



Council of the European Union
General Secretariat

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Brussels, 21 September 2023

WK 11904/2023 INIT

LIMITE

MIGR

JAI

FRONT

RELEX

COMIX

VISA

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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.



EUROPEAN BORDER AND COAST GUARD AGENCY

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



EUROPEAN BORDER AND COAST GUARD AGENCY

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

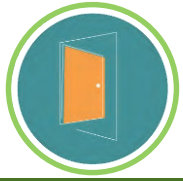
Sensitisation events

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

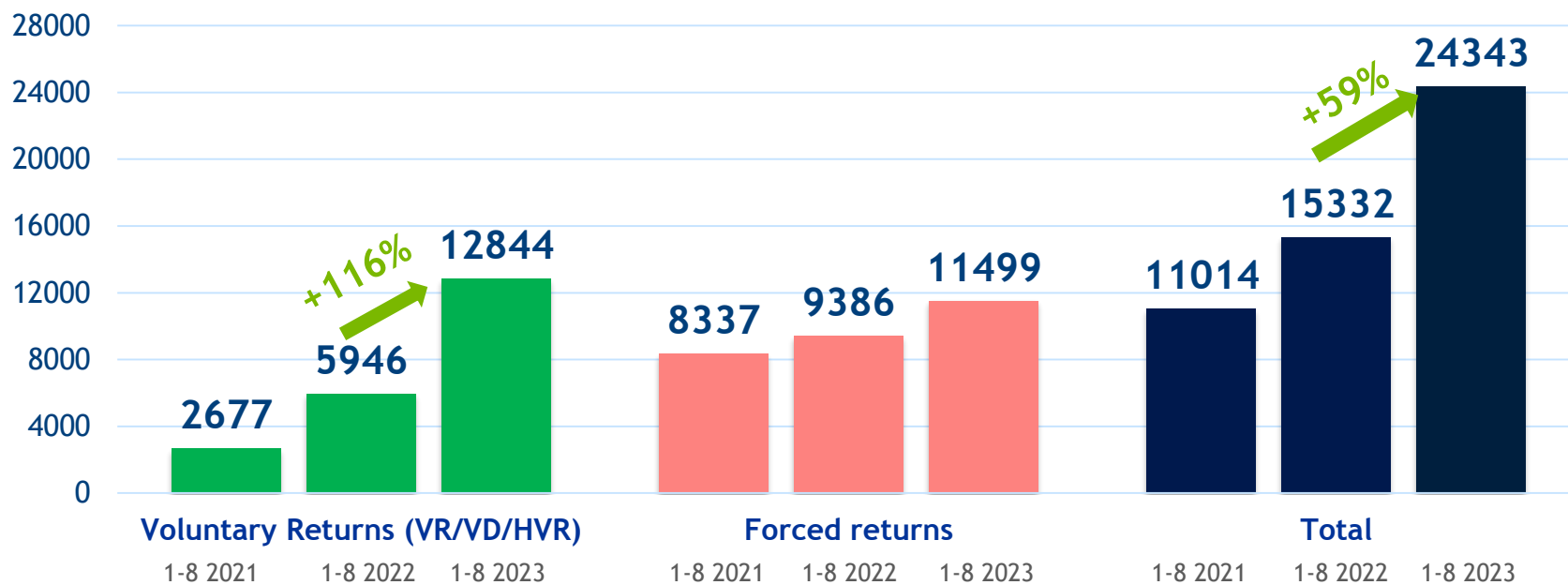


Toolbox for children

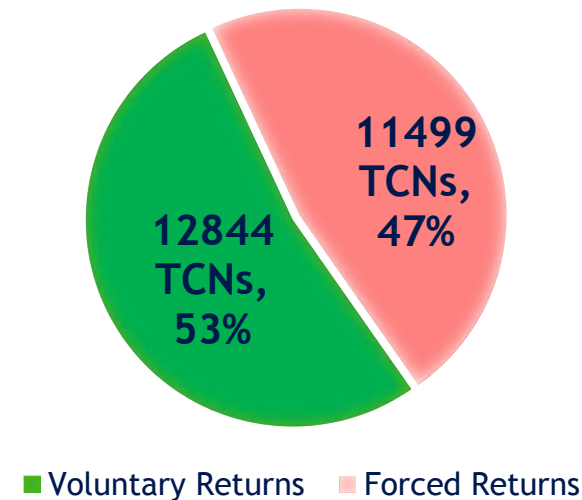
- Good practices
- Pilot workshop
- Guidebook
- FACIR training

Increasing numbers of returns supported by Frontex

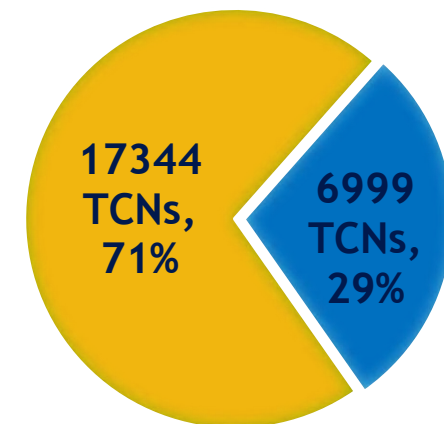
Third-country nationals returned by voluntary and forced returns



Returns in 2023



■ Voluntary Returns ■ Forced Returns

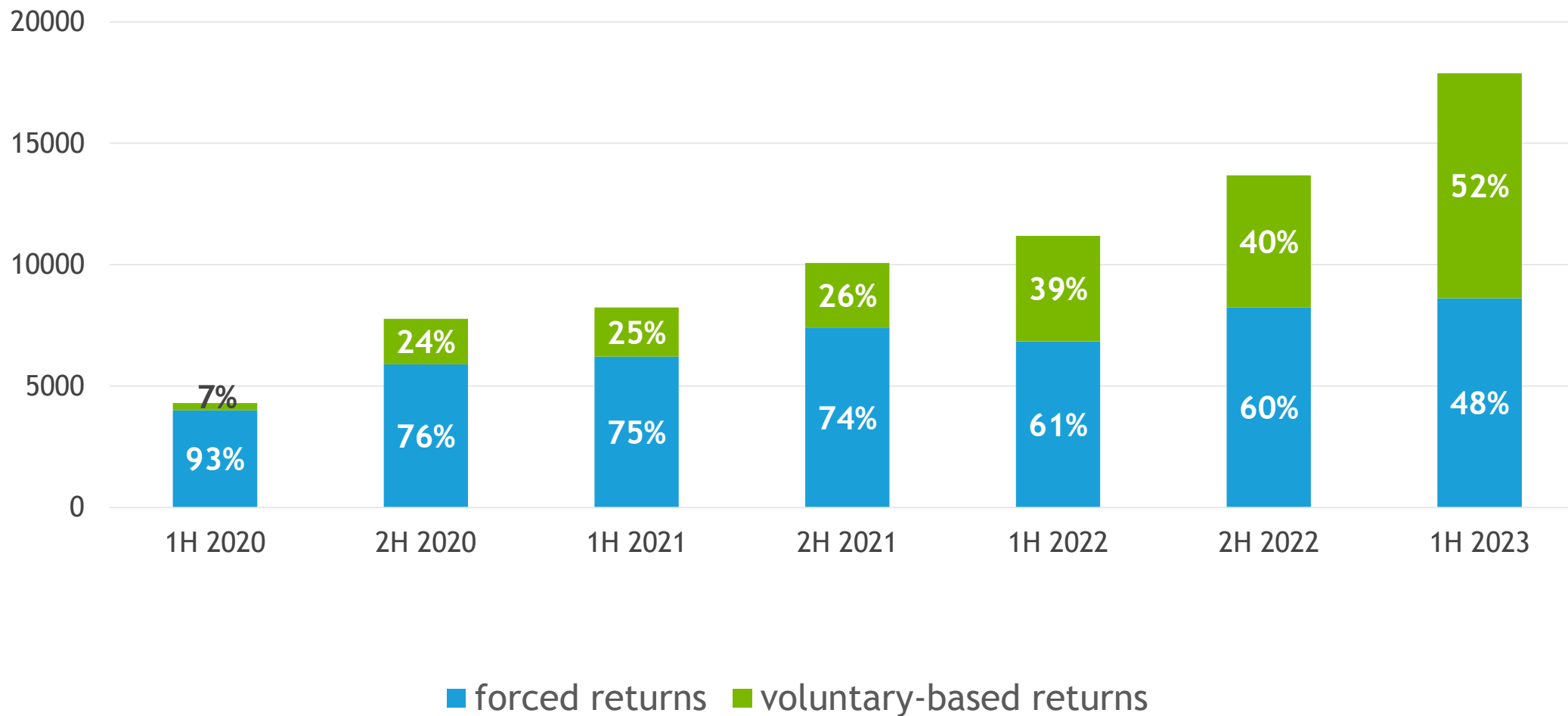


■ Scheduled flights ■ Charter flights

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

Increasing share of Frontex coordinated voluntary-based returns per semester





EUROPEAN BORDER AND COAST GUARD AGENCY

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

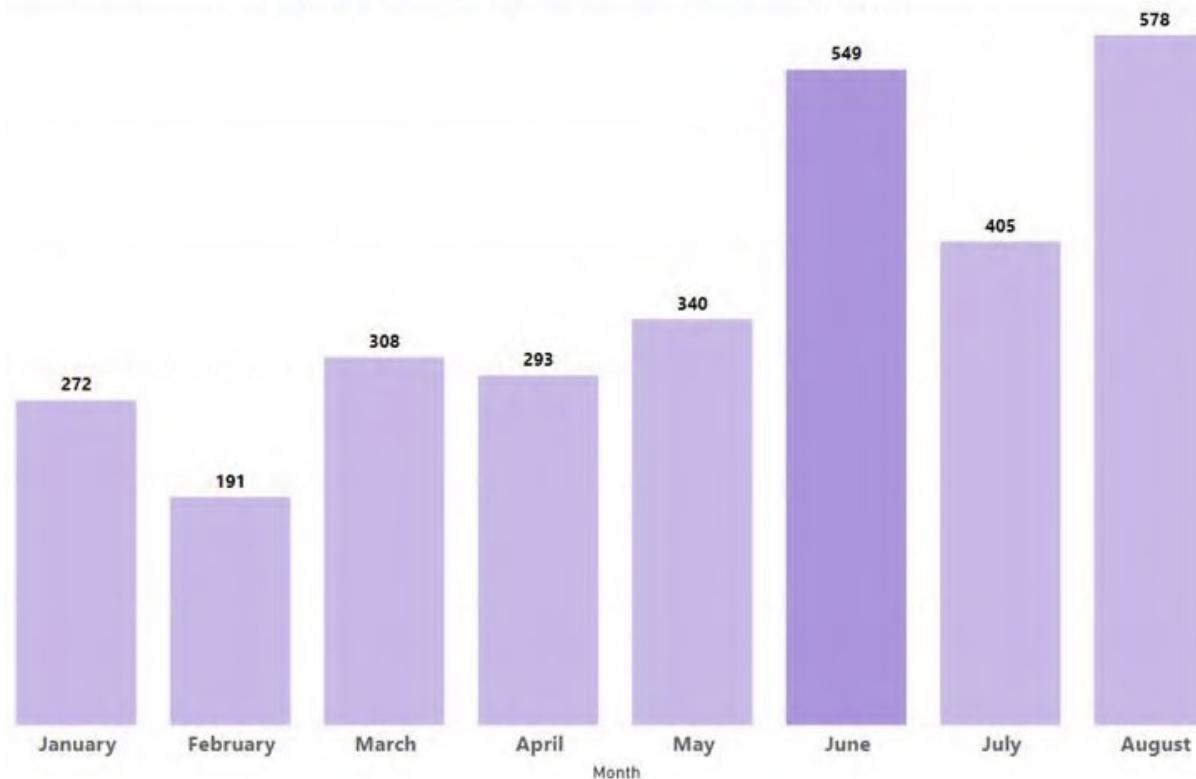
- Development of new tools
- Refining and improving existing materials

JOINT REINTEGRATION SERVICES - STATISTICS

- 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

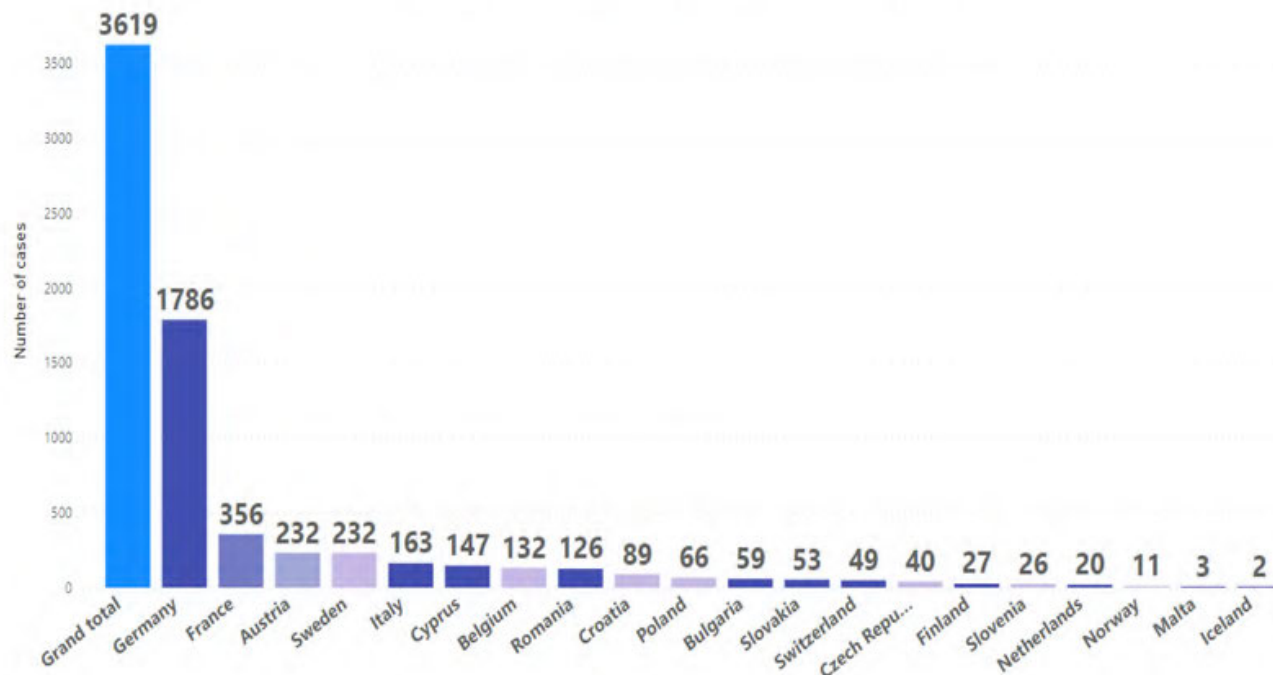
SoP 31/08/2023

Number of reintegration cases monthly 2023



SoP 31/08/2023

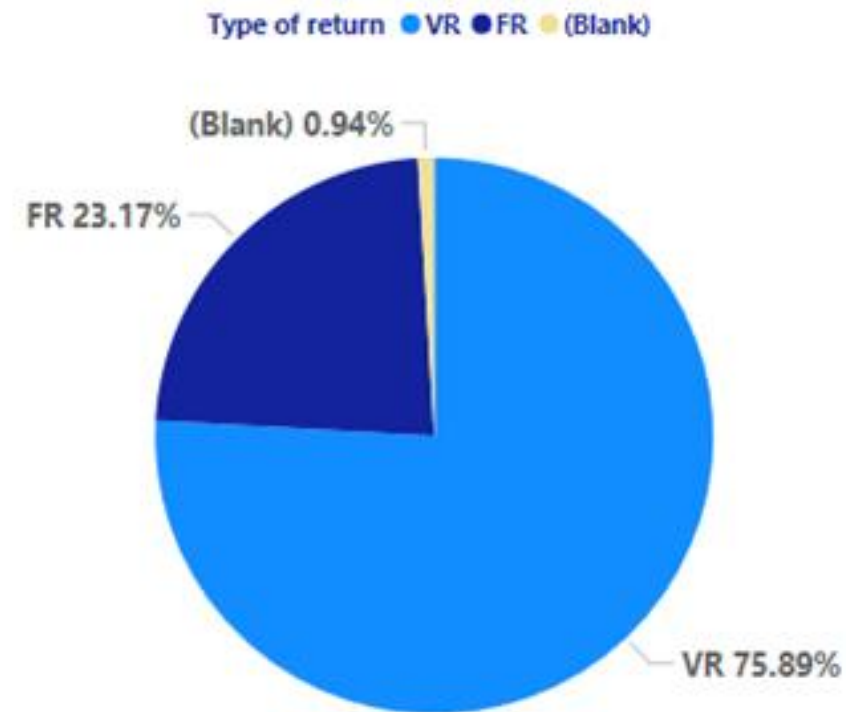
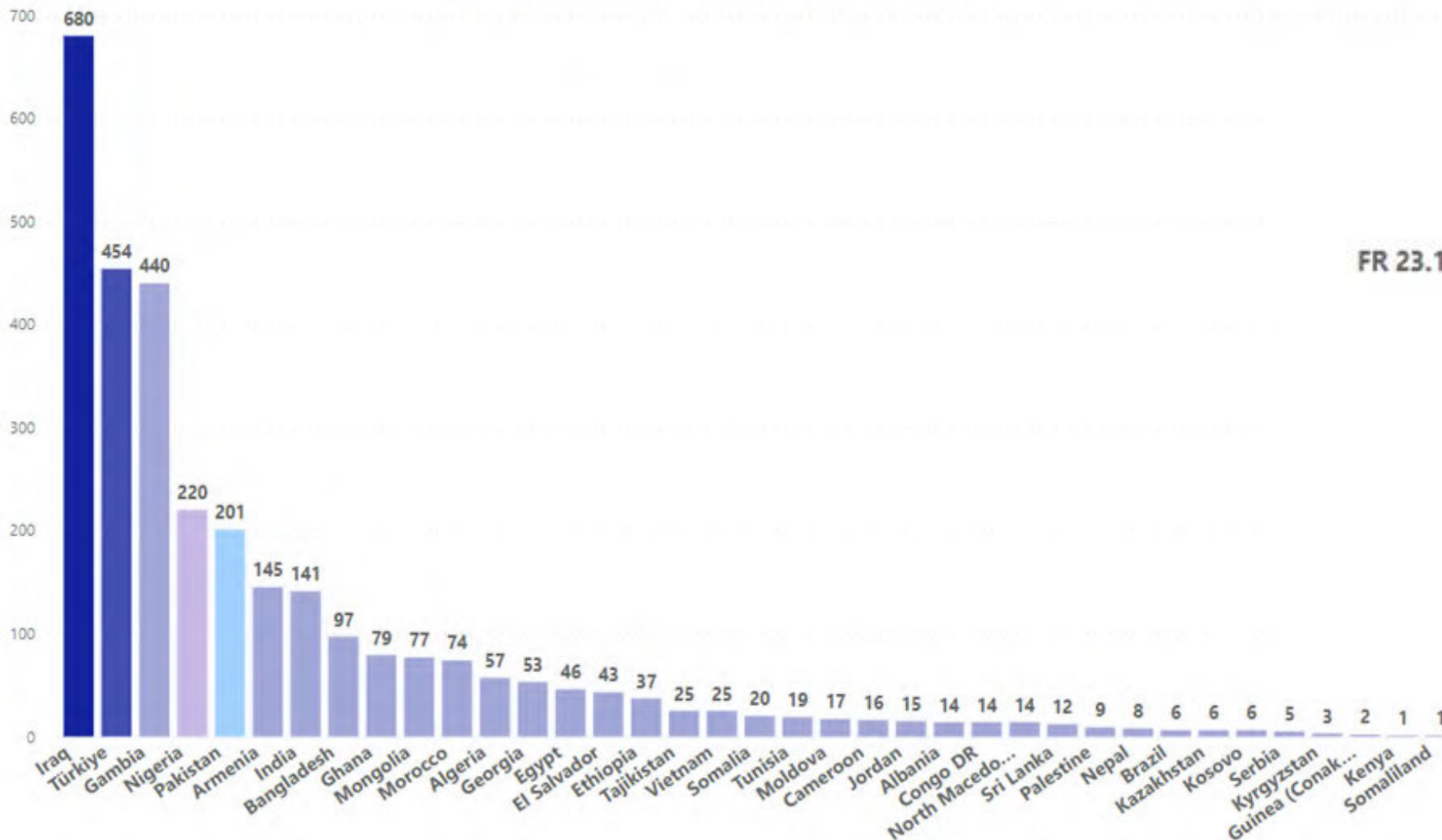
Number of cases by sending country



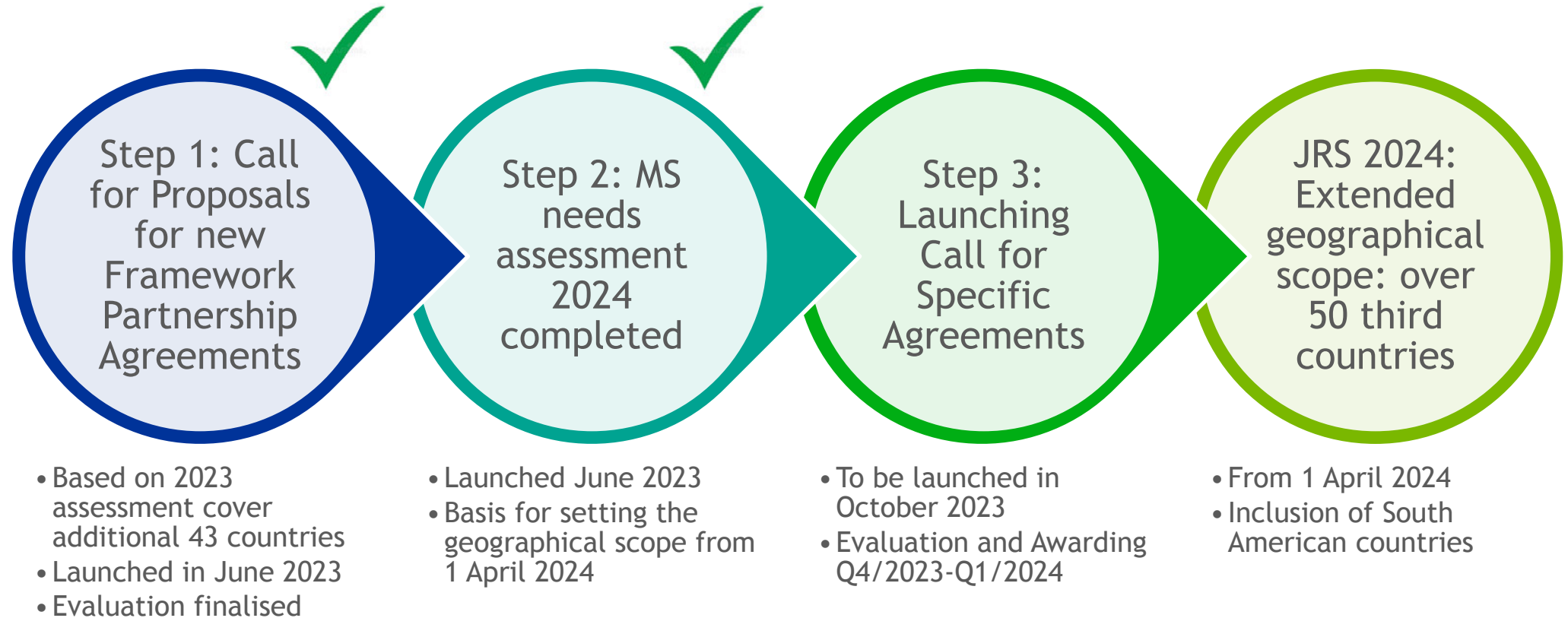
JOINT REINTEGRATION SERVICES - STATISTICS

No of cases by receiving country

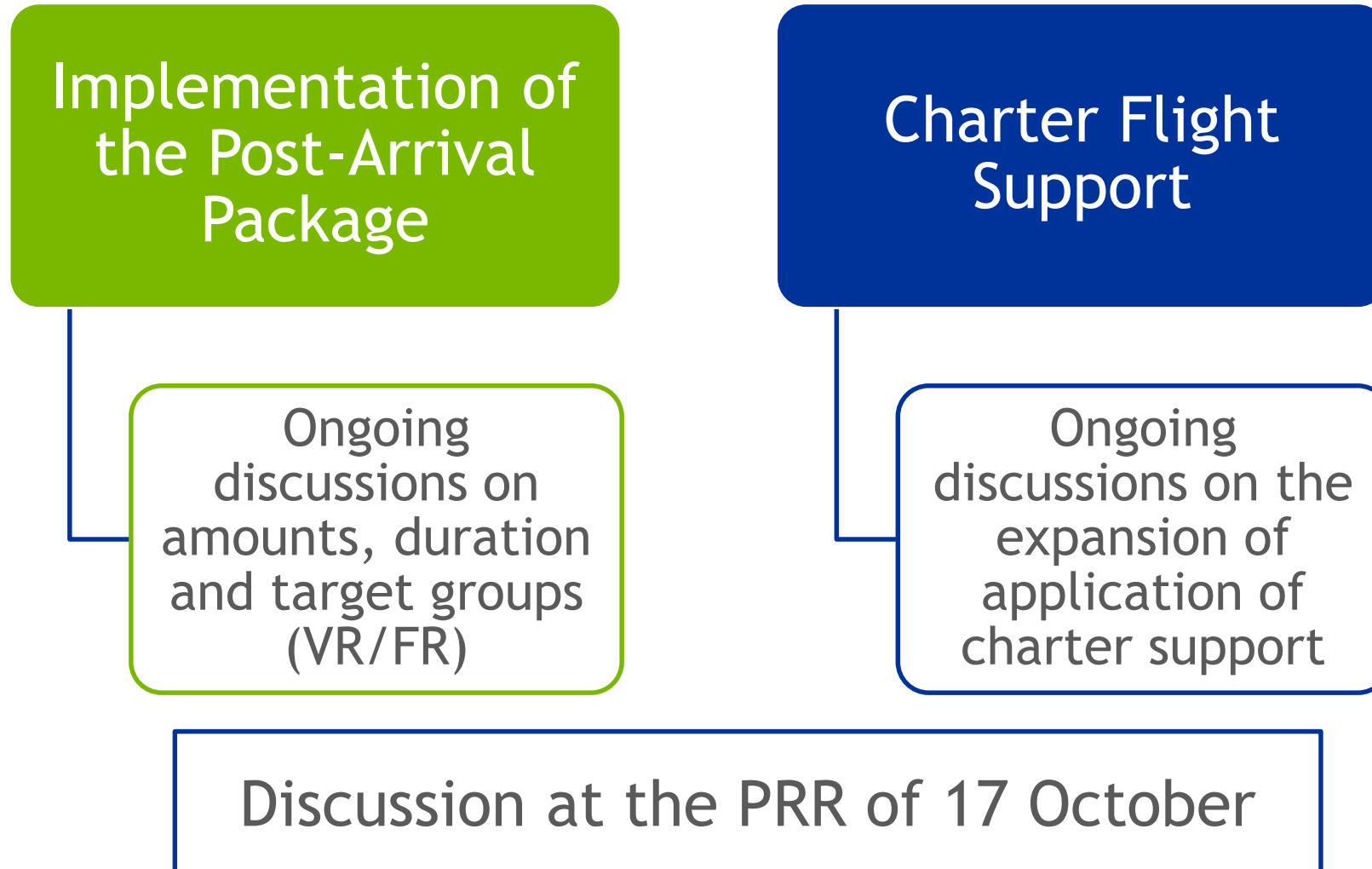
SoP 31/08/2023



Development in 2024: Extending the Geographical Scope



Development in 2024: Post-Arrival Support Refinement



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

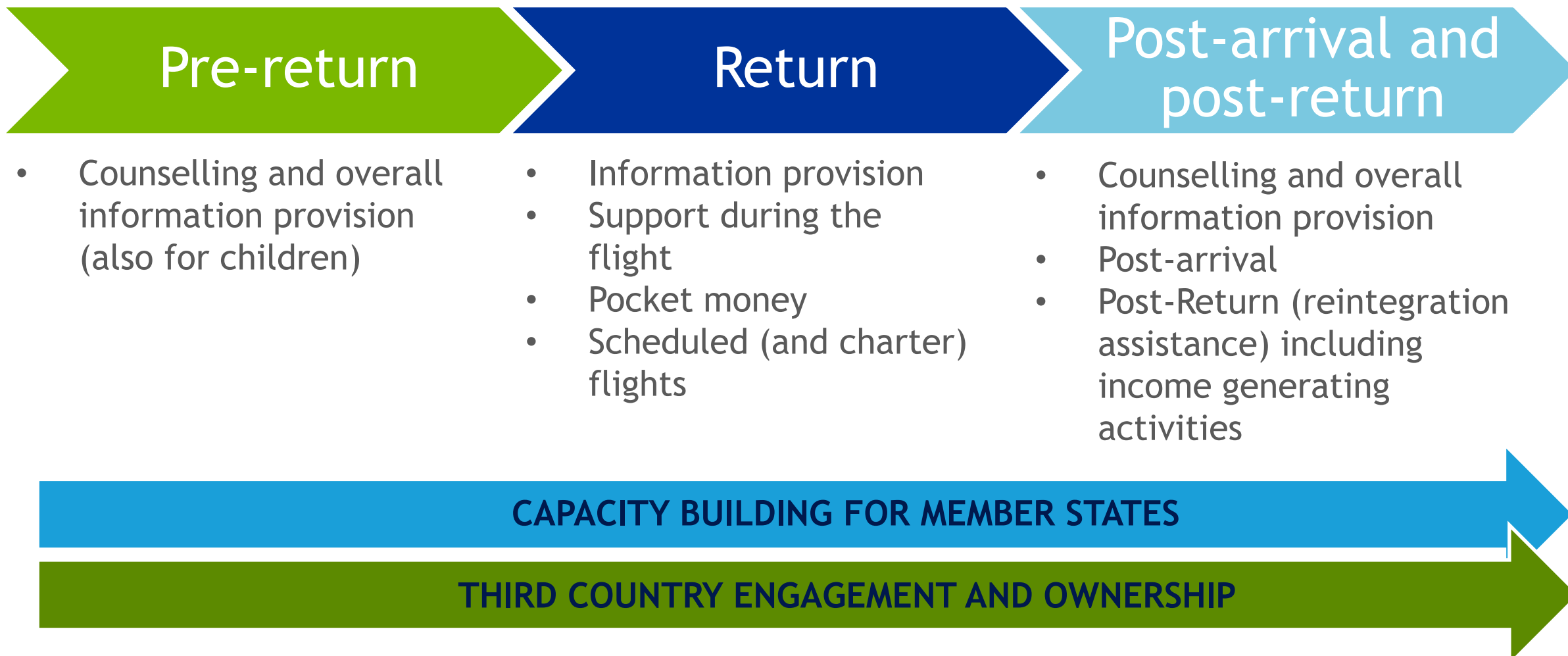
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Voluntary return and reintegration

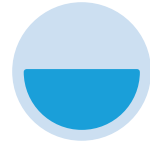
Core activities promoting and supporting VR and reintegration



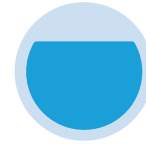
Counselling



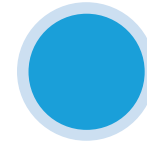
Information and outreach



Decision making



Pre-departure preparation



Post-Arrival support

SC Return Specialist (RRC)

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RRC training curriculum

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TC engagement

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Promotion of VR through improved communication and information materials

RRC Quick View Manual

Training Catalogue + Handbook

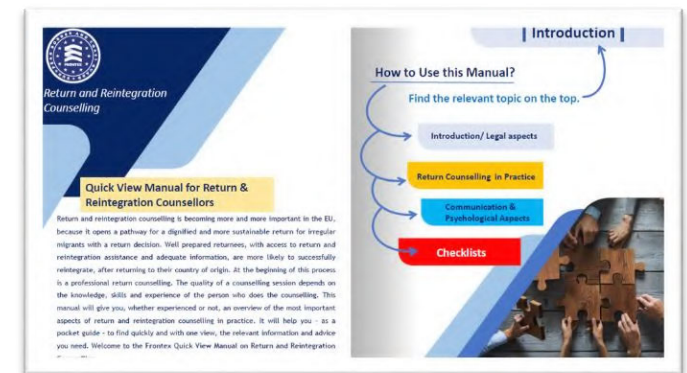
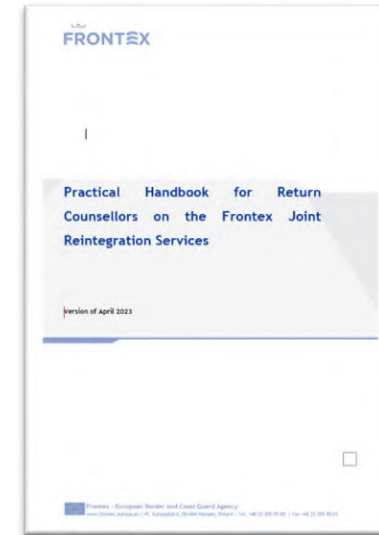
JRS brochures for returnees

Return and Reintegration Application

Posters

Third Country sheets

JRS Handbook



Third country engagement and ownership

Engagement

- TC engagement in all stage 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 II 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

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

FRONTEX



EUROPEAN BORDER AND COAST GUARD AGENCY

Thank you for your attention!

www.frontex.europa.eu

We are on:



YouTube

flickr

LinkedIn[®]

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

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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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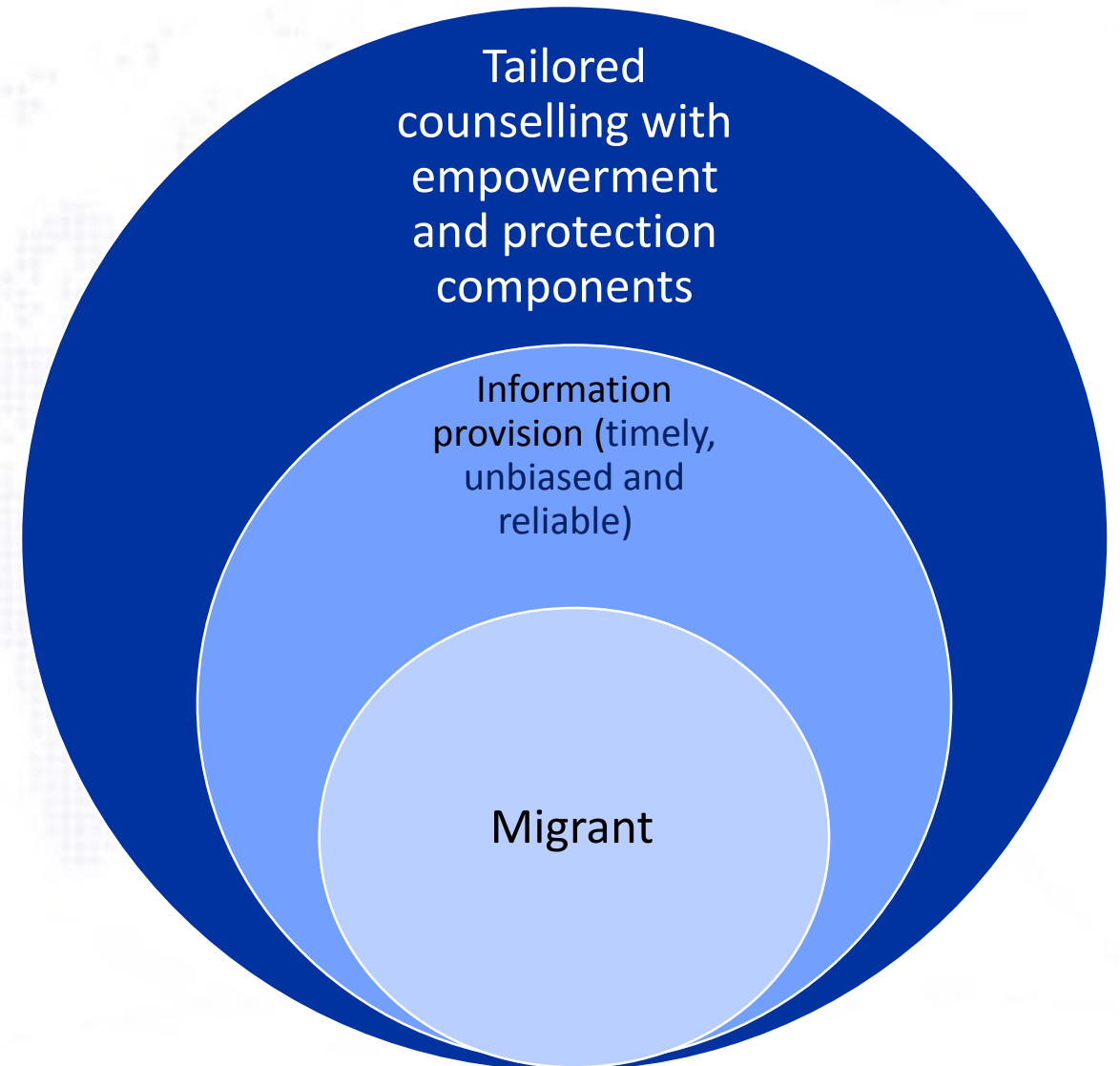
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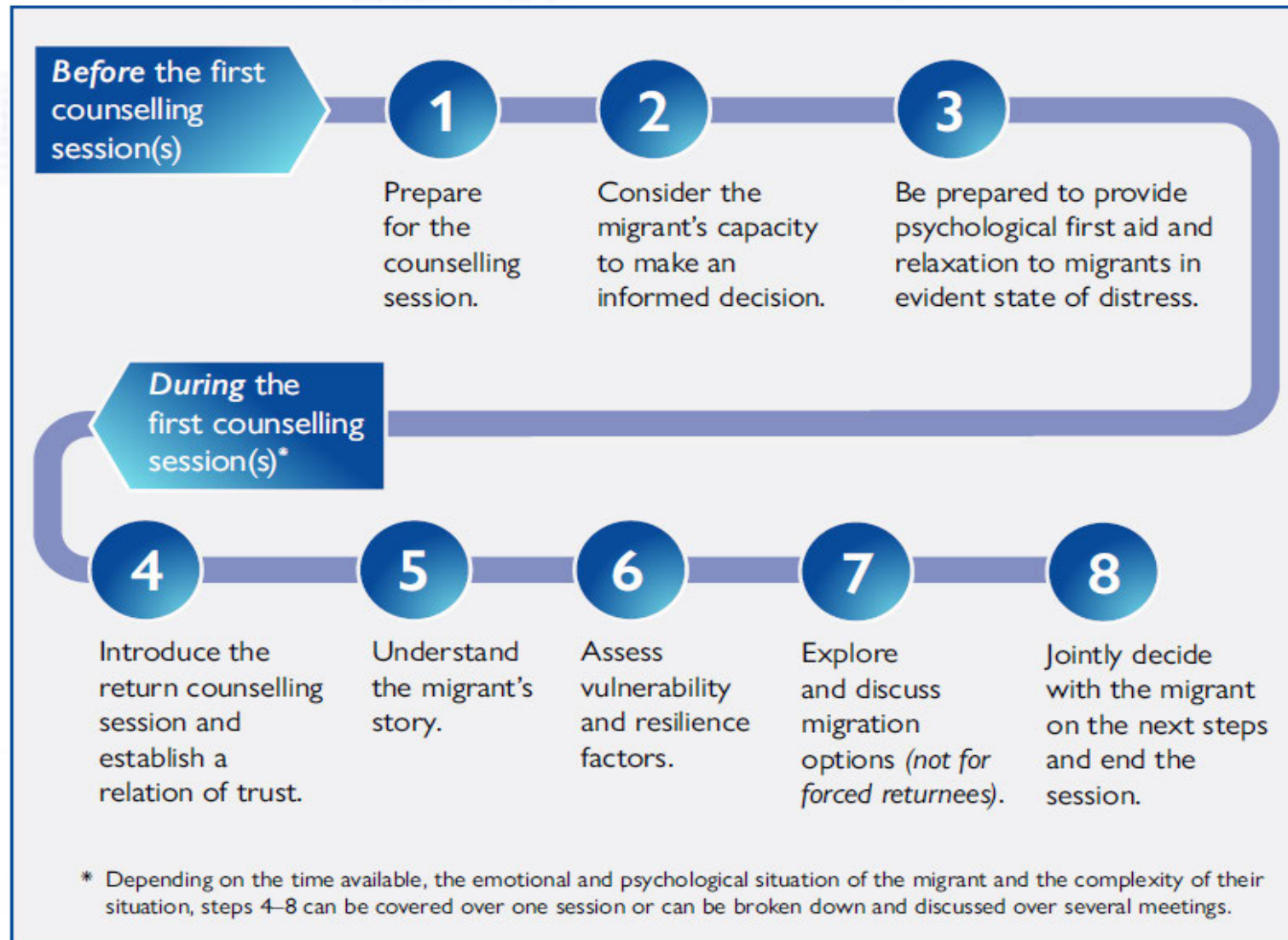
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Return counselling

- 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



How do we ensure accountability in the return counselling cycle?

Coordination and partnership

Gender, diversity and inclusion

Result-based management

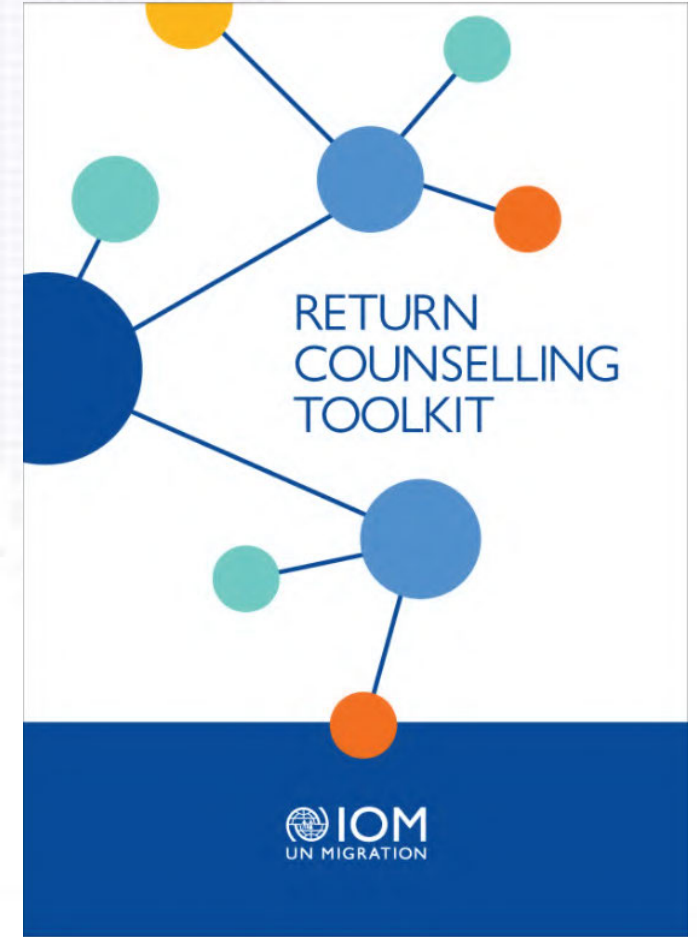
Complaint and feedback mechanisms

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*

<https://publications.iom.int/system/files/pdf/Return-Counselling-Toolkit.pdf>

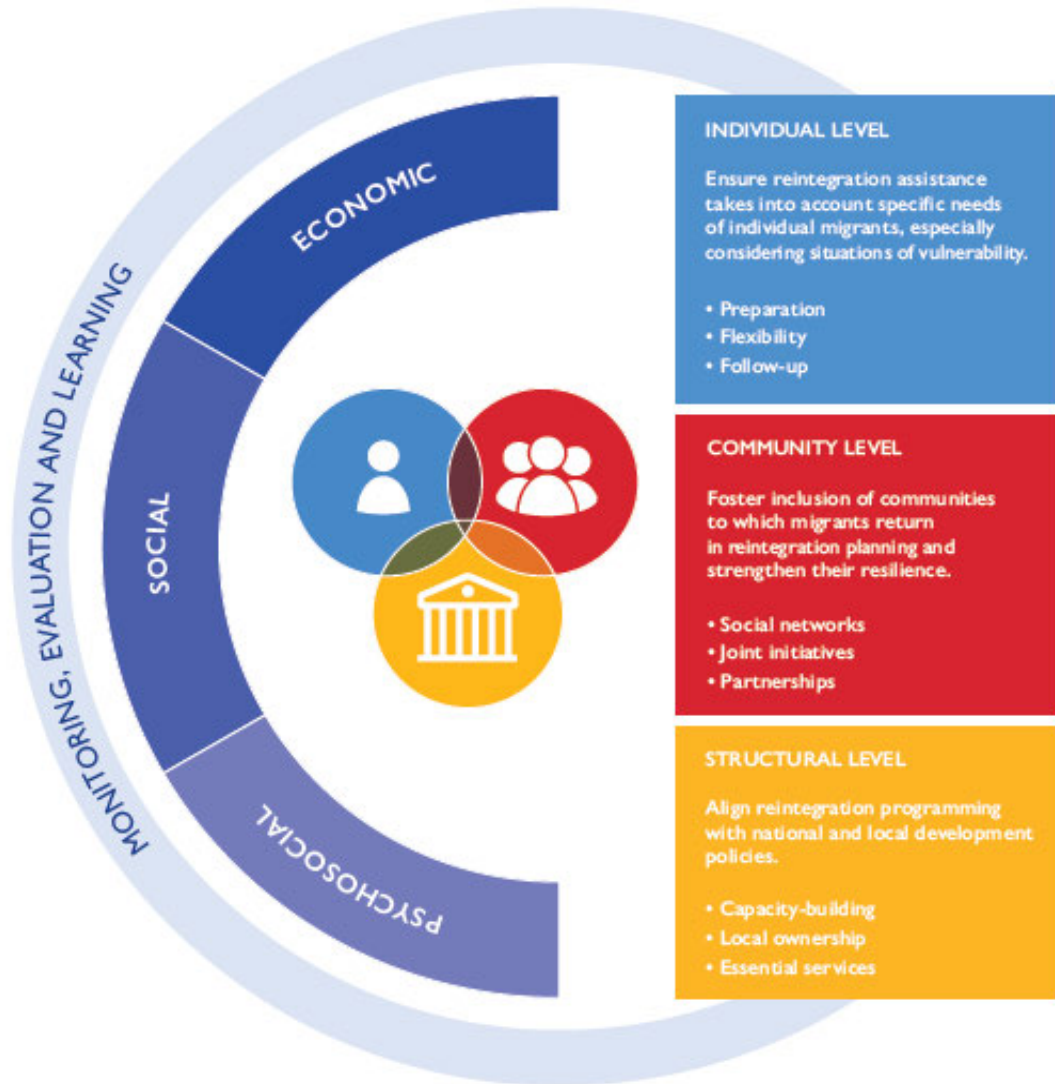


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An Integrated Approach to Reintegration



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**'.



International Organization for Migration (IOM)
The UN Migration Agency

Towards an

INTEGRATED APPROACH

TO REINTEGRATION

in the context of return



Measuring Reintegration Sustainability

ECONOMIC DIMENSION

SOCIAL DIMENSION

PSYCHOSOCIAL DIMENSION

MEASUREMENT ELEMENTS

1. Satisfaction with current economic situation
2. Frequency of food insecurity
3. Ability to borrow money
4. Frequency of borrowing money
5. Debt to spending ratio
6. Perceived access to employment and training
7. Currently working
8. Ownership of productive assets
9. Currently searching for a job

MEASUREMENT ELEMENTS

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

MEASUREMENT ELEMENTS

21. Participation in social activities
22. Strength of support network
23. Sense of belonging to community
24. Sense of physical security
25. Frequency of conflict with family/domestic tension
26. Feeling of discrimination in Country of origin
27. Frequency of experiencing signs of distress
28. Desire to receive psychological support
29. Subjective ability to stay in Country of origin
30. Need vs. Wish to remigrate

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Community



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GOBIERNO
DE ESPAÑA

MINISTERIO
DE INCLUSIÓN, SEGURIDAD SOCIAL
Y MIGRACIONES

SECRETARÍA DE ESTADO
DE MIGRACIONES

DIRECCIÓN GENERAL DE ATENCIÓN
HUMANITARIA E INCLUSIÓN SOCIAL
DE LA INMIGRACIÓN



EU co-financed

GOOD PRACTICES ON VOLUNTARY RETURN

VOLUNTARY RETURN ASSOCIATED WITH A BUSINESS INITIATIVE



Quiel moreno

VOLUNTARY RETURN PROGRAMS



SECRETARIA DE ESTADO
DE MIGRACIONES

DIRECCION GENERAL DE ATENCION
HUMANITARIA E INCLUSION SOCIAL
DE LA INMIGRACION

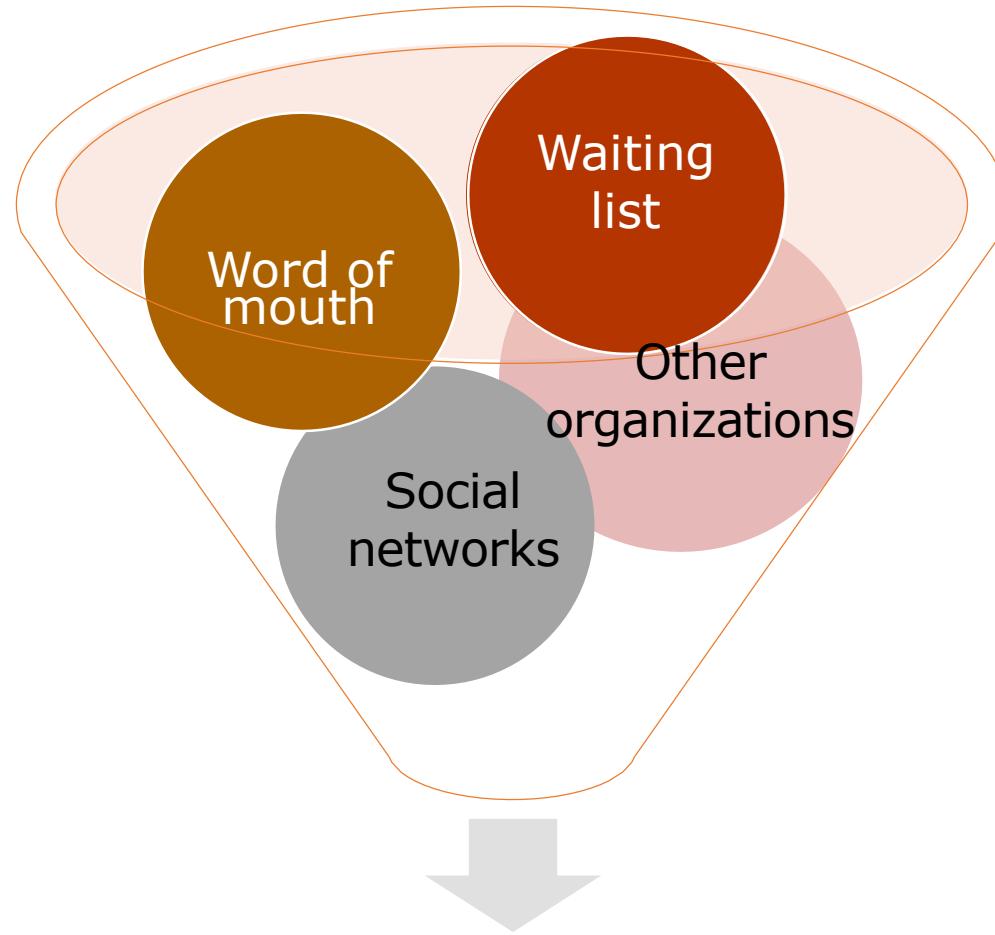


EU co-financed



A REPLICABLE METHODOLOGY





Broadcasting channels




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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



GOBIERNO DE ESPAÑA
MINISTERIO DE INCLUSIÓN, SEGURIDAD SOCIAL Y MIGRACIONES

SECRETARÍA DE ESTADO DE MIGRACIONES
DIRECCIÓN GENERAL DE ATENCIÓN HUMANITARIA E INCLUSIÓN SOCIAL DE LA INMIGRACIÓN



Cofinanciado por la Unión Europea

Tutoring Session Follow-up Report	
Entrepreneur and home country:	
Tutor:	
Meeting place:	
Date and work Schedule:	
Meeting content:	


Entrepreneur's signature

Tutor's signature

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

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

Entrepreneur			Currency	Peso
Kind of business	Salsamentaria		Average exchange rate	5093,92
Country	Jamundi, Cali, Colombia			
What investment do you need, and how are you going to finance it?				
Capital investment	Purchase price	€	Years of useful life	Annual budget allocation
Food slicer	509.900,00	100,10	10	50.990,00
x	179.900,00	35,32	10	17.990,00
x	6.500.000,00	1.276,03	10	650.000,00
x	600.000,00	117,79	10	60.000,00
x	439.900,00	86,36	10	43.990,00
x	2.400.000,00	471,15	10	240.000,00
x	250.000,00	49,08	10	25.000,00
x	250.000,00	49,08	10	25.000,00
Total fixed capital and	11.129.700,00	2.184,90		1.112.970,00
Variable investment	Value	€		
x	12.575.864,00	2.468,80		
x	188.600,00	37,02		
		0,00		
		0,00		
Total variable investm	12.764.464,00	2.505,82		
Total investment	23.894.164,00	4.690,72		
Own contribution	0,00	0,00		
Approved assistance				
Loan	0,00	0,00		
Total financing	0,00	0,00		
What fixed expenses do you have to cover each month				
Fixed expenses	Monthly			
x	92.747,50			
x	38.500,00			
x	800.000,00			
x	170.000,00			
x	8.000,00			
x	12.000,00			
x	80.000,00			
			Average margin	
			18,91%	
		30	Days/month and Expense per	Minimum monthly sa
Total monthly expens	1.201.247,50	40041,58	6.351.016,99	211.700,57
			Daily average	

Model of commerce or services

Days or weeks of operation per month			MONTHLY RESULTS BY PRODUCTS							
4			1	2	3	4	% Margin of price	5	6	7
Order No.	PRODUCTS	Units per day or week	Units per month	Unit selling price	Unit Cost	Unit margin 4 = 2 - 3		TOTAL SALES 5 = 1 x 2	TOTAL PURCHASES 6 = 1 x 3	TOTAL MARGIN 7 = 1 x 4
1	Cheese	7,00	28	16.999,00	15.000,00	1.999,00	11,76%	475.972,00	420.000,00	55.972,00
2	x	7,00	28	5.699,00	4.500,00	1.199,00	21,04%	159.572,00	126.000,00	33.572,00
3	x	7,00	28	4.185,00	3.517,00	668,00	15,96%	117.180,00	98.476,00	18.704,00
4	x	7,00	28	2.462,00	2.069,00	393,00	15,96%	68.936,00	57.932,00	11.004,00
5	x	7,00	28	6.199,00	5.000,00	1.199,00	19,34%	173.572,00	140.000,00	33.572,00
6	x	7,00	28	7.549,00	6.500,00	1.049,00	13,90%	211.372,00	182.000,00	29.372,00
TOTALS		665,00	2.660,00					15.509.340,00	12.575.864,00	2.933.476,00
% of sales								100,00%	81,09%	18,91%

8 % MARGIN 8 = 7 / 5	8 - % Fixed costs						14 - Desired profit
	7,75%						5%
9 Fixed cost per product 9 = Fixed expenses % x line sales	10 Results 10 = 7 - 9	11 Fixed costs per unit 11 = 9 / 1	12 Results per unit 12 = 4 - 11	13 Price % Result 13 = 12 / 2	14 Recommended price		
0,12	36.865,54	19.106,46	1.316,63	682,37	4,01%	17.191,05	
0,21	12.359,36	21.212,64	441,41	757,59	13,29%	5.157,32	
0,16	9.075,96	9.628,04	324,14	343,86	8,22%	4.030,73	
0,16	5.339,31	5.664,69	190,69	202,31	8,22%	2.371,22	
0,19	13.443,70	20.128,30	480,13	718,87	11,60%	5.730,35	
0,14	16.371,43	13.000,57	584,69	464,31	6,15%	7.449,46	
1.201.247,50		1.732.228,50					
7,75%		11,17%					

Production Model.

Individual cost calculation.

Calculation of fixed costs					
Product or service	Date	N° produced units			
Tacos	3-dic.-19	15			
Matter	Purchase price per pound or unit	Pounds or units	Startup cost	Losses, shrinkage	Total cost
Tortilla	2,00	15	30,00	3%	30,93
x	39,00	1	39,00	3%	40,21
x	60,00	1	60,00	3%	61,86
x	5,00	0,2	1,00	3%	1,03
x	25,00	1	25,00	3%	25,77
x	5,00	1	5,00	3%	5,15
x	5,00	1,5	7,50	3%	7,73
x	60,00	0,375	22,50	3%	23,20
x	30,00	0,375	11,25	3%	11,60
Total costs		21,45			207,47
Cost per unit					13,83

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

Investment aid calculation	
Date	24/01/2022
Entrepreneur	
File	
Kind of business	Salsamentaria
Self-employment advisor	Alejandro Valero
Approved assistance	4.691

1. Investment assistance	
Minimum investment	1.000,00
Total planned investment	4.691,00
Basic investment aid	3.000,00
Maximum complementary assistance	3.000,00
Difference between total investment and minimum assistance	3.691,00

2. Entrepreneurial aptitude and attitude		
Highest score		25
Demonstrated commitment during training	De 0 a 5	5
Business idea viability	De 0 a 5	5
Information quality obtained	De 0 a 5	5
Degree of training benefit	De 0 a 5	5
Entrepreneurial experience	De 0 a 5	5
Total		25
Result of entrepreneurial attitude evaluation		POSITIVO
Basic aid awarded		3.000,00 €

3. Family environment financial assistance	
Highest score	5
Rating 5 to 0, in inverse proportion from lower to higher family support	2

4. Impact on the family and social environment of the entrepreneurial initiative		Máximo
Highest score		11
Job positions (including the entrepreneur)	De 1 a 2	1
Adds services to their environment	De 0 a 3	3
Family dependents	De 0 a 3	3
Risk of marginalization	De 0 a 3	1
Total social impact evaluation		8

Maximum additional aid per person	3.000,00
Total highest score	41
Total score obtained	35
Additional aid received	2.560,98
Family companions	0
Rise in aid for accompanying relative	1.700,00
Project Accompaniment assistance	0,00
Cumulative Previous Investment Aid	5.560,98
Total investment	4.691,00
Maximum Aid Valuation	4.691,00
Maximum Entrepreneurial Aid	6.000,00
Approved Investment Aid	4.691



CURSO DE EMPRENDIMIENTO

CURSO DE EMPRENDIMIENTO SAPE
Sueña, Aprende, Planifica y Emprende



MODULO 1. EMPRENDER

TEMA 1. EL EMPRENDEDOR ¿NACE O SE HACE?

MATERIAL PARA EL PROFESOR



Laura Hernandez Rodriguez
Técnico de Inserción Sociolaboral y autoempleo.
Zaragoza - agosto 2021

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!!**

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4.2 Diploma presentation and final photo

5. THE COUNTERPARTS AND MONITORING IN THE HOME COUNTRY

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- Technical Self-Employment Staff with the Beneficiary
- Partner with the Beneficiary
- Technical Staff with the Partner



1st DELIVERY DATE EUROS CÓRDOBAS / PESOS			2nd DELIVERY DATE EUROS CÓRDOBAS / PESOS			3rd DELIVERY DATE EUROS CÓRDOBAS / PESOS			FULL DELIVERY (€)	FULL DELIVERY (C\$ y \$)	CURRENCY EXCHANGE	REAL INVESTMENT (€)
24/08/2020	3.000,00	115.245,90	25/08/2020	1.400,00	53.781,00				4.400,00	169.026,90	38,42	4.466,21
04/03/2020	1.787,00	64.923,75	20/04/2020	829,00	30.226,56				2.616,00	95.150,31	36,37	2.639,16
04/03/2020	2.665,00	96.822,49	20/03/2020	826,00	30.036,35	25/08/2020	1.300,00	49.939,96	4.791,00	176.798,80	36,90	4.824,45
04/03/2020	587,00	21.326,43	20/03/2020	2.608,00	94.836,65	25/08/2020	1.700,00	65.305,94	4.895,00	181.469,02	37,07	5.093,94
04/03/2020	2.455,00	89.193,06	20/04/2020	818,00	29.825,35				3.273,00	119.018,41	36,36	3.284,40
20/03/2020	2.602,00	94.618,50	26/03/2020	845,00	30.727,33	25/08/2020	1.508,00	57.951,94	4.955,00	183.297,77	36,99	4.979,45
04/03/2020	2.480,00	90.101,38	20/04/2020	345,00	12.579,17	25/08/2020	1.400,00	53.781,28	4.225,00	156.461,83	37,03	4.374,68
20/08/2020	3.000,00	115.245,90	24/08/2020	697,00	26.775,49				3.697,00	142.021,39	38,42	3.981,36
									0,00	0,00	0,00	
									0,00	0,00	0,00	
									0,00	0,00	0,00	
									0,00	0,00	0,00	
									0,00	0,00	0,00	
Total Euro	18.576,00			8.368,00			5.908,00		32.852,00	1.223.244,43		33.643,65
Total Córdoba		687.477,41			308.787,90			226.979,12				
Total Pesos												
Average and %	2.322,00	0,00		1.046,00	0,00		0,18	0,00	100,00%			102,41%

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Counterpart Monitoring Log

Date	Partner	Entrepreneur	Contact	Observations contact
14/02/2020			Call	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
04/03/2020			Home visit	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
20/03/2020			Home visit	XXXXXXXXXXXXXXXXXXXXXXXXXXXX
16/04/2020			WhatsApp	XXXXXXXXXXXXXXXXXXXXXXXXXXXX
25/08/2020			Home visit	XXXXXXXXXXXXXXXXXXXXXXXXXXXX
14/02/2020			call	XXXXXXXXXXXXXXXXXXXXXXXXXXXX
04/03/2020			XXXX	XXXXXXXXXXXXXXXXXXXXXXXXXXXX



COUNTERPART VISITS

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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



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DAIRY FARM

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FROM SHANTY TO JEWELRY AND BEAUTY STUDIO



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EVENT ORGANIZATION

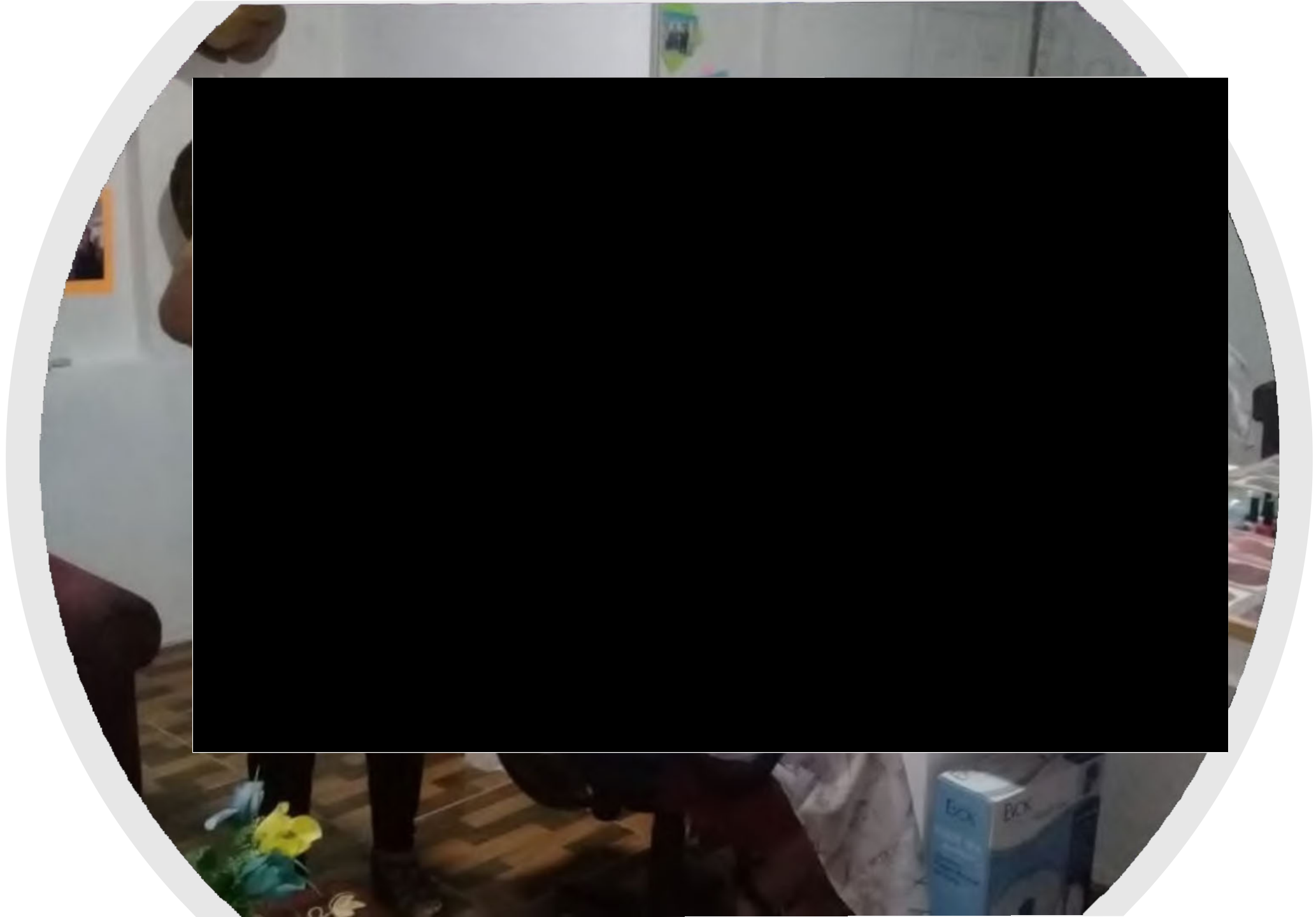


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**PROGRAM
REPLICABLE IN
ANY EUROPEAN
COUNTRY**



WE SEEK THE EXCELLENCE



