described as a top-down management structure in combination with bottom-up flexible decision making and sharing of responsibilities. The action consortium will hold a kick off meeting at the beginning of the project where a white paper on approach and code of conduct will be approved. Coordinator will ensure information flow and makes decisions through monthly skype conferences. The consortium will interact closely with and contribute to the action development. A key element of this link will be a European shared information system consisting of distributed facilities brought together into a coordinated system oriented towards meeting user needs.

Quality control will be the key factor in activities monitoring, to verify project results and take corrective actions where necessary allowing the work packages' activities to advance rapidly and to be more productive. Monthly teleconferences will help Project Coordinator to control of all the actions, and define all the new tasks necessary for the project. Team members will interact regularly by phone, e-mails and other internet communication tools. An internet file repository will be used to keep all the documents created for the project available for all the project members.

The project quality will be maintained and will be the responsibility of the Project Coordinator (PC). A quality assessment plan will put in place since month 1. Every WP will have its performance indicators which will help the PC monitor the quality of the work. A risk management approach will be applied assessing risk in technical, operational and human resources, the probability that they happens and the impact they will have in the project. Risk will be assessed and actions to reduce the threats and to solve the situations when these threats will be deployed.

Each co-applicant will actively participate in the collection of data for monitoring and reporting purpose and contribute to make result based proposals for change. Monitoring results will be discussed during dedicated skype meetings. The PC, assisted by monitoring team, will also assess the project performance through:

1. quarterly monitoring report (input, main activities, breakdown of job vacancies per country, company size, NACE sector; breakdown of job vacancies filled in per country, company size, NACE sector; breakdown of registered jobseekers per country, company size, NACE sector, ESCO, age, sex, etc.; breakdown of hired people per country, company size, NACE sector, ESCO, age, sex, etc.) using the tool provided by the Commission and database statistics tools;
2. evaluation grid of the small scale survey (Figure 3);
3. a user satisfaction survey to appraise the state of the art of the programme in terms of its operation. In particular, in addition to statistics people & SMEs and predeparture training data and evaluation grid of YFES small scale survey, a mid term and final evaluation will be carried out to appraise the state of the art of the programme in terms of its operation;
4. n. of active networking organisations at local and EU level M6-M12-M18;
5. events participants' feedback (short structured questionnaire – max 5/6 questions after each event collecting participants feedback);
6. website and social media users' feedback (short structured questionnaire on line);
7. assimilation of the expert opinions (engaged networking organisations will interviewed) M12, M18;
8. monitoring of action completion time: the indicator will be the effective actions completion time compared to that originally foreseen; M3-M6 M12 M18;
9. monitoring of WP costs: the indicator will be the real costs compared to the anticipated

budget. M3-M6- -M12, , M18,

A code of conduct for the project implementation purposes will be developed: white paper on approach. This flagship document will reflect the basic philosophy of the project as well as the implementation tools, methods of communication, evaluation and monitoring the activities and advances of the project. It will be public but more technical implementation guides (monitoring tools, internal communication, etc.) will be kept confidential.

During the first phase the criteria for successful relationships will be set. Proposing and marketing common products, business-support activities, promotion of the services, etc.

Task 1.2. Active networking

Lead applicant will join the EU Steering Groups. Participation to EU events is also envisaged. Mobilisation of partners' networks is also envisaged in order to make the programme more visible and enhance cross referral and effectiveness. It will be operated via direct mailing, phone calls, articles in partners' newsletters, etc. 2 events will be organised in IT, ES, DE.

The aim is to contribute actively to enhance cooperation, team building and networking among the selected applicants and other stakeholders

Task 1.3 Reporting

Quarterly monitoring assessment and mid term and final evaluation will be the base for due final reporting. Before submitting fact sheets and reports a skype conference among partners will be organised in order to share further information and discuss interim results.

Deliverables – outputs / products / results

Deliverable No	Title and short description	Due date or periodicity	Type (a)	Distribution (b)
1.1	Quarterly monthly fact sheets	Quarterly fact sheets	R	C
1.2	Final report – confidential	End of the project	R	C
1.3	Kick off meeting and staff training	M1	O	C
1.4	Network Establishment	M1	R	C
1.5	Quality plan and tools	M1	R	C
1.6	Steering groups	Not defined	O	C

1.7	White paper/Code of conduct on EJY approach	M1	R	P
1.8	Evaluation report	M10 – M28	R	P
1.9	Participation in 5 EU events	Not defined	O	P

Assessment procedure:

- monitoring of action completion time: the indicator will be the effective actions completion time compared to that originally foreseen;
- monitoring of WP costs: the indicator will be the real costs compared to the anticipated budget.

Work package Number	2
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Work package title:	Promotion of the programme				
Start	End	Duration in number of months	Month number	Month number	Duration in number of months
Month number 2	Month number 18	17			
Description of work package					
<p>Task 2.1 Promotion of the programme</p> <p>Introducing social media tactical strategy, internet repository and related; development of database, promoting the project to universities, people, smes and smes and trade association publishing pre-recruitment video on sharing servers.</p> <p>A methodological guide for job seekers and smes with a “toolkit” of marketing principles and funding mechanisms will be developed. This activity will be based on analytic approach and selection of best practices and best tools for employment initiatives.</p> <p>Develop promotional materials and a plan for public campaign to raise the interest of people and</p>					

smes. An editorial plan will be developed and approved in the first meeting. The promotional information will be in a form of announcements, articles, social media, delivery newsletters to all relevant stakeholders, placing information on biggest portals for people and smes,

Details on communication and promotion strategy, includes role of consortium members, are described in dedicated paragraph of description of the action.

Each coapplicant will:

- Provide online information to target groups by creating a link to project webpage and contributing to social media communication
- Organise the pre-selection of candidates and possibly pre-recruitment interviews (short-list candidates) in your country in cooperation with the Coordinator
- Help national SMEs to elaborate tailor-made integration programmes according to the employers' needs
- Ensure that target groups comply with their obligations and the applicable TMS- guidelines, and
- Organize awareness raising activities for people and SMEs and
- Collect success stories, endorsements, etc. and obtain agreement from the participants on their inclusion in communication activities

Each associate partners will:

- Exchange and disseminate knowledge regarding youth (un)employment, the labour market and the strategic approach of it;
- Support and implement this action in our current network.

Task 2.2 Matching

Matching will be carried in adherence of the implementing guidelines. WP2 includes all activities related to promotion and communication; information, guidance and recruitment; job vacancy and CV handling providing free of charge multichanneling services. These activities will be coordinated by the Province of Rome.

Both potential employers and employees may access to hands on information on the Job Matching Tool and on the website. Two sections for job seekers (job placement and apprenticeship) and one for smes will be envisaged. Success stories will be published upon consent. It will also have links to EU websites and social networks hooks.

Each co-applicant will:

- Assist people and employers before and during the recruitment process e.g. company presentations, video/web conferencing sessions, information on living and working conditions in the countries of destination, advice on social security or other legal issues, welcome office, mentoring
- Provide advisory and recruitment services such as CV and/or job descriptions writing, guidance and profiling of candidates, preparation for job interviews, language training or other, etc.
- Map from available job vacancy and CV databases vacancies and candidates open to

transnational recruitment so that TMS- can optimise its support to youth employment

- Ensure the reliability of both the job vacancies/offers and the employer (particularly when collecting vacancies or when a jobseeker is offered a work placement and a labour contract in its country, i.e. check that contracts comply with national legislation)
- Support national people and companies in the registration process to the TMS- platform and in the application process for financial benefits.

Verein für internationale Jugendarbeit" (Association for International Youth Work) as an associate organisation will:

- To provide welcome service for incoming candidates to Germany as country of destination;
- To provide mentoring support to recruited trainees and apprentices in Southwest Germany as country of destination
- To organize German language courses for incoming candidates in Southwest Germany
- Exchange information regarding job vacancies and the bottleneck vacancies;
- To be an intermediate organization in the matchmaking procedure.

Associates partners will:

- To acquire, search and analyse the jobseekers/candidates in their region/country;
- To exchange information regarding these candidates and the bottleneck vacancies;
- To be an intermediate organization in the matchmaking procedure

Deliverables – outputs / products / results

Deliverable No	Title and short description	Due date or periodicity	Type (a)	Distribution (b)
2.1	Report on Promotion Activities	End of the project	R	C
2.2	action website and social media tactical action in place	M1	O	P
2.3	White paper on the methodological approach in 4 languages (IT, EN, ES, DE)	M1	R	P
2.4	Editorial plan	M1	R	C
2.5	Articles, press release, site visits to smes associations and other stakeholders	M6 M12	O	P
2.6	action on line tools and Social media hooks	M0	O	P
2.7	Articles	M1- M3-M5-M9	O	P

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2.8	Engage other participants (stakeholders) via local mobilisation (at least 2 per countries)	M4 onwards	O	P
2.9	At least 1200 job seekers and smes served (job vacancy & CV handling) and 600 job placements, 150 apprenticeships and 150 traineeships	M18	O	P

Assessment procedure:

- monitoring of action completion time: the indicator will be the effective actions completion time compared to that originally foreseen;
- monitoring of WP costs: the indicator will be the real costs compared to the anticipated budget.

Tasks that will be subcontracted

Partner responsible for Sub-contract	Country	short name	Brief description of task
Capitale lavoro	IT	Province of Rome	LinkedIn campaign, training for workers/ companies (when voucher will be not requested)

<i>Work package Number</i>	3
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Work package title:		Recruitment			
Start		End	24	Duration in number of months	24
Month number	1	Month number			
Description of work package					

of

Task 3.1 Assessing application & building relationships

This task includes relationship building that is job matching and job placement facilitation. It is expected that at least 500 companies and 300 jobseekers will be served even if not completing the process with and placement. Besides implementing guide requirements, action will promote prior exchange between potential employers and employees. This can be done via exchange of mails, skype or carrying out an phone interview as well as on the site interview.

Some practical information will be provided in advance for potential employers and employees. In the WP2 paragraph on line resources for this purpose have been already mentioned.

Communication with employers, where the job placement will be taking place, assessment of application and arrangement for pre-departure training (or integration training) are also crucial

In particular, each co-applicant will:

- Assist people and employers before and during the recruitment process e.g. company presentations, video/web conferencing sessions, information on living and working conditions in the countries of destination, advice on social security or other legal issues, welcome office, mentoring

Deliverables – outputs / products / results

Deliverable No	Title and short description	Due date or periodicity	Type (a)	Distribution (b)
3.1	Web tools	M0 & ongoing updates	P	PU
3.4	User satisfaction surveys	M5 M11	O	PU
3.3	At least 300 job seekers and smes served (job matching)	M18	O	P

Assessment procedure:

- monitoring of action completion time: the indicator will be the effective actions completion time compared to that originally foreseen;
- monitoring of WP costs: the indicator will be the real costs compared to the anticipated budget.



<i>Work package Number</i>	4
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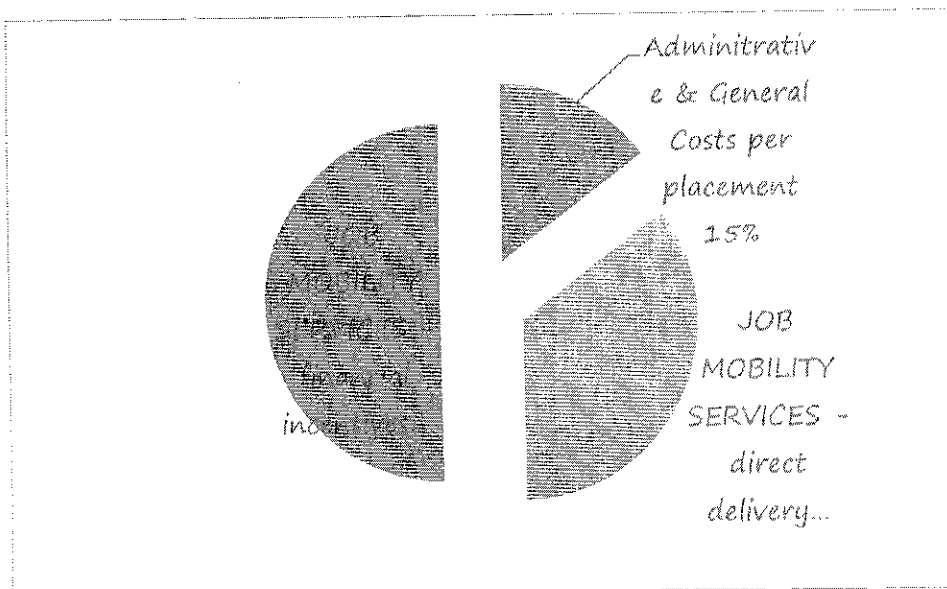
Work package title:	Relationship management				
Start		End		Duration in number of months	
Month number	4	Month number	18		14
Description of work package					
<p>Task 4.1 Management of contacts and commitments & preparation and follow up of the exchange</p> <p>Facilitating the relationship. Each job placement should be possibly stable and seasonal jobs will be excluded. The worker should be very well prepared</p> <p>The project team will be acting as a source of information, guidance and assistance to potential employees and employers, including information events and pro-active solicitation of participation. There will be provided assistance on the practicalities of incoming workers, including issues such as health, insurance, housing, and transport and ensuring compliance with national regulations providing hands on information.</p> <p>Financial assistance will be provided according to the system in place in the Province of Rome which has been proved to be effective.</p> <p>Post placement support and</p> <p>A follow up after one month and a follow up survey 6 months later the placement to track outcomes</p> <p>Each co-applicant will:</p> <ul style="list-style-type: none"> • Provide post-placement support for mobile workers with a view to ensure the smooth integration of recruited candidates 					

Deliverables – outputs / products / results

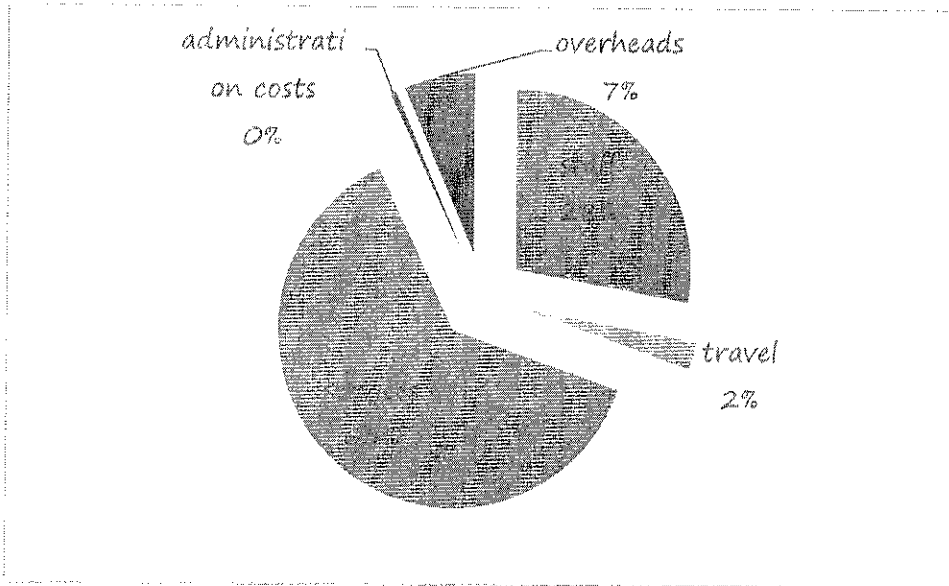
Deliverable No	Title and short description	Due date or periodicity	Type (a)	Distribution (b)
4.1	Web tools	M 0 & ongoing updates	P	PU
4.2	Follow up survey	Six months after the placement	O	C P only extracts or on the basis of explicit consent
4.3	Practical and financial assistance, such as match-making, issuing contracts, induction before going abroad, logistical and local support during the placement; a European Union grant received to 900 jobseekers	M18	O	C

Assessment procedure:

- monitoring of action completion time: the indicator will be the effective actions completion time compared to that originally foreseen;
- monitoring of WP costs: the indicator will be the real costs compared to the anticipated budget.



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CAPITALE LAVORO (services excluded)	4,87
MLPS	€32.035,80
BA-ZVA	€30.183,91
SEPE	€3.167,20
MARCHE	€19.998,77
IRFI	€19.260,00
DIAN	€18.816,58
UWV	€3.167,20
CMRC	€41.954,85

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	STAFF	TRAVEL	SERVICES	ADMINISTRATI ON	TOTAL ELIGIBLE COSTS	OVERHEA DS	TOTAL	CO- FINANCING
CMRC	34.470,14 €	740,00 €	€ -	€ 4.000,00	39.210,14 €	2.744,71 €	41.954,85 €	€ 34.420,53
CAPITALE LAVORO	93.208,10 €	2.960,00 €	513.500,00 €	€ -	609.668,10 €	42.676,77 €	652.344,87 €	€ -
MLPS	27.720,00 €	2.220,00 €	€ -	€ -	29.940,00 €	2.095,80 €	32.035,80 €	€ 27.720,00
UWV	0	2.960,00 €	€ -	€ -	2.960,00 €	207,20 €	3.167,20 €	€ -
SEPE	- €	2.960,00 €	€ -	€ -	2.960,00 €	207,20 €	3.167,20 €	€ -
BA-ZVA	22.249,26 €	2.960,00 €	€ 3.000,00	€ -	28.209,26 €	1.974,65 €	30.183,91 €	€ 3.047,46
DIAN	13.425,60 €	2.960,00 €	€ 1.200,00	€ -	17.585,60 €	1.230,98 €	18.816,58 €	€ 1.816,86
MARCHE	16.130,44 €	2.560,00 €	€ -	€ -	18.690,44 €	1.308,33 €	19.998,77 €	€ 1.998,33
IRFI	16.800,00 €	0	€ 1.200,00	€ -	18.000,00 €	1.260,00 €	19.260,00 €	€ 1.926,00
TOTAL	224.003,54 €	20.320,00 €	518.900,00 €	4.000,00 €	767.223,54 €	53.705,64 €	820.929,18 €	70.929,18 €



Total Costs of
single
placement

TOTAL INCOME	PLACEMENTS	SINGLE COST
€ 804.237,19	160,00	€ 5.026,48

Administrative &
General Costs
per placement

STAFF	TRAVEL	SERVICES	ADMINISTRATIONS COSTS	OVERHEADS	TOTAL	PLACEMENTS	SINGLE COST
€ 65.075,40	€ 20.320,00	€ 21.400,00	€ 4.000,00	€ 7.755,68	€ 118.551,08	160,00	€ 740,94

JOB MOBILITY
SERVICES -
direct delivery
mechanism

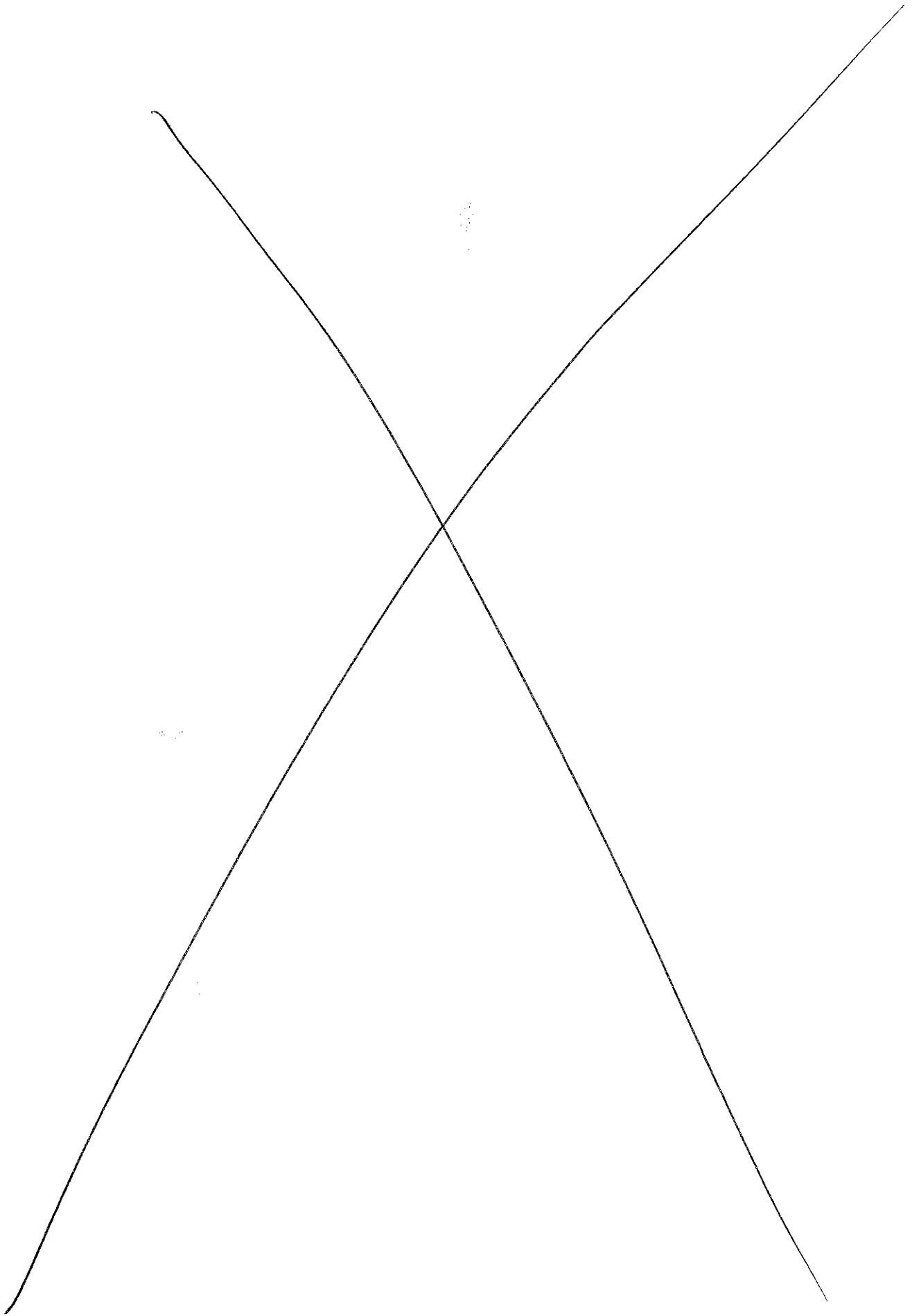
STAFF	TRAVEL	SERVICES	ADMINISTRATION COSTS	OVERHEADS	TOTAL	PLACEMENTS	SINGLE COST
€ 158.928,14		€ 104.900,00	€ -	€ 18.467,97	€ 282.296,11	160,00	€ 1.764,35

JOB MOBILITY
SERVICES -
financial
incentives

STAFF	TRAVEL	SERVICES	ADMINISTRATION COSTS	OVERHEADS	TOTAL	PLACEMENTS	SINGLE COST
€ -	€ -	€ 377.000,00	€ -	€ 26.390,00	€ 403.390,00	160,00	€ 2.521,19

TOTALE

€	224.003,54	€	20.320,00	€	503.300,00	€	4.000,00	€	52.613,65	€	804.237,19	€	5.026,48
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