UNUM
SomosUno

Geneva Challenge 2025

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ABSTRACT[1]

UNUM "SomosUno" is a free digital platform designed to promote equal employment opportunities for both internal and international migrants by removing discriminatory barriers in labor market access. The project emerges in response to a growing challenge faced by governments: managing human mobility in the context of profound structural, social, and technological changes. Despite their high levels of training and resilience, migrants often face structural obstacles such as informality, non-recognition of qualifications, and lack of access to local networks—factors that are further exacerbated by algorithm-driven systems that can reproduce biases.

UNUM addresses this problem by offering a multi-dimensional, evidence-based solution grounded in empirical data collected through a survey designed under OECD and ILO standards. The platform includes a neutral, bias-free job matching system that hides sensitive data like origin or age; a participatory diagnosis informed by migrant experiences; free training in technical skills, circular economy, and labor rights; and a robust impact evaluation framework. It also features participatory tools such as forums and surveys to continuously refine its design in response to user feedback.

What sets UNUM apart is its ethical and sustainable use of technology, its alignment with international human rights frameworks, and its circular planning approach that integrates social, institutional, and environmental sustainability. Built through public-private and multilevel cooperation with embassies, governments, and the ILO, UNUM transforms migration from a challenge into a strategic opportunity to strengthen local communities and economies.

HERE WE GO: MEET THE TEAM BEHIND UNUM

SONIA GROSSO

Graduate in Public Accounting and Business Administration from the University of Buenos Aires (UBA), Argentina. Currently pursuing a Master's degree in Public Administration and Policy at Universidad de San Andrés. She is deeply interested in the overall well-being of society and is particularly committed to contributing to efficient public management that maximizes the use of resources. She is saddened by injustice and strongly believes in equal opportunities for all. She loves animals. She enjoys the countryside and the outdoors, and is passionate about traveling and discovering other cultures and ways of life.

JUAN OTTAVIS ARIAS

Graduate in Political Science from the University of Buenos Aires (UBA), Argentina. He is currently pursuing a Master's degree in Public Administration and Policy at Universidad de San Andrés. His areas of interest are focused on public management, government development, state capacity, public policy analysis and management, political history, and comparative public policy and administration — essentially, any policy aimed at improving society in the social, labor, and community spheres. Juan served as a municipal councilor from 2015 to 2019 in the city of San Isidro (Province of Buenos Aires). He has also lead various community organizations in his city, including the José Ingenieros Public Library, and has worked closely with local communities through intermediary civil society organizations.

JULIANA PRADERIO

Graduate in Economics from the Universidad Argentina de la Empresa (UADE), Argentina. She holds a Master's degree in Circular Economy and Environmental Management from the Universidad Europea Miguel de Cervantes, Spain, and a postgraduate degree in Project Management from the National Technological University (UTN), Buenos Aires, Argentina. She is currently pursuing a Master's degree in Public Administration and Policy at Universidad de San Andrés, as well as a Master's degree in Economics (thesis in progress) at the National University of La Plata, Argentina. Juliana works as an economic consultant at the National Institute of Statistics and Censuses (INDEC) and is also a university lecturer. She is particularly interested in research initiatives that connect economic analysis with the design and implementation of public policies. Over the years, she has collaborated on various projects in Argentina aimed at this purpose.

JULIANA QUIROGA AGUILAR

Law graduate from the National University of Córdoba, with specializations in Corporate Compliance from IFCA and Property Law from the University of Buenos Aires (UBA). She is currently pursuing a Master's degree in Public Administration and Policy at Universidad de San Andrés, because her main areas of interest lies in public policies related to ethics, culture, and gender.
She also advises visual artists from her city on managing art sales and exhibitions. She deeply believes that culture and art are transformative tools for individuals living in marginalized situations, and that the cultural environment in which people are raised has a direct impact on how they relate to others and on the construction of both individual identity and collective sensitivity.

Note: *Photographs and certain personal data are not included, in line with the principles and guidelines of the UNUM "SomosUno" project.*

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[1] **Note:** -This report was prepared with the support of digital tools. Artificial intelligence was used to assist in the translation of content, and the Miro program was used to support image editing.
-Some images, graphics, and testimonials are presented in Spanish in order to preserve the original meaning expressed by the interviewees during the translation process.

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INTRODUCTION

In today's world, human mobility stands as one of the most complex and transformative global challenges. Internal and international migrations—driven by economic, social, climatic, or political factors—are shaping new territorial realities that demand concrete and sustainable responses from governments. In this context, territories—and particularly governments—face growing demands related to inclusion, equity, and rights-based economic development. Migrants, whether internal or international, represent valuable human capital, with high levels of resilience, education, and adaptability. Nevertheless, they continue to encounter structural barriers to accessing employment, education, and civic participation.

The invisibilization of these barriers in public policy formulation has contributed to the reproduction of inequalities, with direct consequences for the social fabric and local development. In response, it becomes essential to deploy innovative tools that integrate empirical evidence, ethical technologies, and institutional cooperation to build fairer and more inclusive territories. In alignment with the Sustainable Development Goals (SDGs) of the 2030 Agenda and international human rights frameworks, the project UNUM "SomosUno" emerges as a circular strategic planning tool aimed at ensuring equal labor opportunities for migrants at the territorial level.

UNUM "SomosUno" is a free digital platform that combines participatory diagnostics, impact indicators, labor inclusion strategies, and ongoing evaluation. Through a neutral labor intermediation system, it eliminates discriminatory biases related to country of origin, age, appearance, or migration status. At the same time, it offers free technical training, competency validation, and coordination with key stakeholders such as embassies, subnational governments, and international agencies, promoting multilevel and cooperative migration governance. The tool is built from a circular perspective that integrates social, economic, technological, environmental, cultural, and ethical dimensions—addressing not only access to employment, but also training, rights recognition, and citizen participation.

This document presents a comprehensive overview of UNUM "SomosUno" as a strategic planning tool for governments seeking to sustainably address labor inclusion for migrants. The platform is conceived as a scalable and replicable social business unit, capable of adapting to different territorial realities. Its design is based on hybrid planning and management methodologies, combining traditional approaches with agile methods to adapt to local contexts and optimize resource use.

This work is structured in two main sections. Section A, titled Framework of the UNUM "SomosUno" Project, outlines the conceptual, methodological, and regulatory foundations of the tool. Chapter I provides a description of the project, including a literature review, objectives, benefits, analysis of the problem, and applicable legislation. Chapter II presents a contextual analysis, covering the national situation and internal and external factors affecting the migrant experience, along with a triple impact evaluation, associated effects, and mechanisms for citizen participation. Chapter III includes testimonies from internal and international migrants, capturing the voices and experiences of those facing concrete barriers to employment and integration in host territories.

Section B, titled An Innovative Application of the UNUM "SomosUno" Project, details the implementation of the tool. Chapter I explains the practical functioning of the application. Chapter II offers a contextual analysis, including a SWOT analysis and its contribution to the SDGs. Chapter III presents a strategic analysis of the tool in action, defining the mission, vision, values, and the project's evolution. Chapter IV describes the management model, including the action plan, operational planning, and timeline. Chapter V delves into the platform's key functionalities: application systems, candidate search tools, training spaces, indicators, and a comparative analysis with other existing platforms. Chapter VI addresses the economic-financial dimension, identifying potential sources of funding and opportunities for technical cooperation. Lastly, an additional chapter presents the preliminary results of a survey conducted with migrants, providing inputs to enrich the diagnostic process, fine-tune training actions, and guide future evidence-based and inclusive public policies.

Thus, UNUM "SomosUno" stands as an innovative, ethical, and transformative proposal that enables governments to design and implement inclusive, circular, and sustainable public policies aimed at improving the quality of life for all people, regardless of their place of origin.

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SECTION A

PROJECT OUTLINE

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CHAPTER I. DESCRIPTION OF THE UNUM "SomosUno" PROJECT

1.1 Justification for the project name "UNUM"

The name UNUM, from the Latin meaning "one," was chosen as a political-philosophical and aesthetic affirmation of unity in diversity. Far from promoting a homogenizing view, "UNUM" refers to the possibility of building community based on mutual recognition, equal human dignity, and the universality of rights. In a context where migrants are systematically separated, classified, and ranked by origin, legal status, phenotype, or language, the notion of unity stands as a disruptive gesture.

Inspired by the humanist tradition that connects the unity of humankind with cultural pluralism (Arendt, 1958; Nussbaum, 2010), UNUM assumes that the migrant condition is a radical expression of human freedom, and that cultural or national differences should never become barriers to mutual recognition or obstacles to the exercise of rights. From this perspective, UNUM distances itself from exclusionary identity discourses and offers a proposal that, without denying the plurality of migrant trajectories, reclaims substantive equality as a guiding principle for access to employment, political participation, and shared life. In this sense, the project name aims to counter processes of "negative othering" (Sartre, 1943; Balibar, 1991), which naturalize unequal treatment of migrants.

The program's graphic design expresses this political vision through a minimalist and stripped-down aesthetic, intentionally avoiding any visual hierarchy among user profiles. The interface avoids the reproduction of classist, racial, or regional visual codes, prioritizing a neutral, accessible, and universal language. The commitment to minimalism is not a design trend, but an ethical choice: to ensure that no user feels stigmatized, exoticized, or categorized based on origin, appearance, or work history.

By eliminating unnecessary labels and potentially discriminatory variables—such as nationality, age, or appearance—UNUM promotes a model of horizontal recognition, where what matters is not where someone comes from, but what they know, what they want to do, and what they need in order to do it under equitable conditions. Equality of treatment is not just a normative statement, but a user experience applied from the very beginning.

In a time when public discourse tends to fragment, differentiate, and exclude, UNUM positions itself as a political technology of the common: a platform that makes equality a daily practice, and migration an exercise of freedom.

1.2 Literature Review

Migration in Latin America has ceased to be a peripheral phenomenon and is now shaped by structural transformations that go beyond economic explanations. Unlike traditional paradigms that linked migration with poverty, the new regional migratory pattern reveals increasing heterogeneity in terms of subjects, trajectories, causes, and mobility conditions (Ceja, Álvarez Velasco & Berg, 2021). As Novick (2005) notes, migration must be understood at the intersection of long-term demographic dynamics and short-term political decisions, with effects that extend into state configurations and reshape the institutional and legal frameworks that mediate the relationship between states and migrants. Indeed, migratory flows are not isolated

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events but constitutive components of state trajectories and regional and global development models. At the same time, it would be reductive to explain contemporary migration solely in terms of political and economic factors. In the current millennium, a profound cultural shift has occurred regarding how people relate to territory, mobility, and work. The possibility of traveling, living in different countries, and experiencing diverse cultures and lifestyles has become part of the aspirational horizon of broad social sectors—especially among young, urban, and highly educated individuals. This desire for voluntary mobility—fueled by digital technologies and the weakening of local attachments—is interwoven with new forms of employment characterized by flexibility, relative autonomy, and fragmentation.

In this context, the expansion of the gig economy or freelance work becomes particularly relevant. It promotes the idea of "being your own boss" as a form of individual freedom, but often results in deregulated, insecure labor conditions without social protections. Mobility thus becomes part of a new implicit social contract, in which the migrant subject is no longer solely defined by need or forced displacement but also by the figure of the "experience-seeker," who often ends up as a precarious global worker—without stable guarantees—searching for better opportunities in a labor market increasingly segmented and digitalized.

In recent years, the region has witnessed an increase in both internal and international migration flows with specific characteristics: feminization, rising qualifications among migrants, diversified causes—including conflict, climate change, violence, and environmental degradation—and the intensified use of digital networks to migrate, find work, or maintain social ties (Batthyány, 2023). At the same time, Latin America and the Caribbean have become regions of origin, transit, and destination for migrants, with an increasing density of intraregional movements (Novick & Murias, 2005; CLACSO, 2023).

However, the prevailing model of migration governance in the region is characterized by fragmented responses, limited multilevel coordination, and a growing trend toward securitization, criminalization, and precarization of the migrant subject (Domenech, 2013). This approach has had adverse effects on social inclusion and access to employment—particularly in countries where labor institutions are weakened and active employment policies with a migration focus are nonexistent.

In response to this scenario, the UNUM "SomosUno" project aims to introduce a series of proposals from a rights-based public policy perspective, designed to reverse processes of structural exclusion through digital tools grounded in principles of social justice and participatory governance (Rodríguez Gutiérrez et al., 2023; ILO, 2023). Based on a critical governance approach and the premise that labor intermediation should not be mediated by opaque algorithms or discriminatory criteria, UNUM proposes an ethical, transparent, and free platform that brings together public and private actors, multilateral institutions, and civil society—reclaiming the lived experiences of migrants as central inputs for the design of inclusive public policies.

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1.3 Project Description

As previously outlined, human mobility—both within national borders and at the international level—constitutes a structural and multi-causal phenomenon in Latin America and globally. It exposes migrants to complex challenges throughout the processes of integration and socio-economic inclusion. In particular, access to employment poses significant obstacles for migrants, limiting their ability to participate equally in the labor market—affecting both international migrants and those who move between regions, provinces, or communes within the same country.

Among the main barriers identified by specialized literature and reports from international organizations such as the OECD, ILO, and IOM are: discrimination based on origin, accent, or appearance; lack of recognition for degrees and qualifications obtained in the country or region of origin; limited understanding of local labor market dynamics; informal employment; and insufficient availability of networks or institutional support. Together, these factors reproduce structural inequalities that prevent migrants from accessing decent jobs that match their qualifications.

In response to this diagnosis, the UNUM "SomosUno" project emerges as an interdisciplinary proposal aimed at creating equal employment opportunities through the development of a free and accessible digital application. UNUM is conceived as an inclusive platform for social, cultural, and labor integration, connecting job supply and demand based on objective criteria such as education, experience, and skills—excluding any variables that may generate discriminatory biases or unequal treatment.

UNUM's design follows an empirical approach, grounded in the implementation of an original survey targeting internal and international migrants. This instrument was developed based on international standards from the OECD, ILO methodological guidelines, and conceptual frameworks from migration data portals. It includes both closed and open-ended questions to capture quantifiable patterns as well as lived experiences. The survey explores key aspects such as: perceived discrimination, employment status, credential recognition, access to networks, language barriers, and improvement proposals. It also assesses user interest in and perceived utility of the UNUM application, reinforcing a user-centered design approach.

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The proposal is structured around five strategic components:

• Fair and Neutral Labor Intermediation System: UNUM enables individuals to create professional profiles (education, experience, technical skills) visible to employers, without including sensitive data such as nationality, appearance, age, residency length, or place of birth. This promotes evaluations based solely on qualifications relevant to job performance.

• Institutional Data Validation: In collaboration with embassies, consulates, multilateral agencies, and subnational governments (provinces, states, municipalities), the platform incorporates a document verification and skills certification system that enhances the reliability of registered profiles and strengthens multilevel migration governance. It also offers countries of origin improved monitoring of their nationals abroad.

• Comprehensive and Localized Training: Free training programs—both in-person and virtual—are offered by specialists and by users themselves, encouraging rich intercultural exchange and reducing virtual and cultural distance. In-person training will be a key priority. Topics include: technical training in key sectors (e.g., circular economy, health, technology); labor rights; local and institutional culture of the host region; and psychosocial support, aligned with OECD and ILO recommendations.

• Participatory Forums and User-Centered Design: The platform promotes spaces for listening, participation, and continuous feedback. It builds user personas to tailor platform functionalities to the real-life experiences of migrants. Dedicated sections allow users to share testimonies, success stories, or challenges, fostering collective learning and evidence-based public policy design.

• Multilateral and Territorial Alliances: UNUM proposes a collaborative governance model involving international actors (embassies, cooperation agencies, multilateral organizations) and territorial actors (provinces, counties, municipalities) to build a robust institutional network that supports platform implementation and enables regional scalability.

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The expected impact of UNUM extends across key human dimensions: socially, by reducing structural inequalities and promoting effective migrant integration; economically, by revitalizing the labor market through the valorization of diverse and qualified talent without bias; and institutionally, by strengthening coordination mechanisms among public, private, and community actors, while generating useful data for inclusive policy design.

UNUM is not merely a technological application—it is a comprehensive proposal for social transformation, integrating technology, empirical evidence, community participation, and international cooperation. Ultimately, it offers a concrete response to the challenges of contemporary migration, framing it not as a threat, but as an opportunity to build more just, sustainable, and inclusive labor markets.

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1.4 Objectives and Benefits

The general objective of UNUM "SomosUno" is to ensure equal access to formal and decent employment for both internal and international migrants in Latin America through a technological tool that integrates algorithmic ethics, institutional validation, and evidence generation.

Specific objectives:
• Design a labor intermediation system free of discriminatory bias, using algorithms that exclude sensitive variables such as nationality, age, or phenotype.
• Implement institutional and documentary validation processes in coordination with embassies, subnational governments, and multilateral organizations.
• Develop free training programs focused on employability and territorial and social integration of migrants.
• Produce empirical evidence through a regional survey designed with an intersectional perspective.
• Address the issue from a comprehensive and global standpoint.

Expected benefits:
• Improved formal employment insertion rates among migrant populations.
• Reduced discrimination in hiring processes.
• Strengthened migration governance through multilevel alliances.
• Empowerment of migrants as active rights-holders.
• Development of an updated regional migration map.

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1.5 Addressing the Problem

The issue addressed by UNUM "SomosUno" goes beyond unemployment. It concerns a system that generates structural inequalities across migration circuits, labor regulations, and technological infrastructures. As Karina Batthyány (2023) notes, migrants face multiple forms of precarity—economic, legal, environmental, and symbolic.

Migration—whether from other countries or internal regions—is often motivated by the pursuit of better living conditions and the possibility of building more promising futures. These decisions are frequently influenced by academic, social, or employment-related factors and should be understood within a broader process of increasing global interconnection. While globalization has reduced physical distances and enhanced connectivity, this does not automatically eliminate structural barriers such as discrimination, lack of support networks, or difficulties accessing decent employment and fully integrating into host societies.

Today, human mobility does not necessarily entail severing family ties or permanently leaving one's place of origin, as was often the case in the early 20th century. On the contrary, digital technologies, transnational networks, and host communities now serve as new mechanisms of adaptation and integration—both for international migrants and internal migrants. In this context, UNUM is grounded in an expanded conception of the right to work and social inclusion—not merely as a means of economic survival, but as a human right that enables social citizenship (Marshall, 1950; ILO, 2023).

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From a technological standpoint, the project seeks to counter what Virginia Eubanks (2018), in her book Automating Inequality, calls the "automation of inequality," by designing an algorithmic system that does not reproduce structural biases but rather helps to correct them and foster a more equitable distribution of opportunities.

Institutionally, UNUM promotes a cooperative governance model that articulates multiple levels of government—national, provincial, and municipal—together with non-state actors, acknowledging that migration management requires effective coordination across sectors and territories. Politically, the project places the migrant experience at the center of policy design, implementation, and evaluation.

In many Latin American countries, governments have addressed migration primarily through an operational lens, focusing on containment or regulation. However, this approach is insufficient to address the complexity and heterogeneity of contemporary migration processes and often reinforces social fragmentation. There remain critical gaps in public policy design that fail to fully account for the structural drivers of migration or to guarantee the full exercise of rights for migrants. This lack of comprehensive responses contributes to illegality, discrimination, and social exclusion denying migrants the right to settle, study, work, and build a life under equal conditions. For this reason, it is urgent to rethink the role of the State not merely as a regulator, but as a guarantor of rights in a context of increasing mobility promoting inclusive policies that recognize the diversity of migrant trajectories and aspirations.

1.6 Legal Framework

The UNUM "SomosUno" project is grounded in a robust international legal framework that affirms the rights to migrate, to work, and to be free from discrimination, including:

• International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families (UN, 1990).

• International Labour Organization (ILO) Conventions No. 97 and No. 143.

• Global Compact for Safe, Orderly and Regular Migration (UN, 2018).

At the regional level, Argentina's new migration law (Law 25.871) stands out as a reference point, establishing the principle of equal treatment between nationals and foreigners and recognizing migration as a human right (Novick & Murias, 2005). This framework enables UNUM to operate in alignment with principles of legality, data protection, and consular cooperation.

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CHAPTER II. CONTEXTUAL ANALYSIS OF THE UNUM "SomosUno" PROJECT

2.1 Situation Analysis

Human mobility constitutes one of the most relevant and complex social phenomena of the 21st century. According to organizations such as the International Organization for Migration (IOM), migration is driven by multiple factors, including economic crises, armed conflicts, structural inequalities, climate-related disasters, and urbanization processes that reflect changing human behavior patterns. In this context, migration has simultaneously become a survival strategy, an act of autonomy, and a condition of risk (CLACSO, 2023; Batthyány, 2023).

Although migrants often possess high levels of resilience, education, and valuable skills, they face multiple barriers when seeking to access employment opportunities under equal conditions. Reports by international organizations such as the OECD, ILO, and IOM highlight several structural obstacles that hinder the socioeconomic integration of migrants. Among them are discrimination based on origin or accent, lack of familiarity with the local labor market, informal employment, and the non-recognition of qualifications or certifications obtained in their country of origin.

In many cases, these factors are compounded by weak institutional coordination and fragmented migration governance at the subnational level, making it difficult for migrants to access resources, support networks, or reliable information. In addition, various studies and collected testimonies point out that business structures themselves often reproduce biases that limit the effective inclusion of migrants in positions of responsibility or leadership. Employers' reluctance to hire migrants for higher-ranking positions reflects not only cultural prejudice, but also the absence of institutional and educational tools to promote inclusive talent management.

As previously stated, we live in a time marked by accelerated technological transformations that profoundly reshape how we work, communicate, structure our desires and aspirations, and organize ourselves as a society. One of these increasingly significant global changes is the rise of computational systems capable of learning, processing, and generating information autonomously. This technology has begun to play a central role in diverse fields such as education, health, justice, finance— and especially employment.

Various reports warn that these tools not only optimize processes, but also reproduce—and sometimes amplify—existing inequalities. As Kate Crawford (2021) argues in Atlas of AI, these technologies are neither neutral nor immaterial; they are built upon social, economic, and political structures that reflect real-world interests and disparities. As such, they may reinforce stereotypes, biases, or exclusions rather than correct them.

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The World Economic Forum (2023) anticipates that by 2027, over 40% of job tasks will be mediated by intelligent systems. While this presents opportunities to expand access to knowledge and democratize tools, it also risks creating new forms of exclusion if equitable access to these technologies and the training spaces accompanying them is not ensured. In particular, migrants—who already face multiple barriers—are at risk of being left behind in an increasingly algorithmically-driven labor market that often fails to account for their trajectories, contexts, or real capabilities.

Furthermore, the algorithms that govern many recruitment platforms often operate under opaque logics, prioritizing efficiency over inclusion. Virginia Eubanks (2018) addresses this clearly in her book Automating Inequality, showing how certain technological tools applied in social policy and employment systems systematically harm vulnerable populations by automating decisions without regard for the complexities of individual lives.

In this scenario, it is essential to develop initiatives that use technology ethically, transparently, and with a rights-based approach. UNUM "SomosUno" seeks to reverse the logic of exclusion through the responsible use of technology, promoting a labor intermediation system that prioritizes equity and prevents sensitive variables—such as country of origin or migratory status—from conditioning opportunities.

The need for inclusive platforms is not only a matter of social justice but also a vision for the future. A technology-based economy that directly impacts "real" labor markets and is grounded in diversity, talent, and human rights has greater capacity for innovation, cohesion, and sustainability. Therefore, the challenge is not merely to incorporate technology, but to do so critically and consciously, ensuring that its design and application effectively contribute to a more just and equal society.

2.1.1 Internal and External Situation Analysis

At the regional level, Latin America experiences constant migratory flows, both across national borders and within its own territories, with significant movements between provinces, municipalities, and regions. Added to this is the global trend of migrant criminalization, whereby states externalize migration control and outsource sovereign functions to private or para-state actors (Domenech, 2023).

In Central America, migration driven by climate disasters and violence has led to a wave of forced displacements—over one million between 2020 and 2021—resulting in caravans and extremely dangerous transit routes. These migrations are shaped by structural inequalities and fueled by extractivist dynamics that displace populations and devastate communities. The situation of racialized migrant women is particularly concerning. Recent studies in the United States show that exclusion

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mechanisms are not limited to legal barriers; they also manifest through racist interpellations, institutional surveillance, and employment in hyper-precarious sectors (Ruiz, 2023), further deepening social segmentation.

UNUM operates within a regional context of increasing complexity: the proliferation of mixed migratory flows, the tightening of migration policies, and the rise of labor informality. The region is losing valuable human capital—often highly qualified young people—while failing to offer real conditions of inclusion to those who migrate (Novick & Murias, 2005; IOM, 2023).

Despite this, there are promising opportunities: transnational networks of migrant solidarity, international normative frameworks, and multilateral organizations committed to human rights. In this context, UNUM represents a form of social innovation that challenges traditional migration management frameworks and proposes an alternative path based on inclusion, ethics, and evidence. We believe it can serve as an institutional response to the current lack of employment policies with a migration-sensitive approach in Latin America. The project is grounded in a rigorous diagnosis, supported by an original survey designed by the team and technically validated using OECD and ILO standards. The results reveal a clear demand: migrants require reliable mechanisms for professional validation, desire discrimination-free platforms, and need institutional and social support networks to sustain their autonomy and personal development.

Additionally, the organizational foundation of the project includes an interdisciplinary team, institutional alliances with key actors from the public and private sectors, and a methodological approach primarily centered on user experience. The project emphasizes face-to-face interaction, avoiding a model where the application operates in isolation, as is often the case with other job matching or recruitment platforms. We are convinced that this approach helps to bridge the frequent disconnect between public policy design and real-life trajectories, while also prompting sectors to engage with algorithmic systems that handle sensitive information and human rights in an innovative and constructive way for all parties involved.

2.1.2 Overview of Argentina Data[2]

The 2022 National Population, Household and Housing Census, conducted by INDEC, provides a detailed and up-to-date overview of the migratory movements shaping the social and demographic landscape of Argentina. Both international and internal migration play a central role in the country's population dynamics.

Regarding international migration, 1,933,463 people born abroad were recorded as living in private households, representing 4.2% of the total census population. Over time, a decreasing trend has been observed in the proportion of the foreign-born

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[2] For more detailed information go to "**Appendix A. Data from Argentina**"

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population, with a turning point in the 1991 Census, when neighboring countries began to surpass Europe as the main regions of origin. In recent years, there has been a notable increase in migration from countries such as Venezuela, Peru, Colombia, and the Dominican Republic. Additionally, the migration phenomenon today shows a clear trend toward feminization: women now represent 54.9% of the migrant population, compared to just 28.5% in 1869. This shift is linked to changes in labor, family, and social dynamics.

Internal migration is also significant. The census identified 6,912,603 people born in a province different from the one in which they currently reside, accounting for 15.8% of the native population living in private households. These movements are mainly driven by employment, educational, and family-related reasons. The provinces with the highest proportions of internal migrants include Tierra del Fuego (54.5%), Santa Cruz (41.8%), and Neuquén (28.1%), while the lowest proportions were recorded in Misiones, San Juan, Formosa, and Chaco.

A notable methodological aspect of the 2022 Census is that, for the first time in Argentina's census history, it was conducted using the "de jure" approach—counting individuals based on their place of usual residence. It is also noteworthy that 73.1% of the international migrant population lives in the province of Buenos Aires or the City of Buenos Aires, highlighting a strong concentration in the country's major metropolitan areas.

Overall, the data confirm that Argentina remains a country with a strong migratory identity, undergoing continuous transformations that shape its population structure. These trends present new challenges in terms of social integration, access to rights, and the development of inclusive public policies.

2.2 Impact and Influence of UNUM "SomosUno"

As part of a comprehensive strategy for labor inclusion in contexts of internal and international migration, it is essential to identify and analyze the types of expected impact across key dimensions of the socioeconomic system. The UNUM "SomosUno" project is based on a triple impact evaluation approach (social, economic, and environmental), complemented by an expanded perspective that also incorporates political, technological, and civic dimensions.

UNUM "SomosUno" is a technological and social intervention aimed at structurally influencing access to employment for both internal and international migrants. Within this comprehensive labor inclusion strategy, the project is grounded in empirical diagnostics based on surveys that gathered data on the experiences, barriers, and training needs of the migrant population. These surveys, built on international standards (OECD, ILO, IOM), serve as the foundation for identifying critical issues and building key indicators to guide the project's actions.

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SOCIAL	ECONOMIC	ENVIRONMENTAL	TECHNOLOGICAL	POLITICAL
-Cultural change -Citizen collaboration -Genuine quality employment -Urban mobility -Equality and inclusion	-Collaborative economy -Productivity: job creation and equal opportunities -Public and private financing, with national and international funds -Cost reduction and optimization	-Reduce ecological impact through training -Promote the use of renewable energy -Provide training for the protection of natural environments	-Hyperconnectivity -Information and communication technology in labor market management, which reduces costs and optimizes resource use	-Open and transparent government -Cultural change -Territorial collaboration -New relationship between local and international government -Cooperative vision and long-term planning

Source: Prepared by the authors

The evaluation approach adopted by UNUM is multidimensional. It prioritizes the social, economic, and political-institutional dimensions, while also incorporating environmental, technological, and cultural components in a cross-cutting manner. From a social perspective, the initiative promotes effective labor inclusion by reducing inequalities arising from discrimination based on origin, accent, appearance, or lack of networks. Economically, it seeks to invigorate productive sectors by valuing migrant human capital. Institutionally, it strengthens cooperation between levels of government, embassies, and multilateral organizations, building capacities for fairer and more coordinated migration governance.

UNUM's implementation is structured around several strategic pillars:

• Participatory diagnostics: An initial assessment of the migration-employment nexus that establishes a baseline and defines monitoring indicators.

• Neutral digital job-matching system: The platform offers institutionally validated professional profiles that are visible to employers without disclosing potentially bias-inducing information, such as country of origin or length of residence.

• Comprehensive and free training: UNUM provides both virtual and in-person workshops aimed at improving employability, labor rights awareness, and the sociocultural integration of migrants.

• Civic engagement and territorial adaptation: A user-centered design, listening spaces, and partnerships with provinces, municipalities, and embassies strengthen the project's legitimacy and its contextual adaptability.

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The monitoring and evaluation system combines quantitative indicators (e.g., levels of access to formal employment, participation in training, progress in degree validation) with qualitative indicators (personal narratives, perceived usefulness, testimonials), enabling continuous feedback for improvement and a logic of iterative learning.

UNUM "SomosUno" positions itself as a strategic and innovative tool that not only addresses the immediate effects of migration on employment but also seeks to sustainably transform the structural conditions that affect access to decent work in the context of increasing human mobility. Its evidence-based, participatory, and multilevel cooperation approach supports the creation of a more just, inclusive, and resilient labor market.

2.2.1 Triple Impact Analysis

The UNUM "SomosUno" project approaches migration from a comprehensive perspective, recognizing that the labor inclusion of both internal and international migrants has effects that extend beyond the individual level. Therefore, its design incorporates a triple impact approach—social, economic, and environmental—to jointly analyze the transformations it seeks to generate in territories, communities, and institutional employment structures.

Source: Prepared by the authors

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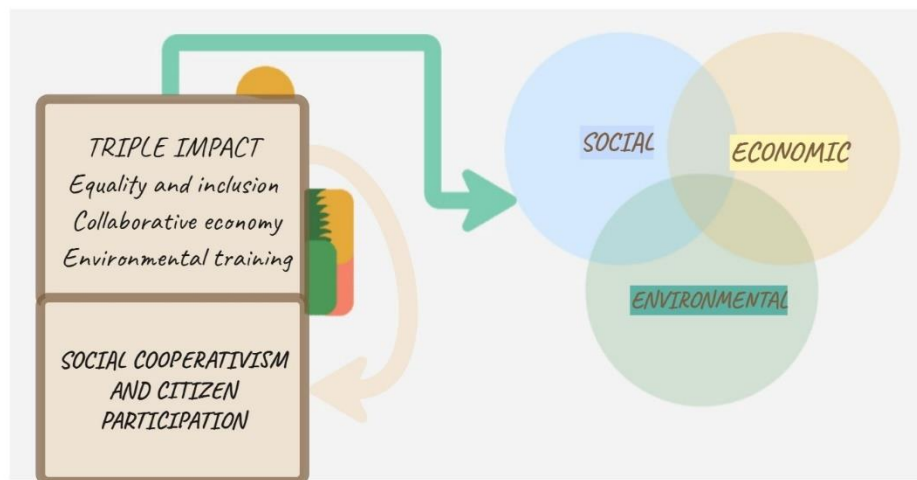
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-Social Impact

UNUM promotes equal opportunity in the labor market through a job-matching system that avoids all forms of discriminatory bias, focusing evaluation on individuals' real experiences, qualifications, and skills. This helps reduce structural labor market inequalities, often aggravated by origin, accent, or lack of social networks. Additionally, through free workshops and participation spaces, the project fosters cultural integration, community strengthening, and the visibility of migrant trajectories, reinforcing social cohesion and rights recognition.

-Economic Impact

From an economic standpoint, the initiative aims to invigorate the labor market by recognizing the potential of migrants as active agents of development. The validation of professional profiles—in coordination with embassies and subnational governments—and training in high-demand sectors (such as technology, healthcare, green jobs, or circular economy) are designed to improve employability and support more inclusive and territorially balanced growth. Moreover, by reducing informality and facilitating access to quality employment, UNUM strengthens the sustainability of local and regional economic systems.

-Environmental Impact

While the project's core focus is social and labor-related, UNUM incorporates an environmental approach across its actions. Through its training content, it promotes ecological awareness, environmental stewardship, and the dissemination of practices linked to the circular economy. By encouraging job placement in sustainable sectors, the project indirectly contributes to the transition toward more responsible and environmentally conscious production models, linking social inclusion with environmentally respectful development.

UNUM "SomosUno" is not merely a technological tool for employment matching, but rather a strategy for structural transformation. The combination of social inclusion, economic dynamism, and environmental commitment positions it as a comprehensive and sustainable project with the capacity to adapt to diverse territorial contexts and generate concrete and measurable benefits for the communities where it is implemented.

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2.2.2 Assessment of Other Impacts

Assessment of Additional Impacts

Political Impact

The goal is to foster greater transparency, improved governance, and enhanced civic participation. This will be achieved through cooperation with local governments, international integration, private sector engagement, and encouraging public involvement in decisions related to labor market policy.

Ethical Impact

The project seeks to ensure equitable and just policies that respect the rights of all individuals. It promotes fairness, social inclusion, human rights protection, and corporate ethical responsibility.

Psychosocial Impact

The actions undertaken by UNUM aim to foster a positive and healthy environment of inclusion through the development of community support programs.

Technological Impact

UNUM leverages advanced technology to support integrated, sustainable, and efficient public policies. It promotes research and the development of clean practices, works to expand citizen access to new technologies, and orients its strategy toward building a forward-looking labor market.

Cultural Impact

UNUM "SomosUno" encourages respect, exchange, and the appreciation of cultural diversity as part of its comprehensive approach. Through workshops, forums, and training sessions, it fosters interaction between local and migrant cultures, strengthening social cohesion and mutual recognition. By highlighting diverse traditions, knowledge systems, and cultural expressions, the project contributes to enriching local cultural heritage and building inclusive coexistence spaces.

2.2.3. Citizen Participation

It is essential to recognize that the impacts described above would have little meaning without placing civic participation at the core of the project's evaluation. In the framework of UNUM "SomosUno", civic engagement is a fundamental pillar for the success of the initiative. The implementation of the platform would be meaningless without the active involvement of migrants, employers, and host communities in the decision-making process.

Their participation ensures not only understanding, support, and acceptance of the project but also reinforces its legitimacy and effectiveness.

Promoting transparency and accountability is key to this process. Through surveys, forums, and participatory spaces, migrants and local residents will be able to share their experiences, identify barriers, and propose solutions, fostering a collaborative environment among all stakeholders. This approach not only strengthens the UNUM platform but also raises social awareness and reinforces commitment to labor integration.

The active engagement of the community—through advisory committees, public hearings, and other participatory strategies— makes it possible to address needs more effectively and creatively. Without civic participation, the success of the project could be limited, hindering a truly inclusive and sustainable integration process for all sectors of society.

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CHAPTER III. SUMMARY OF TESTIMONIES[3]

3.1 What Do People Say?

The following text presents a summary of testimonies collected from both internal and international migrants residing in various provinces across Argentina. These personal accounts provide a qualitative perspective on their labor market experiences, the barriers they face, and the changes they believe are necessary to foster greater labor inclusion.

Testimonies from internal migrants reveal a wide range of experiences, from precarious employment conditions to more positive opportunities. A recurring issue is the difficulty in securing a job after relocating to another province, often due to the absence of professional networks or prior work experience in the new location. Among the most frequently suggested solutions are free vocational training, recognition of previous work experience, eliminating address-based discrimination in job interviews, and providing incentives for employers to hire internal migrants.

International migrants, in turn, report additional layers of difficulty linked to their nationality, language barriers, bureaucratic hurdles, and overqualification. Migrants from countries such as Venezuela, Colombia, Bolivia, Peru, and Haiti describe experiences of labor exploitation, underemployment, and discrimination. In response, they propose simplifying degree validation procedures, developing employment programs tailored to professional backgrounds, and launching awareness campaigns to combat prejudice and highlight migrants' contributions. Regarding digital tools, many participants reflected on the UNUM app, designed to support the job search and integration of migrants. The option to hide one's country of origin within the platform was viewed positively by those who believe it could help reduce bias during the recruitment process. Likewise, the inclusion of training workshops was generally welcomed for their potential to promote skills development and social inclusion. However, some participants warned that concealing nationality may mask the structural roots of discrimination rather than addressing them directly.

A clear distinction emerges between the experiences of Latin American migrants and those from other regions. Latin American migrants often encounter higher levels of informality, xenophobia, and institutional obstacles when applying for jobs or legal documentation. In contrast, migrants from outside Latin America tend to report fewer incidents of structural discrimination, focusing more on cultural adaptation and language learning. Some even acknowledged that European physical features made their labor market insertion easier, reinforcing the sense of inequality perceived by many Latin American migrants.

Overall, these testimonies underscore the urgent need for public policies that guarantee equal access to decent work, facilitate the recognition of professional credentials, and actively promote integration without discrimination based on origin or nationality.

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[3] For more detailed information go to **"Appendix C. Authentic testimonials"**

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SECTION B

AN INNOVATIVE APPLICATION OF THE PROJECT

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CHAPTER I. DESCRIPTION OF THE INNOVATIVE UNUM "SomosUno" APPLICATION

1.1 Description

UNUM "SomosUno" is a free digital application available for both desktop and mobile devices, designed to ensure equitable access to employment opportunities. The platform is aimed at both internal and international migrants, as well as the local population, and is grounded in the principle that equal opportunity is a fundamental pillar of an inclusive society.

Through a registration and profile upload system, users can detail their work experience, education, and specific skills. Unlike other job search tools, UNUM proposes a selection model in which employers access only information related to professional performance and job experience, without being able to view sensitive data such as country of origin, accent, age, or migration status. This ensures that evaluations are based exclusively on objective criteria, thereby preventing bias and fostering fairer and more transparent recruitment processes.

The project also includes an institutional profile validation system, implemented through agreements with embassies, consulates, and provincial and municipal governments. This enhances the credibility and trustworthiness of the information provided and strengthens cooperation between countries of origin and destination in line with a responsible migration governance approach.

UNUM goes beyond simply matching labor supply and demand. It also incorporates a key educational component, offering free training in both in-person and virtual formats. These training sessions are designed to improve participants' technical competencies while facilitating their territorial and sociocultural integration. The training content includes instruction in specific trades, local institutional culture, circular economy practices, labor rights, and job-readiness tools, among others.

In addition, a specific training track is provided for employers, aiming to promote inclusive work environments and to challenge prejudices or discriminatory practices in hiring processes—especially for positions of responsibility or leadership. This training includes tools for diverse team management, real-life case studies, relevant legal frameworks, and information on the benefits of hiring migrant workers. The goal is not only to improve access to employment but also to support the retention and upward mobility of migrants within the labor market.

Finally, the project features a financing strategy based on partnerships with embassies, provinces/counties/states, international cooperation agencies, and private sector stakeholders. This approach helps ensure the project's sustainability and adaptability across different contexts.

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In this way, UNUM is presented not merely as a technological application, but as a comprehensive inclusion strategy—designed to address the challenges of migration and labor market integration through a collaborative, empathetic, and locally rooted perspective.

1.2 Application Approach: How Does It Work?

UNUM is a digital platform designed to benefit all parties involved in the labor process—job seekers, employers, and institutional stakeholders. Although the application is non-profit, its operation is based on a collaborative, win-win logic: job seekers gain access to real opportunities without discrimination, and employers recruit based on fair, objective, and efficient criteria.

The process begins with users—whether internal or international migrants or local residents—registering on the application (available on both desktop and mobile devices). Each user must complete a detailed professional profile including personal information, educational background, work experience, skills, and motivations. This information is verified by the platform to ensure its accuracy. However, when employers review profiles, they only have access to information strictly relevant to the job—such as training, experience, and specific skills—without viewing data such as nationality, place of birth, age, gender, date of arrival in the country, or any other characteristics unrelated to the hiring process.

Likewise, employers must also register on UNUM, with prior verification of their institutional identity. This guarantees that job postings are legitimate and that the resulting employment relationships are formal. When posting a position or starting a search, employers fill out an initial questionnaire outlining the qualifications, skills, and experience required. Based on this data, UNUM generates an anonymous shortlist of candidates matching the criteria, enabling an initial screening free from bias.

From that shortlist, the employer has two options: they can contact candidates directly through the platform or activate an anonymous evaluation feature. This tool allows employers to create a short set of technical or situational questions related to the position. Interested candidates can respond anonymously, enabling the employer to better understand their capabilities before initiating contact. To ensure the authenticity of responses, evaluations take place in a secure, real-time environment within the app. During the assessment, users are restricted from navigating away, copying content, or searching externally. A time limit is set for each response, and activity tracking technologies ensure that the person responding is indeed the registered user. These evaluations are moderated by the platform to ensure that UNUM's principles of equity and inclusion are upheld and that no irrelevant or discriminatory questions are asked.

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UNUM also offers free training programs—both technical and cultural—tailored to various economic sectors and the territorial realities of job seekers. These in-person and virtual courses cover industry-specific knowledge as well as labor rights, local institutional culture, circular economy practices, and environmental awareness. The goal is to strengthen employability and support sustainable integration processes. In addition, specific training sessions are provided for employers, aiming to promote inclusive hiring practices and challenge ingrained prejudices that often prevent migrant workers from accessing roles in leadership or management. Based on testimonies collected, resistance to hiring migrants for high-responsibility roles has been identified; these training modules seek to raise awareness, provide tools for managing diverse teams, and showcase the benefits of equitable labor integration.

The platform also includes participatory features such as surveys, forums, and testimonial spaces that build knowledge from lived experiences and help shape public policy design. The qualitative and quantitative data generated by the user community is essential for continuously improving UNUM's services.

Ultimately, both the UNUM "SomosUno" project and its application function as a bridge—a tool that connects talent and opportunity, governments and institutions, migrants and host communities. It does so through technology, evidence, institutional alliances, and active participation, working toward a more just, inclusive, and transparent labor market—one in which what truly matters is what each person has to offer.

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CHAPTER II. CONTEXTUAL ANALYSIS OF THE INNOVATIVE UNUM "SomosUno" APPLICATION

2.1 SWOT Analysis[4]

Conducting a SWOT analysis marks the beginning of a strategic development process aimed at evaluating the Strengths, Weaknesses, Opportunities, and Threats of a project, organization, or specific situation.

Thus, the SWOT analysis of UNUM "SomosUno" goes beyond a neutral assessment. It provides an integrated understanding of the labor inclusion challenges linked to migration and highlights the need for coordinated actions among government agencies, embassies, and local stakeholders. It supports the development of complementary strategic decision-making criteria by organizing and prioritizing the information gathered.

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[4] Below are the four components of the SWOT framework:

-Strengths: Positive internal attributes that can be leveraged to achieve the project's objectives. These may include solid financial resources, competitive market advantages, specialized team skills, or a strong reputation in the field.
-Opportunities: Favorable external factors that could benefit the initiative. These might involve legislative changes supporting its goals, emerging market trends, or technological innovations to be harnessed.
-Weaknesses: Internal characteristics that may place the entity at a disadvantage or hinder progress. These could involve lack of funding, inefficient internal processes, limited staff training, or outdated services.
-Threats: External risks or challenges that could negatively impact the project. These may include increased competition, adverse regulatory changes, shifts in consumer behavior, or unforeseen events like economic crises or natural disasters.

The SWOT analysis is widely used in strategic planning to identify critical areas for leveraging strengths and opportunities, while mitigating weaknesses and threats. It is a valuable decision-making tool that informs the development of effective strategies, maximizing success and resilience within a competitive and operational environment.
In this SWOT analysis, the internal and external factors that shape the UNUM "SomosUno" application were assessed to understand its current position and support its potential from an integrated perspective. Exploring the Opportunities provides insight into areas where active management can drive results, while understanding Threats enables the development of strategies for sustainable success in a dynamic and evolving environment.

Following the methodology proposed by David F. R. (2017), the SWOT analysis leads us to:
Use Strengths to take advantage of Opportunities, Overcome Weaknesses by leveraging Opportunities, Identify Strengths that can minimize Weaknesses and Minimize Weaknesses to face Threats.
This analytical framework helps address current challenges and create action plans with a comprehensive and forward-looking view of the project's trajectory:

What are our Strengths? → Consolidate them /Where are the Opportunities? → Seize them/What are our Weaknesses? → Overcome them/Where are the Threats? → Neutralize them
By posing these questions, strategic planning becomes a key tool to define realistic goals, prioritize focus areas, and develop effective strategies to achieve the objectives of the UNUM "SomosUno" project. It is also worth noting three secondary characteristics that accompany any SWOT analysis: subjectivity, initiative, and temporality. This means that while SWOT is a structured diagnostic tool, it is also dynamic and interpretive, contributing to broader organizational learning and responsiveness.

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SWOT Matrix for UNUM "SomosUno"

STRENGTHS

- Institutional and community support: The project is backed by public sector actors, embassies, provinces, and multilateral organizations, enhancing its legitimacy and implementation.
- Innovative digital platform: UNUM offers a job-matching system based on professional qualifications, excluding data that could lead to discrimination—setting it apart from other platforms.
- Reliable profile validation: Through partnerships with consulates and local or multilateral bodies, the authenticity of candidate profiles is verified.
- Free educational offering: Technical and cultural training is provided to meet the real needs of migrants, improving their employability.
- Robust empirical foundation: The project is grounded in rigorous fieldwork and aligned with international standards (OECD and ILO), giving it technical and practical strength.
- Territorial articulation capacity: UNUM operates with local actors at multiple levels, enabling it to adapt to diverse regional contexts.
- Potential for international funding: Its innovative and socially impactful approach makes it attractive to international cooperation agencies and multilateral funds.

OPPORTUNITIES

- Supportive regulatory environment: There are legal frameworks and public policies in place that promote migrant labor integration.
- Boom in digital tools: The increasing use of digital platforms for job searching creates favorable conditions for UNUM's adoption.
- Growing social awareness of labor discrimination: UNUM can position itself as a concrete response to a rising public demand.
- Existing institutional support networks: Opportunities exist to coordinate with public and community programs focused on inclusion and employment.
- Rising interest in green and sustainable jobs: The platform offers training in high-demand sectors like the circular economy, adding strategic value.
- National initiatives on training and employment: These can be integrated with or complemented by UNUM to enhance its impact.

WEAKNESSES

- Uneven local capacities: Some regions may lack the infrastructure or resources to support project implementation.
- Technological and connectivity gaps: Limited access to devices or the internet may restrict use among migrant populations.
- Lack of experience in digital management with a migration focus: Developing mechanisms that are effective and sensitive to migrants' realities poses a challenge.
- Limited monitoring capacity in some regions: In areas with low institutional presence, profile validation and personalized support may be harder to ensure.
- Initial dependency on external funding: Key features may be compromised if long-term financial sustainability is not secured.

THREATS

- Adverse political or institutional shifts: Changes in public policy priorities may reduce support for the initiative.
- Social prejudice or resistance: Some sectors may oppose inclusive or anonymous job recruitment practices.
- Regional economic volatility: Economic crises may impact funding, job availability, or digital platform use.
- Regulatory fragmentation across jurisdictions: Legislative and institutional disparities between provinces or municipalities may hinder consistent implementation.
- Competitive pressure from commercial platforms: The rise of profit-driven applications without inclusion criteria may undermine UNUM's positioning if a clear added value is not maintained.

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This analysis is not a closed exercise but an invitation to reflect on the strategic paths that can enhance the project, seize favorable conditions, overcome limitations, and anticipate risks. UNUM "SomosUno" emerges as an innovative and transformative proposal, with real and sustainable impact potential if it continues to be developed through careful planning, territorial adaptability, and a commitment to continuous improvement.

2.2 Contribution to the SDGs

In a regional context marked by increasing migratory flows and persistent inequalities in labor access, the UNUM "SomosUno" application presents an innovative response to the challenges of socio-economic integration in contexts of human mobility. The project aligns with global frameworks for sustainable development, contributing directly to the achievement of the Sustainable Development Goals (SDGs) outlined in the 2030 Agenda.

From its design, UNUM promotes a holistic approach that combines social inclusion, labor equity, institutional strengthening, and environmental sustainability. Accordingly, it has a direct impact on several priority SDGs, including:

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SDG 8 (Decent Work and Economic Growth)

SDG 10 (Reduced Inequalities)

SDG 4 (Quality Education)

SDG 5 (Gender Equality)

In addition, the project integrates cross-cutting principles of responsible production, territorial cohesion, and citizen participation, aligning with goals related to sustainable cities, climate action, and inclusive governance.

The development and implementation of UNUM are not only a response to problems identified in empirical diagnostics with migrant populations, but also a strategic tool aimed at fostering a more fair, resilient, and rights-based labor market in accordance with international human rights and development commitment.

SDGs Addressed by the UNUM Project:

Social and Economic SDGs

SDG 1: No Poverty
SDG 3: Good Health and Well-being
SDG 4: Quality Education
SDG 5: Gender Equality
SDG 8: Decent Work and Economic Growth
SDG 10: Reduced Inequalities
SDG 16: Peace, Justice and Strong Institutions

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Environmental SDGs

SDG 6: Clean Water and Sanitation
(if training and support facilitate access to clean water and sanitation for migrant and local communities)
SDG 7: Affordable and Clean Energy
(if training and access to renewable or efficient energy is promoted among vulnerable groups)
SDG 11: Sustainable Cities and Communities
(if social integration and inclusive urban development are encouraged)
SDG 12: Responsible Consumption and Production
(if training fosters sustainable practices and circular economy models in local employment settings)
SDG 13: Climate Action
(if actions are included to mitigate or adapt to climate change, especially in vulnerable communities)
SDG 15: Life on Land (if training and support promote conservation or restoration of ecosystems that benefit local populations)

In summary, by incorporating an environmental component, the project promotes both social justice and environmental sustainability, aligning with a more comprehensive and integrated sustainable development agenda.

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CHAPTER III. STRATEGIC ANALYSIS OF THE INNOVATIVE UNUM "SomosUno" APPLICATION

The strategic analysis of the UNUM "SomosUno" project, which addresses the intersection of migration and the labor market, is defined by its mission, vision, values, and sustainability objectives, tailored to the specific realities and conditions of the territories where the application is implemented.

To carry out this analysis, it is necessary to structure design and action guidelines for the tool's development and use:

✓ Identification of goals and targets: defining the mission and vision, and setting short-, medium-, and long-term objectives
✓ Environmental analysis
✓ Evaluation of internal capacities: identifying organizational resources and capabilities
✓ Tool selection
✓ Tool implementation
✓ Monitoring and evaluation
✓ Continuous improvement and adaptation

Project name: UNUM

Slogan: "SomosUno"

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3.1 Mission

The mission defines the core purpose of the initiative — what it aims to achieve and how it intends to reach its objectives through specific actions:

✓ To promote equal employment opportunities in contexts of internal and international migration through the development of an inclusive, accessible, and transparent digital platform. In doing so, the project aims to foster social and economic development, reduce structural inequalities, encourage the ethical use of technology, and promote a multi-level governance approach rooted in human rights, cultural diversity, and shared responsibility.

3.2 Vision

The vision serves as the guiding principle for all strategic actions undertaken by UNUM "SomosUno":

✓ To consolidate a strategic tool for social transformation that drives all decisions and actions toward building an inclusive, fair, and sustainable employment access model. UNUM aspires to become an innovative platform with regional scope that promotes equal labor opportunities for internal and international migrants through technology, institutional collaboration, and respect for cultural and territorial diversity.

3.3 Values

The values represent the fundamental principles that will guide all decisions and actions within UNUM "SomosUno". They reflect the ethical, moral, and essential commitments necessary for the effective implementation of the project:

✓ Social commitment
✓ Multi-stakeholder partnership and collaboration
✓ Participation and cooperation across sectors
✓ Innovation and creativity
✓ Resilience and adaptability
✓ Transparency and impartiality in decision-making
✓ Equity and inclusion
✓ Purpose-driven innovation
✓ Empathy and intercultural understanding

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3.4 Objectives and Project Development

To establish and operationalize the UNUM "SomosUno" application, the following strategic objectives are defined (following Parker, 2003), each of which will be further developed in implementation phases:

General Objectives

UNUM "SomosUno" aims to contribute to the development of a sustainable and inclusive labor market integration model for both internal and international migrants. Through an accessible, institutionally validated digital platform, the project seeks to guarantee equal opportunities in employment, fostering recruitment processes based on merit and real competencies, while eliminating criteria that could lead to discrimination.

The key general objectives are:

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✓ Guarantee equal conditions in access to employment through a job-matching system based on merit and competencies, excluding criteria that may lead to bias or exclusion.

✓ Promote formal recognition of educational and professional trajectories, validated by key institutions such as embassies, consulates, and territorial organizations, to enhance the credibility of migrant profiles.

✓ Provide accessible and continuous training opportunities focused on technical, cultural, and environmental skills aligned with current labor market demands and the challenges of socio-labor integration.

✓ Incorporate active participation of migrants in the development and adjustment of the platform, ensuring that their real experiences and needs are reflected in system functionalities.

✓ Stimulate the creation of sustainable employment linked to productive activities such as circular economy, technological innovation, and low-impact production models.

✓ Consolidate a collaborative network involving multilateral organizations, national institutions, and local authorities to promote a coordinated and comprehensive response to migration-related challenges.

✓ Establish fair evaluation criteria to prevent discriminatory or exclusionary practices in recruitment and hiring.

✓ Implement a systematic monitoring strategy to assess the social, economic, and environmental impact of the application, promoting continuous improvement.

✓ Prioritize the inclusion of vulnerable populations, with special attention to gender equity, cultural diversity, and territorial inequalities.

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Specific Objectives and Project Evolution

➢ *Short-Term Objective*

– Initial Phase: prior to the launch of the application – Argentina
·Establish a strategic alliance with international organizations, cooperation agencies, and private sector companies to provide benefits and discounts on transportation, training, or certification services for migrants before the official launch of the platform.
·Form an interdisciplinary team of volunteer collaborators and experts within a maximum period of 8 months, including at least:
o3 specialists in software development and digital platforms
o2 professionals in project management and public administration
o2 experts in migration policies and labor rights
o1 specialist in document validation and certification of competencies
o1 social communicator with experience in community engagement
o1 cultural facilitator with knowledge in diversity and migration
o1 economist and 1 accountant
o1 lawyer
This team will have the primary mission of supporting technological development, ensuring social relevance, and guaranteeing institutional coordination for the effective implementation of UNUM "SomosUno".

– First Year – Application Launch in Argentina
·Develop and launch a free mobile application, **UNUM "SomosUno"**, aimed at facilitating labor inclusion for migrants through fair intermediation and professional profile validation. In its initial phase, the platform will include key functionalities such as user registration and authentication, creation and validation of employment profiles, anonymous job search tools, competency-based selection processes, and access to training and community participation spaces, all within a 12-month timeframe.
·Reach a minimum of 1,000 national and international users registered in the first 3 months and 50 active job seekers, with approximately 1,500 total downloads on mobile platforms.
·Ensure that at least 10% of the migrants in Argentina registered on the platform gain access to a job opportunity, based on labor insertion monitoring indicators.
·Achieve participation of at least 30% of users in technical and cultural training spaces offered by UNUM.
·Establish cooperation agreements with at least 10 embassies, consulates, or multilateral organizations to validate migrants' educational and work trajectories and generate institutional support networks.

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➢ *Medium-Term Objectives*

– Second Year – Application Launch in Chile and Brazil
·Reach a minimum of 6,000 users in Argentina, 1,000 in Chile, and 5,000 in Brazil—both national and international—within the first 12 months of launching in these new countries. For job seekers, projections include 1,500 in Argentina, 150 in Chile, and 1,000 in Brazil, with an estimated total of 30,000 mobile platform downloads.
·Ensure that at least 10% of migrants registered in Chile and Brazil access a job opportunity, based on labor insertion tracking and monitoring indicators.
·Achieve 60% overall user participation in technical and cultural training spaces offered by UNUM.
·Establish cooperation agreements with embassies, consulates, or multilateral organizations in foreign countries to validate educational and employment backgrounds of migrants and build institutional support networks.

– Third Year – Application Launch in Uruguay, Paraguay, and Peru
·Reach a minimum of 500 users in Uruguay, 1,000 in Paraguay, and 1,500 in Peru—both national and international—within the first 12 months of launching in these countries. For job seekers, projections include 150 in Uruguay, 200 in Paraguay, and 400 in Peru, with an estimated total of 100,000 mobile application downloads.
·Ensure that at least 10% of the migrants registered in these countries access a job opportunity, based on labor insertion tracking and monitoring indicators.
·Maintain a minimum 60% participation rate among total users in technical and cultural training spaces offered by UNUM.
·Establish cooperation agreements with embassies, consulates, or multilateral organizations in foreign countries to validate migrants' educational and work histories and expand support networks.
·Incorporate accessible, multilingual, and intercultural features into the platform, ensuring that 100% of registered users can use core functions without linguistic or cultural barriers by the year 2027..

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➢ *Long-Term Objectives*

·Have the application fully established in **11 countries in the region** and ready to initiate a new phase of expansion to additional countries.
·Reach an estimated **400,000 downloads** of the mobile application by the year **2030**.
·Ensure that **70% of registered employers** use the platform's anonymous search and objective evaluation tools to reduce potential biases in the hiring process by 2030.
·Implement an online evaluation system with integrity and authenticity controls, ensuring that at least **90% of applications** are submitted under verified and standardized conditions to guarantee fairness in preselection processes by 2030.
·Develop a **circular economy strategy** to promote labor insertion in sustainable sectors, aiming for **30% of jobs facilitated by the platform** to be linked to green activities by 2030.
·Increase the production of **qualitative information** through surveys and participatory forums, ensuring that **80% of provinces or local jurisdictions involved** generate territorially grounded proposals for improvement based on user contributions before 2030.

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CHAPTER IV. PROJECT MANAGEMENT OF THE INNOVATIVE UNUM "SomosUno" as an APP

Managing an innovative application project such as UNUM requires following a series of stages and best practices to ensure its success. Choosing the appropriate methodology is a critical decision in project management. In this context, selecting between a traditional planning approach and an agile one depends on specific factors related to the project and its implementation environment—in this case, a social context that connects individuals, both nationals and foreigners, with the labor market.

Each methodology has its advantages and disadvantages when it comes to project implementation.

Traditional planning offers clarity and structure from the beginning to the end of the project. It follows a linear and sequential model, commonly known as the waterfall model. On the one hand, it includes detailed documentation and comprehensive planning, which allows for a better understanding and tracking of progress. This model is highly effective when project requirements are well-defined and stable, with low likelihood of changes, providing greater predictability.

However, this type of methodology lacks flexibility, making it difficult to adapt to changing requirements and conditions as the project evolves. Deliverables are typically produced at the end of the process, which can lead to delays, as problems or errors are usually detected in the final stages. This increases the risk and may result in higher costs and greater difficulty when it comes to implementing corrections.

On the other hand, agile planning offers greater adaptability to changing requirements and is particularly suitable for dynamic contexts. Deliverables are produced continuously, providing stakeholders with results throughout the process and enabling constant evaluation and improvement as the project progresses. Agile planning encourages ongoing review and adjustments.

Nonetheless, this methodology requires a higher level of commitment, demanding constant collaboration and communication between the team and stakeholders. It typically involves greater allocation of time and resources. If project requirements are clear and stable, an agile approach may not be the most suitable.

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When planning, it is essential to assess and consider various factors:

The nature of the project
If the project requirements are clear and stable, traditional planning may be more appropriate. If the requirements are dynamic—likely to evolve in response to new policies, technologies, or community feedback—an agile approach may offer greater flexibility.

Stakeholder involvement
If intensive collaboration with stakeholders is required—including local communities, the private sector, NGOs, and other government agencies—agile planning can facilitate the integration of their needs and continuous feedback. Conversely, if stakeholder interaction is minimal or sporadic, and project objectives are well defined from the outset, traditional planning may suffice.

Project size and duration
Combining methodologies through a hybrid model can be highly effective for large-scale, complex, and long-term projects.

Team capabilities
If the team is structured and prefers well-defined methods, traditional planning may be optimal. If the team has experience with agile methodologies, that experience can be highly beneficial.

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In the context of a project such as UNUM "SomosUno", a hybrid approach appears to be key—one that combines elements of both agile and traditional planning. This blended method allows the project to capitalize on the strengths of each model while mitigating their limitations. It provides both the flexibility and adaptability required for a dynamic social project, and the structure and predictability needed for successful implementation.

4.1 Action Plan

An action plan outlines the necessary steps to achieve the specific objectives of a project. These plans are essential in project management, as they detail the tasks, responsible parties, resources, and timelines involved.

The action plan must include clear objectives, a detailed list of tasks and activities to accomplish them, assignment of responsibilities, necessary resources for implementation, a timeline with deadlines, progress evaluation through metrics, along with revision and adjustment via a monitoring system. To effectively execute a project, having an action plan as a fundamental tool is essential.

In this case, the objective is the implementation of a digital tool for labor inclusion with a comprehensive approach, aimed at promoting equal opportunities in contexts of internal and international migration. The development and launch of UNUM "SomosUno" is conceived as a strategy to facilitate equitable access to employment, reduce the structural barriers faced by migrants, and strengthen social and territorial cohesion.

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Based on an empirical diagnosis grounded in international standards, UNUM is presented as a social transformation initiative that integrates labor, educational, technological, and participatory dimensions. The need to guarantee dignified and sustainable living conditions for migrant communities is today an unavoidable challenge, requiring tools such as UNUM that incorporate criteria of equity, sustainability, and innovation. As Elkington (1997) proposes, addressing contemporary social and economic challenges through a triple-impact perspective is essential to building a viable and just future.

The UNUM model includes a system of monitoring indicators that will allow for the evaluation of impact across multiple dimensions: not only social, economic, and environmental, but also institutional, community-based, educational, and technological. This ensures ongoing and adaptive evaluation that strengthens decision-making, fosters the active participation of involved stakeholders, and consolidates inclusive, collaborative, and evidence-based governance.

The implementation of the UNUM "SomosUno" project begins with a rigorous diagnosis of the current situation regarding the labor inclusion of both internal and international migrants. This diagnosis is built upon empirical and documentary research on the state of the art, complemented by the application of an indicator system that guides the design and implementation of concrete strategies.

At this stage, it is key to identify the actors involved, understanding that in a project of this nature, stakeholders are not limited solely to the institutional level but also include the migrant community, productive sectors, the education system, and international, provincial, and local bodies involved in migration governance.

The development of the UNUM platform requires defining clear, measurable, and achievable goals that enable progress toward a fair, equitable, and sustainable model of socioeconomic integration. In this regard, the project includes strategic lines of action focused on the validation of job profiles, technical and cultural training, the creation of participatory spaces, and the strengthening of institutional networks.

As Juran & Godfrey (1999) state, "having adequate resources is essential to ensure the effectiveness and sustainability of the project." In the case of UNUM, this means having a multidisciplinary technical team with experience in public policy, economics, information technology, education, human rights, and local development. Additionally, it is crucial to secure financial and technological resources to sustain both research and the ongoing development and improvement of the application, incorporating digital tools that ensure efficient, transparent, and data-driven management.

The project also includes a timeline detailing tasks and assigned deadlines, a training system, a monitoring system using topic-specific indicators, and result analysis and evaluation mechanisms.

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Regarding communication, the UNUM "SomosUno" project seeks to ensure understanding, access, and engagement from all stakeholders involved in promoting the labor inclusion of migrants. To achieve this, specific strategies are proposed to ensure effective, clear, and culturally sensitive communication. First, for messages to be effective, it is essential to understand the audience and segment the target public according to their characteristics: internal and international migrants, employers, local governments, multilateral organizations, and civil society.

Second, reliability and transparency are prioritized—fundamental pillars of an initiative that coordinates various institutional and territorial levels. For this reason, all information about the platform, its processes, and criteria will be disseminated in a clear, accessible, and legitimate manner, using different languages and formats.

Moreover, the UNUM team considers the role of the migrant community essential in the system's construction—not only as beneficiaries but also as active agents in the process. In this sense, surveys and participatory mechanisms are implemented to identify their interests, barriers, and expectations, focusing on aspects such as competency validation, perception of access to employment, and conditions for effective integration.

Various communication channels will be used, ranging from social media and digital platforms to in-person meetings, participatory workshops, and community forums. Awareness and training campaigns will also be carried out across different areas related to labor inclusion: local governments, productive sectors, educational institutions, and community stakeholders.

As previously mentioned, it is necessary to have an accurate diagnosis of the situation to design relevant strategies. Additionally, the importance of conducting periodic reviews of the platform's functioning and its components is recognized, through monitoring and evaluation systems that allow for adaptation as the needs of migrants and the institutional, political, and social context in which UNUM operates evolve.
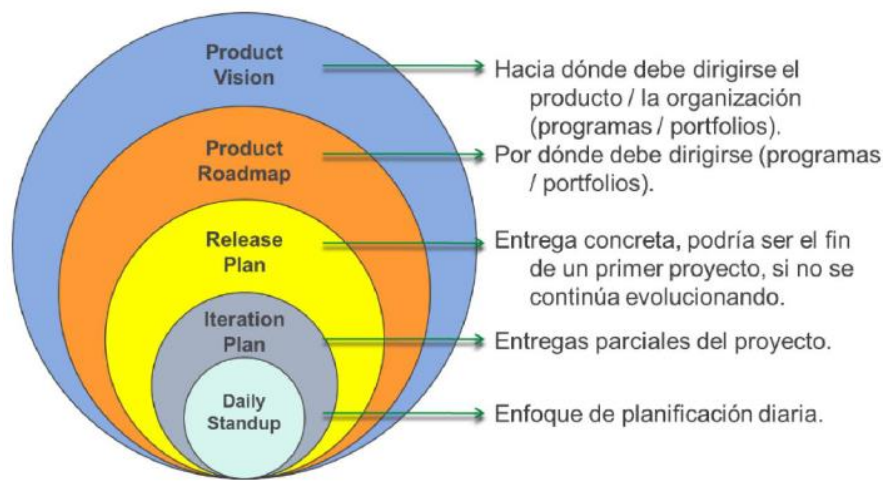
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4.2 Planning and Management of UNUM "SomosUno"

The UNUM "SomosUno" project will focus on a hybrid planning approach, based on the detailed definition of the project and its scope, while also relying on agile planning through the application of the Planning Onion model.

5 LEVEL PLANNING MODEL

A five-level detail model, ranging from a daily meeting to the "product vision."

Covering from the overall project vision to specific day-to-day tasks, reflecting different levels of detail in the planning.

Flexibility and adaptability

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Source: Prepared by the authors

The Planning Onion model in agile methodologies presents a layered structure that spans from the overarching vision of the project to the specific day-to-day tasks, reflecting different levels of detail in planning. This approach is characterized by its flexibility and adaptability—essential features of agility—enabling teams to navigate the complexities of developing products that truly add value to the end user. The model unfolds across five layers, each representing a different focus level in project management, from the broadest vision down to daily operations.

Product Vision — Hacia dónde debe dirigirse el producto / la organización (programas / portfolios).

Product Roadmap — Por dónde debe dirigirse (programas / portfolios).

Release Plan — Entrega concreta, podría ser el fin de un primer proyecto, si no se continúa evolucionando.

Iteration Plan — Entregas parciales del proyecto.

Daily Standup — Enfoque de planificación diaria.

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· Product Vision
At the outermost layer of the onion, the product vision defines the purpose and long-term objectives of the project. It outlines the what and the why of the project—such as the development of new software, the construction of an innovative prototype, or the launch of a marketing campaign. The product vision guides all subsequent decisions and ensures the team remains focused on meaningful outcomes.

· Product Roadmap
One layer deeper, the product roadmap details the main milestones and features to be developed over time. This level bridges the gap between high-level vision and more detailed planning, providing a timeline of how and when the product is expected to evolve. Here, principles like the critical path can be simplified and applied to the key elements that shape the roadmap.

· Release Planning
Next, release planning focuses on shorter time segments—typically quarters or semesters—where specific sets of features are defined for delivery. This level enables the team to organize work into manageable packages that can be delivered incrementally to the client, ensuring a steady delivery of value.

· Iteration/Sprint Planning
At this stage, planning becomes more granular, addressing the work to be carried out over the coming days or weeks. In the context of Scrum, these iterations are known as Sprints, during which the team commits to completing certain tasks derived from the agreed-upon features. Each Sprint's planning aligns with the goal of maximizing delivered value, while maintaining the flexibility to adapt to changes or new learnings.
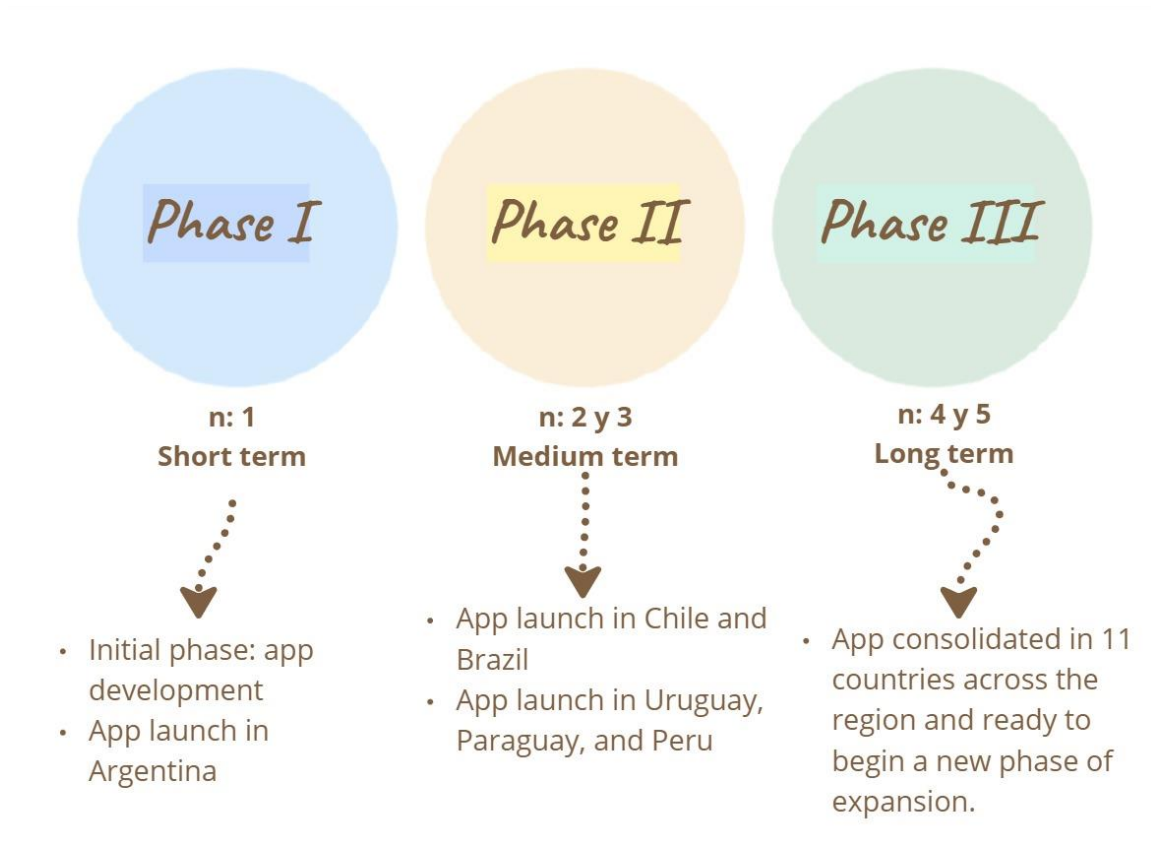
· Daily Stand-up
Finally, at the core of the onion are the daily stand-up meetings, where the team synchronizes activities and progress, addresses blockers, and adjusts daily tasks to stay on track with Sprint objectives and, consequently, with the overall project goals.

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4.3 Project Timeline[5]

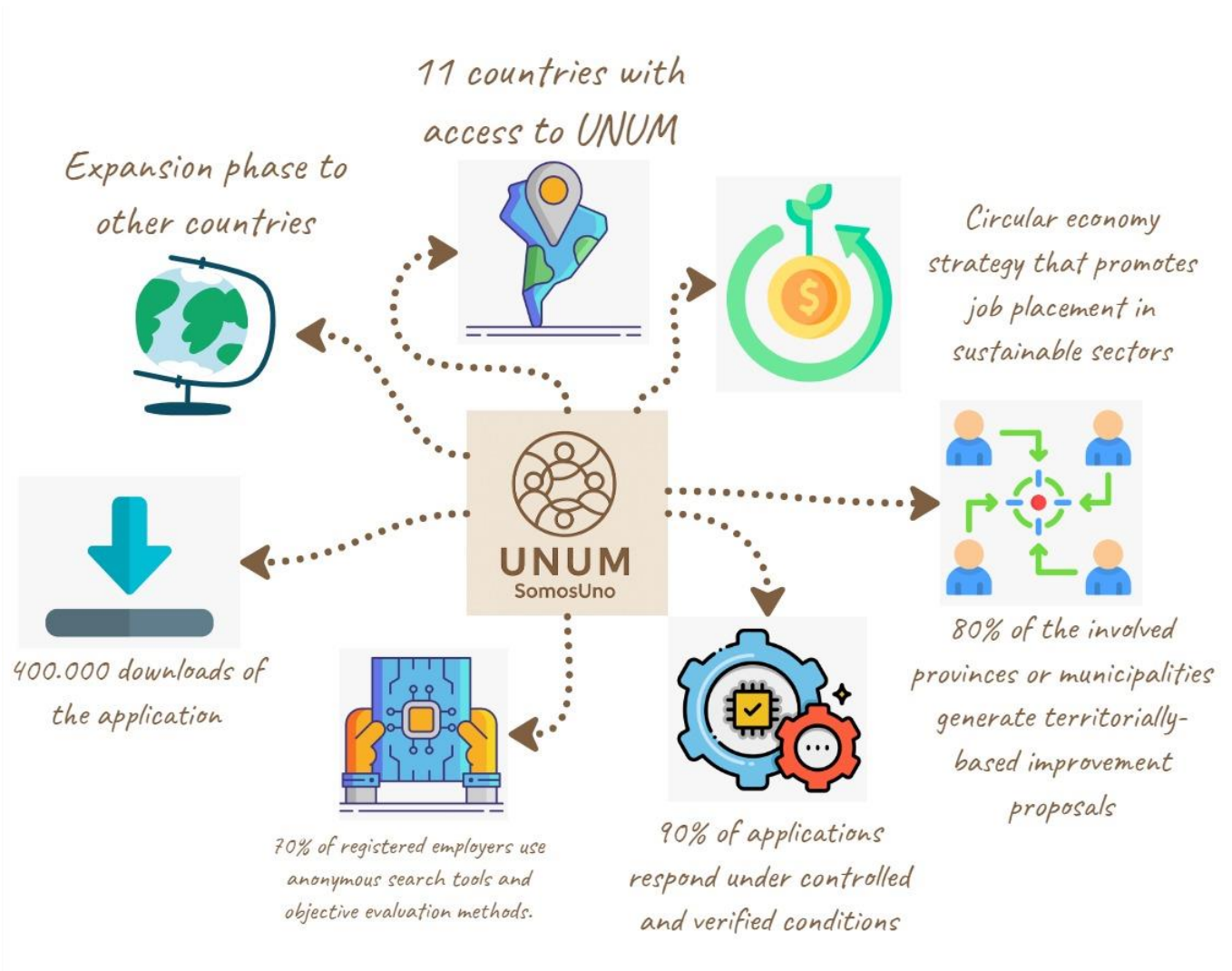
Source: Prepared by the authors

Clarifications

This is a strategic plan designed for the implementation of UNUM "SomosUno" in the year 2026, with a projection toward 2030.

In the schedule design, "n" refers to a time period of 1 year, corresponding to a calendar year.

The years detailed for each phase are approximate, as they may be adjusted iteratively as tasks progress.

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[5] For more detailed information go to **"Appendix D.ECONOMIC EVALUATION OF THE INNOVATIVE UNUM "SomosUno" APPLICATION"**

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In this way, by 2030, the application is expected to be established in 11 countries in the region and ready to begin a new phase of expansion.
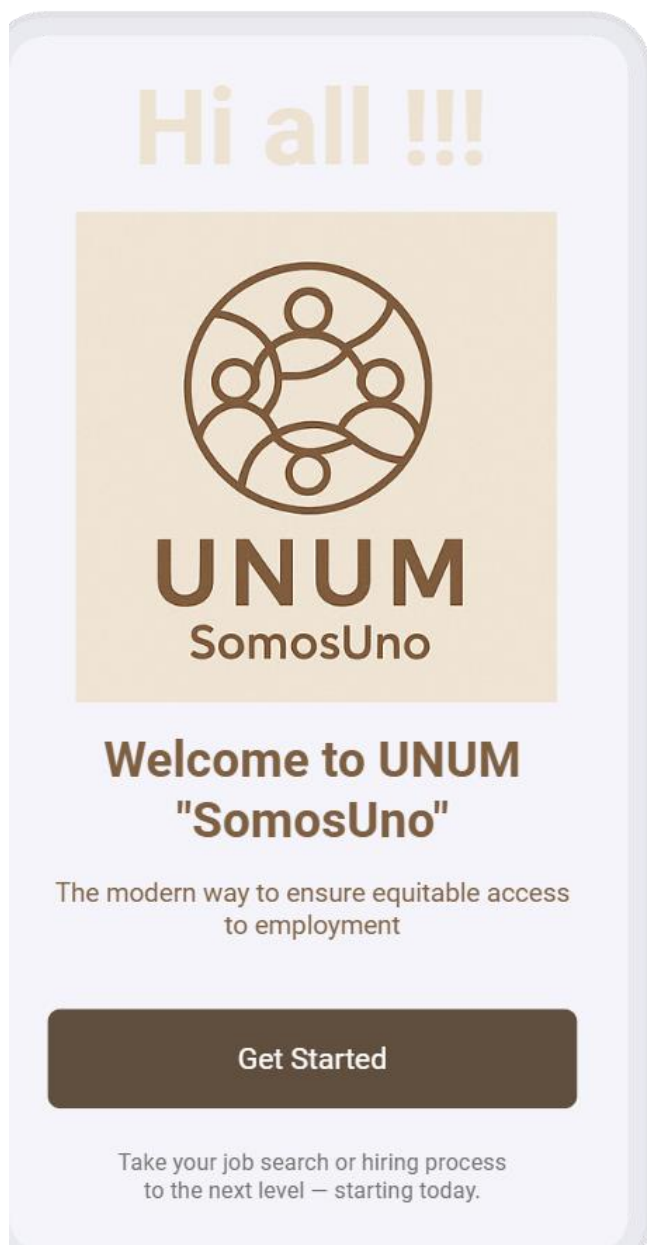

Source: Prepared by the authors
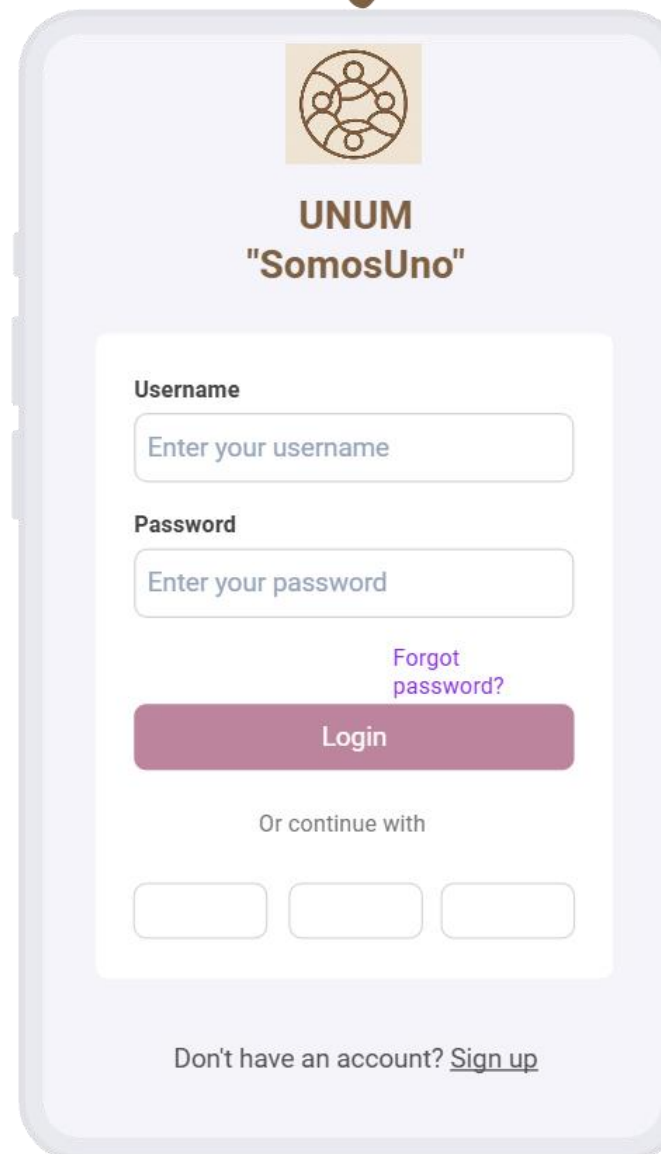
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CHAPTER V. PRESENTATION OF THE INNOVATIVE UNUM "SomosUno" APPLICATION

5.1 Application Visualization (Prototype) – MVP

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Job application system

Job aposters system

Application platform

Employment application system for migrants and nationals

🔍 Search items...

Filter   Sort by: Name ⌄

Personal Information *(not visible to employers): Full name, ID or passport number, Country of origin / Province of origin, Date of birth, Gender (optional), Native language, Date of arrival in current region or country (if applicable), Migration status: internal / international / local, Contact details: phone and email, Current place of residence (city/region)*

Professional Profile *(visible to employers — without sensitive personal data): Profile title (e.g.: "Experienced electrician in public works"), Sector(s) of interest or job field, Work experience (positions, responsibilities, duration), Academic background (degree, institution, country, year) Relevant courses or training, Technical skills (e.g.: carpentry, coding, customer service), Soft skills (e.g.: teamwork, punctuality, adaptability)*

Optional but Recommended Sections:
Institutional validation (upload certificates or documents verified by embassies, NGOs, local governments), UNUM certifications completed *(trainings completed on the platform),* References or testimonials *(from former employers, NGOs, mentors, etc.)*

Once the profile is complete...
The user can:
Browse and apply for personalized job offers
Submit one-click applications
Participate in anonymous technical evaluations
Access training opportunities tailored to their profile
Receive employer interest notifications
Track the status of all their applications

🏠 Home   📊 Dashboard   ➕ Add   🏭 labor   👤 Profile

Form for Employers

Recruitment and application system for employers

🔍 Search items...

Filter   Sort by: Name ⌄

Basic Company / Institution Information
Company or institution name
Industry or sector
Location (city, region, country)
Main contact person (name, email, phone)
Institutional validation (documents proving employer legitimacy)

Job Vacancy Details
Job title (e.g., "Administrative Assistant," "Electrician Technician"), Brief job description and responsibilities Minimum requirements (education, experience, technical skills) ,Desired soft skills (teamwork, communication, punctuality) ,Required languages and proficiency level ,Work modality (on-site, remote, hybrid) ,Work schedule (full-time, part-time, shifts)

Anonymous candidate profiles containing strictly professional and job-relevant information: Once the profile is complete...
• Profile summary and work experience
• Academic background and certifications (validated if available)
• Technical and soft skills relevant to the job
• Trainings completed on UNUM
• Availabilit
Lists of candidates who meet the technical and educational requirements, without access to personal data such as name, age, gender, nationality, or migration status.
Application status
Results from anonymous technical assessments, focused solely on skills and knowledge necessary for the job, if the employer chooses to use them.
Internal communication within the platform, allowing interaction with candidates without revealing personal information until voluntarily shared by the candidate.
Aggregated and anonymous indicators about the selection process, such as total number of applicants and overall training or experience level, to aid decision-making without bias.

🏠 Home   📊 Dashboard   ➕ Add   🏭 labor   👤 Profile

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Training system and workshops

For job seekers

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- Free courses designed to strengthen technical skills relevant to key sectors, regardless of origin or migration status.

- Workshops on labor rights, local organizational culture, and soft skills to support professional development and integration in diverse work environments.

- Digital training modules and preparation for anonymous job evaluations within the platform.

- Learning spaces that promote talent recognition and the value of human capital, with a strong focus on equal opportunity.

Choose the topics you want to learn about

For employers and hiring managers

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- Workshops and seminars on inclusive, non-discriminatory recruitment and hiring practices.

- Training in tools to evaluate candidates based on objective competencies, avoiding bias related to nationality, gender, age, or other personal characteristics.

- Education on anti-discrimination labor laws and best practices for creating diverse and equitable workplaces.
- Awareness-building on the value of diversity and the benefits that inclusion brings to work teams.

Choose the topics you want to learn about

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KPIs

KPIs for Job Seekers (Candidates)

Analytics Dashboard
Track your performance

Profile completion rate Last updated: Today

Job matches
1,243

Profile views
28

Responses received
12

Applications submitted Last 30 days ⌄

Apr 1   Apr 15   Apr 30

Application status ⓘ

Jan   Feb   Mar   Apr

Completed trainings

Completed trainings By Quantity ⌄

Verified skills or recommendations ⊙

Current   +1 Month   +2 Months   +3 Months

Export Report   Share

Home | Dashboard | Add | labor | Profile

KPIs for Employers (Hiring Organizations)

Analytics Dashboard
Track your performance

Active job postings Last updated: Today

Applications
per posting
1,243

Suggested
candidates
28

Average time to hire
12

Completed candidate assessments Last 30 days ⌄

Apr 1   Apr 15   Apr 30

Verified candidate profiles ⓘ

Jan   Feb   Mar   Apr

Completed trainings

UNUM impact in your area By Quantity ⌄

Verified skills or recommendations ⊙

Current   +1 Month   +2 Months   +3 Months

Export Report   Share

Home | Dashboard | Add | labor | Profile

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5.2 Comparative Analysis with Existing Platforms

Although there are not always "exclusive applications" for migrants, there are many tools and resources designed or adapted to facilitate their labor integration in a new country. The key is to explore the available options, including both general job platforms and specific initiatives aimed at supporting migrants and refugees. In this context, our application UNUM "SomosUno" stands out as quite innovative, going beyond traditional approaches.

For reference, here is a list of current, non-exclusive options available to migrants:

• General Job Platforms with International Reach and Similar Tools:

·Justlanded: More than just a job portal, it offers a detailed guide for each region, information on local characteristics, and functions as a social network where users can share job opportunities and advice—an invaluable resource for those moving to a new country. In our view, this is the closest alternative to our proposal.

·Indeed: A global job search engine that aggregates offers from multiple sources. It allows filtering by location and job type, which is very useful for seeking employment in a specific country.

·LinkedIn: While it's a general professional network, it is essential for international job searches. It enables connections with recruiters, exploration of companies, and job opportunities worldwide. You can also highlight your language skills and international experience.

·EuroJobs / Anywork Anywhere: These platforms specialize in job offers in Europe or temporary and seasonal work, which may appeal to migrants looking for specific types of job experiences or opportunities within the European continent.

·Job Today: A practical app to start with if you're looking for a quick job. It's ideal when expectations are not too high. It offers a large number of positions in hospitality, as well as events, food services, and other sectors. Salaries are moderate, but it's a solid option for newcomers seeking a first job.

·Infojobs: A Spanish local platform, particularly strong in Barcelona. It features thousands of job offers specific to Spain and combines formal employment options with more accessible opportunities.

• Specific Initiatives and Programs for Refugees and Migrants

·UNHCR (United Nations High Commissioner for Refugees): Offers guidance and practical advice for job searches for refugees in various countries. They may also provide talent databases or connect qualified refugees with employers.

·Projects by ILO, UNHCR, and IOM (International Labour Organization, UNHCR, and International Organization for Migration): These organizations often develop guides and programs to promote the socio-economic integration of migrant and refugee populations, including the facilitation of equitable hiring. Some countries, like Argentina, offer specific initiatives and training courses for this purpose.

·Local NGOs and Organizations: Many nonprofit organizations in destination countries offer direct support to migrants and refugees in job searches, CV writing, and interview preparation. Some even maintain their own job vacancy databases or training programs.

·Applications and Websites Focused on Global Mobility or Language

Some applications focus on language learning or translation, which, while indirect, are extremely useful tools for migrants seeking employment in countries with different languages.

In some countries, there are government or private sector-developed applications specifically created to help migrants find work and housing—for example, the "Migrant Service" in Russia.

Although there are many digital platforms aimed at facilitating job searches, as detailed above, these tools have not been specifically designed to address the structural barriers faced by migrants. They tend to prioritize efficiency and volume, without mechanisms to reduce biases related to nationality, accent, length of residence, or migration status.

On the other hand, while international organizations like IOM and UNHCR play a key role in guidance and support, their efforts typically do not translate into technological platforms that directly connect users with the labor market, nor do they include formal validation of skills and profiles.

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UNUM "SomosUno" represents an innovative proposal that combines inclusion, empirical evidence, and technology with a rights-based approach. Through a free application, it offers a labor intermediation system that eliminates sensitive variables, promotes the institutional validation of competencies, and provides training opportunities for both migrants and employers.

Its participatory, territorialized, and user-centered design enables progress toward a collaborative governance model and the development of a concrete tool to reduce inequalities and expand employment opportunities.

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CHAPTER VI. SURVEY OF MIGRANT PERSONS (Internal or International)[6]

6.1 Main Results[7]

This summary presents key findings from a survey conducted as part of the UNUM "SomosUno" project, designed to identify barriers to labor market integration for internal and international migrants in Argentina. Based on a sample of 50 participants, the survey used both quantitative and qualitative methods aligned with international standards (OECD, ILO).

The sample included 56% international and 44% internal migrants, with a balanced gender distribution. Most respondents held medium to high levels of education, yet 48% reported experiencing discrimination based on origin. Barriers such as lack of professional networks, non-recognition of qualifications, limited labor market knowledge, and documentation issues were common—particularly among international migrants.

While 74% were formally employed, international migrants showed higher rates of informal work and unemployment. Access to migrant-specific training was extremely limited: only 4% of international migrants had received such support. Training needs varied: international migrants prioritized degree recognition, legal rights, and language support, while internal migrants focused more on vocational training and entrepreneurship.

Regarding digital inclusion tools, 64% found the idea of hiding country of origin in job applications useful to reduce bias. Additionally, 66% valued the inclusion of free training and forums in an app to support employment and integration.
Overall, the results highlight structural challenges in the Argentine labor market and support the need for inclusive policies, targeted training, and tools that promote equal opportunities for migrants.

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[6] See **"Appendix B. Surveys of Internal and International Migrants"** for more detail of the methodology UNUM "SomosUno" survey

[7] For more detailed information go to **"Appendix F. Detailed analysis of results from the UNUM survey on internal and international migrants"**

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CONCLUSION

The development of public policies with an inclusive and territorial focus is essential to address the current challenges associated with human mobility. Within this context, the UNUM "SomosUno" project emerges as a strategic tool for local governments, proposing a comprehensive platform that integrates technology with ethical perspective, empirical evidence, and a multilevel cooperation approach. Its objective is clear: to guarantee equal employment opportunities for both internal and international migrants through an intermediary system that eliminates discriminatory criteria such as nationality, accent, or age, and places exclusive emphasis on professional competencies and career paths.

The proposal is grounded in a rigorous diagnostic of the structural barriers migrants face in accessing employment. In this regard, the results from the survey conducted under the project provide key evidence. Administered to a diverse sample of 50 migrants, the study revealed that 48% of participants felt they had been treated differently because of their origin. This perception was even higher among international migrants, underscoring the persistence of subtle and structural forms of discrimination.

Additionally, 45% of employed respondents stated they had experienced challenges integrating into the labor market. The primary barriers identified included a lack of networks, insufficient understanding of the Argentine labor system, non-recognition of prior credentials and experience, and discrimination based on nationality or appearance. These findings underline the need to rethink inclusion strategies through an integrated approach that addresses training, social, cultural, and legal dimensions.

Aligned with this need, UNUM proposes an equity-centered technological solution: an application that fosters fairer selection processes by concealing sensitive information like the applicant's country of origin. This feature was favorably received by 64% of respondents, who emphasized that being evaluated solely on skills and experience would represent a significant improvement over current practices. Meanwhile, 66% indicated that a platform offering free workshops and forums on employment, labor rights, local culture, and the circular economy would be extremely useful—highlighting a real demand for educational and support spaces.

Survey results also reveal a limited supply of migrant-specific training: only 4% of international migrants had accessed training tailored to their migrant status, and no internal migrants reported having received such training. This points to an unmet need for differentiated and relevant program designs that consider the unique trajectories and barriers of each group.

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A tool like UNUM can be instrumental in shaping rights-focused public policies based on accurate information and adaptable to local contexts. Its implementation connects economic, social, cultural, ethical, technological, and environmental dimensions, orienting toward more just, cooperative, and innovative migration governance.

Ultimately, migrant labor inclusion should be viewed not only as an ethical or legal imperative but also as a concrete opportunity to strengthen local social and productive fabrics. UNUM "SomosUno" offers a practical and scalable response to these challenges, paving the way toward more equitable, resilient, and cohesive communities—where diversity is not an obstacle, but a value that drives collective development.

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APPENDIX

Appendix A. Data from Argentina

Migration movements, both internal and international, play a central role in shaping Argentina's social, economic, and demographic structure. According to the report on international and internal migration published by INDEC as part of the 2022 National Population, Household, and Housing Census, it is possible to identify and characterize the foreign-born population, as well as to analyze interprovincial movements of individuals born in Argentina—generally linked to work, education, or family-related reasons.

The census collected detailed information on country of birth, year of arrival in Argentina, educational attainment, health and social security coverage, and the employment status of migrants. The data reveal a declining trend in international immigration since the mid-20th century, following the end of major European migratory waves in the late 19th and early 20th centuries.
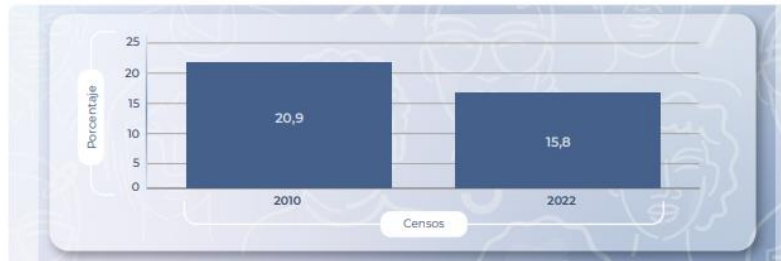
According to the final data from the 2022 Census, Argentina has a total counted population of 45,892,285 people, living in 17,805,711 dwellings. Among them, 2,962 individuals were reported as homeless. Women represent 51.1% of the total population, men 48.8%, and 0.1% identified with another gender. Regarding the international migrant population, 1,933,463 people were recorded as foreign-born residents living in private households, representing approximately 4.1% of the total population. On the other hand, internal migration is also significant: 6,912,603 individuals were born in a province different from the one in which they currently reside, representing 15.8% of the native population living in private households. These figures provide an updated and accurate picture of the country's demographic structure and help contextualize both internal and international migration dynamics within a deeply diverse and constantly evolving national territory.

It is worth noting that, for the first time in Argentine census history, the 2022 Census used the "de jure" methodology, counting individuals based on their usual place of residence—that is, where they live most of the time.
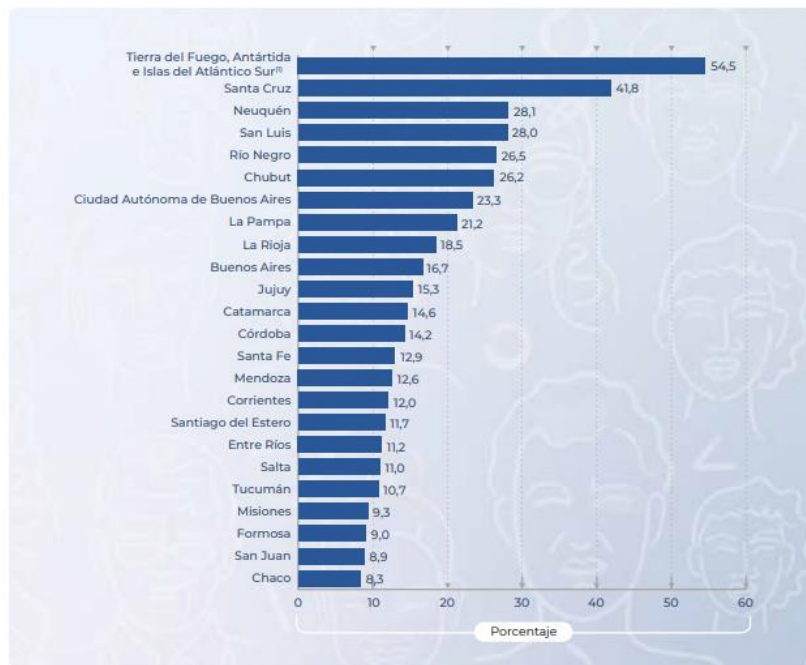
Internal migration

According to the 2022 National Population, Household, and Housing Census conducted by INDEC, there are 6,912,603 people in Argentina who were born in a province different from the one in which they currently reside. Of this total, 3,647,545 are women and 3,265,058 are men, representing 15.8% of the native population living in private dwellings.

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Fuente: INDEC, Censos nacionales de población 2010 y 2022.

Regarding the housing of people born in a province different from their current place of residence, in 2022, Tierra del Fuego topped the list of provinces with the highest percentage of residents born in another jurisdiction, reaching 54.5%. It was followed by Santa Cruz (41.8%), Neuquén (28.1%), and San Luis (28.0%). On the other hand, the provinces with the lowest proportion of residents born outside their jurisdiction were Misiones, San Juan, Formosa, and Chaco, all with values below 10%.

[*] las Islas Malvinas, Georgias del Sur, Sandwich del Sur y los espacios marítimos circundantes forman parte integrante del territorio nacional argentino. Debido a que dichos territorios se encuentran sometidos a la ocupación ilegal del Reino Unido de Gran Bretaña e Irlanda del Norte, la República Argentina se vio impedida de llevar a cabo el Censo 2022 en esa área. Estas islas pertenecen al departamento Islas del Atlántico Sur. Del departamento Antártida Argentina fueron censadas las bases antárticas permanentes que pertenecen a la República Argentina.
Fuente: INDEC, Censo Nacional de Población, Hogares y Viviendas 2022. Resultados definitivos.

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International Migration

According to the 2022 National Population, Household, and Housing Census conducted by INDEC, there are 1,933,463 foreign-born individuals living in private households in Argentina. Of this total, 1,061,421 are women and 872,042 are men, representing 4.2% of the total population living in private dwellings.

The chart below shows the percentage distribution of the population living in private households, distinguishing between native-born and foreign-born individuals, by sex assigned at birth and age group, for the entire country in 2022.
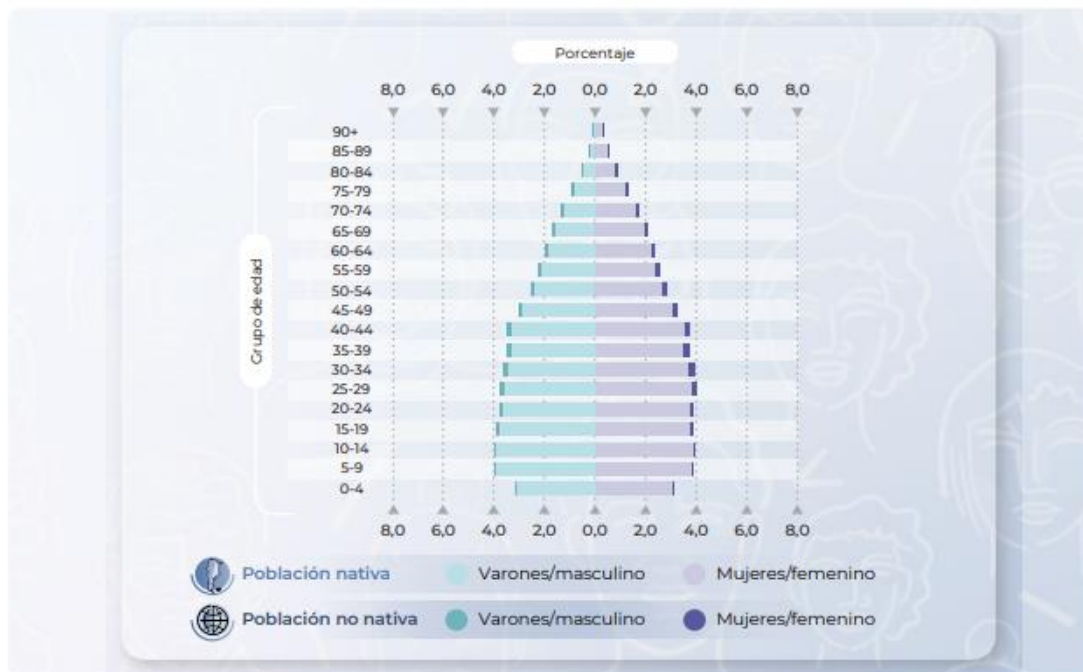
Nota: de acuerdo con la evaluación de calidad y consistencia de los resultados definitivos, y para cumplir con los estándares de calidad estadística requeridos por el INDEC, la categoría X de las respuestas a la pregunta por sexo registrado al nacer se distribuye entre las categorías Mujer/femenino y Varón/masculino.
Fuente: INDEC, Censo Nacional de Población, Hogares y Viviendas 2022. Resultados definitivos.

The historical evolution of international migration in Argentina, based on data from various censuses—from the first national census in 1869 to the most recent one in 2022—shows a sustained downward trend in the relative share of the foreign-born population within the total. The 1895 and 1914 censuses marked the highest peaks of migrant presence, corresponding to the intense waves of European immigration that arrived in the country in the late 19th and early 20th centuries. From the second half of the 20th century onward, the aging and passing of those immigrant generations, along with shifts in migration flows, led to a gradual decrease in their demographic weight. The 2022 Census confirms this trend, with figures consistent

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with those recorded in the 2001 and 2010 censuses.

A principios del siglo XX, la población extranjera representaba cerca de un tercio de la población total. Desde entonces, su participación fue descendiendo, y el Censo 2022 ratificó los bajos valores que caracterizan al tercer milenio.

Fuente: INDEC, Censos nacionales de población 1869-2022.
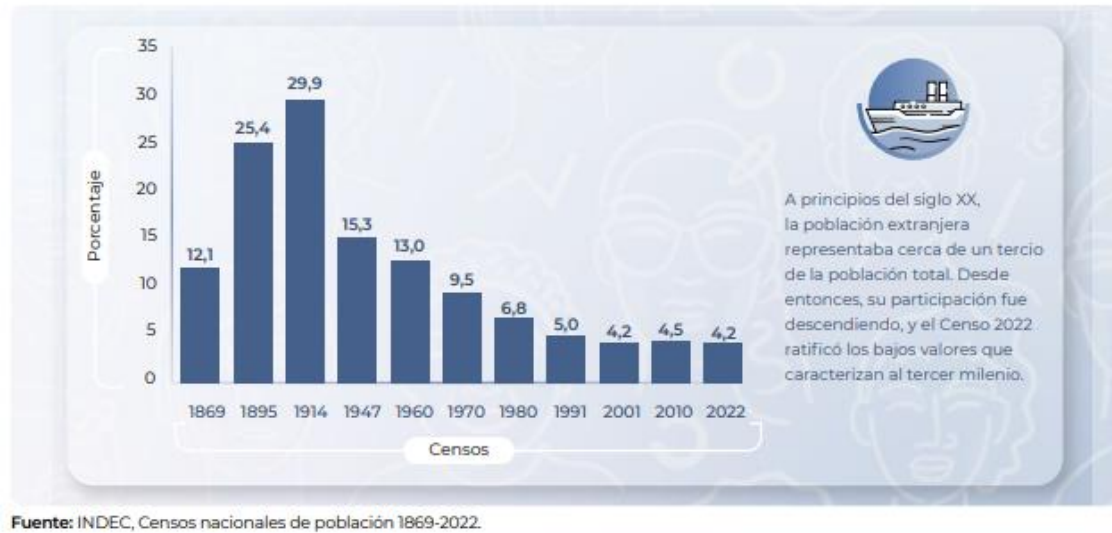
The analysis of national population censuses from 1869 to 2022 reveals significant transformations in Argentina's migratory profile. For more than a century, and especially up to the 1980 Census, the majority of foreign-born individuals living in private households in Argentina came from Europe. This composition reflects the major waves of European migration that profoundly shaped the country's demographic, cultural, and economic structure, particularly from the late 19th to the mid-20th century.

However, starting with the 1991 Census, a structural shift in migration patterns becomes evident. For the first time, most foreign-born individuals recorded in the country originated from neighboring countries such as Paraguay, Bolivia, and Chile. This shift is linked to various factors, including geographical proximity, transnational family and community ties, and regional socioeconomic dynamics that drove new waves of migration to Argentina.

In the 21st century, this trend expanded with a sustained increase in migrants coming from non-bordering Latin American countries such as Venezuela, Peru, Colombia, and the Dominican Republic. This growing diversification of migrants' national origins reflects not only changes in regional migration flows but also Argentina's continued role as a significant destination in Latin America.

Census data—see chart below—make it possible to identify three major stages in the history of international migration to Argentina: a period dominated by European migration, a stage marked by the predominance of migrants from neighboring countries, and a more recent phase characterized by increasing diversity of origins within the Americas.

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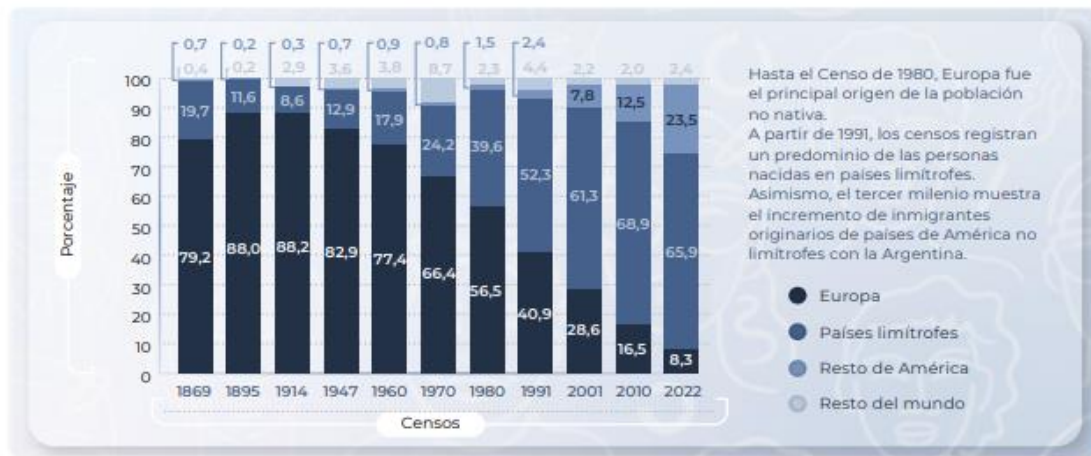
Nota: se excluyen del total las respuestas sin especificar el país de nacimiento, que corresponden a la categoría Ignorado en el Censo 2022.
Fuente: INDEC, Censos nacionales de población 1869-2022.

The historical analysis of international migration in Argentina reveals not only changes in the countries of origin of migrants, but also significant transformations in their demographic composition. One of the most notable changes in recent decades is the sustained increase in the feminization of migration—a sharp contrast to the predominantly male profile that characterized the first waves of migration to the country.

During the 19th century, migratory flows were marked by a strong presence of young men, mostly from Europe, who arrived in Argentina with the aim of entering an expanding labor market linked to the agro-export model. These men often migrated alone, expecting to settle temporarily, send remittances, or eventually bring their families later. This pattern was clearly reflected in the early national censuses: in 1869, only 28.5% of the foreign-born population living in private households were women.

From the last quarter of the 20th century—especially starting with the 1980 Census—this composition began to shift. The presence of women among the migrant population became increasingly visible, marking the beginning of a feminization process that continued to strengthen in the following decades. According to 2022 Census data, 54.9% of the migrant population in private households are women, representing a substantial change in the country's migratory dynamics.

This phenomenon is driven by multiple factors. On the one hand, the growing demand for labor in feminized sectors—such as domestic work, caregiving, and health and education services—opened new employment opportunities for migrant women, many of whom migrate alone or as the primary income earners for their families. On the other hand, regional migration

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networks—particularly with neighboring countries and the rest of Latin America—have strengthened, facilitating mobility and the progressive integration of women into urban contexts.

Moreover, today's migratory trajectories show greater diversity in women's life projects. Migration is no longer limited to family reunification or accompanying roles; many women actively decide to migrate in search of better economic conditions, personal autonomy, or access to basic rights.

Ultimately, the feminization of migration in Argentina is not just a matter of numbers—it represents a profound transformation involving new social, economic, and cultural realities. It also poses specific challenges in terms of inclusion policies, recognition of rights, and the strengthening of care and support networks for migrant women in the country.

Nota: de acuerdo con la evaluación de calidad y consistencia de los resultados definitivos, y para cumplir con los estándares de calidad estadística requeridos por el INDEC, la categoría X de las respuestas a la pregunta por sexo registrado al nacer se distribuye entre las categorías Mujer/femenino y Varón/masculino.
Fuente: INDEC, Censos nacionales de población 1869-2022.

Below is the distribution of the foreign-born population residing in private households in Argentina, corresponding to the 30 countries of origin with the highest representation according to the 2022 Census. This information allows for the identification of the main countries of origin of migrants to Argentina and highlights the diversity of nationalities present within the national territory.
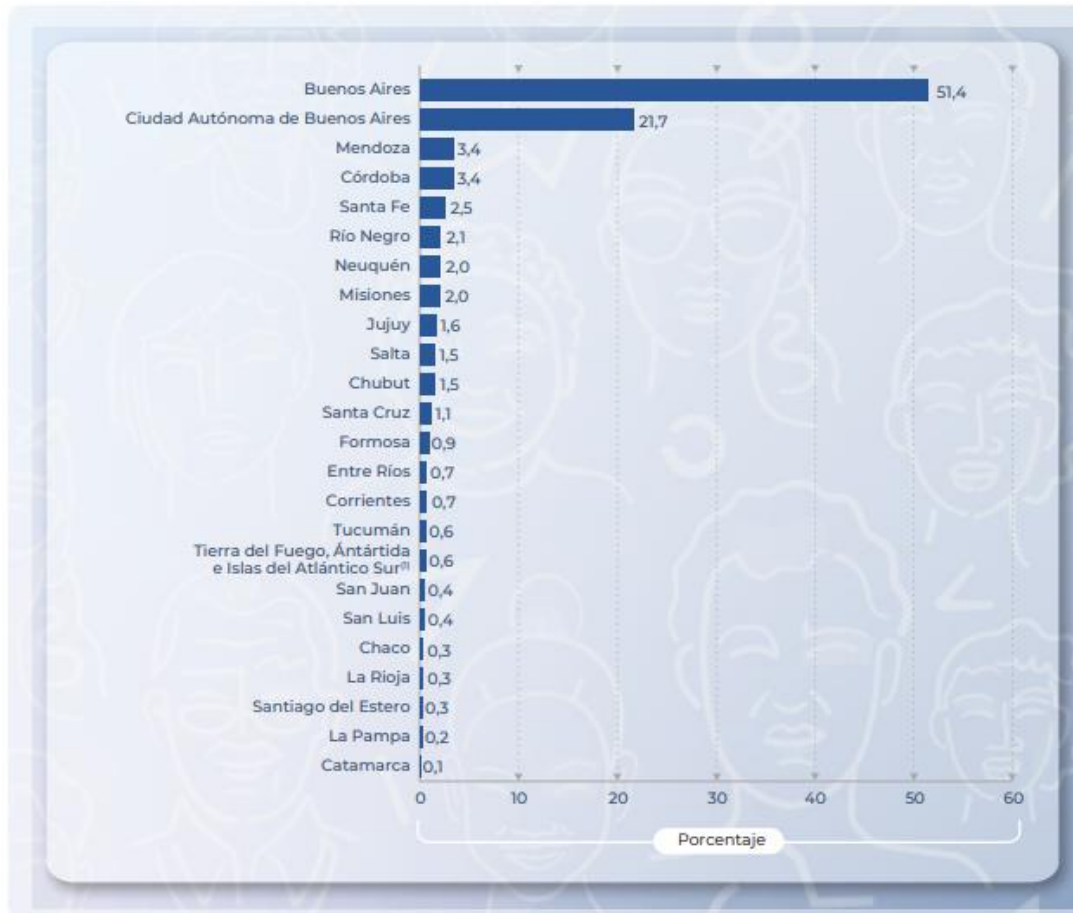
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País de origen	Población		País de origen	Población		País de origen	Población
1 Paraguay	522.598	11	China	18.629	21	Portugal	3.281
2 Bolivia	338.299	12	Estados Unidos	13.986	22	Taiwan	3.018
3 Venezuela	161.495	13	Ecuador	8.879	23	Japón	2.703
4 Perú	156.251	14	República Dominicana	7.817	24	Rusia	2.169
5 Chile	149.082	15	México	5.833	25	Reino Unido de Gran Bretaña e Irlanda del Norte	1.840
6 Uruguay	95.384	16	Corea	5.337	26	Haití	1.524
7 Italia	68.169	17	Alemania	4.087	27	Polonia	1.408
8 Brasil	49.943	18	Francia	3.960	28	Israel	1.394
9 España	48.492	19	Cuba	3.921	29	Canadá	1.377
10 Colombia	46.482	20	Ucrania	3.486	30	Siria	1.324

89,6% de la población no nativa

Fuente: INDEC, Censo Nacional de Población, Hogares y Viviendas 2022. Resultados definitivos.

In 2022, the distribution of the foreign-born population residing in private households shows a strong concentration in certain jurisdictions of the country. The Province of Buenos Aires and the Autonomous City of Buenos Aires together account for 73.1% of the total immigrant population, establishing themselves as the main settlement destinations for people born in another country. Far behind, yet with a relatively significant presence in comparative terms, are provinces such as Mendoza (3.4%), Córdoba, Santa Fe, Río Negro, Misiones, and Neuquén, whose percentages range between 3.4% and 2%. In the rest of the country's jurisdictions, the proportion of foreign-born population does not reach 2%, with Catamarca being the province with the lowest presence of people born outside the national territory. This distribution reflects not only historical dynamics of migrant settlement but also socioeconomic and urban factors that continue to concentrate the foreign population in the country's most developed metropolitan areas.

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[1] las Islas Malvinas, Georgias del Sur, Sandwich del Sur y los espacios marítimos circundantes forman parte integrante del territorio nacional argentino. Debido a que dichos territorios se encuentran sometidos a la ocupación ilegal del Reino Unido de Gran Bretaña e Irlanda del Norte, la República Argentina se vio impedida de llevar a cabo el Censo 2022 en esa área. Estas islas pertenecen al departamento Islas del Atlántico Sur. Del departamento Antártida Argentina fueron censadas las bases antárticas permanentes que pertenecen a la República Argentina.

Fuente: INDEC, Censo Nacional de Población, Hogares y Viviendas 2022. Resultados definitivos.

Appendix B. Surveys of Internal and International Migrants

- Methodological foundation of the UNUM survey

The survey developed within the framework of the UNUM "SomosUno" project is based on international methodological standards and technical recommendations, particularly those promoted by the OECD, the OIT, and other specialized organizations in labor migration. Its design aims to comprehensively capture the main barriers, pathways, and needs of migrant individuals — both internal and international — regarding access to employment and the exercise of their labor rights.

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Various reports and studies have indicated that one of the central obstacles to the labor market integration of migrants is the lack of recognition of qualifications and degrees obtained abroad. According to the joint OECD–ILO report (2018) and other research (OECD, 2014; UGT, 2025), a significant proportion of migrants with tertiary education are underemployed or overqualified due to bureaucracy and the absence of appropriate credential recognition mechanisms. In line with this evidence, the UNUM survey collects data on the level of education, country of training, and whether such degrees have been formally recognized in Argentina.

Furthermore, discrimination based on nationality, accent, language, or physical appearance remains a structural barrier to socio-labor integration. The OECD (Employment Outlook 2025) and the ILO have warned about these forms of exclusion, which particularly affect migrant women. UNUM includes specific items to capture perceptions and personal experiences of discrimination, both in selection processes and workplace environments.

Technical, linguistic, cultural, and psychosocial training is also considered key to facilitating sustainable labor market integration pathways. In this regard, the European Migration Network (OECD, 2018) and the Skills Strategy (OECD, 2019) emphasize that the development of labor competencies must encompass intercultural, communicative, and emotional dimensions. Therefore, the UNUM survey includes questions regarding participation in formal and informal training opportunities, perceived barriers to accessing education, and current training needs.

From a technical standpoint, UNUM adopts a mixed-methods approach in designing its data collection instrument, combining closed-ended questions (structured and categorizable) with open-ended questions that allow capturing personal testimonies and high-value qualitative elements. This strategy aligns with the recommendations of the Migration Data Portal and ILO guidelines, which acknowledge the usefulness of hybrid approaches to capture both quantifiable patterns and subjective dimensions of the migration experience.

The UNUM survey is grounded in empirical evidence and the most current international recommendations on migrant labor integration, aiming to generate reliable data to guide the design of inclusive, sustainable, and culturally relevant public policies.

- *Access link to the UNUM "SomosUno" SURVEY FOR MIGRANT PERSONS (internal or international)*

https://docs.google.com/forms/d/e/1FAIpQLScW7HF6bfrfs-0x4B-Rxvmm9lyYuw4frqxljKjFau39aA5qKQ/viewform?usp=sharing&ouid=112092693936986321737

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-Questionnaire / Survey

ENCUESTA A PERSONAS MIGRANTES (internas o internacionales)

Justificación metodológica

Las preguntas sobre entrevistas a migrantes se basan en estándares internacionales y evidencia empírica. La evaluación del reconocimiento de títulos, discriminación por nacionalidad o acento y la prevalencia de empleos informales se sustenta en informes clave de la OCDE y la OIT. Además, las recomendaciones sobre capacitación técnico-cultural y formación psicosocial siguen los 8 pilares de política de integración de la OCDE. Utilizamos una combinación de preguntas cerradas y abiertas conforme a guías de la OIT y portales de datos migratorios para captar tanto patrones cuantificables como experiencias vivas de las personas encuestadas conjuntamente con la perspectiva propia del entorno y de los problemas a abordar.

Se agradece su colaboración en completar el siguiente cuestionario

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Sección 2 de 8

PARTE 1: PERFIL DEL ENTREVISTADO

Descripción (opcional)

Origen (país y provincia) *

Texto de respuesta breve

Edad *

Texto de respuesta breve

Sexo/género *

1. Mujer

2. Varón

3. Persona trans -travesti

4. No binario - Género no conforme

5. Otro (especificar):

6. Prefiero no responder

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Estado civil *

1. Soltero/a

2. Casado/a

3. Unido/a en pareja (convivencia / unión de hecho)

4. Separado/a en forma legal o de hecho

5. Divorciado/a

6. Viudo/a

7. Prefiero no responder

¿Tenés hijos/as? *

1. SI

2. NO

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¿Cuál es el nivel educativo más alto que alcanzaste? *

1. Sin instrucción formal - Nunca asistió a la escuela

2. Educación primaria incompleta

3. Educación primaria completa

4. Educación secundaria incompleta

5. Educación secundaria completa

6. Educación terciaria no universitaria incompleta (Ej.: profesorados, tecnicaturas cortas, etc.)

7. Educación terciaria no universitaria completa

8. Educación universitaria incompleta

9. Educación universitaria completa

10. Posgrado - Maestría incompleto

11. Posgrado -Maestría completa

12. Doctorado incompleto

13. / Doctorado completo

¿Qué carrera o estudio realizaste o estás realizando actualmente? *

Texto de respuesta breve

¿Es migración interna (dentro de Argentina) o internacional? *

1. Interna (de una provincia a otra dentro de Argentina)

2. Internacional (venís de otro país)

Año en el que llegaste al país de residencia o a la ciudad y provincia si sos migrante interno *

Texto de respuesta breve

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Tiempo en años desde que migraste de tu país de origen o a la ciudad y provincia si sos migrante interno

Texto de respuesta breve

Cuál fue el motivo por el que migraste?

Texto de respuesta breve

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Sección 3 de 8

PARTE 2: INSERCIÓN EN EL MERCADO LABORAL LOCAL

Descripción (opcional)

¿Alguna vez sentiste que te discriminaron o trataron de forma diferente por no ser de la zona o del lugar donde estás viviendo actualmente? *

Texto de respuesta largo

¿Actualmente tienes empleo? *

1. Sí, formal

2. Sí, informal

3. No, pero estoy buscando

4. No, y no estoy buscando

¿En qué rubro trabajas o buscas trabajar? *

Texto de respuesta breve

Si respondió anteriormente que tiene un empleo en Argentina

¿Tuviste dificultades para conseguir trabajo en Argentina?

1. SI

2. NO

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Si tu respuesta fue sí en la pregunta anterior, ¿Cuáles fueron las principales dificultades? (podés marcar más de una opción)

☐ Falta de papeles/documentación

☐ Discriminación por nacionalidad o acento

☐ Falta de redes o contactos

☐ No reconocen mis estudios/títulos

☐ Desconozco el funcionamiento del mercado laboral argentino

☐ Otra...

Si respondió anteriormente que está activamente en busca de un empleo en Argentina (no tiene empleo)

¿Tienes dificultades al buscar empleo debido a factores como idioma, validación de estudios, discriminación por origen, experiencia no reconocida, etc.?

1. SI

2. NO

Si tu respuesta fue sí en la pregunta anterior, ¿Cuáles son los principales obstáculos? (marca todos los que crea necesario)

☐ No validan mis estudios/títulos (reconocimiento de cualificaciones)

☐ Discriminación por nacionalidad, acento o apariencia

☐ Falta de redes o contactos locales

☐ Problemas con documentación legal (permiso, visa)

☐ / Desconocimiento del funcionamiento del mercado laboral argentino

☐ Otra...

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PARTE 3: CAPACITACIÓN RECIBIDA

Descripción (opcional)

¿Has recibido formación o capacitación específica para migrantes en Argentina? *

1. SI

2. NO

¿Recibiste alguna capacitación en Argentina que te ayudara a insertarte laboralmente?

1. SI

2. NO

¿Qué tipo de capacitación preferirías recibir? *

☐ Idioma local (español, variaciones regionales)

☐ Cultura laboral y social Argentina

☐ Reconocimiento de títulos y experiencia

☐ Formación técnica / oficios (economía circular, salud, tecnología, etc.)

☐ Emprendimientos sociales

☐ Apoyo psicosocial y bienestar emocional (seguridad, redes)

☐ Educación sobre derechos laborales y protección

☐ Otra...

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PARTE 4: TESTIMONIO

Descripción (opcional)

¿Querés contarnos brevemente alguna experiencia personal en la búsqueda de trabajo en Argentina que te haya marcado (positiva o negativa)? *

Texto de respuesta largo

¿Qué cambiarías del sistema actual para que los migrantes tengan más igualdad de oportunidades laborales? *

Texto de respuesta largo

¿Qué cambios concretos propondrías para que los migrantes –internos o internacionales– tengan igualdad de condiciones en el trabajo? *

Texto de respuesta largo

¿Te gustaría participar de un proyecto que busque mejorar la inclusión laboral para migrantes? *

1. SI

2. NO

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PARTE 5: EVALUACIÓN DE UNA PROPUESTA DE APLICACIÓN "UNUM"

UNUM, "SomosUno", es una aplicación gratuita, disponible para celular y computadora, que busca promover la igualdad de oportunidades en el acceso al empleo. Funciona como una red de perfiles laborales donde las personas —migrantes y no migrantes— pueden registrar su experiencia y formación. A diferencia de otras plataformas, UNUM evita la discriminación al priorizar el perfil profesional sobre datos personales. Además, ofrece capacitaciones gratuitas y validación de perfiles con apoyo institucional.

¿Qué tan útil sería para vos una aplicación de búsqueda laboral en la cual tu país de origen o estatus migratorio estuviera oculto al reclutador? *

1. Muy útil

2. Algo útil

3. No útil

4. No sé

5. No me interesa,

Por favor, indique la justificación de la respuesta de la pregunta anterior (porque le parece correcta desde su visión esa opción) *

Texto de respuesta largo

Además, la aplicación integraría talleres y foros gratuitos sobre empleo, derechos, cultura y economía circular. ¿Te resultaría relevante? *

1. Sí, mucho

2. Algo sí

3. No particularmente,

4. No

Por favor, indique la justificación de la respuesta de la pregunta anterior (porque le parece correcta desde su visión esa opción) *

Texto de respuesta largo

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Sección 7 de 8

OBSERVACIONES

Si en alguna pregunta tuvo problemas para completar la respuesta o si tiene alguna observación que hacer, por favor utilice este espacio

INDIQUE LA PREGUNTA Y LA ACLARACION U OBSERVACIONES QUE QUIERE TRANSMITIR

Texto de respuesta largo

INDIQUE LA PREGUNTA Y LA ACLARACION U OBSERVACIONES QUE QUIERE TRANSMITIR

Texto de respuesta largo

Después de la sección 7   Ir a la sección 8 (gracias)

Sección 8 de 8

gracias

Descripción (opcional)

Título de imagen

¡MUCHAS GRACIAS!

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Appendix C. Authentic testimonials

Internal Migration

Testimonials Regarding the Labor Market

The testimonials from internal migrants in Argentina reveal various experiences in the job search process, as well as perceptions about the barriers and possible paths toward greater labor equity.

From the province of Buenos Aires, one person shared: "Los primeros trabajos que hice, fueron muy precarizados". As a suggestion for improvement, they added: "Debería haber mayores facilidades, o beneficios a quien contrate migrantes internos o externos, convenios o alianzas", and emphasized it would be helpful to offer "algún beneficio al empleador por brindar trabajo". Another testimonial from Buenos Aires noted: "La idea de ser una persona privilegiada que puede trabajar y ejercer su vocación de manera simultánea", and proposed "quitar la cuestión domiciliaria como parte de las entrevistas laborales", along with "un régimen de acompañamiento específico y capacitaciones para eliminar brechas regionales laborales, si esque las existiesen."

In the Autonomous City of Buenos Aires, one person said: "Ninguna", when asked about significant job experiences, and admitted: "Desconozco el sistema actual" and "No tengo sugerencias" on how to improve it. Another testimonial from there described a positive experience in gastronomy and hairdressing: "Ambos me brindaron mucha apertura de puertas y oportunidades", advocating that "que les den la chance justamente y no les den solo trabajos más básicos", although they couldn't suggest specific changes.

From Corrientes, several people agreed they had "no" meaningful job experiences. One of them added: "Estando fuera de tu provincia siempre es más difícil porque no conocés gente que te dé la oportunidad de empezar cuando sos profesional independiente. Cuesta más, pero se llega". Regarding needed changes, they proposed: "Tenemos que cambiar como sociedad para eso", although also expressed: "No estoy de acuerdo con que los inmigrantes tengan la misma oportunidad que los internos." Another testimony from Corrientes reflected a more positive experience: "Si bien personalmente sentí tener suerte a la hora de mis entrevistas laborales y relaciones con jefes, entiendo que suele ser difícil tener un primer trabajo sin experiencia previa. Lo cual es contradictorio." They suggested policies that "reconozcan y validen de forma más rápida y accesible los títulos y experiencias laborales de los migrantes", and called to "promover capacitaciones gratuitas en oficios y en idioma, para facilitar la integración laboral y fomentar políticas de contratación inclusiva."

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From Mendoza, one person reported: "Por falta de experiencia, porque era en búsqueda de mi primer empleo, estuve 10 meses buscando trabajo desde que migré de una provincia a otra." Their proposal was clear: "Una oportunidad para demostrar que es capaz de realizar el trabajo al cual se está postulando." Another person from Mendoza shared a more critical perspective: "Creí que al trasladarme a una capital iba a tener muchas ofertas laborales y la verdad es que no. Además, me encontré con muchísimos empleos en negro, muy mal pagos. Pareciera que abusan de la necesidad. Los portales de empleo y redes como LinkedIn tampoco funcionan activamente." They acknowledged that "pareciera necesario contar con contactos para poder conseguir un trabajo", but didn't propose specific solutions.

In Entre Ríos, someone mentioned not looking for work because "volví a mi ciudad de origen." From Chaco, one person recalled: "En la obra me quisieron robar varias veces los otros oficiales, seguro por ser chico." They couldn't think of a solution. Another testimony from that province was more positive: "Tuve posibilidades de poder conocer distintas redes para formarme y buscar trabajo", and suggested: "Que sea más transparente el trámite de residencias, y poder acceder a la educación con responsabilidad institucional para insertarse en la sociedad", as well as "posibilidad de capacitaciones abiertas y gratuitas con seguimiento de tutoría."

In Santa Fe, one person said: "Trabajaba solo con un taxi de un familiar, no tuve muchas experiencias laborales", and suggested vocational training and guidance on accessing social assistance. From Misiones, someone explained their choice to be self-employed: "Trato de no trabajar en relación de dependencia. La mayoría de las veces terminás explotado por intereses de terceros. Prefiero trabajar por mí cuenta." They proposed: "Generar trabajo y fomentar la educación", although they did not suggest specific changes.

In Córdoba, one person described a scenario marked by informality: "Sigue siendo un mercado laboral de alta informalidad y mayor empleabilidad en el sector público que en el privado." They proposed: "Capacitación y legalización de títulos" as tools for labor inclusion.

Finally, a general testimony from Argentina mentioned as a problem "La oferta laboral para trabajos precarizados", along with the perception that "muchas veces buscan estudiantes para no brindar los derechos laborales", without offering concrete ideas for change.

Testimonials Regarding Training and the UNUM Application

From various provinces across the country, internal migrants shared their reflections on employment opportunities, the use of digital tools for job searching, and the relevance of integrated training programs.

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A person from Buenos Aires particularly valued technical training and social entrepreneurship and believed that an application that hides the applicant's country of origin would be "muy útil", since "permitiría que la búsqueda laboral sea objetiva". They also considered the workshops and forums integrated into the application positively: "me parecería muy positivo y ayudaría al migrante". From the same location, another person emphasized the usefulness of hiding migration status in an app: "sería muy bueno porque se juzgaría menos, verían el potencial y no el color de piel, la tonada o dónde naciste". They also appreciated the inclusion of workshops as a positive proposal to "ocupar el tiempo con actividades que resulten beneficiosas."

From the Autonomous City of Buenos Aires, another person stated that the application "no es conveniente si se oculta el dato de origen", although they did find the workshop proposal "para tener mayor información" somewhat useful.

From Corrientes, someone expressed a preference for training focused on the recognition of degrees and experience and appreciated that an application that doesn't show origin "es una guía." They also said that free workshops "te preparan para un empleo."

From Chaco, one person emphasized the importance of access to rights and networks, and mentioned that hiding origin "evitaría tener que explicar dónde nací ni cómo vivía." Regarding the workshops, they said "nos ayudaría para los que venimos a las ciudades grandes a conocernos con gente que está igual que nosotros."

Someone who migrated from Santa Fe said that although they weren't sure about hiding their background in a job application, they found the workshop proposal useful, as they "falta formación." A person from Entre Ríos believed hiding one's origin wouldn't be useful because "tiene que figurar de dónde es uno." In their case, they also didn't find the workshops particularly relevant.

In Misiones, it was expressed that an application that hides origin "pondría a todos en igualdad", and the workshops "darían más oportunidades."

A person from Mendoza stated that hiding origin "es una herramienta más para la búsqueda y oportunidad laboral", and greatly valued the workshops because "permiten seguir sumando conocimientos."

From Corrientes, someone emphasized that an application that doesn't show nationality "permitiría que evalúen por mis habilidades y experiencia, sin prejuicios", and appreciated the training proposal because it "ayudaría a entender derechos laborales y nuevas formas de trabajo como la economía circular."

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Other internal migrants highlighted various needs. For example, from Buenos Aires, someone pointed out that HR professionals often have biases related to the applicant's origin, so hiding that information would be "muy útil." They also suggested that workshops should also train those who are responsible for hiring.

Meanwhile, from Corrientes, someone with an independent professional profile said that such applications were not useful to them because "prefiero aplicar para el exterior." Another person, also from Corrientes, appreciated that the application could "ayudar a mejorar la situación laboral", and considered the workshops "muy importantes porque aumentan las posibilidades de conseguir trabajo."

Another testimony from Chaco emphasized that the application should "adaptarse a las nuevas tecnologías y al mundo conectado", and that support during the training phase is key to "lograr objetivos concretos."

International Migration

Testimonials Regarding the Labor Market

According to the collected testimonies, the labor integration of international migrants in Argentina shows great heterogeneity, both in lived experiences and in perceptions of the labor system and its barriers. Through their voices, structural obstacles, discrimination, adaptation strategies, and concrete proposals for improving equity in employment access become visible.

From Haiti, a person shared: "Hablaba muy poco el castellano. Era difícil hacerme entender." As a priority, they proposed: "Que el Estado y la sociedad reconozcan los aportes de las personas migrantes y que los empleadores regularicen su situación laboral," emphasizing the importance of "su regularización en el sistema y que les paguen lo que realmente vale el trabajo."

A person from Colombia viewed their experience positively: "La meritocracia fue fundamental para crear una carrera profesional en Argentina," although they requested: "crear un sistema más fácil para reconocer títulos y experiencia del extranjero." In agreement, another Colombian testimony added: "el sistema funciona bastante bien donde trabajan 50% argentinos y 50% extranjeros," but suggested incorporating "capacitaciones en cómo buscar empleo."

From Venezuela, one person highlighted the challenges of accessing formal employment: "Me costó un poco hasta obtener el DNI," and demanded: "Más rapidez y menos tiempo en los trámites migratorios, con programas laborales por profesión." Another Venezuelan described a critical situation: "Me resultaba muy difícil conseguir trabajo. Una vez me dijeron que mi currículum estaba 'sobrevalorado' por tener dos títulos universitarios." To address these barriers, they proposed: "Facilitar la validación de títulos, implementar procesos de selección sin prejuicios y campañas de concientización sobre el valor de los

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migrantes." Also from Venezuela, another person mentioned: "Cuando llegué a Buenos Aires, me costó conseguir trabajo. Ajusté mi currículum ocultando títulos académicos para acceder a empleos."

A migrant from Paraguay commented: "Fue complicado en cuanto a la obtención de documentación. Mucha burocracia administrativa," and expressed the need to: "Acceder por méritos a cargos públicos y que la nacionalidad no sea un obstáculo." They also proposed: "espacios de oferta de empleo privado para migrantes."

From Bolivia, direct discrimination was denounced: "Fue clara la discriminación por mi nacionalidad. Me dijeron que buscaban alguien con más presencia comercial." This person stated: "Argentina siempre va a recibir migrantes limítrofes. Debería haber alguna ley que respalde esa inmigración para evitar que terminen en trabajos muy precarizados."

In the case of Peru, one person said: "Me pidieron trabajar una semana sin cobrar para 'ver cómo era'. Luego no me pagaron y casi terminamos a las manos." Another Peruvian migrant explained: "Para tener un trabajo acorde a mi preparación necesité convalidar mi título, pero no tenía los recursos. Tuve que trabajar de forma informal como niñera y estudiar nuevamente." They valued INADI as a support space and proposed "una educación intercultural, organismos de orientación y simplificación burocrática para convalidaciones."

From Brazil, someone explained: "Busqué trabajo por LinkedIn en el área de desarrollo de software y observé que muchas empresas contratan desde Argentina para trabajar en el exterior." They considered it necessary to provide "información básica sobre cómo funcionan las reglas laborales e impuestos," and improve procedures: "Hasta que se consigue un documento argentino es difícil establecerse." Another Brazilian simply said: "No tengo experiencias destacables," and made no proposals.

A Chilean migrant said: "Vine como niñera y luego conseguí un trabajo formal a través de conocidos." They demanded "menos discriminación y mayor acceso a trabajos formales, junto con capacitaciones sobre derechos laborales," repeating this as a central proposal.

A person from Russia said: "Me ofrecieron menos dinero del acordado por un trabajo de gráfica, cuando aún no tenía cuenta bancaria y debía cobrar en efectivo." They proposed: "Más acompañamiento por parte de la embajada para insertarnos en el idioma," and asked for "cursos de idioma, aunque no les convenga a todos."

From Italy (Frosinone), the testimony was positive: "Argentina es un país acostumbrado a recibir gente. Me recibieron como si fuera argentino, valorando lo que tenía para ofrecer." However, from another part of Italy, it was suggested to "mejorar y modernizar el sistema legislativo laboral" and "dar más énfasis a la profesionalidad, competencias y formación."

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From Panama and El Salvador, the testimonies were brief. In both cases, they said they had not had notable experiences but proposed "contar con mayor información," "capacitaciones técnicas" and "formación sobre el sistema financiero del país."

Finally, from Ecuador, a person shared a positive experience: "Cuando llegué dejé mi CV en dos clubes de tenis y trabajé en ambos. En uno sigo hasta hoy." They proposed to "facilitar el acceso al empleo formal, ya que muchos migrantes aceptan trabajos informales por necesidad, no por elección," and demanded "que los trabajos sean mejor pagos."

When analyzing the testimonies, some differences can be observed between migrants from Latin America and those from outside the region. Latin American migrants often face more structural barriers, such as discrimination based on nationality, difficulties in validating degrees, precarious employment, and administrative obstacles to obtaining documentation. Many report having accepted informal or poorly paid jobs and mention experiences of xenophobia or bias during job interviews.

Migrants from countries outside Latin America tend to mention less structural discrimination. Their challenges are more related to language issues or specific aspects of their work field. Some highlight the country's warm welcome and hospitality, although they also point out the need to improve the legal and administrative system.

In general, Latin American migrants present proposals focused on equal access, recognition of qualifications, and fighting discrimination, while migrants from other regions suggest more technical or institutional improvements, without emphasizing structural inequalities as much.

Testimonials Regarding Training and the UNUM Application

From Colombia, one person said they would prefer training focused on recognizing degrees and experience and believed that an application hiding the country of origin would be *"muy útil"*, as it *"reduciría el sesgo en el proceso de selección"*. They added that *"conocer esto ayuda a la adaptación laboral"*. Another testimonial from the same country was more skeptical: *"no en muchas ocasiones se valora el trabajo realizado en otras empresas y más en el exterior"*, although they valued the workshops because *"siempre es importante conocer más sobre oportunidades laborales"*.

From Peru, one person stated they would prioritize training in Argentine labor culture, technical education, and labor rights, and opined that the app would be *"muy útil"* because *"estarían mis trabajos y no mi físico ni mi nacionalidad, y para que no piensen que me drogo en la obra, que es lo que piensan siempre"*. They also appreciated the opportunity to *"aprender otras cosas que no sean de construcción"*. Another testimonial said that *"un/a migrante tiene experiencia en su país y al migrar*

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pareciera que todo se borra y tiene que comenzar de cero", and saw the application as *"una herramienta útil cuando no se cuenta con una red de contactos"*.

A testimonial from Bolivia highlighted the need for comprehensive training in labor culture, trades, psychosocial support, and rights. They found the application *"muy útil"*, affirming: *"si hace 17 años yo lo viví, ahora es peor"*. Regarding training spaces, they emphasized: *"permitiría conocernos entre migrantes, aunque igualmente después suceda, pero también con gente de acá"*. They shared they managed to open a produce market with a family loan from Bolivia because *"acá tampoco me daban créditos"*.

From Venezuela, one person noted that *"para cuando se está recién llegado sería genial"* to have information, training, and programs for professionals, though they were neutral about hiding the country of origin. In contrast, another stated: *"no me parece útil, porque siento que no deberíamos tener que ocultar nuestro país de origen o estatus migratorio. Hacerlo implicaría aceptar una forma de discriminación"*. However, they highlighted that the workshops *"fortalecen nuestras herramientas laborales y favorecen la integración real, sin discriminación"*.

From Chile, one person mentioned they were not seeking employment but considered the tools *"pueden ser útiles para la inserción laboral de otras personas migrantes"*. In Brazil, a testimonial noted: *"para mi área no tiene mucha diferencia, lo único que debe saber es español"*, and did not consider workshops necessary since they work remotely for an overseas company.

A person from Ecuador emphasized the need for *"un lugar seguro, serio y que no sea una estafa"* to search for jobs. They found the app *"muy útil"*, although the workshops did not seem a priority: *"Si hay gente que ya tiene un oficio, por ahí quiere empezar ya. Ahora, después de conseguir el trabajo, sí me viene bien un curso de redes para mostrar lo que hago"*.

From Uruguay, one person prioritized technical training and emotional support but said *"si fuese más joven tendría otras respuestas"* regarding the workshops. In Paraguay, another person said hiding the country of origin would be *"muy útil"* because *"facilitaría todos los procesos de búsqueda"*, and appreciated that *"todo esté en un solo lugar"*. In Honduras, someone mentioned they are not actively job searching, so they did not find the tools relevant. From El Salvador, the importance of *"mantener la dignidad del trabajador"* was highlighted, and the workshops were seen as helpful for gaining *"mejor visión del contexto laboral"*. Finally, from Panama, it was stated that *"todo lo que dé información e intercambio es positivo"*.

From Italy, one person said hiding the country of origin would be *"muy útil"* as *"un instrumento más para la búsqueda de oportunidades y trabajo"*, and added that workshops *"ayudarían a entender mejor un ámbito muy variado y en continuo cambio"*. Another Italian said the opportunities would be *"más amplias"* if nationality were hidden and found *"obtener más*

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información y conocimiento del tema" to be important. A third Italian, asked about training in labor rights, said the app would be *"algo útil"* and that workshops were *"muy necesarios para tener los saberes correctos"*.

From Russia, someone who prioritized learning Spanish and emotional support stated: *"no creo que en nuestro caso haya tanta discriminación, o no más que la habitual desconfianza con la gente que no es de acá. Además, es verdad que nos ayuda tener genes europeos"*. Even so, they valued the workshops for enabling social spaces: *"con nuestra familia nos ha costado mucho hacer amigos… a mi esposa le cuesta bastante más y es difícil estar solos"*.

In Brazil (São Paulo), one person indicated that the local language was their main barrier and found the app *"algo útil"*. They thought the workshops were *"muy buenos para estar al tanto de las cosas del país"*.

Latin American migrants highly value the possibility of hiding their country of origin, believing it allows for fairer job searches. They also emphasize recognition of degrees and experience, education about labor rights, and emotional and psychosocial support—often connected to contexts of precarious or informal work. In contrast, migrants from extraregional countries tend to downplay or minimize discrimination, linking their challenges to cultural, language, or social integration aspects. Some even note that having European traits eases their integration, reinforcing the perception of inequality expressed by Latin American peers. These migrants appreciate orientation and training tools but from a more technical or informative perspective, not as protection against structural inequality. In conclusion, while Latin American migrants demand equal conditions and a fight against discrimination, those from extraregional countries tend to focus more on cultural or professional adaptation, having not experienced marked exclusion in the labor market.

Appendix D. Economic evaluation of the innovative UNUM "SomosUno" application

D.1 Program and Budget for UNUM "SomosUno"

This document outlines the timeline and budget considerations for the development and funding of the UNUM application, with a focus on collaboration with the IDB Group (specifically IDB Lab) and other strategic partnerships. Securing funding is a critical milestone and a potential "stopper" for the project's initiation.

Plan Structure by Phases

The plan is divided into three main phases (Short, Medium, and Long Term). This section focuses on the first phase—the Short-Term Phase—which includes the stages of Pre-Start, Negotiation, Start, Execution, and Closure.

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Short-Term Phase (Year One)

This phase focuses on initial preparation and negotiations to secure funding.

1. Pre-Start Phase – First 3 Months

• Objective: Gather documentation, develop a solid business plan, and lay the groundwork for the funding application to IDB Lab.

• Key Activities:

-Documentation Collection and Preparation: Identify, gather, and organize all legal, financial, and technical documents required by IDB Lab.

-Business Plan Development: Create a detailed and compelling business plan that demonstrates the viability, sustainability, and social impact of the UNUM project. Include financial projections, market analysis, and a scalability strategy.

-Risk Identification and Management: Conduct a comprehensive analysis of potential risks (financial, operational, technological, regulatory) and develop mitigation strategies.

-Securing Stakeholder Commitment: Hold meetings and agreements with the Sustainable Finance team, the Board of Directors (project sponsor), and other key stakeholders to ensure their support and active engagement.

• Responsible Parties: Project Team (Project Leader, Financial Team, Legal Advisors), Board of Directors.

• Expected Outcomes:

-Complete documentation package ready for submission.

-Internally approved business plan.

-Risk matrix and mitigation plan.

-Formal commitment from internal sponsors.

• Budget Considerations:

-Costs associated with document preparation (legal and accounting advisory).

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-Consulting expenses for the business plan and risk analysis.

-Travel and meeting expenses to secure stakeholder commitment.

2. Negotiation Phase

• Objective: Align the funding goals with the project's specific needs and negotiate the most favorable terms and conditions with IDB Lab.

• Key Activities:

-Adjustment of Funding Objectives: Submit the formal funding request and adjust the requested amounts and purposes based on UNUM's specific needs and IDB Lab's funding criteria.

-Negotiation of Terms and Conditions: Engage in active discussions with IDB Lab regarding the financing structure. Priority will be given to obtaining grants, considering UNUM's nonprofit nature. If grants are not feasible, loans or other debt instruments with flexible terms adapted to the project's nature will be explored.

-Securing the Best Interest Rate and Repayment Terms (if applicable): If debt instruments are used, negotiations will focus on obtaining the most favorable interest rate (fixed or variable) and a capital repayment schedule starting from the second year. A debt-to-revenue ratio analysis will be conducted.

-Formalization of Request and MOU: Once the preliminary approval is obtained, the formal request will be submitted, and a Memorandum of Understanding (MOU) will be signed to formalize the financing agreement.

• Responsible Parties: Project Team (Project Leader, Financial Team, Legal Advisors), IDB Lab.

• Expected Outcomes:

-Preliminary approval of funding (preferably in the form of a grant).

-Signed financing MOU.

-Defined and agreed-upon funding terms and conditions.

• Budget Considerations:

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-Due diligence costs from IDB Lab (potentially borne by the project).

-Legal fees for contract review and negotiation.

-Expenses related to the formalization and signing of the MOU.

Second Stage of the Start-up Phase (Months 4–12)

This stage marks the formal launch of the project following the securing of funding and the beginning of implementation.

3. Execution of Formalization and Project Kick-off

• Objective: Formalize the funding agreement and communicate its approval to all relevant stakeholders.

• Key Activities:

-Signing of the Funding Agreement: Official ceremony and signing of the funding contract with BID Lab.

-Awareness of Terms and Conditions: Ensure all internal project stakeholders are fully informed of the funding terms and conditions.

-Legal and Regulatory Compliance: Verify and fulfill all legal and regulatory requirements associated with the funding contract.

-Formal Communication: Notify key stakeholders (internal team, partners, community) about the approval of the funding.

-Share Work Plan and Timeline: Distribute the project work plan and schedule via email and collaborative platforms.

-Establish Communication Channels with BID Lab: Define and activate clear and transparent communication channels (e.g., status reports, follow-up meetings).

• Responsible Parties: Project Team, Legal Advisors, BID Lab.

• Expected Outcomes:

-Funding agreement signed and in effect.

-Internal and external communication regarding funding completed.

-Operational communication channels with BID Lab established.

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• Budget Considerations:

-Possible disbursement or initiation fees (if applicable to the funding modality).

-Communication and dissemination costs.

4. Execution Phase (Start)

• Objective: Begin the disbursement of funds and start project implementation, ensuring responsible financial management.

• Key Activities:

o-Disbursement of Funds: Fulfill BID Lab's specific requirements for each fund disbursement.

-Efficient and Responsible Use of Funds: Allocate resources according to the approved budget, prioritizing key activities related to app development (design, programming, testing, etc.).

-Accurate Financial Recordkeeping: Implement a robust accounting system to transparently record all financial transactions.

-Project Progress Monitoring: Continuously track the progress of UNUM's development, ensuring that the milestones and timeline set in the work plan are met.

-Regular Reporting to BID Lab: Submit periodic progress reports to BID Lab, highlighting achievements and results.

- MVP Development and Pilot Test: Use initial funds to develop the Minimum Viable Product (MVP) and carry out a pilot test, preferably in a key province or city in Argentina (e.g., Buenos Aires Province or the City of Buenos Aires) to validate the model and generate impact metrics.

• Responsible Parties: Project Team (Project Leader, Financial Team, Development Team), BID Lab.

• Expected Results:

- Initial disbursements received.

- Start of application development (prototypes, initial modules).

- Timely submission of financial and progress reports.

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- MVP developed and pilot test underway, with initial impact data and its launch across Argentina through other provinces as well as interested embassies and consulates.

• Budget Considerations:

- Salaries for the development team.

- Technological infrastructure costs (servers, software licenses).

- Initial marketing and communication expenses.

- Budget for training and institutional partnerships.

Medium and Long-Term Phase (from the first year onward)

This phase focuses on the sustained execution of the project, ongoing supervision, and the formal closing of funding.

5. Execution Phase (Continuation)

• Objective: Continue the development and implementation of the application, ensuring supervision and resolution of challenges.

• Key Activities:

- Ongoing Supervision and Monitoring: Detailed tracking of the project's technical and financial progress.

- Progress Reports to BID Lab: Regular and detailed communication on the project's status, including social and economic impact metrics.

- Problem Identification and Resolution: Proactive management of any challenges or deviations from the plan, with transparent communication to BID Lab.

- Implementation of Training Sessions: Execution of the training component of UNUM (in-person and virtual workshops).

- Establishment of Partnerships: Formalization and activation of agreements with embassies, consulates, provincial and municipal governments for profile validation.

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- Development of Participatory Spaces: Implementation of surveys, forums, and collection of testimonials to improve the platform's design.

• Responsible Parties: Project Team, BID Lab, Institutional Partners.

• Expected Results:

- Application launch (beta and public phases).

- Increase in the number of users and validated profiles.

- Delivery of training sessions.

- Follow-up reports with results and challenges.

• Budget Considerations:

- Ongoing operational costs (platform maintenance, technical support).

-Personnel expenses for partnership management and training activities.

- Investment in upgrades and new features of the application.

- Budget for impact monitoring and evaluation activities.

6. Closing Phase

• Objective: Provide accountability for the use of funds and evaluate the success of the project.

• Key Activities:

-Accountability Reporting: Submission of final financial and technical reports to BID Lab, demonstrating the efficient and responsible use of funds.

-Fulfillment of Contractual Obligations: Ensure all obligations established in the funding agreement have been met.

- Project Evaluation: Conduct a comprehensive evaluation of the success of the UNUM project, including social, economic, and environmental impacts.

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- Sharing Lessons Learned: Document and disseminate the lessons learned throughout the project lifecycle with BID Lab and other stakeholders.

- Ongoing Negotiation (if applicable): In the case of long-term funding, continue negotiations regarding cost terms, deliverables to the financial entity, interest rate determination, and capital repayment.

• Responsible Parties: Project Team (Financial Team, Project Leader), BID Lab.

• Expected Results:

- Final reports approved by BID Lab.

- Formal closure of the funding agreement.

- Project evaluation report.

- Lessons learned document.

• Budget Considerations:

- Final audit costs.

- Expenses related to the preparation of final reports.

- Potential expenses related to the external evaluation of the project.

D.2 Key Financial Aspects and Their Impact

Throughout all phases, communication with BID Lab will be essential to maintain transparency and ensure compliance with the agreed terms.

• BID Lab Financing Modalities:

o Grants: This is the preferred option and will be sought as the main source of initial funding for the Pre-Start and Negotiation phases, as well as for the development of the MVP/pilot test. As non-reimbursable funds, grants are fully aligned with UNUM's non-profit model and its focus on social innovation.

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o Loans and Debt Instruments: If full grant funding is not possible, BID Lab loans will be considered, with negotiations aimed at flexible terms suited to the project's repayment capacity, potentially linked to impact milestones or the mobilization of additional funding.

• Interest Rate (Fixed or Variable): The choice will directly affect the total cost of financing over time. A fixed rate offers predictability, while a variable rate may be lower initially but carries the risk of future increases. (Applicable if debt is chosen)

• Capital Repayment (starting from Year 2): This is a key point for cash flow planning. Starting repayment in the second year allows the project time to consolidate and generate revenue (or secure new funding sources) before taking on the principal repayment burden. (Applicable if debt is chosen)

• Debt-to-Income Ratio: BID Lab will assess this ratio to ensure the project's repayment capacity. For UNUM, as a non-profit application, this metric will rely more on the ability to secure funds through strategic partnerships and grants rather than direct commercial revenue. A strong financial sustainability strategy must be demonstrated, based on partnerships with embassies, provinces/counties/states, development agencies, and private sector actors.

D.3 Key Strategic Partnerships: Provincial Governments, Embassies, Consulates, and the ILO

To complement BID Lab funding and ensure the long-term sustainability and impact of UNUM, several key strategic partnerships will be sought:

Agreements with Provincial Governments, Embassies, and Consulates (e.g., Buenos Aires Province, GCBA)

• Role in the MVP and Pilot Test: Agreements will be sought with embassies, consulates, and provincial or City of Buenos Aires governments to provide financial and logistical support during the MVP and pilot test phase. This will allow the UNUM model to be validated in a real-world context and to generate concrete impact metrics.

• Ongoing Financial Support: Once UNUM's effectiveness is demonstrated during the pilot phase, provincial governments, embassies, and consulates will become key partners for the project's continued funding through direct contributions, cooperation programs, or co-financing of specific activities (e.g., training sessions, expansion to other countries).

• Alignment with Public Policies: Collaboration with subnational and international governments will allow UNUM to align with their employment, social development, and migrant integration agendas, ensuring the application's local relevance and impact.

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Technical Assistance and Sponsorship from the International Labour Organization (ILO)

• Feasibility and Relevance: The ILO is a strategic partner due to its mandate and expertise in labor migration, decent work, non-discrimination, and the future of work in digital platforms.

• Types of Support:

o Technical Guidance: Advice on the incorporation of international labor standards, data protection, inclusive feature design, and fair algorithmic management.

o Content Development: Support in the creation and validation of UNUM's training modules, leveraging ILO's experience in vocational training and labor rights.

o Monitoring and Evaluation: Methodologies to measure UNUM's social and economic impact, enhancing accountability.

o Strengthening Partnerships: The ILO can facilitate UNUM's connection with its broad network (governments, employers' and workers' organizations, UN agencies), opening doors to new collaborations and potential sponsorships.

o Sponsorship and Credibility: The ILO's endorsement would provide UNUM with a seal of quality and international legitimacy, increasing its appeal to other funders and partners.

D.4 Principles of Sustainable Development: Integration of "Green Code"

To ensure the environmental sustainability of the UNUM project, a "Green Code" development philosophy will be adopted. This involves implementing software programming and architectural practices that minimize energy consumption and computational resource use, contributing to a lower carbon footprint for the application.

This Green Code approach will help create efficient and optimized software that reduces energy consumption during execution, storage, and maintenance. For UNUM, this will translate into:

• Code Energy Efficiency:

o Optimized Algorithms: Use algorithms that require fewer CPU cycles and less memory to perform their functions, especially in intensive processes like profile searching and matching.

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o Efficient Data Management: Minimize the amount of data transferred and stored, reducing the energy required for network and storage operations.

o Resource Minimization: Write concise, non-redundant code that occupies less space and requires fewer server resources.

• Sustainable Server Infrastructure:

o Use of Green Cloud Providers: Prioritize cloud computing services from providers that demonstrate a commitment to sustainability and use renewable energy in their data centers (e.g., Google Cloud, AWS, Microsoft Azure with green energy initiatives).

o Smart Scalability: Implement a microservices or serverless architecture that dynamically scales resources, using only the necessary capacity at any given time and avoiding unnecessary energy consumption.

• Sustainable Software Lifecycle:

o Agile and Efficient Development: Adopt development methodologies that promote efficiency from the design phase, avoiding rework and resource waste.

o Optimized Maintenance and Updates: Carry out updates and patches efficiently to minimize downtime and resource consumption during maintenance.

o Resource Consumption Monitoring: Implement tools to monitor the application's energy and resource use, identifying areas for continuous improvement.

Adopting "Green Code" not only reflects environmental responsibility, but also offers tangible benefits for the project:

• Reduced Operational Costs: More efficient code consumes fewer server resources, leading to lower long-term infrastructure and energy costs. This is crucial for the financial sustainability of a free-to-use application.

• Increased Appeal to Funders: Integrating environmental sustainability principles (such as "Green Code") strengthens UNUM's value proposition to entities like BID Lab, which prioritize projects with a holistic approach to sustainable development (social, economic, and environmental).

• Improved Performance and User Experience: Optimized code is not only "greener," but also faster and more responsive, enhancing the experience for UNUM users on both computers and mobile devices.

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• Reputation and Leadership: Positions UNUM as an innovative and socially conscious project that not only addresses social challenges but also contributes to environmental protection, strengthening its public image and leadership in the sector.

• Alignment with the Circular Economy: By promoting efficiency and minimizing technological resource waste, "Green Code" aligns with the circular economy principles that UNUM already incorporates into its training modules.

This timeline and budget plan provide a framework for UNUM's financial management, emphasizing transparency, accountability, and ongoing communication with BID Lab, while reinforcing its commitment to fully sustainable development.

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Appendix E. Cost Breakdown for the UNUM Application and S-Curve Template

Work Package Costs

ID	Work Package / Months	1	2	3	4	5	6	7	8	9	10	11	12
	Cost Breakdown for+D3+A6:G33+A6:G36+D3+A6:G33+D3+A6:G33+A6:G38+D3+A+A6:BY40												
1	**Migrant inclusion**												
1,1	**Migrant inclusion barrier in the consultancy firm**												
1.1.1	Describe professional profiles for personnel hiring							$ 50					
1.1.2	Select personnel and evaluate candidates								$ 50				
1.1.3	Hire 10 migrant women and 10 migrant men, internal and external to the consultancy firm								$ 100				
1.1.4	Train hired personnel										$ 3.600		
1,2	**Gender digital gap in the consultancy firm**												
1.2.1	Increase women's income by 20% compared to the industry										$ 31.075	$ 31.075	$ 31.075
1.2.2	Generate a community of women								$ 200				
2	**Energy efficiency and renewable consumption**												
2,1	**Energy from renewable sources reduced by 20%**												
2.1.1	Rent building + office in technologic pole with distributed solar energy				$ 2.182	$ 2.182	$ 2.182	$ 2.182	$ 2.182	$ 2.182	$ 2.182	$ 2.182	$ 2.182
2.1.2	Hire cloud service provider respecting this clause		$ 4.000										
2,2	**Energy efficiency increased by 30%**												
2.2.1	Develop augmented dashboard based on staff metrics from the platform												
2.2.2	Purchase sustainable Lenovo hardware					$ 20.000							
2.2.3	Use Hardware in energy-saving mode										$ 50		
3	**Sustainable digital products**												
3,1	**MVP created and 100% of the infrastructure migrated to the cloud**												
3.1.1	UX design of the responsive (multiplatform) application applying Green Code			$ 14.000									
3.1.2	End-to-end solution development					$ 18.000							
3.1.3	Measure MVP impact using the carbon footprint calculator					$ 8.000			$ 250				
3,2	**Reduced electronic waste and treated technological waste**												
3.2.1	Use recycled and recyclable materials										$ 250		
3.2.2	Migrate solutions to the cloud												
3.2.3	Hire certified waste management consultancy firm					$ 50							
4	**Strategic Alliances, Financing, and Company Incorporation**												
4,2	**Signed Pilot Financing Agreement**												
4.2.1	Negotiate and sign Financing Approval Document with the BID Lab	$ 600											
4.2.2	Negotiate and sign Technical Assistance Approval Document with the ILO												
4.2.3	Negotiate and sign Agreement with Provincial, Metropolitan, Embassy or Consulate Government that will purchase the MVP	$ 600											
4,3	**Duly Incorporated Company**												
4.3.1	Sign social contract or articles of incorporation	$ 200											
4.3.2	Integrate initial share capital		$ 300										
4.3.3	Accept management positions (Director/Manager roles)		$ 200										
4.3.4	Publish in Official Gazette (Boletín Oficial)		$ 50										
4.3.5	Pay IGJ fees and forms		$ 50										
4.3.6	Make sworn declarations				$ 200								
4.3.7	Prepare professional armament				$ 500								
5	**Successful project management**												
5,1	Perform all activities for successful implementation	$ 4.000	$ 4.000	$ 4.000	$ 4.000	$ 4.000	$ 4.000	$ 4.000	$ 4.000	$ 4.000	$ 4.000	$ 4.000	$ 4.000
	TOTAL	5.400	8.600	18.000	6.882	52.232	6.182	6.232	6.782	6.182	41.157	37.257	37.257

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S- Curve Template

Resource S-curve												

Project:	UNUM											
ID:	CS 000126											
Start Date	01/01/2026			End Date:	31/12/2030				Cut-off Date:	01/01/2029		

	Months											
	1	2	3	4	5	6	7	8	9	10	11	12
Planned Value	$ 32.000	$ 65.295	$ 19.195	$ 115.670	$ 111.770	$ 111.770	$ 112.220	$ 111.770	$ 37.257	$ -	$ -	$ -
Cumulative Planned Value	$ 32.000	$ 97.295	$ 116.491	$ 232.161	$ 343.932	$ 455.702	$ 567.923	$ 679.693	$ 716.950	$ 716.950	$ 716.950	$ 716.950
Actual Cost	$ 32.000											
Cumulative Actual Cost	$ 32.000	$ 32.000	$ 32.000	$ 32.000	$ 32.000	$ 32.000	$ 32.000	$ 32.000	$ 32.000	$ 32.000	$ 32.000	$ 32.000
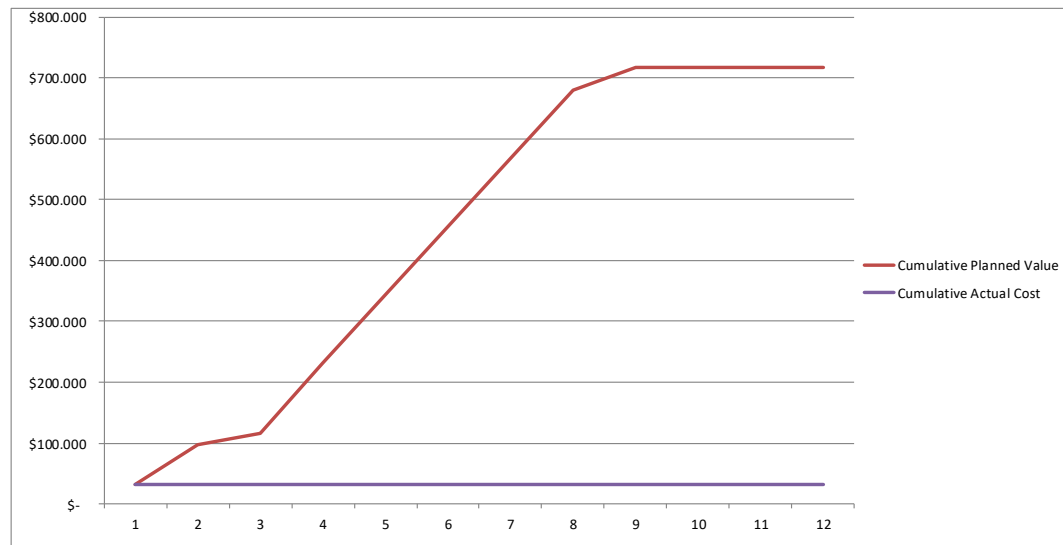
Source: Prepared by the authors

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Appendix F. Detailed analysis of results from the UNUM survey on internal and international migrants

The survey for the UNUM "SomosUno" project is based on methodological recommendations from international organizations such as the OECD, the OIT, and other agencies specialized in labor migration. Its objective is to comprehensively identify the barriers and needs faced by migrants in their labor market integration. The survey addresses issues such as the limited recognition of foreign qualifications, overqualification, discrimination based on origin, language, or appearance, and difficulties in accessing training. The instrument combines closed and open-ended questions to capture both quantitative data and personal testimonies, following sound methodological practices that generate useful evidence for designing inclusive and effective public policies.

General survey results

The UNUM "SomosUno" project survey was conducted with a sample of 50 migrants, both internal (born in a different province than where they currently reside) and international (born in another country). The objective was to gather information on their employment trajectories, educational level, family situation, and main perceived barriers to accessing employment and training opportunities.

Regarding origin, 44% of the respondents were born in Argentina, while the remaining 56% come from various countries in Latin America, Europe, and other regions. The most represented countries include Venezuela (12%), Brazil (6%), Italy, Colombia, and Peru (4% each), along with individual cases from Bolivia, Chile, Ecuador, Spain, Haiti, Honduras, Panama, Paraguay, Russia, and Uruguay. This diversity reflects the heterogeneity of migration paths present in Argentina.

The gender composition is balanced: 25 women (50%) and 25 men (50%) participated, with no respondents identifying with other gender categories. When broken down by origin, a higher female representation is observed among international migrants.
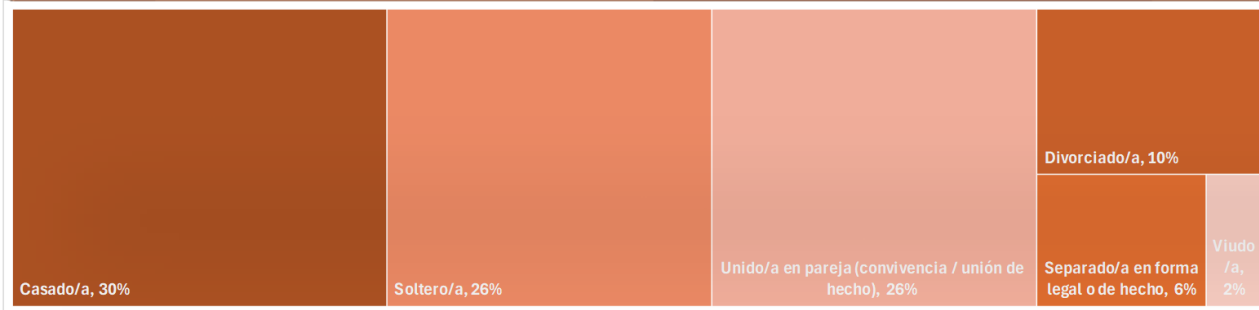
Regarding family situation, 36% reported having children, while 64% did not. This information allows consideration of caregiving as part of the socio-labor integration analysis.

In educational terms, the majority of respondents have a high level of education: 30% hold a complete university degree, 12% have incomplete university studies, and 18% have pursued postgraduate studies (completed or ongoing). Additionally, 14% have completed non-university tertiary education, and 22% have secondary education (complete or incomplete). Only 2% reported incomplete doctoral studies.

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Overall, the data show a diverse sample in terms of origin, gender, and educational background. This variety allows for a rich and nuanced approach to the barriers and labor opportunities faced by migrants in Argentina. The graphs below illustrate the main results in greater detail.
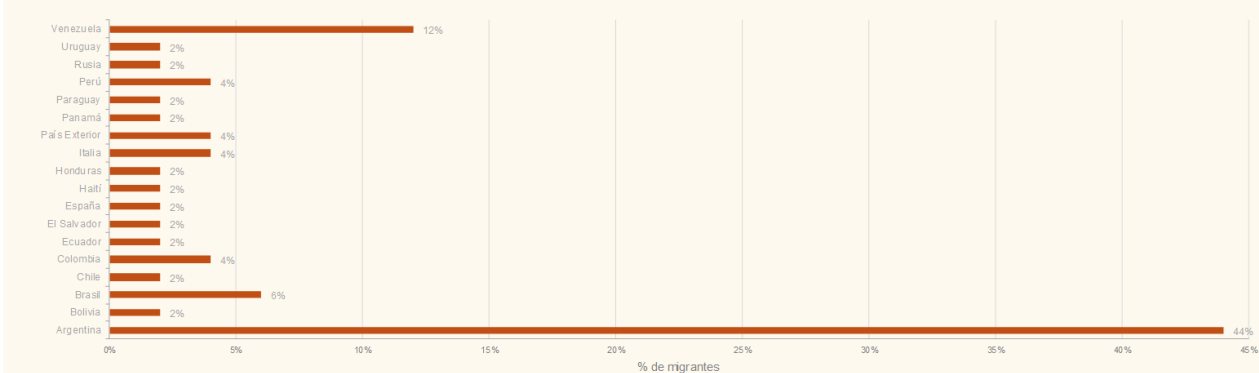
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Porcentaje de personas por estado civil
ENCUESTA A PERSONAS MIGRANTES (internas o internacionales)

Casado/a, 30%	Soltero/a, 26%

Unido/a en pareja (convivencia / unión de hecho), 26%

Divorciado/a, 10%

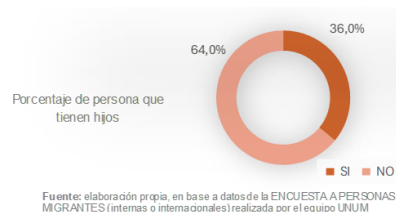Separado/a en forma legal o de hecho, 6%

Viudo/a, 2%

Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM

Porcentaje de personas por pais de origen

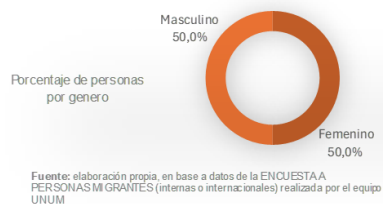| País	%
Venezuela	12%
Uruguay	2%
Rusia	2%
Perú	4%
Paraguay	2%
Panamá	2%
País Exterior	4%
Italia	4%
Honduras	2%
Haití	2%
España	2%
El Salvador	2%
Ecuador	2%
Colombia	4%
Chile	2%
Brasil	6%
Bolivia	2%
Argentina	44%

% de migrantes

Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM
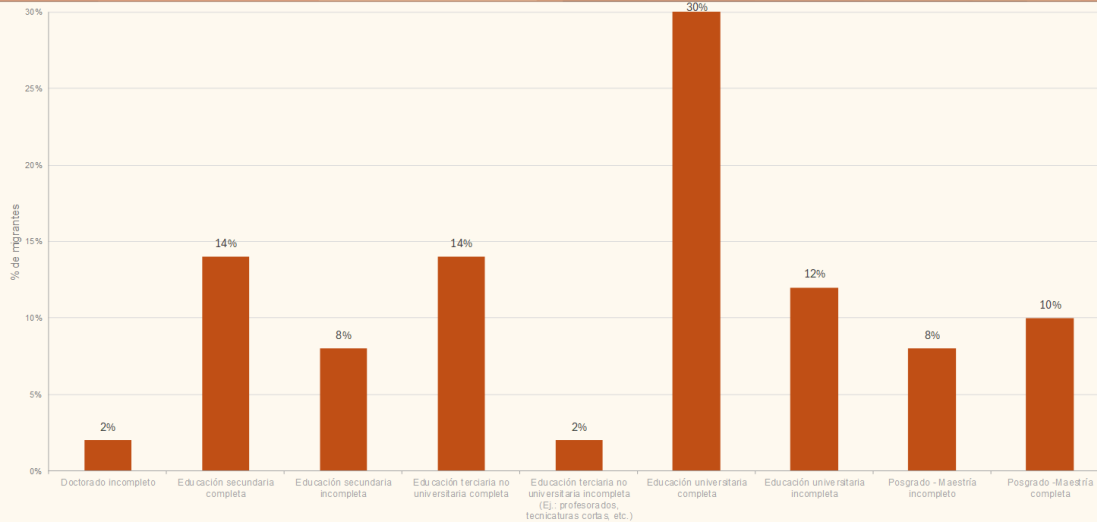
Porcentaje de personas por genero

Masculino 50,0%
Femenino 50,0%

Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM

Porcentaje de persona que tienen hijos

36,0%
64,0%

SI NO

Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM

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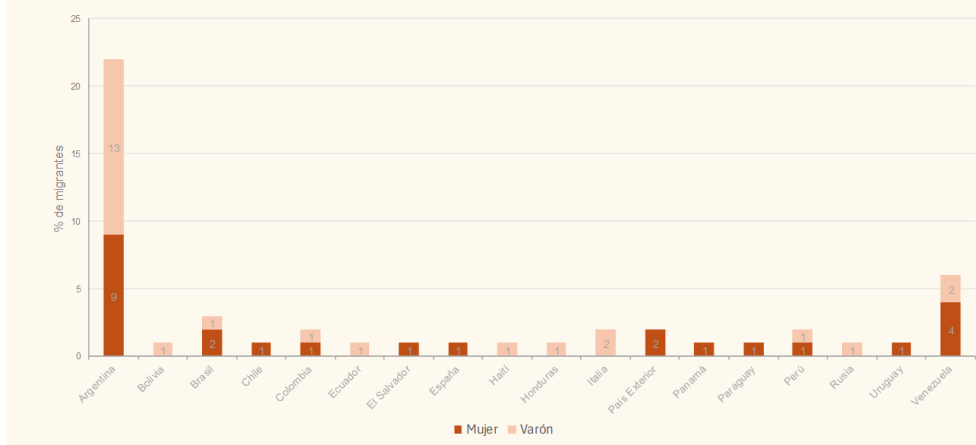Juliana Praderio
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Nivel educativo más alto que alcanzaste

Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM

Cantidad de personas por país de origen y sexo

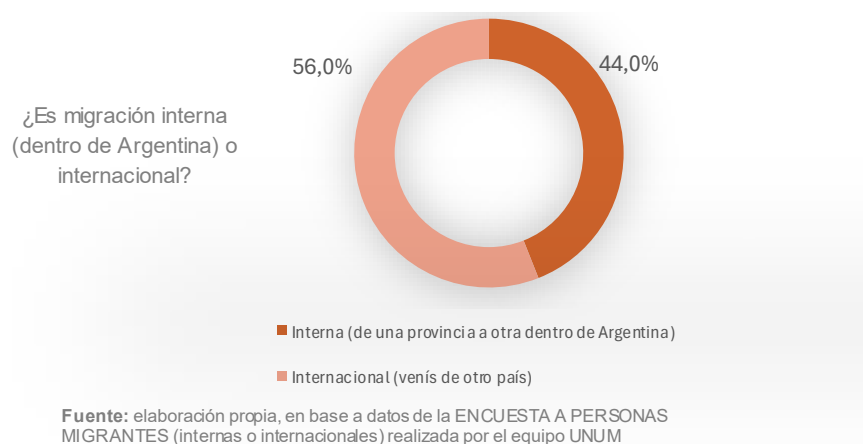Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM

<u>Results of internal migration (from one province to another within Argentina) and international migration (from another country)</u>
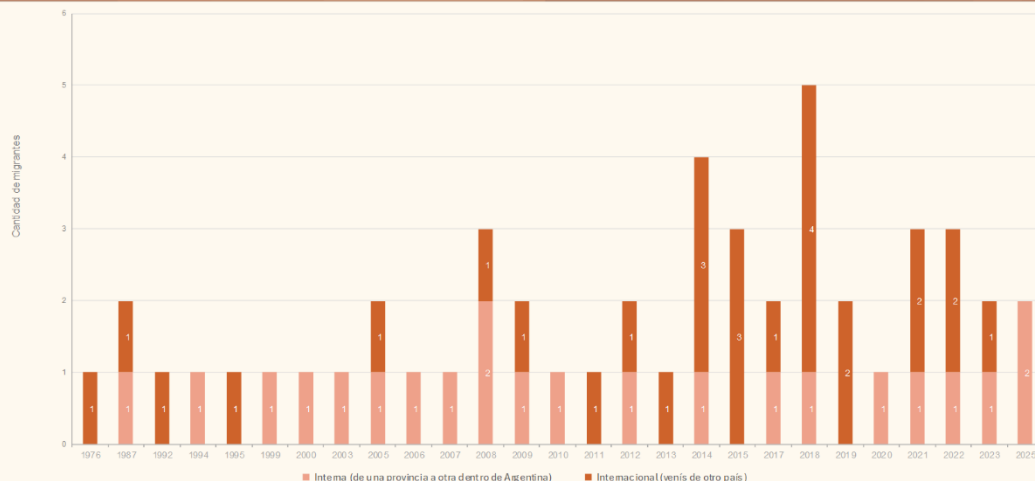
The surveyed sample consists of 56% international migrants (born in another country) and 44% internal migrants (from another province within Argentina). Data were collected from both groups regarding year of arrival, length of residence, and perceptions of discrimination.

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Regarding the year of migration, there is a wide temporal spread. Among international migrants, arrivals began in the 1970s, with a higher concentration from 2014 onwards. In the case of internal migration, movements are more evenly distributed since 1987, with sustained frequency over the last two decades. Length of residence also varies considerably: internal migrants report having arrived between 1 and 49 years ago, while for international migrants the range is from 1 to 38 years. Both groups present diverse profiles in terms of migration tenure, allowing observation of different stages in the integration process.

Concerning perceptions of discrimination, 48% of all respondents reported being treated differently because they were not originally from the area where they live. This perception was slightly higher among internal migrants (45%) and international migrants (50%), indicating that feelings of exclusion are not limited to those coming from other countries but also affect those migrating within the national territory.

¿Es migración interna (dentro de Argentina) o internacional?

56,0%   44,0%

■ Interna (de una provinci a a otra dentro de Argentina)

■ Internacional (venís de otro país)

Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM

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Año en el que llegaste al país de residencia o a la ciudad y provincia si sos migrante interno
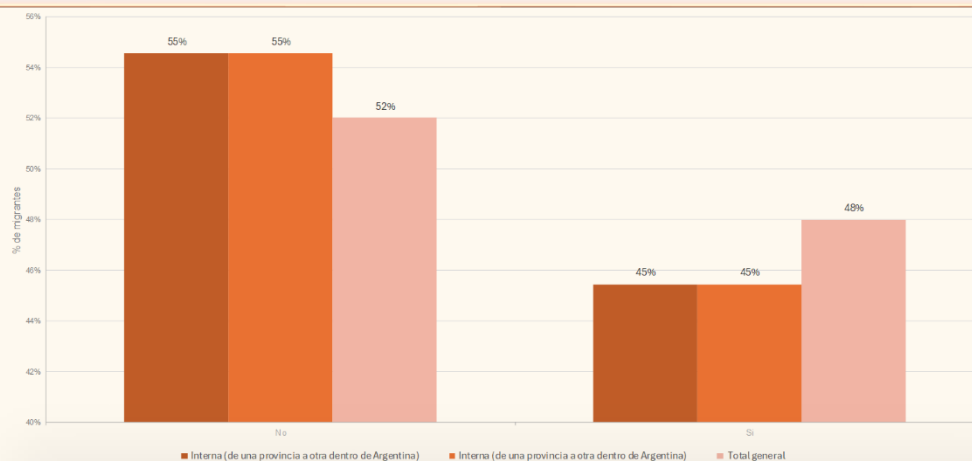

Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM

Tiempo en años desde que migraste de tu país de origen o a la ciudad y provincia si sos migrante interno
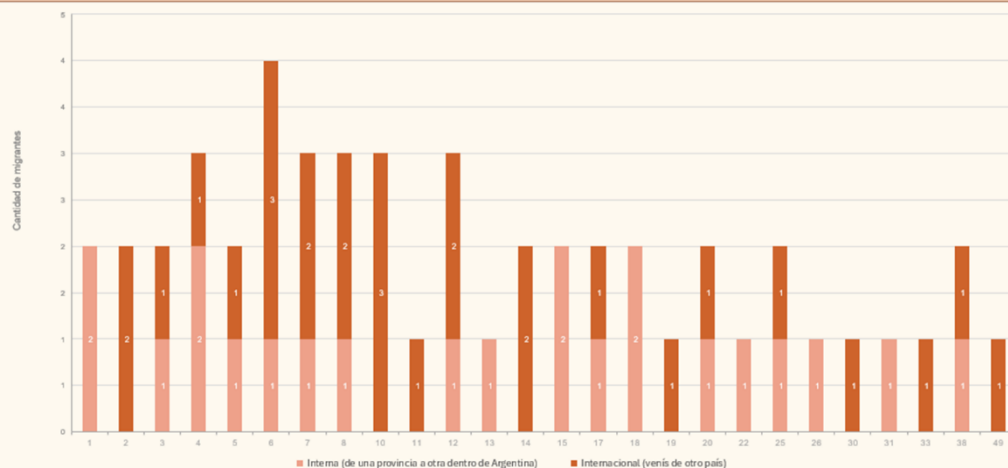
Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM

¿Alguna vez sentiste que te discriminaron o trataron de forma diferente por no ser de la zona o del lugar donde estás viviendo actualmente?

Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM

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Labor Market Results

Of the total respondents, 74% reported having formal employment, while 14% work informally. Ten percent stated they were unemployed but actively seeking work, and 2% neither have a job nor are looking for one. A higher formal employment rate is observed among internal migrants (82%) compared to international migrants (68%), who also show a greater proportion of informal employment (21%).

Regarding sectors of interest or employment, the sample reflects a wide diversity of fields. The most frequent include technology, commerce, communications, construction, education, engineering, and healthcare. Experiences were also recorded in the public sector (national administration, regulatory agencies, justice), independent activities (hairdressing, nursing, photography, greengrocer), and informal or self-managed jobs (such as car care or small businesses).
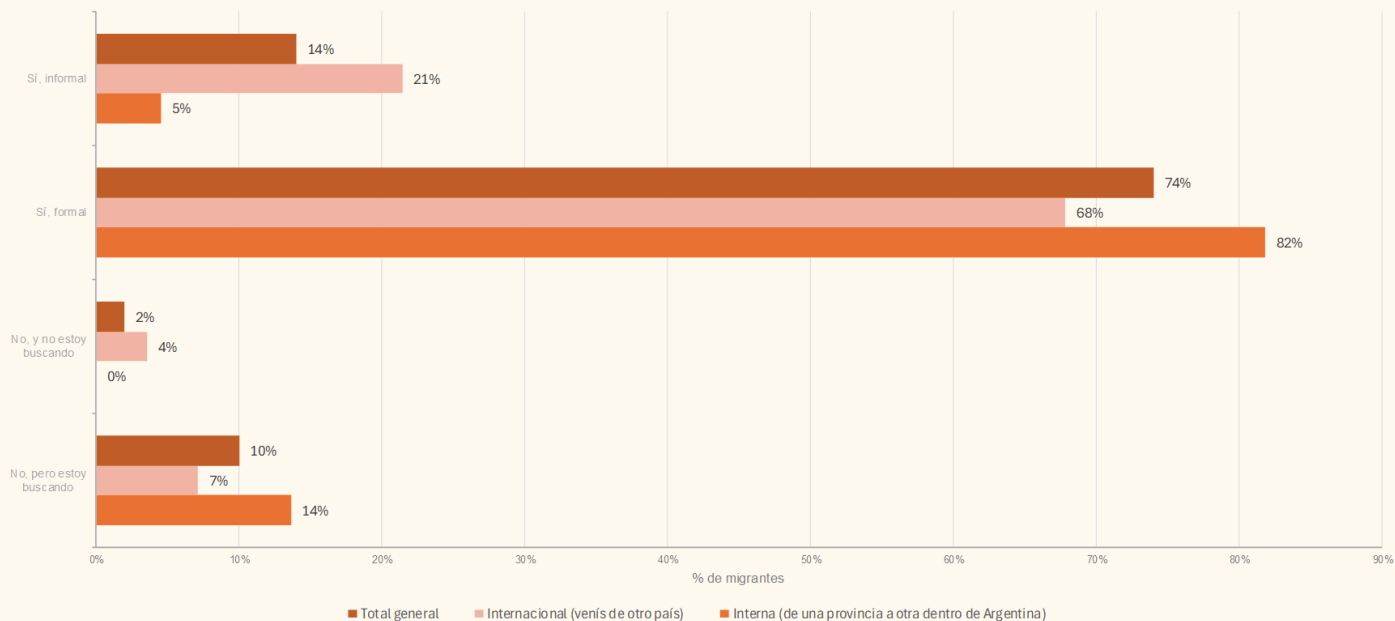
When asked about difficulties finding employment in Argentina (both formal and informal), 45% of the employed respondents reported facing obstacles, with a higher proportion among international migrants (52%) compared to internal migrants (37%).

Among the main barriers reported by those who experienced difficulties, the following stand out:

-Lack of personal networks or contacts, mentioned by the vast majority.

-Lack of knowledge about how the Argentine labor market functions.

-Non-validation or recognition of previous degrees and studies.

-Discrimination based on nationality, accent, or appearance.

-Lack of legal documentation to work formally.

Other factors mentioned included overqualification, age, limited job opportunities, and lack of response after submitting applications. These perceptions help identify structural challenges affecting the labor market integration of migrants, especially in contexts of informality or with administrative and social limitations.

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¿Actualmente tienes empleo?

Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM

Dificultad en conseguir trabajo, formal o informal, de los que indicaron tener empleo en Argentina
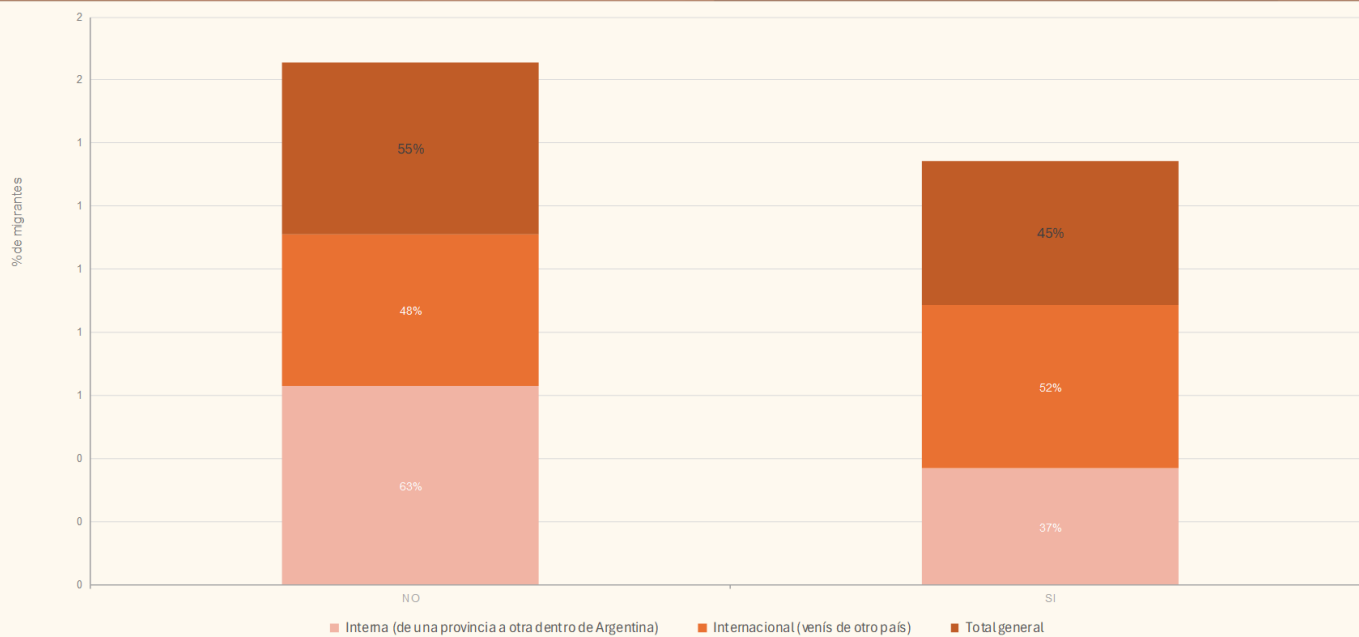
Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM

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Results Regarding Training and Education Received

The survey results show that access to specific training for migrants is extremely limited, both for those who migrated within the country and for those who came from abroad. Only 4% of international migrants reported having received training specifically aimed at their migrant status, while none of the internal migrants reported having accessed this type of training. This reflects a widespread lack of specialized programs that consider the particular barriers faced by each group.

Regarding whether they received general training that helped them integrate into the labor market in Argentina, 33% of internal migrants responded affirmatively, compared to 25% of international migrants. Although the differences are not drastic, internal migrants appear to have more frequently accessed training opportunities with labor market impact. This could be associated with better language proficiency, greater familiarity with local institutions, or preexisting support networks.

Regarding training needs, both groups share interests but with relevant nuances:
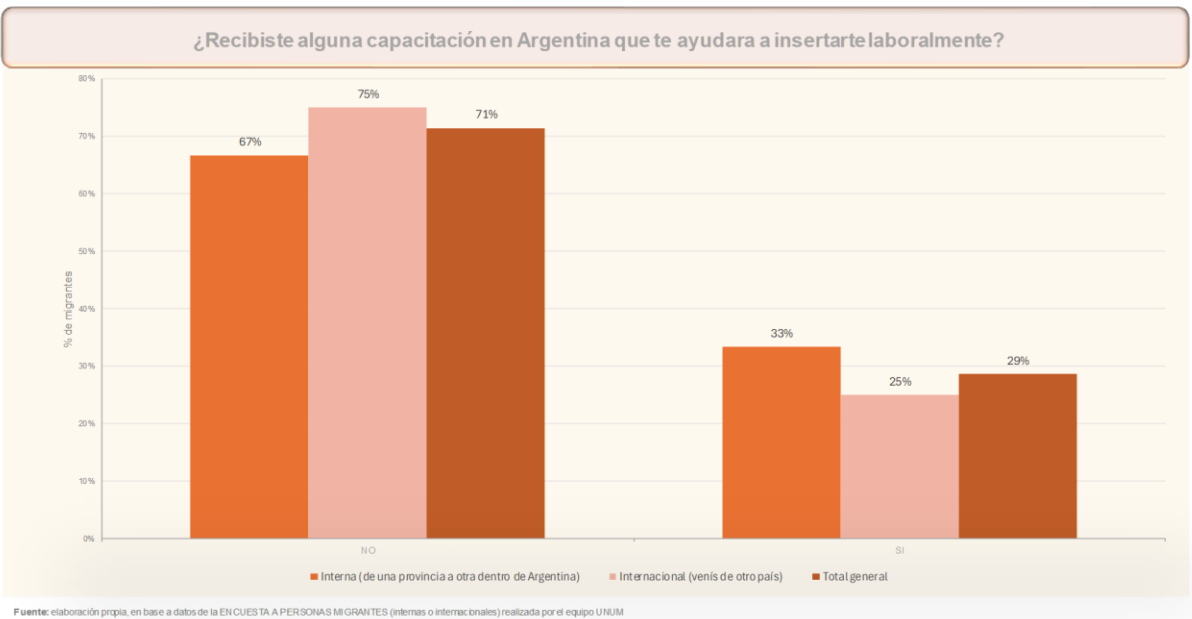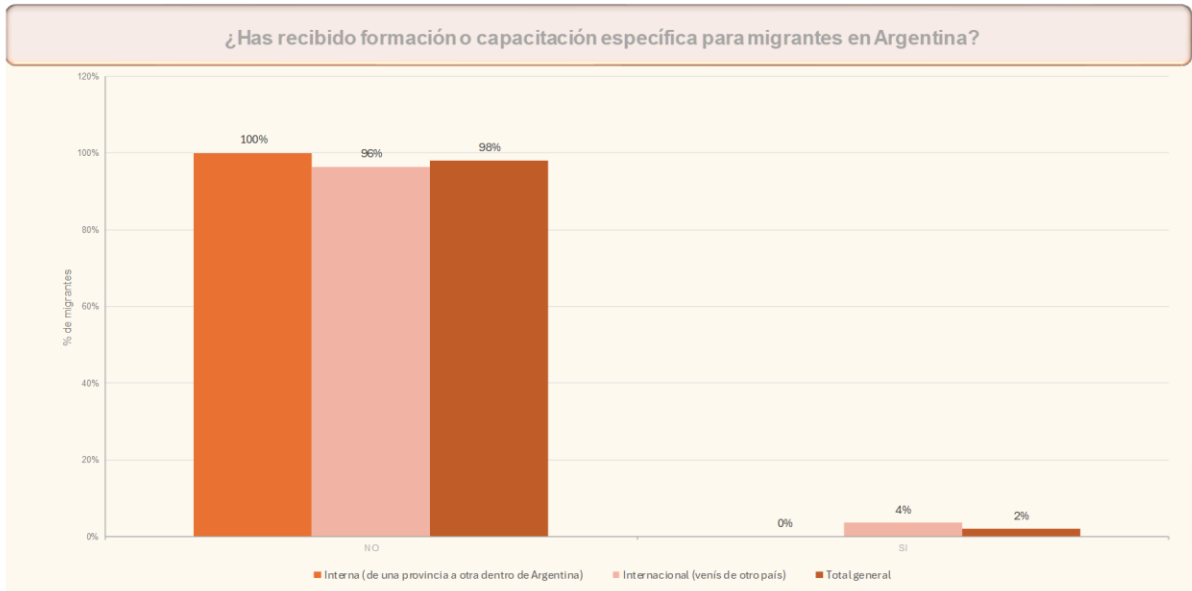
International migrants prioritize modules related to:

-Recognition of degrees and experience

-Education on labor rights and social protection

-Technical/vocational training, accompanied by psychosocial support and local culture

-They also expressed interest in the local language, suggesting persistent language barriers

Internal migrants, on the other hand, expressed needs more focused on:

-Technical and vocational training (at a higher proportion than international migrants)

-Social entrepreneurship as an income generation strategy

-To a lesser extent, education on labor rights

Both groups agree on highlighting the lack of contact networks, lack of knowledge about the labor market, and non-recognition of degrees as key obstacles to integration. However, international migrants also face discrimination based on nationality or accent, and in some cases, difficulties due to lack of documentation, further complicating their situation.

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These results reinforce the need to develop training programs differentiated by type of migration, combining technical training with sociocultural and legal components, supported by strategies for territorial integration.

¿Has recibido formación o capacitación específica para migrantes en Argentina?

Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM

¿Recibiste alguna capacitación en Argentina que te ayudara a insertarte laboralmente?

Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM

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Results on Perceptions of an Inclusive Job Application Platform: Anonymity of Origin and Complementary Training Offerings

One of the key areas of inquiry was how useful a job search application would be for migrants if it concealed their country of origin or migration status when applying for a job. A total of 38% of respondents considered it "very useful," while another 26% deemed it "somewhat useful," amounting to 64% favorable responses. The perception was more positive among international migrants (43% found it very useful) than internal migrants (32%), suggesting greater concern among international migrants about potential bias or discrimination during recruitment processes.

Personal testimonies reinforced this perception: many migrants mentioned that their nationality could lead to prejudice from recruiters, affecting their job opportunities or working conditions (such as wages or assigned responsibilities). The ability to be evaluated solely based on skills and experience—without origin influencing the outcome—was especially valued. However, a minority argued that hiding one's origin may imply acceptance of structural discrimination, suggesting that the real solution lies in transforming recruitment practices and promoting genuine inclusion without the need to anonymize identity.
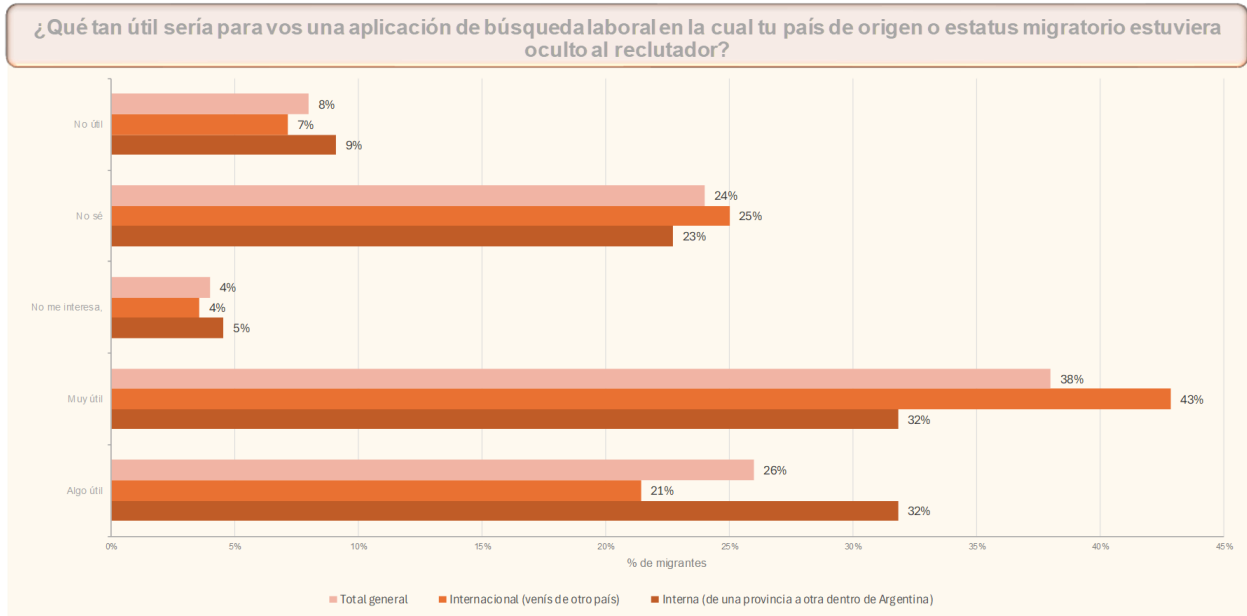
The survey also explored the perceived value of including free forums and workshops on employment, labor rights, local culture, and the circular economy within such an app. Here, the feedback was even more positive: 66% of respondents said this would be "very useful," with a higher proportion among international migrants (71%) compared to internal migrants (59%). This difference indicates that those who come from other countries feel a stronger need for guidance and support in adapting to the local labor and social environment.

Respondents offered a variety of justifications, but common themes included that these spaces would help:
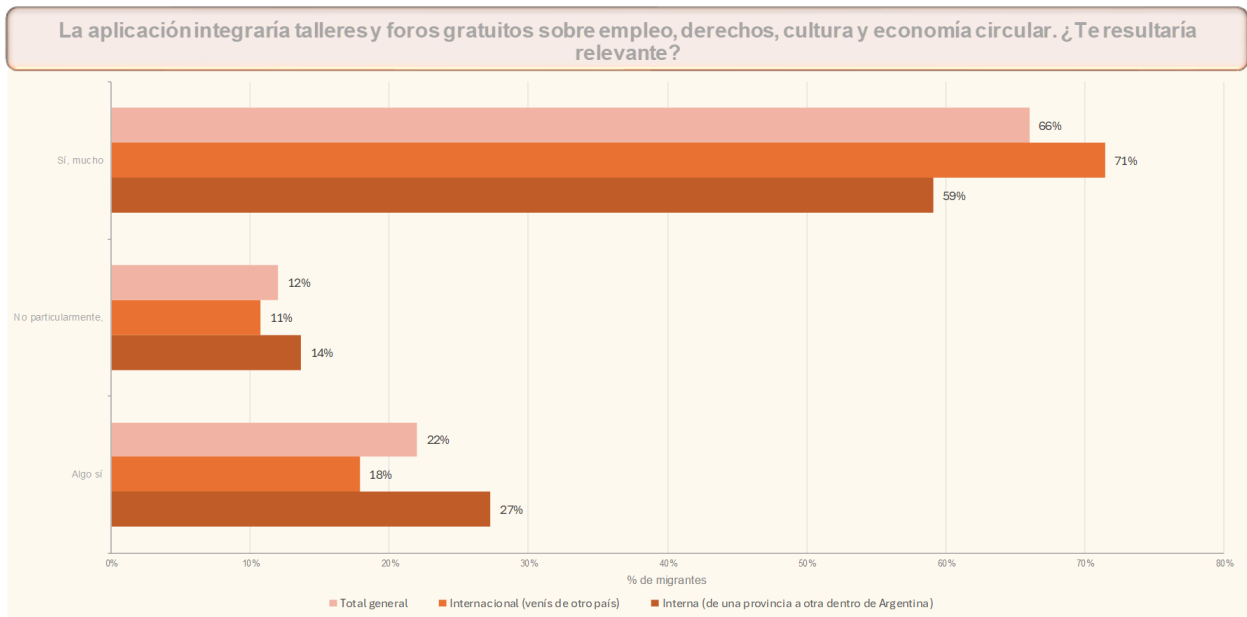
-Improve understanding of the Argentine labor market

-Provide practical tools for inclusion

-Inform individuals of their rights and help prevent abuse

-Strengthen support networks and mutual aid

-Offer emotional support for those undergoing difficult or solitary migration experiences

Participants also appreciated the idea of connecting with other migrants or locals with shared interests, which could facilitate integration both in the workplace and in broader society. In summary, the proposal of a comprehensive app with an inclusive

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and educational focus was highly valued—especially by international migrants, who face additional barriers in the Argentine labor market.

¿Qué tan útil sería para vos una aplicación de búsqueda laboral en la cual tu país de origen o estatus migratorio estuviera oculto al reclutador?

Total general | Internacional (venís de otro país) | Interna (de una provincia a otra dentro de Argentina)

Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM

La aplicación integraría talleres y foros gratuitos sobre empleo, derechos, cultura y economía circular. ¿Te resultaría relevante?

Total general | Internacional (venís de otro país) | Interna (de una provincia a otra dentro de Argentina)

Fuente: elaboración propia, en base a datos de la ENCUESTA A PERSONAS MIGRANTES (internas o internacionales) realizada por el equipo UNUM

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Thanks!!!