Project SER: master document

An institutional model of comprehensive social reintegration · proposal to the Presidency of the Republic of Costa Rica

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1. Executive summary

Project SER (Social, Emotional, Spiritual, Educational, Reintegration) is a proposal for comprehensive social reintegration grounded in the Love of God, reason and human dignity. It is aimed at people deprived of liberty, people living on the street, people who have suffered abuse and migrants deprived of liberty, following the categories the law establishes, and it seeks to walk with them so that they recover capacities, rebuild bonds, reach education and work, and attain a dignified, responsible and autonomous life.

The project does not stop at the emergency. It proposes an individual reintegration route, resting on three pillars (emotional development, spiritual development, and educational, socio-economic and employment development) and on cross-cutting components of health, rights, family, protection and support networks. It also provides for dog-assisted activities, which may include an adoption and follow-up process for the whole of the person's time in the institution, a solidarity-economy productive unit, and a modular farm-style complex of circular design.

> The proposal in one sentence. To turn immediate help into a route of human development and autonomy, through a measurable pilot that brings public, private, academic, social and Church capacities together around a common methodology, without creating a parallel state structure.

This document distinguishes between what is already defined, what is a conceptual proposal, and what still has to be validated or decided. The pending matters are gathered in chapter 16. The specific request to the Presidency of the Republic appears in chapter 17.

Element	Summary
Foundation	The Love of God, reason and human dignity.
Populations	People deprived of liberty, living on the street, abused, and migrants, as the law provides; each project serves a single category, with no mixing of populations.
Three pillars	Emotional development; spiritual development; educational, socio-economic and employment development.
Central tool	The Individual Reintegration Plan (PIR), with the support of a case manager.
Proposed pilot	20 to 40 people in a modular farm-style complex of 37 modules (20- and 40-foot containers), with a productive unit.
Reference construction budget	US$1,248,149.50 (a preliminary figure, subject to quotation and validation; see chapter 12).
Administration and transparency	A trust at the Banco Nacional de Costa Rica and a master contract; donations channelled through a foundation with more than 19 years of history (pending formalization).

Element	Summary
Evaluation	A baseline and measurements at 6 and 12 months; scaling depends on the evidence.

2. General presentation of the project

2.1 What it is

Project SER is an institutional model of comprehensive social reintegration, conceived as national in its methodology and local in its execution. It walks with each person along an individual route that combines welcome, assessment, training, work, health, rights, family and follow-up, and that rests on the recognition of their dignity.

2.2 The need it seeks to meet

It seeks to respond to the situation of people who face social, family, emotional, educational and employment barriers all at once, and who often receive isolated forms of help that do not build autonomy. The official figures that would size this need are not part of the original material and are flagged as pending information (chapter 16).

2.3 Population and proposal

It is aimed at four population categories (people deprived of liberty, people living on the street, people who have suffered abuse and migrants deprived of liberty), as the law establishes, with one methodology applied separately to each category according to government approval, without integrating populations. The proposal brings together three levels worth telling apart:

Level	Content
General concept	Comprehensive reintegration grounded in the Love of God, reason and dignity; autonomy as the goal; service to others as the horizon.
Operating model	Eight stages of intervention, the Individual Reintegration Plan, case management, three pillars and cross-cutting components, peer support, alliances and evaluation.
Specific activities	Twelve programs in the portfolio, dog-assisted activities (with possible adoption and follow-up), a productive unit, voluntary spiritual accompaniment, education and job training.

2.4 What sets it apart

Feature	Description
Integrality	It works on several dimensions of the person at the same time.
Personalization	Each participant has an individual route built with him or her.
Productivity	It integrates training, work and income generation.
Solidarity	Whoever was helped can, when ready, help others.
Spiritual foundation	It integrates the Love of God, reason and dignity, with respect for freedom of conscience.
Measurement and replicability	It sets a baseline, indicators and evaluation, and can be adapted to different territories.

2.5 The transformation it aims to foster

From need to capacity, from capacity to opportunity, and from opportunity to work, income, reintegration and autonomy; and, when the person is ready, from autonomy to service and to new opportunities for others.

3. Background and rationale

3.1 Origin and reason for being

The project is born of a human and spiritual conviction: every person has a dignity that is not lost through their past or their circumstances. From that conviction follows the decision to build a response that does not stop at immediate assistance but walks with life processes. The available material does not include further institutional background or prior studies.

3.2 Institutional rationale

An organized and sustainable response for these populations requires coordinating health, justice, education, technical training, social protection, local governments, companies, academia, civil society and the Church. The project proposes to bring existing capacities together around a common methodology and to verify through a pilot whether the model produces results, before considering any expansion.

To avoid attributing to the project an impact that cannot yet be demonstrated, the following levels are distinguished:

Category	Status in this document
Documented need	Pending: official data, studies and dated sources are required.
Proposed response	The comprehensive model described in chapters 6 to 8 and 10 to 13.
Expected benefits	Described in chapter 9 as expectations, not as demonstrated results.
Results to be evaluated	To be measured through a baseline and evaluations at 6 and 12 months (chapter 15).
Hypotheses to be validated	The effects of the comprehensive route, of the dog-assisted activities and of the productive unit on reintegration.

4. Philosophical and spiritual foundation: the Love of God

The foundation of Project SER is the Love of God. It springs from a conviction inspired by the Catholic theological tradition: every human being was created in the image and likeness of God and has a sacred dignity that is not lost through their mistakes, their past, their social condition or their circumstances in life. People deprived of liberty, those who live on the street, people who have suffered abuse and migrants deprived of liberty deserve respect, justice, compassion and mercy.

This foundation rests on the teaching of Jesus Christ, who gave his life on the cross for the salvation of all, sinners included, and who came not to exclude the sinner but to call him to conversion and to a new life. From this it follows that no one should be considered irredeemably lost: while there is life, there is the possibility of rebuilding one's path and embracing hope.

> *To heal with Love, restore dignity, open opportunities and sow hope in every life, recognizing in every human being the face of a beloved child of God.*
>
> Project SER

4.1 Love as the axis of the whole initiative

Love is not presented as an inspiring declaration but as the criterion that guides how people are cared for, accompanied and dignified. It is a Love that welcomes without humiliating, corrects without destroying, forgives without renouncing justice, and walks with each person in their responsibility to change; it neither justifies faults nor ignores the harm done. Mercy does not remove responsibility: it strengthens it.

Expression of Love	How it translates into the project
Respect and dignity	Each person is a subject of rights and responsibilities and takes part in building their own plan.
Compassion	Welcome without judgement; emotional support and human accompaniment, without replacing specialized services.
Inclusion	The same methodology applied separately to each population, according to government approval; dignified, accessible and safe spaces.
Responsibility	Goals, follow-up, indicators and accountability; forgiveness does not suppress justice.
Service	Volunteering, peer support and solidarity economy: whoever was helped can help.
Hope	Real opportunities for education, work and autonomy, and a physical setting that expresses care.

> Freedom of conscience. Spiritual participation in the project is always voluntary and respects each person's freedom of conscience and of worship. The spiritual dimension complements, and does not replace, professional, technical, social and rights-based intervention.

Inspired by the prayer of the Our Father, "Forgive us our trespasses, as we forgive those who trespass against us", the project acknowledges that we all need mercy and are all called to offer it. It is a concrete expression of the Love of Christ for the human being, offering not only a chance of social reintegration but also a path of reconciliation with God, with oneself and with others. Salvation is a gift of God's grace, received through faith, repentance and a life oriented to Love.

5. Vision, mission, purpose, objectives and guiding principles

5.1 Vision

To build a national, replicable model of social reintegration that helps transform lives, rebuild families, create educational and employment opportunities, and form people able to reach autonomy and become, in turn, agents of social transformation.

5.2 Mission

To serve and walk with people in situations of vulnerability through a model that combines emotional development, spiritual development, and educational, socio-economic and employment development, strengthening their capacities, bonds, opportunities and autonomy.

5.3 Fundamental purpose

To make the Love of God visible through concrete acts of welcome, accompaniment, training and opportunity, so that each person recovers the certainty that their life has value and can build a dignified and autonomous life project.

5.4 General objective

To walk with people in situations of vulnerability through a comprehensive process of social reintegration that fosters their emotional stability, their educational and employment development, the strengthening of their bonds and their autonomy.

5.5 Specific objectives

1. To apply an individual reintegration route, with a comprehensive assessment and follow-up by a case manager.
2. To strengthen emotional development through emotional support, life skills, community living and animal-assisted activities.
3. To offer voluntary spiritual accompaniment that strengthens hope, meaning in life and service.
4. To facilitate education, technical training, employability and entrepreneurship, with a productive unit that turns training into work experience.
5. To strengthen health, access to rights, family bonds and support networks, with protection against abuse and revictimization.
6. To generate evidence on the methodology through a pilot with a baseline and evaluations at 6 and 12 months, in order to decide on scaling.

5.6 Guiding principles

- Love and dignity: every person is treated with respect, as a subject of rights and responsibilities.
- Mercy with responsibility: mercy strengthens responsibility.
- Integrality and personalization: one person, one route, one team.
- Reason and evidence: professional, measurable and evaluable interventions.
- Protection: first, do no harm; confidentiality, consent and specialized referral.
- Freedom of conscience: spiritual participation is voluntary.
- Transparency: clear administration and auditing of resources.
- Service and reciprocity: whoever was helped can help.

6. Comprehensive concept of the project

6.1 What SER means

Letter	Dimension	Scope
S	Social	Family, community, bonds and participation.
E	Emotional	Emotional support, self-esteem, self-knowledge, emotional regulation and life skills.
E	Spiritual	Faith, hope, meaning, purpose, reconciliation and service.
E	Educational	Education, training, skills, work and capacity building.
R	Reintegration	Family, community, employment and social reintegration towards autonomy.

6.2 Faith, reason and dignity

Element	What it contributes
Faith	It recognizes the spiritual dimension of the person, hope, meaning in life and the possibility of transformation.
Reason	It allows professional, measurable and evaluable interventions to be designed, based on knowledge and evidence.
Dignity	It establishes that every person deserves respect, opportunities and protection.

These three elements do not compete with one another: faith sustains hope; reason guides action; dignity determines how we must treat the person.

6.3 Architecture of the model

Four populations, three pillars, cross-cutting components, a common methodology, indicators and protocols. The project's formula is this: the Love of God, reason and dignity, expressed in emotional, spiritual and educational, socio-economic and employment development; with health, rights, family and protection; towards reintegration and autonomy, and from there to new opportunities for others.

7. Care model and components

7.1 Route of transformation

Stage	Meaning
Welcome	To receive without judging and to recognize dignity.
Assess	To understand needs, capacities, risks and opportunities.
Accompany	To build a relationship of trust and an individual plan.
Restore	To strengthen the emotional, family, social and spiritual dimensions.
Educate and train	To recover or develop knowledge and skills for life and work.
Work or start a business	To create productive opportunities and generate income.
Reintegrate	To strengthen family, community and social participation.
Reach autonomy	To consolidate a sustainable life project.

7.2 Stages of the intervention

1. Identification and referral: entry through institutions, organizations, services or voluntary request (see chapter 9).
2. Comprehensive assessment: emotional situation, spirituality and meaning in life, education, employment, finances, housing, health, family, networks, documentation, legal situation, risks and strengths.
3. Risk assessment and protection: detection of needs that require specialized care or referral.
4. Individual Reintegration Plan (PIR).
5. Intervention: activation of the three pillars and the cross-cutting components.
6. Follow-up: review of progress and difficulties.
7. Transition: gradual exit from the project.
8. After-care: verification that the results are sustained.

7.3 The Individual Reintegration Plan and case management

Each participant will have a PIR covering their starting situation, strengths, needs, risks, goals, educational and employment objectives, health needs, family bonds, spiritual accompaniment, income-generation route, those responsible, indicators, review dates and transition strategy. No path is imposed: it is built with the person.

The case manager links the person, family, health, education, work, spirituality, institutions and community, and keeps a protected file with the entry, the assessment, the PIR, attendance, referrals, progress, incidents, results and the transition.

7.4 Program portfolio

Pillar 1. Emotional development.

- Program 1. Emotional assessment and support: emotional regulation, self-esteem, communication and decision-making.
- Program 2. Life skills: problem solving, handling frustration, responsibility, decision-making and goal setting.
- Program 3. Animal-assisted activities (dogs and, possibly, horses), with a possible adoption and follow-up process: see chapter 8.
- Program 4. Community living and conflict resolution: communication, negotiation, boundaries and violence prevention.

Pillar 2. Spiritual development

- Program 5. Spiritual accompaniment: prayer, formation, reflection, pastoral care, celebrations and service.
- Program 6. Meaning, hope and life project: purpose, reconciliation, service and dignity.
- Program 7. Service and volunteering, where appropriate.

Pillar 3. Educational, socio-economic and employment development

- Program 8. Education: literacy and levelling, primary and secondary education, digital skills.
- Program 9. Technical training geared to real job opportunities.
- Program 10. Employability: résumé, interviews, workplace skills, job placement and internships.
- Program 11. Entrepreneurship: business model, costs, sales, financial education and formalization.
- Program 12. Productive unit: training, work, production, income and solidarity.

Spirituality draws on the Christian and Catholic tradition, with references to Christ the King, the Sacred Heart of Jesus, Saint Macarius the Great and Saint Ferdinand III of Seville, and always unfolds with respect for freedom of conscience. The final portfolio will be set in the technical design and the pilot.

7.5 Cross-cutting components

Component	Scope
Whole-person health	Access, referral and follow-up of physical health and emotional support needs.
Rights and dignity	Guidance, access to services, documentation and protection.
Family and community	Rebuilding of bonds; reintegration is consolidated when the person takes part in a healthy way in their family and community.
Protection	Prevention of abuse, exploitation, violence, harassment, discrimination, revictimization, violation of rights, conflicts of interest and misuse of information.
Support networks	Public institutions, companies, universities, social organizations, communities and the Church.

7.6 Peer support

People who have made progress may take part as mentors or companions of others, on a voluntary, trained, supervised and confidential basis with clear boundaries, with training, a code of conduct and referral mechanisms. Peer support complements, but does not replace, professionals.

7.7 Productive unit and solidarity economy

A productive unit is proposed that turns training into work experience. An initial line to be studied is the making of powdered foods, conditional on feasibility studies and on food-safety, health, labour, environmental, marketing and safety regulations. Depending on the financial and legal model that is defined, part of the production or of the surplus may support people in need. The products may carry messages of hope and voluntary testimonies, always protecting the privacy and dignity of participants.

7.8 Framework of action and limits

The project accompanies, guides, educates, trains, coordinates, refers and monitors. It does not replace medical services, specialized emotional or psychiatric care, legal services, judicial authorities, migration services, emergency services or specialized protection services.

7.9 How far each component is defined

Status	Components
Defined in the original material	Populations, three pillars, cross-cutting components, eight stages, the PIR, twelve programs, peer support, governance, required protocols, indicators and a reference calendar.
Conceptual proposal	The modular farm-style complex, the productive unit, powdered foods, the alliance with the Church, the trust and the allied foundation, the exploration of tokenization, adoption and follow-up linked to the dog-assisted activities.
To be designed or validated	Protocols, professional profiles, technical studies, operating budget, legal and institutional framework, acceptance levels and entry criteria under the law, final goals and indicators.

8. Dog-assisted therapy and interventions

8.1 Foundation and purpose

Project SER proposes to incorporate dog-assisted interventions as a complementary tool to support the rehabilitation and social reintegration of its participants. Their purpose is to contribute to emotional well-being, trust, empathy, self-esteem and social skills through safe and responsible interaction with specially prepared dogs. Inspired by Love, mercy and human dignity, the bond with the dogs can make experiences of affection, responsibility, patience and trust possible within a setting of respect.

Dog-assisted activities and therapy may also open an adoption and follow-up process: the bond with a dog can be kept and accompany the person throughout their time in the institution. Its scope (adoption, responsible ownership, conditions for the animal's exit or transition) will be defined in a specific protocol, with an assessment of the well-being of the dog and of the person, and remains pending validation.

8.2 Distinguishing the modalities

Modalities are distinguished by their objective and by the level of professional intervention. The definitions that follow reflect common usage in the field and must be confirmed against the regulations and technical criteria the project adopts.

Modality	Characteristics
Dog-assisted activities	Motivational, educational or recreational encounters, without formal individual objectives and without a mandatory specialized professional.
Dog-assisted therapy	An intervention with objectives defined for each participant, led or supervised by a qualified professional, with records and evaluation of the process.

The level of intervention for each participant will depend on their PIR, on the initial assessment and on the professionals available. This decision remains pending.

8.3 Who may take part, and on what terms

People of the population category assigned to each project may take part, voluntarily and with consent. Eligibility and exclusion criteria (for example allergies, fear of animals, a history of animal abuse or contraindications indicated by health professionals) must be defined in a specific protocol. The activities will be complemented with emotional and social support where appropriate.

8.4 Integration with the model

The activities form part of Pillar 1 alongside the life-skills and community-living programs, and are recorded in each participant's PIR. They may be linked to responsibilities for the care of the animals, to the daily routine of the complex and to work on the farm, always under supervision.

The adoption and follow-up process is recorded in each participant's PIR and coordinated with the case manager, from entry through to transition and after-care.

8.5 Professional, organizational and operational requirements

- Competent staff and supervision: qualified professionals to lead the sessions and trained support staff (profiles to be defined).
- Human-dog teams assessed before taking part, with a responsible handler for the dog.
- Protocols for conduct, incidents, follow-up and evaluation of the sessions.
- Coordination with the case manager and with health services.
- A confidential record of each session and of each participant's progress.

8.6 Safety, hygiene, accessibility and animal welfare

- Defined spaces for the sessions, accessible and safe, separate from the food and production areas.
- Hygiene and health: veterinary checks, vaccination, deworming, cleaning and waste handling, in line with the regulations in force.
- Animal welfare: rest, feeding, maximum working times, a suitable environment, and the dog's right not to take part when it shows stress.
- Accessibility conditions for participants with different abilities.
- Risk prevention: bites, allergies, zoonoses and conflicts between animals.

8.7 Selection, preparation and care of the dogs

The dogs must be selected for temperament, sociability and health, prepared and assessed by competent professionals, and accompanied by a responsible handler. It will be defined whether the animals belong to the project, to allies or to specialized organizations, and in which cases they may be adopted. The project also contemplates the possible inclusion of horses, whose scope is not defined and requires a specific analysis.

8.8 Potential benefits, objectives and results to be confirmed

Category	Description
Program objectives	To foster emotional recovery and the development of personal and social skills that favour reintegration, using the human-animal bond as an instrument of accompaniment, hope and transformation.
Potential benefits	Experiences of affection, trust, responsibility, patience and connection; greater willingness to take part in other activities.
Adoption and follow-up	A possible adoption and follow-up process for the whole of the person's time in the institution; criteria and protocol to be defined, with attention to the well-being of the dog and of the person.
Results to be confirmed	Effects on well-being, self-esteem or social skills can only be claimed on the basis of the pilot's own evaluation and verifiable sources.

This document does not present these benefits as guaranteed. Their final inclusion will depend on the availability of professionals, on the approved protocols and on the evaluation of results.

A chance to become again



Welcome, community and the bond with animals; the modular farm-style complex; gardens and the productive unit. Illustrative reference images (conceptual representations); they do not show project participants. The facilities, activities and programs described require technical validation.

9. Beneficiary population and expected benefits

Population	Main need
People deprived of liberty	Preparation for social, family and employment reintegration, during and after their deprivation of liberty.
People living on the street	Stabilization, recovery of bonds, training, work and autonomy.
People who have suffered abuse (survivors of abuse and violence)	Protection, safe recovery, emotional strengthening, rebuilding of trust and of opportunities.
Migrants deprived of liberty	Attention to the deprivation of liberty, migration, family separation and possible documentary, social and economic barriers.

9.1 Expected benefits

The aim is to foster, progressively, greater emotional stability, meaning in life, recovered family bonds, access to education, skills and certification, employment and job retention, entrepreneurship, own income, housing stability, stronger networks and community participation. For families, the rebuilding of bonds and greater stability are expected; for the community, greater participation and cohesion.

Number of beneficiaries: the pilot proposes between 20 and 40 residents. There are as yet no approved estimates of national coverage and no final targets; setting them requires the baseline, the definition of the territory and agreements with the institutions that refer participants.

These categories will be served as the law establishes and in coordination with the General Directorate of Justice, with which the entry criteria, competences and coordination frameworks will be defined. The projects are formed with the people.

Legal approval and assignment of populations. Project SER will be developed in accordance with the law and with the approval of the competent authorities. The population category of each project will be defined by that government approval, a decision that rests with the State. Each project will serve a single category, with no mixing of populations.

Each group of people entering the full circle of the institution is assessed, chosen and approved according to the acceptance levels the law establishes. The specific criteria will be defined in the entry and referral protocol.

10. Architectural and functional design

10.1 General architectural concept

The project proposes a self-sustaining modular farm-style complex built from 20- and 40-foot shipping containers, arranged in a closed circular ring on two levels and organized around a central space. The ground floor houses the rooms and services; the upper floor, hydroponic production. At the centre, a two-storey M-shaped building and a monument to the Sacred Heart of Jesus give the whole its spiritual meaning.

10.2 Organization and relationship between the spaces

- Outer ring: one container per level. On the ground floor, the rooms have their outer face fully closed and their inner face with two windows and a door. The upper floor, for hydroponic growing, is fully enclosed, so that the ring forms a continuous circle.
- Main reception: attached to the ring and part of it, it closes the circle without any gap and is the only entrance to the complex.
- An inner eave with stairs for access between the first and second floors.
- A central M-shaped building, two storeys high, with large windows facing inwards.
- A monument to the Sacred Heart of Jesus in front of the M building's windows, visible from both floors.
- Inner gardens with recreational areas, outdoor tables and small open-air activity spots.

10.3 How the physical setting relates to the care model

Each physical component must answer one question: which capacity of the person does it help develop? A classroom develops knowledge; a workshop, skills; the productive unit, work experience; a garden, responsibility and production; a spiritual space, reflection and meaning; an emotional-support space, recovery; a housing unit, stability and dignity. The infrastructure is subordinate to the reintegration results: the complex is not the model but the physical platform for implementing, testing and demonstrating it.

10.4 Dignity in housing, accessibility, safety and privacy

Using modules does not reduce quality of life. Each unit must offer safety, privacy, hygiene, ventilation, lighting, rest, community living, accessibility and protection from the weather. The inner circulation, stairs, doors and bathrooms require professional validation to guarantee universal accessibility; the current design is conceptual.

10.5 Integration of indoor and outdoor areas

The inner gardens and the growing areas bring together nature, rest and work. The spaces for dog-assisted activities must be located in defined, accessible areas separate from the food and production areas, with shade, water and shelter for the animals. Their exact location is pending design.

10.6 Room to grow or adapt

The preliminary site (2 hectares or more) must allow future extensions. Any growth is conditional on the pilot's results and on the corresponding studies.

10.7 Scope and validation

The images and diagrams that accompany this document represent a conceptual proposal, not an approved design. No dimensions, structural capacities or construction conditions have been documented beyond those in the descriptive report and the reference budget; all of this requires drawings, specifications and validation by competent professionals. The preliminary studies required are detailed in sections 12.6 and 16.2.

11. Layout of the space and image of the project

11.1 Layout of the space

The complex is conceived to house 20 to 40 people from a single population category, the one the Government approves for the pilot. The descriptive report and the reference budget provide for 37 modules (maximum capacity: 40 residents), distributed as follows:

Component	Modules	Content
Housing	12	Double dormitories of 4 beds (48 beds) for up to 40 residents.
Hydroponic production	10	Enclosed growing containers on the upper floor.
Shared services	4	Industrial kitchen, 40-seat dining room, laundry and infirmary.
Administration, spirituality and well-being	11	Chapel, reception and waiting room, offices, bathrooms, emotional-support areas, gym and multipurpose rooms.

The front view of the central building (figure 1), the plan diagram (figure 2) and the section (figure 3) follow.

Figure 1



Figure 1. Conceptual front view of the central M building (reference image, labelled in Spanish and English in the original; subject to technical validation).

Figure 2

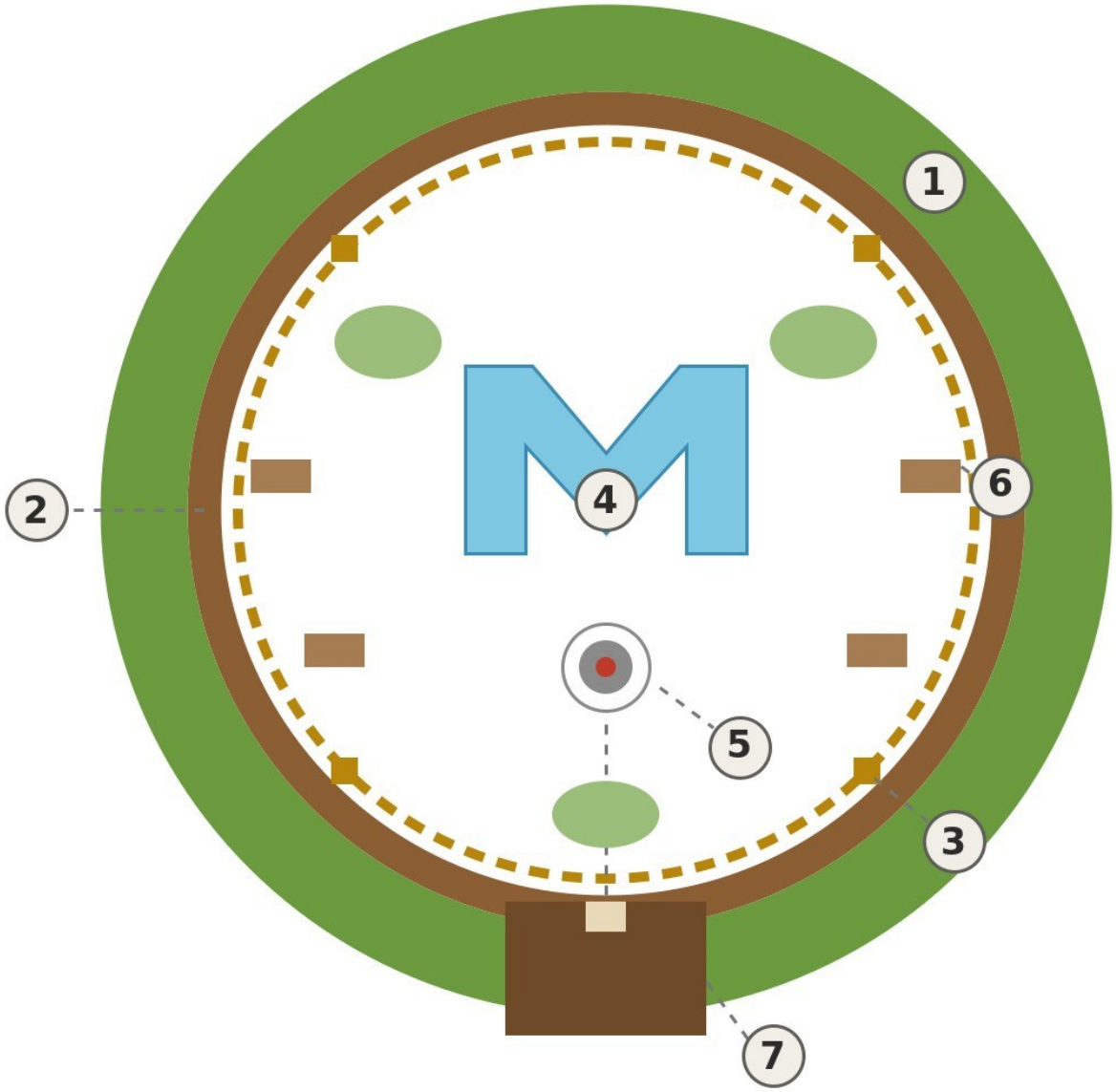


Figure 2. Plan diagram (conceptual). 1: hydroponic upper floor; 2: ground floor of rooms; 3: eave with stairs; 4: M building; 5: monument; 6: gardens and tables; 7: reception closing the circle.

Figure 3

The schematic section shows the relationship between the rooms (closed outer façade and inner face with two windows and a door), the hydroponic upper floor, the eave with stairs, the monument and the M building, from whose windows, on both floors, the monument can be seen.

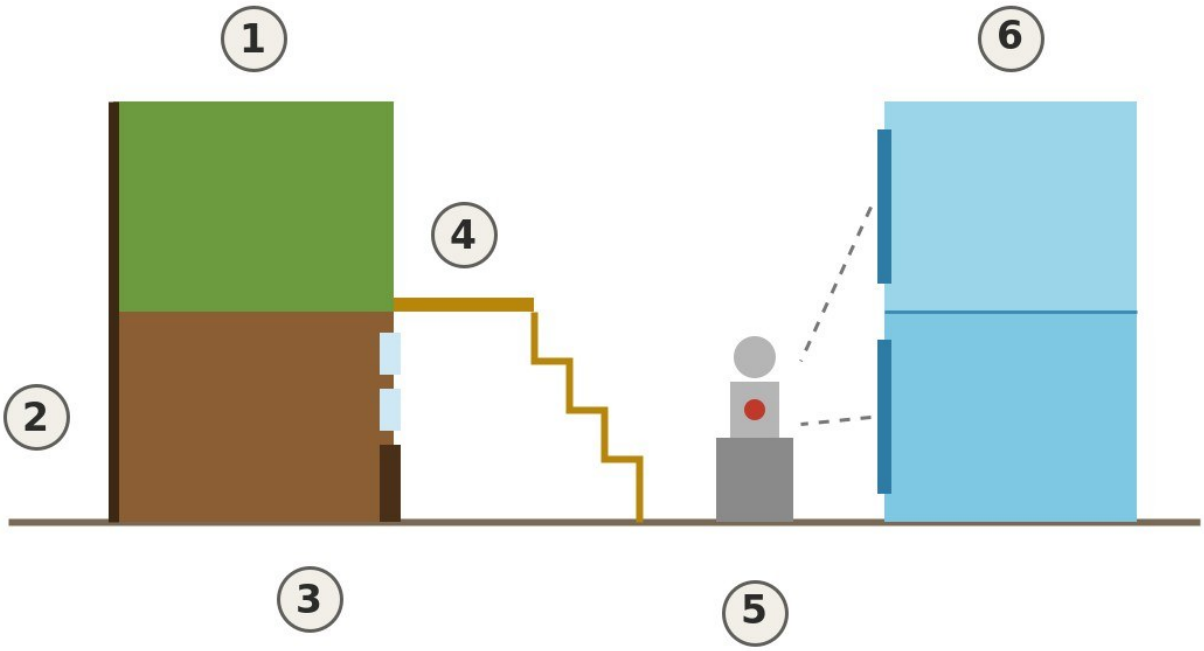


Figure 3. Schematic section (conceptual) of the ring and of the central M building.

Figure 4

The conceptual rendering complements the explanation above: it shows the closed two-level ring, the main reception built into the circle, the central M building with its windows, the monument, the inner gardens and the outdoor parking area.



Figure 4. Complementary image of Project SER (conceptual rendering). A preliminary proposal subject to technical validation; it is not an approved design. Note: the rendering shows solar panels on the roofs; those elements are not included in the reference budget (chapter 12) and their inclusion requires study and validation.

12. Operating model and resources required

12.1 Governance

Body	Function
Steering Committee	Strategic direction.
Technical Coordination	General operation.
Case Managers	Individual follow-up.
Coordinators of the Three Pillars	Technical direction of programs.
Protection Officer	Safeguarding and incidents.
Monitoring and Evaluation	Indicators and results.
Institutional Liaisons	Coordination with allies.

12.2 Operating staff of the camp

To guarantee sustainability, maintenance, security, food and care for up to 40 residents, continuous coverage every day is planned:

Area	Positions	Number	Shifts
Management and reception	Receptionist / admissions officer	2	Rotating
Medical area and first aid	Nurses / paramedics	2	As needed
Medical area and first aid	General practitioner	1	On site / on call
Kitchen and dining room	Chef / head cook	2	As needed
Kitchen and dining room	Kitchen assistants / operators	2	As needed
Laundry and cleaning	Cleaning and laundry operators	2	As needed
Maintenance and buildings	Maintenance technicians	2	As needed
Security and control	Security and prevention officers	2	24/7

The detail adds up to 15 staff; the descriptive report estimates 13 to 14. This structure does not include the program professionals (case managers, instructors, emotional-support and dog-activity teams), whose profiles and costs are still to be defined.

12.3 Protocols required before the pilot starts

1. Entry and referral (see chapter 9).
2. Consent and confidentiality.
3. Protection and safeguarding.

4. Crisis and specialized referral.
5. Animal-assisted activities.
6. Productive unit.
7. Food safety.
8. Peer support.
9. Religious participation.
10. Data handling.
11. Incidents.
12. Complaints and feedback.

12.4 Reference construction budget

The budget for the complex covers 37 modules. Costs per module include structure, insulation, cladding, installations, equipment, furniture, labour, supervision and civil works; several items are quoted with origin in Miami and sea freight to Costa Rica. The detail by module is given in Annex A.

Component	Modules	Cost (US$)	% of subtotal
Housing	12	362,100.00	29.0%
Hydroponic production	10	455,200.00	36.5%
Shared services	4	154,600.00	12.4%
Administration, spirituality and well-being	11	276,249.50	22.1%
Total reference budget	37	1,248,149.50	100.0%

> Reading the budget. The reference budget comes to US$1,248,149.50, about US$31,203.74 per resident at full capacity (40 people). It is a preliminary figure, subject to final quotation, technical studies and validation. It does not include land, preliminary studies, permits, operating or staff costs, or the solar panels shown in the rendering.

12.5 Construction schedule

Parameter	Value
Typical duration per module	3 weeks (Annex B)
Deadline for the works	24 weeks (8 cycles of 3 weeks)
Modules to be built	37
A single 3-week cycle for all the modules	About 12 to 13 crews in parallel
Using the 8 cycles of the deadline	About 5 crews (37 ÷ 8 ≈ 4.6)

The works are organized in three phases: (1) site preparation and preliminary civil works (circular levelling, raised foundations on piles or pads, service trenches); (2) adaptation and modification of the containers

(structure, thermal insulation, cladding, installations, air conditioning); and (3) preparation of the hydroponic growing areas, paths, planters and community areas. The typical schedule corresponds to the office module and is taken as the reference for the others.

12.6 Other budget items still to be defined

Item	Content
Land and studies	Land, topographic and soil studies, water, electricity, sanitation, permits.
Human resources	Professionals, coordination, case managers and instructors.
Programs	Training, materials, activities and transport.
Productive unit	Equipment, raw materials, packaging, storage and quality.
Animals	Acquisition or availability, feeding, veterinary care, infrastructure, welfare, and the adoption and follow-up process.
Evaluation	Baseline, follow-up, measurement and evaluation.

12.7 Technical and regulatory considerations

- Ministry of Health: the industrial kitchen, the infirmary and the hydroponic containers must comply with health regulations, vector control, grease traps and waste segregation.
- Environmental management: wastewater treatment will be sized according to discharge standards and, where applicable, the requirements of SETENA and of the municipality.
- Costa Rica's Seismic Code: the anchoring of the containers and the joints between modules are calculated taking the territory's seismicity into account.
- Local supplies: priority goes to standard materials from the Costa Rican market, to ease execution and maintenance.

13. Implementation and institutional coordination

Implementation is proposed in stages: design, preparation, pilot, evaluation, adjustment, scaling and consolidation. As a reference, the following are considered: conceptual and institutional validation, feasibility studies, technical and operational development, financial planning, inter-institutional coordination, the adaptation or construction of facilities, the preparation of the team and the protocols, start-up with an initial evaluation, and follow-up with sustainability planning. None of these stages is approved or has committed deadlines.

13.1 Reference roadmap (365 days)

Phase	Timing	Content
1. Detailed design	0 to 3 months	Governance, selection of the pilot, map of allies, protocols, indicators, instruments and baseline.
2. Infrastructure works	3 to 6 months	Team, training, alliances and infrastructure.
3. Selection and entry of participants	6 to 9 months	Selection of participants, assessments and PIRs.
4. Running of the pilot	6 to 12 months	Programs, accompaniment, training, employment, entrepreneurship, first productive activities, follow-up and alliances.
5. Evaluation of results	12 months	Results, costs, quality, satisfaction, protocols, sustainability and impact.
6. Decision on scaling	After 12 months	Decision on scaling, according to the pilot's results and evidence.

This roadmap must be aligned with the construction schedule of the complex (up to 24 weeks); one alternative to be studied is to start the pilot in phases as the modules are delivered.

13.2 Alliances and coordination

The project proposes an alliance across six sectors. No alliance is formalized; all are described as lines of coordination to be explored.

Sector	Expected contribution
Public sector	Health, justice (including the General Directorate of Justice), the prison system, education, technical training, migration, social protection and local governments.
Private sector	Employment, internships, training, mentoring, purchasing, sponsorship, social investment, entrepreneurship and marketing.
Academia	Research, evaluation, innovation and training.
Civil society	Territorial experience, volunteering and accompaniment.
The Church	Pastoral care, volunteering, solidarity, spiritual and community accompaniment.
Cooperation	Funding, knowledge and institutional strengthening; international bodies and specialized professionals.

13.3 The role of the Catholic Church

A formal alliance with the Catholic Church is proposed for exploration, covering pastoral accompaniment, volunteering, spiritual formation, family and community networks, spaces of welcome and service activities. Some mechanism of institutional recognition or endorsement may be studied. Religious certification and technical certification must remain clearly separate.

13.4 Technical ally in ethics and values

An alliance with the National Commission on Ethics and Values is proposed for exploration, so that Project SER builds in, from the design of the pilot, an institutional ethical culture that supports the commitment to dignity, transparency and accountability described in chapters 4, 5 and 14. This line draws on the experience of Costa Rica's National Program for the Rescue and Formation of Values.

National Program for the Rescue and Formation of Values	Summary
Origin	Created in 1987 by Executive Decree No. 17908-J, under the administration of Óscar Arias Sánchez, to strengthen moral and civic values, ethics and transparency. In 1994, Executive Decree No. 23944-J-C promoted its institutional adoption through values commissions in the public sector.
Objective	To promote an ethical culture based on integrity, respect, solidarity, excellence and responsibility, helping to prevent corruption and to strengthen public trust.
How it works	It evolved into a model of institutional ethics management covering awareness, diagnosis, training, the embedding of values in management, and continuous evaluation.
Scope and limits	The institutional commissions promote and guide good ethical practice, without replacing the functions of auditing, disciplinary control or justice.

> Status of this line. An alliance to be explored; it is not formalized. The decrees cited, the adviser's role and the relationship with the OECD must be documented before the formal presentation, and are included among the validations required (section 16.2).

Expected contribution to Project SER (proposal to be validated). Awareness and training in values for the team, participants and volunteers; diagnosis and follow-up of the ethical management of the complex; guidance for an internal ethics and values commission; and reinforcement of the conflict-of-interest and information-handling protocols (section 12.3). This contribution complements, and does not replace, the Protection Officer, the trust and its audit (section 14.1), or the specialized services (section 7.8).

Profile of the proposed adviser. Luis Eduarte Sandí, MSc. A public relations professional with a master's degree in Educational and Project Administration, with 40 years of professional practice, a specialist in human development and an expert in axiology and ethics. He is director and coordinator of the National Commission on Ethics and Values, a body created by executive decree to promote ethics and values commissions in State institutions in order to eradicate corruption and build a culture of peace and healthy coexistence, and of the National Values Award. He advises public- and private-sector ethics and values commissions nationwide, in partnership with the OECD, according to the information provided.

14. Feasibility and sustainability

14.1 A trust at the Banco Nacional de Costa Rica

It is proposed to establish a trust at the Banco Nacional de Costa Rica to administer and audit all the internal reintegration projects, as well as the donations and their use. It would operate under a master contract specifying the platform, the structure, the foundations, the regulations and the processes, and the people who will contribute in the internal work area. The trust is a proposal pending formalization.

Function	Scope
Administration	Management of the resources and of the internal reintegration projects.
Audit	Verification of the use of the resources and of the donations.
Traceability	Tracking of how each donation is used.
Compliance	Application of the master contract, its regulations and processes.

14.2 Allied foundation

Donations would be channelled through the Fundación Social Alimentando Esperanzas, María Fortaleza. According to the information provided, it has more than 19 years of history, is registered as a 501(c)(3) organization in the United States, is constituted in Santiago, Putumayo (Colombia), where it supports indigenous communities of the upper Amazon, and has received several national awards for social projects. These facts must be documented before the formal presentation.

14.3 Exploring digital tokenization

The possibility of enabling digital tokenization with banks in the United States will be explored, in order to create donation assets that allow phases of the project to be developed in different local governments and open opportunities to implement the program in different parts of the national territory. This line is at the exploration stage and will be subject to the legal and regulatory frameworks applicable in each jurisdiction, to the validation of the participating financial institutions, and to what the master contract and the trust establish.

14.4 Sources of sustainability

A combination of public resources, international cooperation, donations, foundations, corporate social responsibility, academic alliances, specialized volunteering, institutional agreements, income from the productive unit and social reinvestment is proposed. Sustainability will be designed from the outset and not as a later stage: financial sustainability must serve human sustainability. Operating and maintenance costs have not yet been estimated.

14.5 Value for the State and society

The project proposes to move from crisis to capacity, from dependence to autonomy, from isolated assistance to comprehensive accompaniment, and from receiver of opportunities to creator of opportunities. Social investment is conceived as a multiplying investment; this effect is a hypothesis that must be demonstrated through the evaluation of the pilot.

14.6 Institutional scheme and allied organizations

Project SER is developed through a coordinated institutional structure, shown in figure 5, which brings together the following organizations:

- EcceKenoo: the company that develops and administers the project. It works together with the Banco Nacional de Costa Rica (BNCR) and promotes alliances with local and national governments and with public and private institutions for the development of the program.
- Ave María Legal: the firm that develops the program built into Project SER in the areas of health, law and the processes of the people served.
- ASAEMF (Fundación Social Alimentando Esperanzas, María Fortaleza): the international 501(c)(3) foundation in charge of attracting funds (see section 14.2).
- Marian Apostle Mission (Kenya, Africa): a foundation that develops initiatives of this kind with young people, through Bishop Monsignor Gonzalo.
- Fundación Aliada Costa Rica: it will support the development of the program within the national territory.
- GMCS Global: it will support the raising of donations and the promotion of crowdfunding.

These alliances are described as proposed lines of coordination; their formalization and the documentary accreditation of each organization are pending. The resources would be administered and audited through the trust at the BNCR and the master contract (section 14.1).

Figure 5

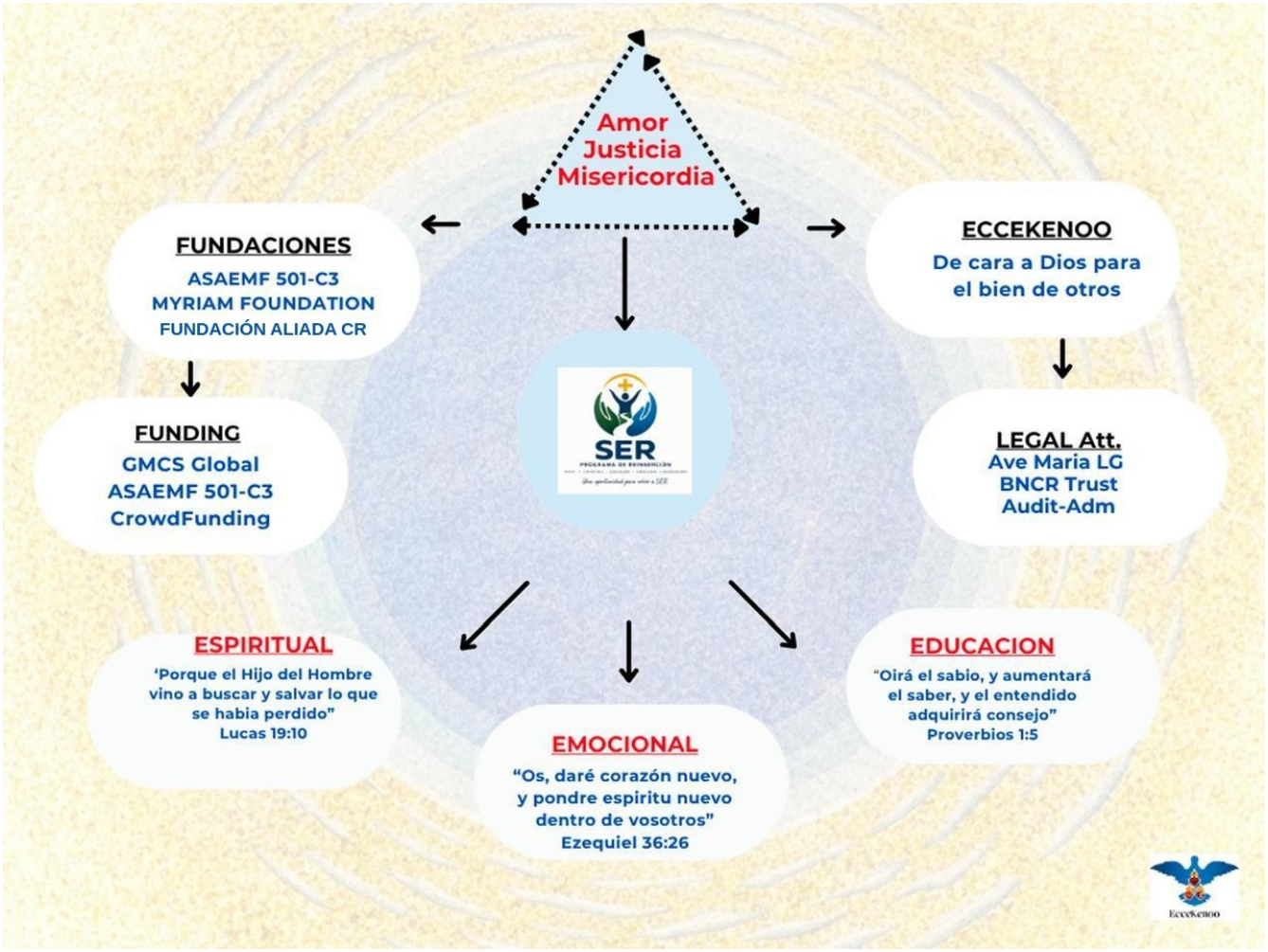


Figure 5. Institutional scheme of Project SER (conceptual; labels in the original languages). A proposal subject to formalization and documentary accreditation (see chapter 16). In the original scheme, Marian Apostle Mission appears as "Myriam Foundation".

15. Evaluation, indicators and follow-up

Not only activities will be measured, but changes in people. Before the start, a baseline will be set (economic situation, employment, education, health, housing, family, networks, documentation, capacities and risks) against which to compare results.

Type	Examples
Coverage	People served and active participants.
Process	People referred and admitted, assessments, PIRs completed, sessions, training courses, referrals and alliances.
Results	People trained and certified, return to education, employment and job retention, businesses started, income, housing, family bonds, participation as a mentor, production and food distributed.
Protection	Incidents and their resolution, referrals, compliance with protocols and satisfaction.
Impact	Reintegration, stability, autonomy, social participation and reduced reoffending or relapse, where applicable.

15.1 Evaluation at 6 and 12 months

At 6 months, retention, participation, progress, training, education, health, family, housing, employment, risks and institutional functioning will be evaluated, in order to adjust the model. At 12 months, a comprehensive evaluation of results, autonomy, stability, employment, income, bonds, housing, risks, social participation and sustainability will be carried out. The final targets will be set after the baseline and the design of the pilot.

15.2 Quality, food safety and certification

Quality is part of the model from the start: documented processes, protocols, indicators, risk management, quality control, continuous improvement and traceability. The productive unit must meet food-safety and safety requirements. Any ISO certification will be defined according to the scope of the system and the applicable standard, through the competent certification body.

15.3 Criteria for scaling

The model must demonstrate feasibility, safety, quality, results, sustainability, institutional capacity, economic viability and replicability. Scaling will rest on the evidence of the pilot, which must produce a validated methodology, tested protocols, a baseline, a system of indicators, results at 6 and 12 months, first work and productive experiences, experience of peer support, a model of alliances and recommendations for scaling.

16. Risks, validations and pending decisions

16.1 Main risks and measures to be studied

Area	Risks	Measures to be studied
People	Violence, abuse, exploitation, problematic substance use, relapse, dropout, discrimination.	Protection protocols, specialized referral, follow-up by the case manager.
Reintegration	Unemployment, housing instability, family breakdown, documentation.	Employment alliances, family support, help with paperwork and networks.
Financial	Costs subject to quotation; operation and staff not yet estimated; dependence on donations.	A full budget, the trust and its audit, diversification of sources.
Technical and construction	Land, seismicity, installations, construction deadline.	Preliminary studies, executive design, works supervision.
Regulatory and institutional	Permits, health and environmental regulations, the framework of the trust and of tokenization, unformalized alliances, acceptance levels and legal entry criteria.	Legal consultations, agreements and the definition of those responsible; coordination with the General Directorate of Justice.
Animal welfare	Stress in the dogs, zoonoses, bites, lack of professionals; continuity of the bond at the end of the adoption and follow-up process.	Selection and assessment of the dogs, protocols (including the adoption and follow-up protocol), veterinary supervision.
Data and reputation	Confidentiality, use of image and testimonies.	Informed consent and a data-handling protocol.

16.2 Validations required

- Technical studies of the land and architectural and engineering design.
- Final quotations and review of the budget.
- The legal framework of the trust, the master contract and tokenization.
- Documentary accreditation of the allied foundation.
- Professional profiles and protocols for the dog-assisted activities, including the adoption and follow-up process.
- Agreements with public institutions and with the Church.
- The applicable legal framework and coordination with the General Directorate of Justice.
- Acceptance levels, entry criteria and the population category of each project.

16.3 Information still to be confirmed

- Location, tenure and final size of the land.
- Official figures sizing the need and the population to be served.
- Operating and staff budget; costs of the programs and of the productive unit.
- Specific equipment for the emotional-support and gym areas, and the size of the 16 × 20-foot modules, which the budget does not define precisely.
- Whether or not solar panels are included; they appear in the rendering but not in the budget.
- The name of the bank and of the United States institutions for tokenization, and the transfer mechanism between the foundation and the trust.
- The number of operating staff (15 in the detail; 13 to 14 in the descriptive report).
- Validation of the reference architectural images (figures 1 and 4).
- Criteria and protocol for the adoption and follow-up process of the dogs.
- The specific regulations that establish the population categories and the acceptance levels (to be confirmed with the General Directorate of Justice).

16.4 Institutional decisions to be taken

1. Define and authorize the design of the pilot.
2. Set up the inter-institutional coordination table.
3. Define the participating institutions and organizations.
4. Define with the Government the population category of each project.
5. Determine the territory and the land to be assessed.
6. Carry out the technical studies.
7. Define the budget and the sources of funding.
8. Develop the protocols.
9. Set the baseline and the evaluation system.

17. Conclusions and proposed next steps

Project SER proposes a comprehensive and humane response to social vulnerability, whose foundation is the Love of God and whose practical expression is a commitment to the dignity, accompaniment and autonomy of people. Its feasibility will depend on the technical, legal and financial validations indicated and on the evidence the pilot produces.

17.1 Request to the Presidency of the Republic

1. Institutional backing to structure a pilot.
2. Inter-institutional coordination and articulation.
3. Appointment of focal points.
4. Facilitation of public, private, academic and social alliances, and the participation of the Church and civil society.
5. Support in exploring sources of funding.
6. A formal evaluation at 6 and 12 months.
7. A decision on scaling based on results.

17.2 Institutional commitment

To serve our neighbour from the Love and mercy of God, with the light of reason and the recognition of the dignity of every son and daughter of God, turning faith into concrete actions that restore lives, rebuild families, open opportunities and create real paths of reintegration and autonomy.

17.3 The SER manifesto

- We believe that every person can have a new chance and that dignity does not depend on one's history.
- We believe that mercy must become action and that faith can bring hope.
- We believe that reason can turn hope into methodology.
- We believe that education builds capacities and that work opens paths to autonomy.
- We believe that a person who is accompanied can rebuild their life, and that a rebuilt life can help rebuild others.

> Restoring lives · rebuilding opportunities · creating autonomy · multiplying hope.

Final route: to love, to serve, to accompany, to restore, to train, to reintegrate, to reach autonomy.

18. References and sources

This document was prepared exclusively from the materials provided by the project's promoters. No external sources, official data or third-party studies have been incorporated; their inclusion is flagged as pending.

- Institutional Model of Comprehensive Social Reintegration (SER document I).
- Technical annex on the implementation of the model (SER document II).
- Program SER presentation (conceptual slides).
- Descriptive report of the Project SER modular complex.
- Project budget (PROYECTO_SER.xlsx), with the corrections noted in chapter 12.
- Institutional texts on the founding declaration and on the dog-assisted activities.
- Conceptual rendering of the project (figure 4) and diagrams prepared for this document (figures 2 and 3).

Pending: bibliographic and regulatory references (legislation on deprivation of liberty, social protection, animal welfare, construction and trusts; General Directorate of Justice regulations on population categories and acceptance levels; literature on animal-assisted interventions).

Annex A. Detailed reference budget

Figures in US dollars, taken from the project budget with the corrections indicated (the hydroponic module recalculated from its items, without duplicates). They are estimates subject to final quotation and technical validation.

Module	Qty	Reference unit cost (US$)	Total cost (US$)
Double dormitory, 4 beds (40 ft)	12	30,175.00	362,100.00
Hydroponic module (40 ft)	10	45,520.00	455,200.00
Industrial kitchen and preparation (40 ft)	1	43,847.00	43,847.00
40-seat dining room (40 ft)	1	31,813.00	31,813.00
Industrial laundry (20 ft)	1	41,897.50	41,897.50
Infirmary and medical equipment (20 ft)	1	37,042.50	37,042.50
Prayer chapel of the Most High (20 ft)	1	24,933.50	24,933.50
Reception and waiting room (20 ft)	1	25,613.50	25,613.50
Office / work area (40 ft)	2	26,001.50	52,003.00
Compact office / work area (20 ft)	1	24,097.50	24,097.50
Bathrooms / work area (20 ft)	1	24,097.50	24,097.50
Emotional-support areas / work (20 ft)	2	29,000.00	58,000.00
Emotional-support areas / work (16 × 20 ft)	1	22,501.50	22,501.50
Gym areas / work (16 × 20 ft)	2	22,501.50	45,003.00
Total reference budget	37		1,248,149.50

Annex B. Typical schedule for building one module

Each module is built in a three-week cycle of four phases. The schedule corresponds to the office module and is taken as the reference; the times for the other modules will be confirmed in the executive design.

Phase	Main activity	Responsible / trade	Week
Phase 1	Site preparation, review and structural reinforcement of the container	Welder / foreman	1

Phase	Main activity	Responsible / trade	Week
Phase 1	Cuts for doors, windows and openings according to the drawing	Welder	1
Phase 2	Installation of thermal insulation	Assistants / specialist	1 to 2
Phase 2	Assembly of metal framing and interior partitions	Welder / assistants	2
Phase 2	Installation of sanitary and water pipework	Plumber	2
Phase 2	Main electrical wiring, junction boxes and panels	Electrician	2
Phase 3	Wall cladding and filler	Assistants / finishing	2 to 3
Phase 3	Vinyl flooring and interior doors	Assistants / carpenter	3
Phase 3	Sanitary fixtures, taps and accessories	Plumber	3
Phase 3	LED lighting, power outlets and air conditioning	Electrician	3
Phase 4	Furniture installation	General team	3
Phase 4	Final cleaning, electrical and sanitary tests, and handover	All trades	3

Annex C. Phases and programs of the reintegration route

This annex organizes by phase the programs and services proposed for the reintegration route. It is a conceptual proposal: their scope, professional profiles and licences are still to be defined and validated (chapter 16), and their harmonization with the portfolio of twelve programs (section 7.4) will be resolved in the technical design and the pilot.

Framework: an Integrated Therapeutic Community. A residential program focused on the process of detoxification, breaking of habits and social reintegration. The specialized health components would be coordinated with the health network or would require the corresponding licence; the project does not replace medical or specialized care services (section 7.8).

Phase 1. Welcome and social integration

Program or service	Description
SER	A welcome, accompaniment and individual-assessment service for people deprived of liberty, living on the street, survivors of abuse and migrants deprived of liberty, in situations of severe exclusion or social difficulty.
Health, self-esteem and values	Cross-cutting programs: health habits (food, rest, hygiene and mental health); self-esteem and personal development (workshops and accompaniment); values and community living (work and support in community).
Spiritual accompaniment from the Catholic faith	A voluntary offer of spaces for prayer, encounter and accompaniment.
RED	A community and healthy-leisure network: building bonds through cultural, sporting and community activities.
Dual Program	An intervention that combines family education with dispersed rehousing in homes to promote full social inclusion.
PAF (Family Support Program)	Care aimed at family members.
SUS (Social Emergency Service)	Immediate coverage of basic needs in situations of social emergency.

Phase 2. Training and employment

Program or service	Description
Mixed Training and Employment Programs	Pathways that combine theoretical training with paid work practice.
Work Integration Enterprises and Special Employment Centre	Creation of jobs and follow-up.

Phase 3. Follow-up and accompaniment

Program or service	Description
EDIS (Social Inclusion Teams)	Outreach teams for the guidance, follow-up and accompaniment of people at risk of exclusion.

> *A recreation, in Eccekenoo's format, of the Project SER master document, final version 6 (November 2026), prepared by the project's promoters. The text follows the original; the figures are taken from the original PDF (the institutional scheme is numbered 5, as the text cites it) and the Kenyan foundation is named by its registered name, Marian Apostle Mission (the original calls it "Myriam Foundation"). On the website, the acronym SER keeps the house reading: Social, Holy Spirit, Reintegration.*