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MEETING DOCUMENT

From: General Secretariat of the Council
To: Working Party on Integration, Migration and Expulsion (Expulsion)

Subject: Working Party on Integration, Migration and Expulsion (Expulsion) - presentations

Delegations will find enclosed the presentations given by FRONTEX, the International Organization for Migration (IOM) and the San Ezequiel Moreno Foundation (FESEM) during the meeting of the IMEX (Expulsion) Working Party held on 19 September 2023.
Working Party on Integration, Migration and Expulsion IMEX

19 September 2023
Content

General update on Frontex return and reintegration activities

Update on the Joint Reintegration Services

Voluntary Return and Reintegration
General update on Frontex return and reintegration activities
INTERNATIONAL COOPERATION ON RETURNS - update

- Identification and documentation activities
- EURLO deployments
- CWGs and ad-hoc meetings/workshops
- Sensitisation events
- TAP4RRR
- IT solutions and Best Practices on identification
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OTHER PRE-RETURN ACTIVITIES/PROJECTS

Alternatives to Detention
- Best practices document
- Selection of MS/SAC to join the project

Cooperation with EUAA
- Training - developing content
- Exchange - Information and Analysis

Interpretation Services
- Supports identification and return counselling
- 4 MS/SAC, 20 interpreters, 15 languages

Return Mobility Programme
- 55 mobilities foreseen in 2023
- 25 MS/SAC participating

Toolbox for children
- Good practices
- Pilot workshop
- Guidebook
- FACIR training
Increasing numbers of returns supported by Frontex

Third-country nationals returned by voluntary and forced returns

Voluntary Returns (VR/VD/HVR)
- 1-8 2021: 2677
- 1-8 2022: 5946
- 1-8 2023: 12844

Forced returns
- 1-8 2021: 8337
- 1-8 2022: 9386
- 1-8 2023: 11499

Total
- 1-8 2021: 11014
- 1-8 2022: 15332
- 1-8 2023: 24343

Frontex organised return operations:
- 4th Frontex organised RO: 19 September 2023
- Double-destination Albania & Georgia
- Both voluntary and forced returnees
- First application of JRS to Frontex organised RO

Returns in 2023

- 11499 TCNs, 47%
- 12844 TCNs, 53%
- 17344 TCNs, 71%
- 6999 TCNs, 29%
Increasing share of Frontex coordinated voluntary-based returns per semester
Update on the Joint Reintegration Services

Ongoing developments and outlook 2024
JOINT REINTEGRATION SERVICES - ONGOING DEVELOPMENTS

Onboarding of MS to JRS:

- 24 MS active in JRS (RIAT)
- Target: all MS by Q1/2024

RIAT development

- RIAT 2.0 development
- Roadmap to future development (RIAT 2.0, IRMA integration)

Steady increase of cases: expected 10% increase quarterly

- Upgrading the capacity of JRS Support Desk (HR, tools, procedures)
JOINT REINTEGRATION SERVICES - ONGOING DEVELOPMENTS

Monitoring and Evaluation:

• Annual Report 2022 finalized and released soon (PRR)
• Ongoing monitoring visits (ETH and EGY finalized, upcoming IRQ, TUR, GEO, ALB, GMB)

Preparation for the JRS 2024: new partners, countries and refining schemes

• Call for Proposals for Framework Partnership Agreements and Specific Agreements

Communication

• Development of new tools
• Refining and improving existing materials
3854 active cases have been inserted into RIAT since 1 April 2022, 917 cases are finalized.
Total number of TCN: 4919 (4138 adults and 781 minors).
768 retroactive cases are entered into RIAT.
JOINT REINTEGRATION SERVICES - STATISTICS

No of cases by receiving country

Type of return: VR, FR, (Blank)

VR 75.89%
FR 23.17%
(Blank) 0.94%

SoP 31/08/2023
Development in 2024: Extending the Geographical Scope

**Step 1: Call for Proposals for new Framework Partnership Agreements**
- Based on 2023 assessment cover additional 43 countries
- Launched in June 2023
- Evaluation finalised

**Step 2: MS needs assessment 2024 completed**
- Launched June 2023
- Basis for setting the geographical scope from 1 April 2024

**Step 3: Launching Call for Specific Agreements**
- To be launched in October 2023
- Evaluation and Awarding Q4/2023-Q1/2024

**JRS 2024: Extended geographical scope: over 50 third countries**
- From 1 April 2024
- Inclusion of South American countries
Development in 2024: Post-Arrival Support Refinement

**Implementation of the Post-Arrival Package**
- Ongoing discussions on amounts, duration and target groups (VR/FR)

**Charter Flight Support**
- Ongoing discussions on the expansion of application of charter support

Discussion at the PRR of 17 October
Other developments in 2024

- Implementation of a Communication Strategy
- Communication Tools and materials
- Further development of RIAT (2.0) to cope with JRS progression
- Implementation of the Joint Reintegration Counselling Missions
- Evaluation and Monitor activities
- 2nd Annual Reintegration Conference
Spotlight: Joint Reintegration Services in practice

Overview The Gambia
- Overall figures are forced returns
- 100% request for post-return assistance after arrival

Monitoring mission to Ethiopia
- Short term stay in EU
- Informed about reintegration possibilities under JRS by Counsellors
- Supported in setting up new businesses (IT consulting, restauranting)
- No intention to remigrate - embeddeness in society

Monitoring mission to Egypt
- Short-term stays in EU
- Information provision
- Overall good results
- Livestock and small business setup
- No intention to remigrate
Voluntary return and reintegration
Core activities promoting and supporting VR and reintegration

Pre-return
- Counselling and overall information provision (also for children)

Return
- Information provision
- Support during the flight
- Pocket money
- Scheduled (and charter) flights

Post-arrival and post-return
- Counselling and overall information provision
- Post-arrival
- Post-Return (reintegration assistance) including income generating activities

CAPACITY BUILDING FOR MEMBER STATES

THIRD COUNTRY ENGAGEMENT AND OWNERSHIP
## Counselling

<table>
<thead>
<tr>
<th>Information and outreach</th>
<th>Decision making</th>
<th>Pre-departure preparation</th>
<th>Post-Arrival support</th>
</tr>
</thead>
<tbody>
<tr>
<td>SC Return Specialist (RRC)</td>
<td>RRC training curriculum</td>
<td>TC engagement</td>
<td></td>
</tr>
<tr>
<td><strong>DELETED</strong></td>
<td><strong>DELETED</strong></td>
<td><strong>DELETED</strong></td>
<td><strong>DELETED</strong></td>
</tr>
</tbody>
</table>
Promotion of VR through improved communication and information materials

- RRC Quick View Manual
- Training Catalogue + Handbook
- JRS brochures for returnees
- Return and Reintegration Application
- Posters
- Third Country sheets
- JRS Handbook
Third country engagement and ownership

Engagement

• TC engagement in all stages of return process
• Information about return and reintegration (and promoting VR) with central and consular authorities
• Highlighting role and importance of national authorities (in TC and in MS)

TAP4RRR Capacity building

• Focus on different perspectives
  • receiving returnees
  • own return system
• Different projects for TC (next slide)
Capacity Building for Third Countries

**TAP4RRR - TAP4REIN**
- Rolling Plan for SP 2022-2023 was adopted by an ED decision of 20 June 2023
- 3 Frontex-initiated proposals under Pillar 2 are included: for GMB, NGA, and EGY
- decision

**WB (IPA III) - ongoing**
- The project is a continuation of IPA Phase II activities
- Full implementation of activities are in line with IPA III Regional project Activity Plan
- Meetings with JCP on streamlining cooperation in WB region in the area of returns

**ECRET Action Plan**
- MDA: Resumption of the activities foreseen in the AP
- GEO: Coordination on the planning of additional escort trainings

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What can you do?

- **Information campaign**
- **Invest in counselling system (incl support SC, training)**
- **Quick follow-up when voluntary return declaration is provided**
- **Close engagement with TC in all stages, underlining role of authorities (national, consular)**

**Use of Frontex tools** (all stages of the return process - TC engagement, TAP4RRR, SC, flights, JRS)

**VR and reintegration in digitalisation (FAR, RIAT, RECAMAS)**

**Data collection and information sharing**
Thank you for your attention!

www.frontex.europa.eu

We are on:
Safe, dignified return and sustainable reintegration: Institutional approaches and practices from the field

Presentation to the Working Party on Integration, Migration and Expulsion

Brussels, 19 September 2023
Return, Readmission and Reintegration - Global Landscape

Return, readmission and reintegration continue to be a **policy priority** for the migration governance and development strategies of many governments worldwide.

New actors on return, readmission and reintegration increase demand for **cooperation**.

Increasing need for **rights-based approaches** through active protection and upholding of migrant rights (emerging contexts caused by environmental issues, conflict, changing policies).

Increasing need to adopt a **holistic approach** to the full spectrum of return, readmission and reintegration in a changing global migration governance landscape.
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Return counselling

- Builds upon information provision which is one aspect of counselling
- More tailored and individualized, based on the specific situation of the person—builds trustworthy relationship
- Aimed at empowering individuals and increase their agency to make their own decision instead of trying to influence it.
- Has a strong protection component i.e. referral to relevant services based on vulnerabilities
- Thorough and joint efforts between counsellors in countries of origin and countries of destination
The return counselling cycle

1. Prepare for the counselling session.
2. Consider the migrant’s capacity to make an informed decision.
3. Be prepared to provide psychological first aid and relaxation to migrants in evident state of distress.

4. Introduce the return counselling session and establish a relation of trust.
5. Understand the migrant’s story.
6. Assess vulnerability and resilience factors.
7. Explore and discuss migration options (*not for forced returnees*).
8. Jointly decide with the migrant on the next steps and end the session.

* Depending on the time available, the emotional and psychological situation of the migrant and the complexity of their situation, steps 4–8 can be covered over one session or can be broken down and discussed over several meetings.
How do we ensure accountability in the return counselling cycle?

- Coordination and partnership
- Gender, diversity and inclusion
- Result-based management
- Complaint and feedback mechanisms
- Staff well-being and self-care
The Return Counselling Toolkit

- 6 modules, one focusing on children and families in cooperation with UNICEF and Save the Children
- Each chapter includes tools that can be used to operationalize concepts presented in each Module
- Modules are operationalized through trainings
- Psycho-social component integrated throughout the whole Toolkit
- Aligned to existing IOM policies and standards
- Aligned to the content of the IOM Policy on Return, Readmission and Reintegration and contributing to its operationalization
- Complement other IOM publications such as the Reintegration Handbook and the Handbook on Protection and Assistance for Migrants Vulnerable to Violence, Exploitation and Abuse

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An Integrated Approach to Reintegration

Achieving sustainable reintegration requires a holistic and a need-based approach.

One that takes into consideration the various factors impacting on reintegration, including economic, social, and psychosocial dimensions, across individual, community, and structural levels.
Sustainability in the context of reintegration

IOM’s definition (2017)

‘Reintegration can be considered sustainable when returnees have reached levels of economic self-sufficiency, social stability within their communities, and psychosocial well-being that allow them to cope with (re)migration drivers. Having achieved sustainable reintegration, returnees are able to make further migration decisions a matter of choice, rather than necessity’.
## Measuring Reintegration Sustainability

### Economic Dimension

<table>
<thead>
<tr>
<th>Measurement Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Satisfaction with current economic situation</td>
</tr>
<tr>
<td>2. Frequency of food insecurity</td>
</tr>
<tr>
<td>3. Ability to borrow money</td>
</tr>
<tr>
<td>4. Frequency of borrowing money</td>
</tr>
<tr>
<td>5. Debt to spending ratio</td>
</tr>
<tr>
<td>6. Perceived access to employment and training</td>
</tr>
<tr>
<td>7. Currently working</td>
</tr>
<tr>
<td>8. Ownership of productive assets</td>
</tr>
<tr>
<td>9. Currently searching for a job</td>
</tr>
</tbody>
</table>

### Social Dimension

<table>
<thead>
<tr>
<th>Measurement Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Access to housing in community</td>
</tr>
<tr>
<td>11. Perceived standard of housing</td>
</tr>
<tr>
<td>12. Access to education in community</td>
</tr>
<tr>
<td>13. Children enrolled in school</td>
</tr>
<tr>
<td>14. Access to justice and law enforcement in community</td>
</tr>
<tr>
<td>15. Possession of ID</td>
</tr>
<tr>
<td>16. Access to health care in community</td>
</tr>
<tr>
<td>17. Quality / Adequacy of healthcare in community</td>
</tr>
<tr>
<td>18. Access to documentation in community</td>
</tr>
<tr>
<td>19. Access to safe drinking water in community</td>
</tr>
<tr>
<td>20. Access to public services in community</td>
</tr>
</tbody>
</table>

### Psychosocial Dimension

<table>
<thead>
<tr>
<th>Measurement Elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>21. Participation in social activities</td>
</tr>
<tr>
<td>22. Strength of support network</td>
</tr>
<tr>
<td>23. Sense of belonging to community</td>
</tr>
<tr>
<td>24. Sense of physical security</td>
</tr>
<tr>
<td>25. Frequency of conflict with family/domestic tension</td>
</tr>
<tr>
<td>27. Frequency of experiencing signs of distress</td>
</tr>
<tr>
<td>28. Desire to receive psychological support</td>
</tr>
<tr>
<td>29. Subjective ability to stay in Country of origin</td>
</tr>
<tr>
<td>30. Need vs. Wish to remigrate</td>
</tr>
</tbody>
</table>
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Community
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GOOD PRACTICES ON VOLUNTARY RETURN

VOLUNTARY RETURN ASSOCIATED WITH A BUSINESS INITIATIVE
VOLUNTARY RETURN PROGRAMS
A REPLICABLE METHODOLOGY
Broadcasting channels

- Word of mouth
- Waiting list
- Social networks
- Other organizations
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0. AN INFORMED DECISION

“TO RETURN OR NOT TO RETURN...THAT IS THE QUESTION”

- Psychosocial support
- Foreigner’s legal advice
- The return plan
- Pre-Project submission
1. ADMISSION PRE-EVALUATION

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2. INITIAL SELF-EMPLOYMENT SUPPORT

Assessing the suitability of the entrepreneurial profile and business initiative.

- **Pre-project assessment** prior to admission in collaboration with the counterpart in the home country.
3. OUR OWN “TOOLS”:

3.1 FOLLOW-UP REPORT
3.2 GENERAL ACTIVITY REPORT

It is the main tool of the program.

We record:

- Broadcasting of the program
- Candidates
- Disponibility for training
- Material needs and material required
- Course sessions
- People who continue in the program
- People who do not continue in the program

- Meetings with counterparts
- Technical staff monitoring
- Counterparts monitoring
### GENERAL ACTIVITY REPORT

#### Example:

<table>
<thead>
<tr>
<th>Name</th>
<th>Country</th>
<th>Kind of business</th>
<th>Location</th>
<th>Teaching mode</th>
<th>Availability (observations)</th>
<th>8</th>
<th>9</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>13</th>
<th>14</th>
<th>15</th>
<th>16</th>
<th>17</th>
<th>18</th>
<th>19</th>
<th>20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Isabel Martín</td>
<td>Nicaragua</td>
<td>Hair Salon</td>
<td>Madrid</td>
<td>In person</td>
<td>Full</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>XXXXX</td>
<td>Colombia</td>
<td>Restaurant</td>
<td>Zaragoza</td>
<td>Hybrid</td>
<td>Has children, only in the morning</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>XXXXX</td>
<td>Nicaragua</td>
<td>Milk bar</td>
<td>Zaragoza</td>
<td>On-line</td>
<td>Works, only in the afternoons</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>XXXXX</td>
<td>Nicaragua</td>
<td>Clothing Store</td>
<td>Valencia</td>
<td>In person</td>
<td>Full</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>XXXXX</td>
<td>Colombia</td>
<td>Hair Salon</td>
<td>Madrid</td>
<td>In person</td>
<td>Full</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>
3.3 FINANCIAL TABLES ACCORDING TO BUSINESS

- Viability plan commerce model
- Viability plan for production model
- Viability plan for mixed production-commerce model
- Viability plan for restaurant model

<table>
<thead>
<tr>
<th>Kind of business</th>
<th>Currency</th>
<th>Average exchange rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salsamentaria</td>
<td>Peso</td>
<td>5093,92</td>
</tr>
<tr>
<td>Jamundi, Cali, Colombia</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**What investment do you need, and how are you going to finance it?**

<table>
<thead>
<tr>
<th>Capital investment</th>
<th>Purchase price</th>
<th>Value</th>
<th>€</th>
<th>Years of useful life</th>
<th>Annual budget allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food slicer</td>
<td>509.900,00</td>
<td>12.575.864,00</td>
<td>12,575,864,00</td>
<td>10</td>
<td>12.575,864,00</td>
</tr>
<tr>
<td>x 179.900,00</td>
<td>35,32</td>
<td>600.000,00</td>
<td>600,000,00</td>
<td>10</td>
<td>600,000,00</td>
</tr>
<tr>
<td>x 6.500.000,00</td>
<td>1.276,03</td>
<td>439.900,00</td>
<td>439,900,00</td>
<td>10</td>
<td>439,900,00</td>
</tr>
<tr>
<td>x 2.400.000,00</td>
<td>471,15</td>
<td>250.000,00</td>
<td>250,000,00</td>
<td>10</td>
<td>250,000,00</td>
</tr>
<tr>
<td>x 250.000,00</td>
<td>49,08</td>
<td>250.000,00</td>
<td>250,000,00</td>
<td>10</td>
<td>250,000,00</td>
</tr>
<tr>
<td>Total fixed capital and variable</td>
<td>11.129.700,00</td>
<td>2.184,90</td>
<td>11.129,700,00</td>
<td>2.184,90</td>
<td>11.129,700,00</td>
</tr>
<tr>
<td>Variable investment</td>
<td>Value</td>
<td>€</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>x 12.575.864,00</td>
<td>2.468,80</td>
<td>12.575.864,00</td>
<td>12,575,864,00</td>
<td>10</td>
<td>12.575,864,00</td>
</tr>
<tr>
<td>x 188.600,00</td>
<td>37,02</td>
<td>188,600,00</td>
<td>188,600,00</td>
<td>10</td>
<td>188,600,00</td>
</tr>
<tr>
<td>Total variable investment</td>
<td>12.764.464,00</td>
<td>2.505,82</td>
<td>12,764,464,00</td>
<td>2.505,82</td>
<td>12,764,464,00</td>
</tr>
<tr>
<td>Total investment</td>
<td>23.894.164,00</td>
<td>4.690,72</td>
<td>23,894,164,00</td>
<td>4.690,72</td>
<td>23,894,164,00</td>
</tr>
<tr>
<td>Own contribution</td>
<td>0,00</td>
<td>0,00</td>
<td>0</td>
<td>0,00</td>
<td>0,00</td>
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<tr>
<td>Approved assistance</td>
<td>0,00</td>
<td>0,00</td>
<td>0</td>
<td>0,00</td>
<td>0,00</td>
</tr>
<tr>
<td>Loan</td>
<td>0,00</td>
<td>0,00</td>
<td>0</td>
<td>0,00</td>
<td>0,00</td>
</tr>
<tr>
<td>Total financing</td>
<td>0,00</td>
<td>0,00</td>
<td>0</td>
<td>0,00</td>
<td>0,00</td>
</tr>
</tbody>
</table>

**What fixed expenses do you have to cover each month**

<table>
<thead>
<tr>
<th>Fixed expenses</th>
<th>Monthly</th>
</tr>
</thead>
<tbody>
<tr>
<td>x 92.747,50</td>
<td></td>
</tr>
<tr>
<td>x 38.500,00</td>
<td></td>
</tr>
<tr>
<td>x 80.000,00</td>
<td></td>
</tr>
<tr>
<td>x 800.000,00</td>
<td></td>
</tr>
<tr>
<td>x 170.000,00</td>
<td></td>
</tr>
<tr>
<td>x 8.000,00</td>
<td></td>
</tr>
<tr>
<td>x 12.000,00</td>
<td></td>
</tr>
<tr>
<td>x 80.000,00</td>
<td></td>
</tr>
<tr>
<td>Total monthly expenses</td>
<td>1.201.247,50</td>
</tr>
</tbody>
</table>

**Entrepreneur**
Johanna García

**Currency**
Peso

**Country**
Jamundi, Cali, Colombia

**Average margin**
18,91%
### Model of commerce or services

#### Days or weeks of operation per month

<table>
<thead>
<tr>
<th>Order No.</th>
<th>PRODUCTS</th>
<th>Units per day or week</th>
<th>Units per month</th>
<th>Unit selling price</th>
<th>Unit Cost</th>
<th>Unit margin</th>
<th>% Margin of price</th>
<th>TOTAL SALES</th>
<th>TOTAL PURCHASES</th>
<th>TOTAL MARGIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cheese</td>
<td>7.00</td>
<td>28</td>
<td>16.999,00</td>
<td>15.000,00</td>
<td>1.999,00</td>
<td>11.76%</td>
<td>475.972,00</td>
<td>420.000,00</td>
<td>55.972,00</td>
</tr>
<tr>
<td>2</td>
<td>x</td>
<td>7.00</td>
<td>28</td>
<td>5.699,00</td>
<td>4.500,00</td>
<td>1.199,00</td>
<td>21.04%</td>
<td>159.572,00</td>
<td>126.000,00</td>
<td>33.572,00</td>
</tr>
<tr>
<td>3</td>
<td>x</td>
<td>7.00</td>
<td>28</td>
<td>4.185,00</td>
<td>3.517,00</td>
<td>0.668,00</td>
<td>15.96%</td>
<td>117.180,00</td>
<td>98.476,00</td>
<td>18.704,00</td>
</tr>
<tr>
<td>4</td>
<td>x</td>
<td>7.00</td>
<td>28</td>
<td>2.462,00</td>
<td>2.069,00</td>
<td>0.393,00</td>
<td>15.96%</td>
<td>68.936,00</td>
<td>57.932,00</td>
<td>11.004,00</td>
</tr>
<tr>
<td>5</td>
<td>x</td>
<td>7.00</td>
<td>28</td>
<td>6.199,00</td>
<td>5.000,00</td>
<td>1.199,00</td>
<td>19.34%</td>
<td>173.572,00</td>
<td>140.000,00</td>
<td>33.572,00</td>
</tr>
<tr>
<td>6</td>
<td>x</td>
<td>7.00</td>
<td>28</td>
<td>7.549,00</td>
<td>6.500,00</td>
<td>1.049,00</td>
<td>13.90%</td>
<td>211.372,00</td>
<td>182.000,00</td>
<td>29.372,00</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td><strong>665.00</strong></td>
<td><strong>2.660.00</strong></td>
<td><strong>15.509.340,00</strong></td>
<td><strong>12.575.864,00</strong></td>
<td><strong>2.933.476,00</strong></td>
<td>% of sales</td>
<td><strong>100,00%</strong></td>
<td><strong>81,09%</strong></td>
<td><strong>18,91%</strong></td>
</tr>
</tbody>
</table>

#### Monthly results by products

<table>
<thead>
<tr>
<th>PRODUCT</th>
<th>Units per day or week</th>
<th>Units per month</th>
<th>Unit selling price</th>
<th>Unit Cost</th>
<th>Unit margin</th>
<th>% Margin of price</th>
<th>Price * Result</th>
<th>% Result</th>
<th>Recommended price</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Cheese</td>
<td>7.00</td>
<td>28</td>
<td>16.999,00</td>
<td>15.000,00</td>
<td>1.999,00</td>
<td>11.76%</td>
<td>0.12 36.865,54</td>
<td>4.01%</td>
<td>17.191,05</td>
</tr>
<tr>
<td>2 x</td>
<td>7.00</td>
<td>28</td>
<td>5.699,00</td>
<td>4.500,00</td>
<td>1.199,00</td>
<td>21.04%</td>
<td>0.21 12.359,36</td>
<td>13.29%</td>
<td>5.157,32</td>
</tr>
<tr>
<td>3 x</td>
<td>7.00</td>
<td>28</td>
<td>4.185,00</td>
<td>3.517,00</td>
<td>0.668,00</td>
<td>15.96%</td>
<td>0.16 9.075,96</td>
<td>8.22%</td>
<td>4.030,73</td>
</tr>
<tr>
<td>4 x</td>
<td>7.00</td>
<td>28</td>
<td>2.462,00</td>
<td>2.069,00</td>
<td>0.393,00</td>
<td>15.96%</td>
<td>0.19 13.443,70</td>
<td>11.60%</td>
<td>5.730,35</td>
</tr>
<tr>
<td>5 x</td>
<td>7.00</td>
<td>28</td>
<td>6.199,00</td>
<td>5.000,00</td>
<td>1.199,00</td>
<td>19.34%</td>
<td>0.14 16.371,43</td>
<td>6.15%</td>
<td>7.449,46</td>
</tr>
<tr>
<td>6 x</td>
<td>7.00</td>
<td>28</td>
<td>7.549,00</td>
<td>6.500,00</td>
<td>1.049,00</td>
<td>13.90%</td>
<td>1.201.247,50</td>
<td>11.17%</td>
<td>1.732.228,50</td>
</tr>
</tbody>
</table>

---

**Note:**
- **Order No.** refers to the order in which products are listed.
- **Units per day or week** and **Units per month** indicate the volume of production or sales.
- **Unit selling price** and **Unit Cost** represent the selling price and cost per unit of each product.
- **Unit margin** is calculated as the difference between the selling price and cost per unit.
- **% Margin of price** indicates the percentage margin relative to the unit selling price.
- **Total sales**, **total purchases**, and **total margin** are aggregated values for each product category.
- **% of sales** shows the percentage contribution of each product to the total sales.
- **8 - % Fixed costs** and **14 - Desired profit** represent the percentage of fixed costs and the desired profit margin, respectively.
- **Recommended price** is calculated as the selling price plus the desired profit margin.
Production Model.  
Individual cost calculation.

<table>
<thead>
<tr>
<th>Product or service</th>
<th>Date</th>
<th>Nº produced units</th>
<th>Calculation of fixed costs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Matter</td>
</tr>
<tr>
<td>Tacos</td>
<td>3-dic.-19</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Tortilla</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Total costs</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Cost per unit</td>
</tr>
</tbody>
</table>
3.4 ASSESSMENT OF INVESTMENT AID

Maximum score of **41 points** that can be obtained by three different aspects of the project and entrepreneur:

- Entrepreneurial aptitude and attitude: 25 points
- Potential family support: 5 points
- Family and social impact of the project: 11 points
4. TRAINING

(29 hours)

- Entrepreneurship course “SAPE”
- Mindfulness
- Digital skills
4.1 Content and training course schedule

Methodology

Timing

Documentation (everything properly registered):

- Rights and obligations
- Image publication consent
- Delivery of course material
- Continuous attendance monitoring
- Questionnaire of evaluation
- Delivery of diploma or certificate
In the first day of the training, entrepreneurs have the first contact with counterparts and cases of success!!
4.2 Diploma presentation and final photo
5. THE COUNTERPARTS AND MONITORING IN THE HOME COUNTRY

DELETED
• Technical Self-Employment Staff with the Beneficiary
• Partner with the Beneficiary
• Technical Staff with the Partner
<table>
<thead>
<tr>
<th>Date</th>
<th>1st DELIVERY</th>
<th>2nd DELIVERY</th>
<th>3rd DELIVERY</th>
<th>FULL DELIVERY (€)</th>
<th>FULL DELIVERY (C$ y $)</th>
<th>CURRENCY EXCHANGE</th>
<th>REAL INVESTMENT (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>24/08/2020</td>
<td>3,000,00</td>
<td>1,400,00</td>
<td>25/08/2020</td>
<td>53,781,00</td>
<td></td>
<td></td>
<td>4,466,21</td>
</tr>
<tr>
<td>25/08/2020</td>
<td>3,000,00</td>
<td>2,000,00</td>
<td>1,400,00</td>
<td>130,000,00</td>
<td>1,300,00</td>
<td>49,939,96</td>
<td>4,791,00</td>
</tr>
<tr>
<td>26/08/2020</td>
<td>3,000,00</td>
<td>2,000,00</td>
<td>25/08/2020</td>
<td>65,305,94</td>
<td>1,700,00</td>
<td></td>
<td>4,895,00</td>
</tr>
<tr>
<td>27/08/2020</td>
<td>3,000,00</td>
<td>2,000,00</td>
<td>25/08/2020</td>
<td>119,021,39</td>
<td>1,223,244,43</td>
<td>38,42</td>
<td>5,093,94</td>
</tr>
<tr>
<td>28/08/2020</td>
<td>3,000,00</td>
<td>2,000,00</td>
<td>25/08/2020</td>
<td>142,021,39</td>
<td>3,697,00</td>
<td></td>
<td>3,981,36</td>
</tr>
</tbody>
</table>

**Total**

<table>
<thead>
<tr>
<th>1st DELIVERY</th>
<th>2nd DELIVERY</th>
<th>3rd DELIVERY</th>
<th>FULL DELIVERY (€)</th>
<th>FULL DELIVERY (C$ y $)</th>
<th>CURRENCY EXCHANGE</th>
<th>REAL INVESTMENT (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Euro</td>
<td>18,576,00</td>
<td>8,368,00</td>
<td>5,908,00</td>
<td>32,852,00</td>
<td>1,223,244,43</td>
<td>33,643,65</td>
</tr>
<tr>
<td>Total Córdoba</td>
<td>687,477,41</td>
<td>308,787,90</td>
<td>226,979,12</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Total Pesos</td>
<td>2,322,00</td>
<td>0,00</td>
<td>0,18</td>
<td>100,00%</td>
<td></td>
<td>102,41%</td>
</tr>
<tr>
<td>Nº</td>
<td>DATES</td>
<td>NAME</td>
<td>CONTACT</td>
<td>NACIONALITY</td>
<td>OBSERVATIONS CONTACT</td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>---------------</td>
<td>---------------------------</td>
<td>----------</td>
<td>-------------</td>
<td>-----------------------</td>
<td></td>
</tr>
<tr>
<td>ZNI2</td>
<td>FEBRERO: 7, 12, 14, 19, 20, 24. MARZO: 17, 19, 20, 24, 25, 26, 27. ABRIL: 7, 8, 16, 17, 20, 24, 27, 28, 30. MAYO: 6, 13, 14, 24, 25, 26, 27, 28, 29. JUNIO: 7, 9, 10, 12, 13, 16, 17, 20, 23.</td>
<td>TANIA TORUÑO BOLAÑOS</td>
<td>WhatsApp, email</td>
<td>NICARAGUA</td>
<td>February: Arrived safely in Nicaragua, changed Spanish contact number and sent quotes, verified quotes and incidents. March: Requested invoices, sent invoices and service contract. Discussed their clients and the impact of the pandemic. Discussed services and training as an implementable service. Requested and sent quotes or proforma invoices. April: Requested and sent photos of the office. Discussed the second delivery, which will be made as soon as the counterpart is ready. Delivery set for April 20th. Reminded them to send invoices for their purchases. They sent one for the printer. May: Evaluated the website offer, found an error in one of the invoices. Discussed their clients and considered a business plan suitable for the lockdown. Discussed the business plan and the pandemic. June: End of justification period, discussed business aspects related to Covid and potential opportunities. Evaluated income. Consider this case closed.</td>
<td></td>
</tr>
<tr>
<td>ZNI3</td>
<td>FEBRERO: 10, 12, 14, 15, 19, 20, 24. MARZO: 17, 18, 23, 24, 25. ABRIL: 1, 2, 3, 6, 14, 15, 16, 17, 27, 28, 30. MAYO: 4, 13, 14, 26, 27, 28, 29. JUNIO: 5, 9, 10, 12, 13, 16, 17, 23. JULIO: 7, 9, 10. AGOSTO: 6, 7, 12, 19, 20, 31. SEPTIEMBRE: 2, 3, 4, 7, 11.</td>
<td>FÁTIMA MENDOZA</td>
<td>WhatsApp</td>
<td>NICARAGUA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Partner</td>
<td>Entrepreneur</td>
<td>Contact</td>
<td>Observations contact</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>------------------</td>
<td>----------------------</td>
<td>---------</td>
<td>----------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14/02/2020</td>
<td>Gaudy Blandon</td>
<td>Fátima Norelias Mendoza</td>
<td>Call</td>
<td>They call and inquire about the trip and status. They are explained about the bank account, asked to request pro forma invoices, and told to keep the plane tickets.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>04/03/2020</td>
<td>Gaudy Blandon</td>
<td>Home visit</td>
<td></td>
<td>Delivery of airplane tickets, delivery of pro forma invoices for 12,185C$. Receipt of water and electricity bills. Gaudy hands over the first check for 96,822.49C$ to purchase farm materials. They discuss Fátima’s health, who was ill but is now fine. The builder mentions that it will take at least two weeks to build the shed. Gaudy verifies that the account has been opened and notices that Fátima has plenty of land and has experience.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20/03/2020</td>
<td>Home visit</td>
<td>XXXXXXXXXXXXXXXXXXXXXXXXXX</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16/04/2020</td>
<td>WhatsApp</td>
<td>XXXXXXXXXXXXXXXXXXXXXXXXXX</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25/08/2020</td>
<td>Home visit</td>
<td>XXXXXXXXXXXXXXXXXXXXXXXXXX</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14/02/2020</td>
<td>call</td>
<td>XXXXXXXXXXXXXXXXXXXXXXXXXX</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>04/03/2020</td>
<td>XXXXX</td>
<td>XXXXXXXXXXXXXXXXXXXXXXXXXX</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
COUNTERPART VISITS

DELETED
What the Administration requests from us...
What provides to the Administration:

A COMPLETE BUSINESS PLAN
Results:

Live in their own country with the opportunity and the means to lead a dignified life.
6. LIFE STORIES

FROM A GARAGE TO A SEWING WORKSHOP
DAIRY FARM

DELETED
FROM SHANTY TO JEWELRY AND BEAUTY STUDIO
EVENT ORGANIZATION

DELETED
PROGRAM REPLICABLE IN ANY EUROPEAN COUNTRY
WE SEEK THE EXCELLENCE
THANK YOU