



El futuro
es de todos

APC Colombia
Agencia Presidencial de
Cooperación Internacional

SENA Does Rural Entrepreneurship, SER



Saber Hacer Colombia:

Un valor agregado del país para el intercambio de conocimiento a través de la cooperación

APC-Colombia orienta, gestiona y coordina técnicamente la cooperación internacional no reembolsable del país. La entidad focaliza la cooperación en las necesidades y prioridades que tienen los territorios y sectores. Asimismo, comparte conocimiento y prácticas que agregan valor con otros países a través de la cooperación, con lo que busca contribuir al desarrollo sostenible y al posicionamiento de Colombia en el mundo.

La Agencia conecta a los líderes de cambio del país y el mundo con cooperantes públicos y privados para que a través de la cooperación internacional puedan compartir conocimiento y fortalecer o financiar sus proyectos. Esto se logra a través de Saber Hacer Colombia, un programa de documentación y sistematización de experiencias emblemáticas nacionales y territoriales que genera aprendizajes innovadores, replicables, sostenibles, que crean valor y aportan a la implementación de la Agenda 2030.

Saber Hacer Colombia difunde aprendizajes significativos, los cuales se ponen a disposición de los socios internacionales para compartirlos, mediante programas y proyectos de Cooperación Sur-Sur, Triangular y Col-Col. El portafolio es implementado por la Agencia Presidencial de Cooperación APC-Colombia para asegurar que el conocimiento que el país comparte con el mundo responda realmente a experiencias generadoras de nuevos saberes.

Igualmente, busca visibilizar a los líderes de cambio en el territorio y compartir las buenas prácticas que generan aprendizajes concretos para enfrentar los retos de la Agenda 2030 y el cumplimiento de los Objetivos de Desarrollo Sostenible, ODS.

Esta cartilla es el relato del proceso de una buena práctica en territorio colombiano, que se convierte en un instrumento de aprendizaje mutuo y de intercambio de conocimientos en aspectos claves para el país, como la puesta en marcha del programa **SENA Emprende Rural, SER**.

Asimismo, en la cartilla se presenta una ruta para que los países interesados en replicar esta experiencia tengan acceso directo a una caja de herramientas, en la cual se identifican la metodología y los saberes pertinentes para el intercambio técnico de acuerdo con el proyecto.



Description of the good practice

Name of the good practice

SENA Does Rural Entrepreneurship, SER

Leading Entity

National Training Service, SENA

Place of the implementation of the good practice

Throughout the country

Type and number of participating citizens or beneficiaries

Rural young people between 15 and 28 years, small and medium producers and rural vulnerable population. Annually, the goal is to attend 188,980 people with their training programs and reaches to create 4,834 productive initiatives in the rural areas of Colombia.

For the differential focus, the program reaches to communities who live in biological and ecosystem high value areas, as well as high cultural value areas, with territory management and use practices, which have bio-cultural assets in their environment as a source of livelihood, areas of great significance for the country, natural parks and rural communities reserve and buffer zones in municipalities with a poverty index higher than in the rest of the country.

Duration of the experience

Since 2003 - Currently.

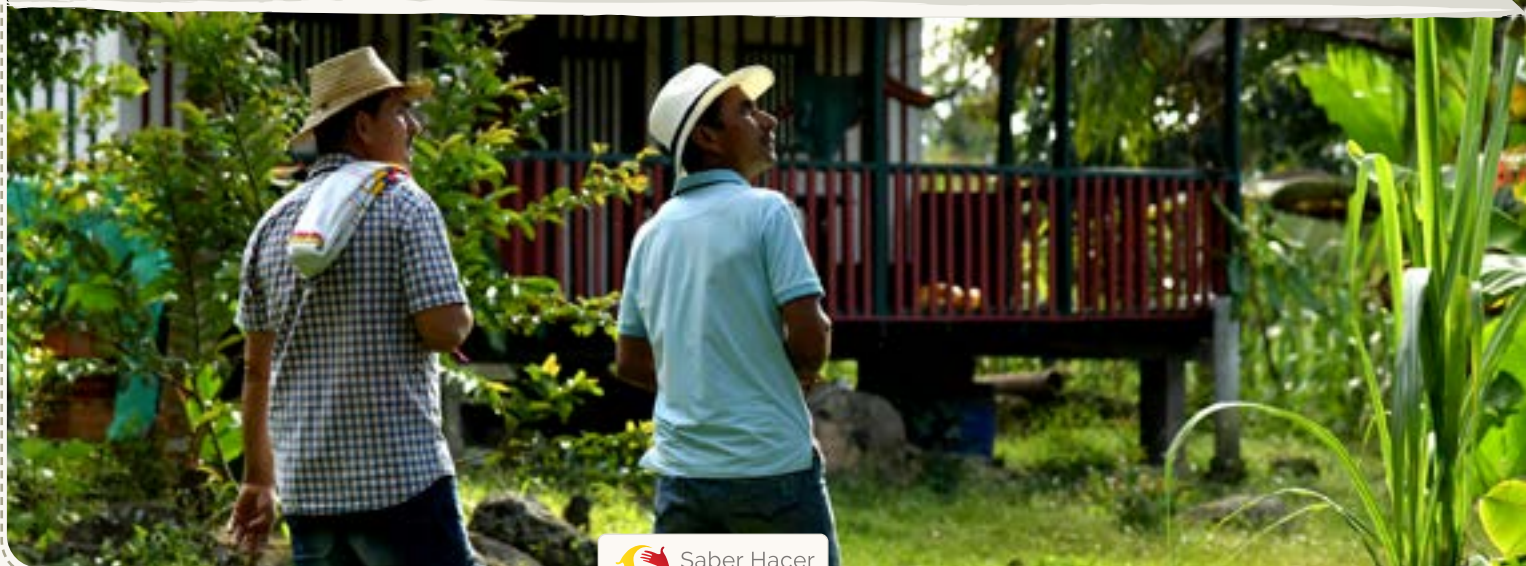
Resources dedicated in Colombian pesos

Approximately, COP\$70,000,000,000 per year¹

Source of founding

The resources come from the Nation and make part of the operational budget of the entity.

¹ Source: SENA's Planning Office



Summary

SENA Does Rural Entrepreneurship, SER, is a capacity generation program for the rural productive inclusion with ethnic differential focus, which promotes rural entrepreneurship. It is supported in training, entrepreneurship, business accompaniment and management processes for employability, with the purpose of generating incomes, facing the unemployment problem, the low occupational capacity of the young people and the vulnerable population in the rural areas of the country and the low farm productivity.

The program has a national coverage with capacity to attend all the municipalities in the country and reach to the most remote veredas of the national territory and with difficult access, benefiting 1,800,000 rural Colombians in the last 8 years (2.010-2.018), through the generation of approximately 46,400 productive units and creating 2,056 formal rural companies, of which 60% are associative.

It can be said that beyond the quantitative indicators of the program focused on the number of learners trained and the number of productive units and rural companies created, the capacity of the program and its potential take relevance within the Agenda 2030 for its impact in the generation of capacities for the rural population, the generation of incomes per entrepreneurship or employability and the improvement of the food safety for the population in disperse rural areas, due to it favors the indicators for reduction of economic poverty, hunger, and other environmental and social indicators.

One of the factors that contributed the most to the scope and impact of the SER program across the country is the capacity of the entity leading the practice. The SENA is a public organization dedicated to invest in the social and technical development of the Colombian workers, delivering free comprehensive professional training for the incorporation and development of the people in productive activities that contribute in

the social, economic, and technological development of the country.

The strategic plan conceives the SENA as the entity contributing with the competitiveness of the country, increase in the productivity of the companies, the regions and social inclusion for the most vulnerable population. For that reason, the SER program, previously called Entrepreneur Rural Youngsters Program, makes part of the SENA's strategies to fulfill its mission.

In addition to this institutional capacity and the confidence that this entity has generated, the factors that make part of the SER program, a reference to promote the entrepreneurship culture in the rural sector and employability are relevance, flexibility, and quality.

SER is a relevant program to the needs of the rural communities, due to the planning of the training offer and, therefore, the productive projects and the differential focus. The interventions takes into account differentiation elements according to the population to be attended, through the implementation of the rural business, self-consumption, and rural occupation lines and the application of methodologies to provide the knowledge, processes, and products that form the competences of the training programs, for achievement of learning outcomes, creation of productive units and development of capacities.

It is flexible because it is adapted to the needs of the beneficiary population and the conditions of the context. The implementation does not obey to academic calendars and there are no restrictions for education level or access barriers, even there are beneficiaries of the program who have not finished their primary education or are illiterate. The SER instructors move until where the community is located. The program allows the mothers to take their children to their classes and in

harvest times, the training is reprogrammed to not affect the beneficiaries' work.

The SER program quality lies in its training methodology per projects, which allows to take advantage of the beneficiaries' previous knowledge and learning by doing.

General objective

To generate capacities in the beneficiaries with the purpose of favoring their productive inclusion, through the creation and/or strengthening of a productive project, with a market or food safety focus, or through the rural employment mediation.

Specific objectives

To develop capacities and technical and business competences in the rural population.

To train and qualify the rural population to provide services associated with the production lines of the Colombian countryside.

To create, accompany, and strengthen rural productive initiatives aimed at the market, seeking the incorporation of associativity, innovation, appropriate technologies, quality, and aggregate value aspects.

To foster and consolidate comprehensive food production units and/or generation of small productive surpluses, aimed at the protection and recovery of local food, biological resources, and traditional knowledge for the food sovereignty.

To contribute with the formalization of the rural sector through the creation of individual and associative rural companies.

To promote decent employment and rural job in the rural areas for the young people and rural vulnerable population, through the promotion of employment mediation actions and the promotion of productive projects.

Contributions to the Agenda 2030

Sustainable Development Goals

Objective 1	To eradicate poverty in all its forms around the world.
Objective 2	To eradicate hunger, achieve the food safety and improvement in nourishment and promote sustainable agriculture.
Objective 4	To guarantee a quality inclusive and equitable education and promote permanent learning opportunities for all.
Objective 8	To promote sustained, inclusive, and sustainable economic growth, productive and full employment and decent work for all.

Targets of the SDGs to which it contributes

1.1	By 2030, to eradicate extreme poverty for all people and in all its forms around the world.
1.a	To guarantee a significant mobilization of resources from diverse sources, even through the improvement of the cooperation for the development, in order to provide enough and predictable means to the developing countries, particularly the least developed countries, to implement programs and policies aimed at eradicating poverty in all its dimensions.
2.1	By 2030, to eradicate hunger and assure the access of all inhabitants, en particularly poor and vulnerable people, including children younger than 1 year of age, to a healthy, nutritious, and sufficient diet during the whole year.
2.3	By 2030, to duplicate the agricultural productivity and incomes of the short-scale food producers, particularly women, indigenous communities, family farmers, stockbreeders, and fishermen, through a secure and equitable access to the lands, other resources and production inputs, as well as knowledge, financial services, markets, and opportunities to aggregate value and obtain non-agricultural employments.

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| 2.4 | By 2030, to assure the sustainability of the food production systems and apply resilient agricultural practices that increase productivity and production, contribute with the maintenance of the ecosystems, strengthen the capacity to adapt to climate change, extreme meteorological phenomena, droughts, floods, and other disasters, and improve progressively the land and soil quality. |
| 2.5 | By 2020, to maintain the genetic diversity of the seeds, the cultivated plants, and the farm and domestic animals and their corresponding wildlife species, through a good management and diversification of the seed and plant banks at national, regional, and international level and promote the access to benefits derived from the use of the genetic resources and related traditional knowledge and its fair and equitable distribution. |
| 4.4 | By 2030, to increase the number of young people and adults who have the competences, particularly technical and professional, to have access to employment, decent work, and empowerment. |
| 8.3 | To promote policies aimed at the development that support productive activities, creation of decent job posts, empowerment, creativity, and innovation as well as encourage the formalization and growth of micro-enterprises and small and medium-sized enterprises, even through the access to financial services. |
| 8.5 | By 2030, to achieve full and productive employment and decent work for all women and men, including youngsters and disabled people, as well as equal pay for work of equal value. |
| 8.6 | By 2020, to reduce considerably the proportion of young people who are unemployed and do not study nor receive training. |

Indicators of the SDGs to which it contributes

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| 1.1.1 | Proportion of the population who lives under the international poverty line, classified by sex, age, employment situation, and geographic location (urban or rural). |
| 1.a.1 | Proportion of the resources generated at internal level and assigned directly by the government to poverty reduction programs. |
| 1.a.3 | Sum of the total of the non-generating subventions and allocations directly dedicated to poverty reduction programs in proportion to the GDP. |
| 2.1.2 | Prevalence of the moderate or severe food insecurity between the populations, according to the food insecurity experience. |
| 2.3.1 | Production volume by work unit classified by size and type of exploitation (farming operation/cattle husbandry/forestry development). |
| 2.3.2 | Average of incomes the short scale food producers, classified by sex and indigenous condition. |
| 2.4.1 | Proportion of the agricultural surface in which a productive and sustainable agriculture is practiced. |
| 2.5.1 | Number of vegetable and animal genetic resources for food and agriculture preserved in long and medium term conservation facilities. |
| 4.4.1 | Proportion of youngsters and adults with competences in information and communications technologies, ICT, classified per type of technical competence. |
| 8.3.1 | Proportion of informal employment in the non-agricultural sector, classified by sex. |
| 8.5.2 | Unemployment rate, classified by sex, age, and disabled people. |
| 8.6.1 | Proportion of young people (between 15 and 24 years) who do not study, are unemployed nor receive training. |

Process

Local context

There was a productive, economic, and social lag in the rural areas earlier in this century. There was a population with low levels of schooling, high unemployment rates, precariousness in incomes, deficient job rating, low adaptation of technology in their productive activities, little formalization and primary products without aggregate value. All of this contributed with the low quality life levels and the little productivity of the sector, as well as the low level of formalization for the rural productivity activity.

Likewise, the Colombian peasantry began to be recognized as one of the most affected sectors by the armed conflict that was completing almost four decades, affecting the country, producing deep ruptures in their economic, social, cultural schemes and specially, due to the recruitment of peasant children and teenagers that by 2003 covered almost all the departments of Colombia.

In the heterogeneous rural population, the conditions of the indigenous minorities, Afro-descendants, young people and women were still more difficult, due to it was a rural population with difficulties of access to opportunities, land, and financing sources.

With the purpose of responding part of this situation, the SENA as a state entity responsible for contributing with the improvement of the Colombians' life conditions, gave origin to the Entrepreneur Rural Youngsters Program, whose priority is to focus efforts on the young people's technical competence qualification and the, the generation of sustainable rural productive enterprises, through the access to financing sources, participation in fair markets with associative focus and the development of innovating and competitive products.

Description of the problem of origin

In 2003, the Entrepreneur Rural Youngsters Program arose as an initiative of the State to strengthen the qualification of the youngsters in the agricultural activities, as a way to contribute with the technification, improve the productivity, promote competitiveness in the countryside and improve the capacity of employability of the youngsters in the rural areas.

The precariousness of the rural employment, specially due to the lack of options to work and the low qualification of the population to carry out activities with higher knowledge and technification, it was an important reason that merited an intervention of the State in the most remote areas y those affected by the armed conflict.

Initially, the program arose as a solution to mitigate the devastating impacts of the armed conflicts in the rural areas among them, recruitment and use of children and youngsters by illegal armed groups as active subjects of the conflict, minors who were subjected to be part of patrols or militias². For that reason, the program was focused on qualifying the youngsters to technify the agricultural activities.

From 2006, the program was focused on generating capacities for the productive inclusion of the rural population in areas affected by the conflict, achieving the impact of life conditions for the rural population in general, in terms of qualification of agricultural technical competences, incomes, work, employment, and associativity. The practice has shown that it is applicable

² In this year, a study made in 31 departments of the country by the Justice and Peace Context and Analysis Unit identified that approximately 13 thousand minors were recruited by the FARC.

in rural contexts with productivity, competitiveness, unemployment, and poverty problems.

The entrepreneurship component and the business focus were incorporated in 2009, taking the training as the leveling of competences for productivity. This allowed that the program contributed with new indicators in the decrease in poverty, having a high impact in the creation of productive units and rural enterprises. In the same way, the participation of women in the creation of the program started to be very important, because it was aimed at all the rural population without age limit.

Since its creation, the program has had several re-structuring in its model. This has allowed to strengthen its actions to face economic poverty and unemployment of the rural areas. However, there is still evidence of a low paid work, limited capacities to generate incomes, low generational replacements and work gaps between men and women.

Currently, SER is the program that accompanies the productive projects with former combatants in war in productive reincorporation process in the post-conflict territories. Paradoxically, the program that arose to avoid that young people entered the war, thanks to the peace process, it receives adult former guerrillas who were recruited and are in reintegration process.

In short, the program strengthens technical and business capacities, contributes with the inclusion of the rural population, is intended to improve the problems of unemployment, precariousness of incomes, low productivity associated with the deficient levels of work qualification, improves the formalization of the productive activity, women and young people's participation in socio-economic areas and help in the productive reinsertion of those who left the war.

Identification of the solution

The model is an experience developed in the SENA, which has been adjusted according to the changes in the rural context and in lesser degree to the participation in good practice exchange activities with other countries, this was also evaluated by Fedesarrollo in 2009.

The learnings obtained throughout its experience have motivated innovations and adjustments constantly, which have been strengthening the program as a solution to several problems of the rural communities.

Some innovations of the model:

- **The technical training** of young people in risk of recruitment by illegal armed groups, not only generated opportunities for their productive inclusion, this was improved including the entrepreneurship focus.
- **The productive dynamics** of the rural sector are generally from family origin. In this sense, it was necessary to include the different population groups from the rural areas, promoting the participation of rural youngsters and women in the community structure and allowing to link the vulnerable population as beneficiaries without age limit.
- **The program**, projected to attend the rural population in the SENA's facilities, had to evolve to the in situ creation and to be relevant, it implemented the training by projects, assuring the generation of competences in real scenarios.
- **The high demand of the program** by the rural communities generated the expansion of the curricular designs, answering to all the requests presented in territory, where there were more than 5,000 curricular designs. In order to improve the relevance, it was necessary to implement an intervention action agreement and planning process, in such a way that it would promote high-impact and scope projects, able to be articulated to the productive business. The program achieved to standardize a curricular

design portfolio that may be adapted to the context. These are currently 350 designs, which has favored quality.

- **The mortality percentage** for the productive units was high, it required an operational program model focused on the generation of incomes, which formed training in technical and business capacities, focused on fair market, construction of innovating business and territorial social capital schemes to promote sustainability of the productive units.
- **Although there was a differential attention** policy, the result indicators were not clear. This caused the organization of the program per attention lines and differentiate intervention processes, according to the attended population. Likewise, it was necessary to give completeness to the program, due to it not only attended youngsters but also adults. It changed its name from Entrepreneur Rural Youngsters to SENA Does Rural Entrepreneurship, SER.
- **In order to be more efficient** in the investments, the program was integrated to the entity's entrepreneurship value chain, which facilitated their access to new services to strengthen rural business and financing sources. SER has evolved from a training program to a rural entrepreneurship program, focused on the generation of incomes, employment, and productive tissue, projecting as a solution for the post-conflict.

As such, in its philosophy of continuous improvement and as a response to the needs of the rural sector in the country, SER has evolved from a training program to a rural entrepreneurship program, focused on the generation of incomes, employment, and productive tissue, projecting as a solution for the post-conflict.

Implementation

The program started in 2003 and during the first three years, it worked with regular

resources from the entity, due it expanded at national level due to its impact, it has become a BPIN investment project with specific destination resources since 2006.

In order to achieve the current relevance and inclusion model and make the SER a government program desired by the rural communities, several strategic phases have been identified:

It was created as a training program for qualification of competences. In 2003, it was created as Rural Entrepreneur Youngsters, a training program for qualification of competences, aimed at rural Young people between 15 and 35 years old as a Government strategy to provide them an option different from belonging to illegal armed groups.

It evolved to a rural entrepreneurship program supported in training. Due to the changes occurred in the country, it was redesigned based on its own experience in 2009 and consequently, it included good practices to promote rural entrepreneurship in other countries; for example, one of them was the OVOP strategy from Japan. This phase integrated entrepreneurship and trade elements to the training projects and the productive unit indicator.

It strengthened the strategic model for the creation of rural enterprises. The business accompaniment was implemented in 2013, which was improved in the following years and the rural productive inclusion was promoted in the country. An important milestone in this process was the organization of National Rural Entrepreneurship and Business Roundtable Fairs, which have been promoted since 2013 and allowed the program to position within the national entrepreneurship ecosystem and provide the youngsters the opportunity to participate in business spaces with customers, providers, and competence. In this process, sales for more than 500 million pesos were generated as well as business expectations for approximately 20 billion pesos.

It strengthened its differential attention

focus. The Bio-cultural, Food Safety and Employability Asset Lines were created under the premises of relevance, quality, and timeliness and implemented new indicators in accordance with the focuses in 2015.

Se incluyó en la cadena de servicios de emprendimiento de la entidad.

It was linked to the entity's entrepreneurship chain value in 2016, supported in the Small Business Development Center model, developed by the Institute for Economic Development from the Universidad of Texas. This allowed them to increase the time of accompaniment to the entrepreneurs, provide them new business advice services, manage new markets, leverage productivity and strengthen their access to information sources.

It was identified as the flagship program for the productive reinsertion in the post-conflict areas.

Due to the completeness of the business and quality services of the results recognized by the communities in the territory, SER is the rural entrepreneurship program with the highest demand by former combatants in reintegration process. From the peace process signing and in the framework of the post-conflict between 2017 and 2018, the program contributed with the compliance of the agreements, the attention of 96,933 people through training in the 170 municipalities prioritized with Development Plans with Territorial Focus, PDET.

These actions allowed the creation of 2,424 productive units and 1,986 reincorporates from the FARC were attended in the 26 Territorial Spaces for Training and Reincorporation, ETCR, in the improvement of their productive capacities.



Results and Impact

Transformation Achieved

In general terms, the SER experience is positive due to the figures across the country and the impact in the changed lives of the beneficiaries of the program. This allowed the productive inclusion of thousands of vulnerable people in the rural areas and strengthened the social and productive tissue in the countryside. It is one of the main Government programs that contributes with the generation of incomes, work, and employment in the rural areas of Colombia.

Likewise, the following qualitative indicators that the program contributed with the communities were generated:

- **Contribution to the generational replacement** and reduction in migration from the countryside to the city, strengthening the peasant economies and integration in the family agriculture process.
- **Increase in social capital** in the communities, considering the relationship and management networks that promote the program between the entrepreneur and the local and regional institutional.
- **Contribution to the global increase** in productivity and decrease in production costs in the territories, derived from adaptations and technological improvements in the productive processes and contributions in innovations generated by some projects in the program.
- **This contributes with the decrease in externalities** to the production, caused by pollution and bad natural resource management, thanks to several environmental projects that promotes.
- **Rescue of knowledge and community initiatives**, with high cultural value characteristics, thanks to its differential attention, among others.

The results of the program and its scope in the current post-conflict context make it relevant, not only for the entity, but also

for the Government and the country. SER made part of the SENA's Strategic Plan 2014 – 2018, which corresponded to the National Development Plan in the components Colombia in Peace, equitable Colombia and without extreme poverty, green growth, social mobility, and transformation of the countryside.

In the same way, it is a proposed solution recognized in several CONPES³ documents, established to create strategies and promote business capacity, opportunities, reduction of poverty, generation of incomes, gender equity, equal opportunities for ethnic populations and social y economic reintegration of the illegal groups, among others.

Due to its completeness, the experience generates a high impact in the development of the Sustainable Development Goals, especially in those related with reduction of poverty, food safety, strengthening of competences for employment and entrepreneurship and inclusive economic growth, through the generation of decent employment.

These contributions to the SDGs are made in the most remote areas, where the public and private offer is difficult. It is there where the program has the capacity to contribute. The differential focus helps the compliance of the SDGs without being weighed against the world views of the communities, especially from indigenous, Afro-descendant, and even the Romany community.

Specific Achievements

The following achievements were observed between 2010 and 2018::

- **2.195.177 cupos de formación** training courses given to strengthen their technical

³ The National Council for Economic and Social Policy (Conpes) is an advisory body of the Government in terms of economic and social development, and it is responsible for studying and recommending general policies in those areas.

and productive capacities, thanks to the training processes:

- **60%** are female.
- **30%** are rural youngsters between 15 and 28 years.
- **10%** are people in extreme poverty, identified by the United Network Program.
- **50,150 productive units were created**, which evidences a continuous improvement of the productive tissue of the rural territories and the capacity of the SER program for the productive inclusion of the communities.
- **2,251 rural enterprises** have been financed with resources for close to \$160,911,399,287 by Fondo Emprender; generating 8,609 potential employments and contributing with the work formalization in the rural areas.
- **1,986 reincorporated from the FARC** in the last years strengthened their productive capacities, thanks to the program.

It can be said that one of the benefits of the program is its capacity of inclusion of the vulnerable population of the rural areas; for example, teenagers in conflict with criminal law, reintegrated people, elderly people, teenagers separated from armed groups, attention to victims, old age, displaced by violence, displaced by natural phenomena, female heads of household, peasant soldiers, and indigenous people with disability.

Its inclusion capacity mainly obeys to:

- 1. The program is aimed at the remote populations** and that are in extreme poverty; in these cases, the instructors live in the community hasta for up to three months to support the process. The Food Safety Line was created for some ethnic communities.
- 2. The Tropenbos methodology** was implemented with the indigenous, Afro and other ethnic communities in order to achieve the results.
- 3. Regarding the women's training**, the program takes into account their needs. The schedules are agreed with them, they can attend with their children provided that the minors are not jeopardized. The

SER is an opportunity to empower women, strengthens their autonomy, confidence, and organization and seeks the restitution of their social and economic rights.

- 4. The SENA has an agreement with entities** responsible for promoting the inclusion of the blind and deaf populations. With Ágora, which includes the National Institute for the Blind, INCI and the National Institution for Deaf People, INSOR. The entity receives technical assistance, guidance, and tools to achieve the attention to the population with visual and hearing disability.

The SER program attends disabled people and has achieved the creation and strengthening of productive units with them. In 2015, it attended 2,367 disabled people, of which 94 were deaf and 221 were blind.

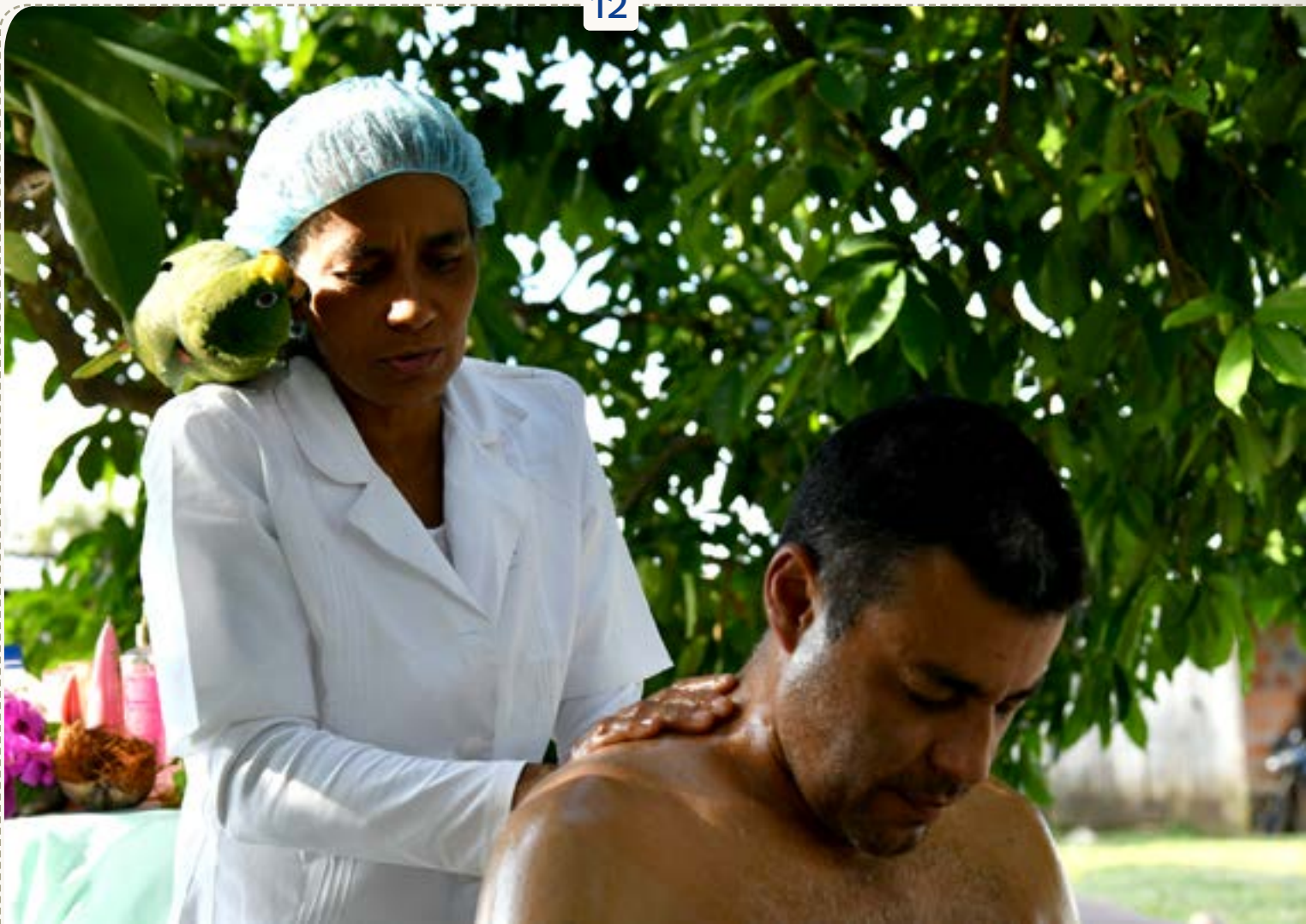
In 2014, the experience was recognized with the Respuesta Marca País Award granted by the Presidential Cooperation Agency APC - Colombia and the Ministry of Commerce, as one of the best ideas implemented in Colombia and that are shared in the world.

The SER program has national coverage, guarantees the accompaniment of the populations, promotes collaborative and experiential learning, works the completeness of resources and stakeholders of the territory from the productive projects and business, social, and environmental initiatives. Its training is strategic and empowers the local stakeholders for management of its initiatives, achieving at the same time a qualitative impact in subjects such as construction of social capital, dynamization of the local economy, inter-generational knowledge transfer, generational replacement, decrease in migration and territorial rootedness, among others.

Factors of innovation

Factors that have contributed with the success of the program and make it different to similar initiatives.

Combination of entrepreneurship and employability processes. For the rural



productive inclusion, the program combines entrepreneurship and employability processes and has achieved to attend the needs of the rural communities according to its preferences and opportunities. The SER program helps the young people to improve their competences and have access to a rural employment and whether making entrepreneurship is the potential, it enters to a technical and business capacity strengthening process. The empowerment is the strongest focus of the program in terms of impact.

Training process completeness with business accompaniment.

The program has achieved the development of strategies that alternate training and accompaniment practices to facilitate the learning and organization self-management processes and the resources

of the territory. The pedagogic strategy and consultancy contribute so that the productive units and companies work associatively, generate decent rural work and implement environment-friendly production practices.

SER is the first link of an empowerment service chain possessed by the entity, to which entrepreneur who can create and remain in his productive unit has access. It has business accompaniment in the phases of incubation and acceleration for almost five years.

Differential attention. It incorporates rural and food safety business lines, differentiating objectives, methods, indicators and results for each focus. For this, it implements specific methodologies such as Tropenbos, Mycoop, Score, Programmed Saving, among others.

The program may be implemented in different contexts and generate results related to local realities, achieving the generation of incomes regardless geographic conditions, public order, weather, road infrastructure and culture and ethnicity conditions.

Training per projects. The training is practical, the methodology of learning by doing considers the different sources of knowledge and the active didactic techniques. Each training project has training materials that become seed money to start or strengthen its productive unit.

Geo-referenced information system. The program has achieved to develop its own technological platform for monitoring, traceability, and geo-location of productive units, called GEOSENA. This resolves an administrative information and indicator measurement problem, allows to generate information on the productive units in real time.

Participative planning in territory. The intervention is planned with the communities and agreements are made with their leaders, territorial entities, the NGOs and other stakeholders. This favors the alliances and the productive chaining, due to the planning allows to develop the most relevant actions in training and generate aggregate value in the territory.

Articulation with the social business responsibility programs. The articulation with the business' social responsibility areas has compensated financial limitations of the projects, due to the companies contribute with the productive initiatives, financial resources for purchasing machines and tools that may not be provided by the program.

Unreached achievements

The program has basic quantitative indicators, which although they are enough to show the compliance of the mission of the entity, do not reach to reveal the magnitude and relevance of the strategy for a rural country like Colombia. These indicators

are the number of apprentices trained, productive units created and strengthened and rural companies created. Likewise, other indicators such as the number of rural jobs, non-monetary incomes, managed employments and resources and financing sources have been included.

These indicators reflect the economic dimension of the impacts that generate the program and other dimensions that the program has the potential to measure are ignored, according to the scopes and results that have been demonstrates, but it is necessary to calculate others such as environmental impact mitigation, decrease in extreme poverty, generational replacement, among others.

Although the program has curricular designs that promote projects for environmental conservation, these present low demand in the territory, possibly, because they do not contribute directly with the compliance of the economic indicators promoted by the program; for that reason, having other indicators may be an incentive to potentiate the demand of social, environmental, and cultural entrepreneurship projects that are important in the rural issues.

On the other hand, a way to expand the impact of the alliance program with the private Enterprise may be articulating with the social business responsibility programs to potentiate the efforts in the territory and strengthen the technical, infrastructure, and trade capacities of the productive units created in the rural sector.

GEOSENA contributes with the measurement of the economic impact and decision making, which will become a valuable tool for the precise and timely information management. On the other hand, the Access to Fondo Emprender is an advantage that may be potentiated to favor the creation of rural companies whether the association financing is allowed, due to they are the most common types of companies in the countryside.

Some of the difficulties that the program has had to face and overcome, thanks to its capacity of adapting to the environment changes, is the sustainability of the productive units, due to in Colombia, a high percentage of entrepreneurship die in their first year of operation and this is more severe in the rural area. The program has been articulated to the entrepreneurship ecosystems in the regions, where it has been necessary to overcome barriers for the articulation with the territorial entities and stakeholders of the civil society.

Although SER has strengthened in the last years as a solid program to promote rural entrepreneurship, a possible failure is what has stopped promoting strategies to attack problems of the Colombian countryside, such as ageing, loss of identity and low productivity due to lack of technology. The countryside presents a low level of technification, innovation and technology and is being affected by the high migration of youngsters to the cities.

The SER program has a great potential to promote a national strategy that allows the linkage of youngsters in their employability and empowerment processes, as well as to promote technology-based productive projects in the countryside, that contribute effectively with the competitiveness and productivity of the agricultural and productive sectors. In the same way, alliances to promote cultural empowerment have been lost, such as the one with which the Ministry of Culture's LASO Program had.

The measurement parameters for rural work, such as wages (jornales) and piecework (trabajos a destajo) have not been defined, which although these are work ways for thousands of farmers, the State recognizes them within the informal work practices. It lacks a work formalization alignment in the rural sector that allows to generate uniform and official statistics. Nevertheless, SER is the first national program that is making an effort to promote work formality in the rural areas and measure the work generated by the countryside.

Future prospects

The continuity of the program contributes with the compliance of the SENA's mission and the implementation of the public policy in terms of entrepreneurship, reduction of poverty, peace, and rural development. The program is in the entity's Strategic Plan, it helps to comply with the mission and is one of the axis for generation of incomes and employment. The benefits of the program allow their results to contribute with the reduction of poverty, peace, and transformation of the countryside components.

At public policy level, the SER program contributes with the compliances of several CONPES' strategies 3616-2009: Generation of incomes for extreme poverty. Social protection network against poverty.

CONPES 3709-201: Constructing rural business, confidence, and timeliness capacities.

CONPES 173-2014: Opportunities for youngsters.

CONPES 161-2013: Gender equity for women.

CONPES 3660-2010: Policy to promote equal opportunities for the black populations: Afro-Colombian, Palenquero, and Raizal.

CONPES 3554-2008: National social and economic reintegration policy for people and illegal armed groups.

CONPES 3931 of 2018: National policy for social and economic reincorporation for former members of the FARC.

CONPES 3944 of 2018: Strategy for comprehensive development in La Guajira department and its indigenous peoples.

Colombia is experiencing a historical moment of reconciliation and peace-building in the most remote regions; for that reason, the challenge of the social and productive reintegration, although it is a responsibility of everyone, it has been assigned to the State. The SER program has demonstrated that it contributes to strengthen the former combatants' productive capacities and achieve their reintegration to society. For that reason, the program should be strengthened in the Territorial Spaces for Training and Reincorporation, ETCR, and in the prioritized

municipalities with Development Plans with Territorial Focus, PDET, in order to leverage the associations and cooperatives formed by the reincorporated people.

The most important challenge for the entity is to position the SER program as a reference for rural development and a productive inclusion model easily integrated to the rural development processes with territorial focus.

Generation of value

Knowledge

The SER's differential focus incorporates the food security line and within the rural business line, it incubates entrepreneurship under the bio-cultural asset focus. With the aim of obtaining impact results in each line and focus, the operation of the program is supported in the implementation of verified and recognized methodologies, such as "Tropenbos".

This comprehensive methodological proposal in which the program is supported to interfere the black and indigenous communities under the food safety focus, allows to know the local contexts and interact with them, provides tools that work as pedagogical strategies for the interaction with the inhabitants, strengthens dialog between the local and technical knowledge and generates confidence to achieve the participation in the construction of training and production projects. The methodology is divided in four modules: characterization of the community, self-diagnosis of the territory, participative formulation, and implementation of projects and systematization of experiences.

The transfer of this methodology was achieved thanks to an agreement SENA - Tropenbos, which was implemented by the international cooperation of the Netherlands through the Netherlands Organization for International Cooperation in Higher Education, NUFFIC.

Biocultural assets. SER promotes productive bio-cultural asset initiatives in the rural business line, where it searches to generate capacities for the creation of

entrepreneurships, valuating and recognizing the natural heritage represented in biodiversity products from the multiple ecosystems of Colombia and the cultural heritage expressed in the traditional, technical, and practical knowledge from the peasant, indigenous, Roma, Afro-Colombian, Raizal, and Palenquero communities for the sustainable and responsible use of those heritages.

With the purpose of achieving it, the program has developed strategies and alliances that have allowed to train instructors to implement tools that identify the biological and cultural assets and stimulate entrepreneurship that generate monetary incomes, conserve the ecosystems and value and protect the traditional knowledge and the cultural practices of the Colombian territory.

An example of it is the implementation of the Facilitation Guide with educational materials on the use and conservation of the Colombian Caribbean tropical dry forest. It is an educational material created by USAID, the Ministry of Environment and implemented by Tropenbos International.

Another important alliance was with the Ministry of Culture's LASO Program, which allows the production of cultural contents with the use of new technologies in the different municipalities. A total of 494 cultural entrepreneurship was created with this alliance.

Mycoop is another methodology that implements the program in the rural business line to manage the agricultural cooperatives, in order that these offer high quality efficient

and effective services to their associates. With the Mycoop tools, the agricultural cooperative administrators strengthen their capacities to identify the main specific management challenges of the cooperatives in a market-oriented agricultural development.

It is composed of four modules: basic aspects of the agricultural cooperatives, cooperative service provision, supply of agricultural inputs, marketing, and trading. The adaptation of this methodology was achieved by the private and public alliance between the SENA, the Cooperative University of Colombia, Confecoop Antioquia and the Ministry of Labor's Special Administrative Solidary Organization Unit. The program has also implemented other methodologies such as Score, Programmed Saving, and Learning Territories, among others, which have strengthened the program its operation and the capacities of its work team in the territory.

Visibility

Externally, an evaluation of the program made by Fedesarrollo in 2009, and a systematization made in agreement Flacso - BID 2013 are taken as a qualitative reference point.

An institutional video of the program was published on the Marca País YouTube channel in 2014, winning the Marca País Prize as one of the best practices in Colombia to be shared with the world.

- <https://www.youtube.com/watch?v=whRwXFFDkPY&t=>

Several successful cases of the SER program's beneficiaries can be observed on the SENA's channel as well as on others.

Several successful cases of the SER program's beneficiaries can be observed on the SENA YouTube channel as well as on other YouTube channels, having access through the link:

- https://www.youtube.com/results?search_query=sena+emprende+rural

Multilateral organizations such as the ILO have made publications of the program..

- <http://www.oitcinterfor.org/experiencia/programa-j%C3%B3venes-rurales-emprendedores-sena-colombia>

Relational Factor

The program has articulated different strategies with public and private entities. These have generated collaboration and knowledge network and potentiated the impact in the countryside. An example of articulation is the Colombian National Network for Rural Youngsters, RNJR, seeking the Young people to become development agents and disseminate relevant information for their live strategies in the territories; in order to potentiate active citizenship, visibilization, empowerment of the rural youngsters and its leading role in the rural and local development processes.

To achieve the consolidation of the network, the SER program articulated actions with the Ministry of Agriculture, Procasur, Partners of the Americas and the Junior Chamber International. Between 2013 and 2015, the SER initiative, with support of APC - Colombia, led the formation of an institutional knowledge network to promote the technical cooperation in matters of rural youth, composed of public, private, or academic entities from several Latin American and African countries.

Likewise, the program has articulated different strategies:

- **Ministry of Agriculture** for information source management, through the participation of the SER's producers in the Ministry's calls for the Productive Alliances, Rural Opportunities, and Rural Entrepreneurial Capacity programs.
- **Department of Social Prosperity** for productive inclusion of the extreme pool population IRACA and FEST.
- **ICBF and SER** to attend the "Jóvenes a lo bien" projects and ethnic communities.
- **National Police** for the inclusion of youngsters in risk of being linked with ordinary crime groups, with the Youngsters in Action (Jóvenes en Acción) Program.

- **National Peasant Users Association** to attend the peasant population located in high rurality areas.
- **APC - Colombia** to carry out the technical secretariat of the rural youth entrepreneurship learning paths with Africa and Latin America.
- **Bavaria Foundation** for business financing and accompaniment of several projects from rural youngsters, managed by the program.

In the same way, the program has been articulated with organizations such as Partners of the Americas from the United States,

with the purpose of promoting knowledge exchange for the rural young people; Procasur Chile, to develop knowledge management strategies such as learning territories; with the International Labor Organization, ILO, with which the Mycoop cooperativism methodology was adopted and transferred to the national instructor team.

In the same way with the FAO, with which promoted the South-South technical cooperation and the networks, and with the PNUD to promote environmental sustainability and local governance in several territories with emphasis on ethnic groups.



Reply and Demand Potential

Key elements that other stakeholders should consider

SER is an excellent program for regions or countries with high level of rurality and great ethnic diversity, due to it has achieved its consolidation as a model that is easily integrated with rural development processes with territorial focus.

Some of the key factors of the experience to grow and impact as achieved have been:

1. Confidence and institutional capacity of the leading entity.

SER is implemented by the SENA, an entity with great administrative and missionary capacity in the country. This capacity in terms of infrastructure, technology, human, technical, and financial resources has allowed at the same time that the program has coverage in all the municipalities and in the most remote areas and those with difficult access..

Likewise, its positioning potentiates its articulation capacity with other national, regional, and local entities. The SENA is one of the institutions in which Colombians trust the most, this has allowed the program to be well received by the communities, even those of contexts with presence of illegal armed groups..

2. Planning, monitoring, and follow-up.

The satisfactory implementation of the SER program mostly depends on the planning made with the stakeholders of the territory. If it is well made, the good implementation and the program indicators are assured. In the same way, the SENA's Sofia Plus information system and the GEOSENA's geo-referencing system nourish the program and allow the performance of a monitoring to determine whether there are bad practices and it is possible to improve the implementation in better decision making.

3. A committed community.

The success of the SER program lies in the good selection

of the communities where their projects are developed. This is a result, largely, of the planning and agreement of the offer previously made to the intervention. If the community is committed, the sustainability, growth, and success of the project are assured.

4. Knowledge and continuous improvement management.

The lessons learned should be considered in the history of the program and the changes that have been given as an answer to the context problems and the reality of the country. The entity that wants to implement a similar program should assure a strategy for knowledge management and continuous improvement.

Relevance for the implementation of the Agenda 2030 in Colombia and in other countries

SER is a relevant practice for the implementation of the Agenda 2030 in the rural areas of the country, for that reason, it is a reference for other countries. Although it is focused on measuring quantitative indicators, mostly economic, the comprehensibility in its implementation allows to see that it contributes with the achievement of other SDGs, not only to those related with reduction of poverty, food safety, and inclusive economic growth.

The SER initiative has the potential to define alignments to incentivize the use of training programs, which translate in actions that contribute with the achievement of other DSGs, such as gender equity, sustainable water management, sustainable access to energy, sustainability of urban settlements in rural areas, promotion of sustainable consumption and production modalities, adoption of measures to combat climate change and its effects in the countryside and the conservation of marine resources and terrestrial ecosystems.

An example of it is the curricular design for the recovery of water basins that the program has in its offer, through which the communities that have mining activity or animal husbandry, leading to deforestation, are organized around the recovery of the basin, obtain incomes for reforestation and recovery of sources and flows.

The program measures the productive measures and units that generate incomes from their linkage to the project, it may also measure the number of reforested hectares and recovered water basins, as a way to quantify the economic and environmental impacts.

Another example is the entrepreneurial design in construction, operation, and maintenance of equipment in favor of sustainable gold mining, which allowed several rural communities to eliminate the use of mercury in the mining exploitation process, generating a very positive environmental impact that, although not measured, contributes with the sustainability in an important way.

Exchange potential

The program is feasible to be replicated in other countries with high rurality, specially, in Latin America, the Caribbean and Africa. In addition to the 2014 Respuesta Prize, which recognized the SER as one of the best ideas implemented in Colombia and shared with the world. The potential of reply of the initiative is supported in the international experiences in which the program has participated, in order to share their knowledge.

During the period 2013-2015, the program has participated in three learning paths on youth and rural entrepreneurship organized by APC - Colombia with African, Latin American and Caribbean countries, has performed the technical secretariat of the paths as a successful case in Colombia for the rural entrepreneurship.

These learning paths have linked several entrepreneurship, youth, and rurality ecosystem entities from the different

countries. As a product of it, SER promoted knowledge exchange on youngsters in the plantain production chain between Ghana and Colombia in 2015.

Through the learning paths, SER has been seen in almost all the Latin American and some African countries, such as Ghana, Uganda, Benin, Kenya, Tanzania, Botswana, Guinea, Mozambique, South Africa and others. In these spaces, it was possible to determine that there is a cooperation demand by the SER program and the learnings that have showed a higher interest to deepen in a potential exchange were discovered.

For example, Tanzania was interested in a possible transfer to know the training methodology in rural entrepreneurship, with emphasis on differentiated production systems or diversification of sources of income and know how the program implements technological and innovation development strategies to aggregate value to the production processes for oil and honey products.

There has been an advance with South Africa to make a tripartite alliance between APC - Colombia, the SENA and the South African National Youth Development Agency so that the SER program made part of the technical cooperation agreement in tourism, agribusiness, agricultural innovation, food safety, and technological development issues.

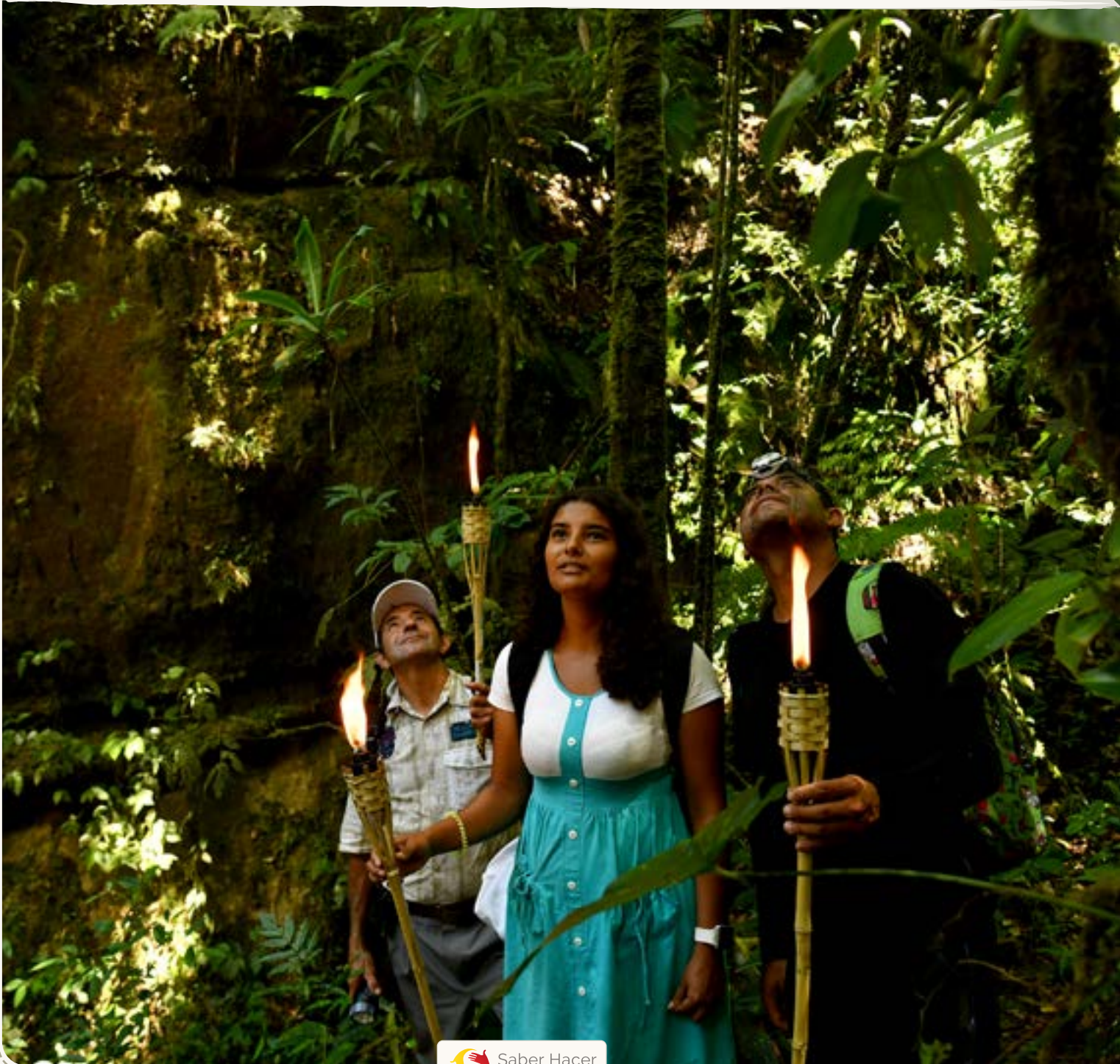
In Latin America, the practice has been exchanged with Fecovita - Jucovi of Argentina. Jucovi is the group of young people who represent the generational replacement of the wine producers from the Argentinian Wine Cooperatives Federation. They expressed their interest to receive the complete transfer of the SER Program's strategic model and establish alliances that allow trade agreements among the entrepreneurs of each program.

The Souza Cruz Institute from Brazil, as coordinator of a support network for rural youth in Brazil, in a certain moment expressed its interest in exchanging successful and

learning cases to promote sustainable agricultural projects and alternative energies.

The Socio-educational Management Unit Upala of Costa Rica has a potential exchange learning. This is focused on the sustainable agriculture and the use of ICTs in the framework of the competitiveness profile of the rural youngsters that Costa Rica has.

With the Mexican Youth Institute, IMJUVE, an interest was generated to receive the transfer on the SER Program's Complete Strategic Model. Other Latin American countries that have shown interest in receiving the transfer of the program have been Peru, Uruguay, Paraguay, Honduras, El Salvador, and Ecuador.



Personal Stories

From a lettuce crop to a food producing company

Oscar Ramírez is a businessman. Although he was born in the countryside, in Santuario, Antioquia, he worked as a successful trader in Venezuela in 2016, but life brought him back to his home in his father's farm. Overwhelmed by the economic crisis of the neighboring country, he went back to Colombia to start from scratch and found in the family farm and support of his family, the opportunity to start a hydroponic lettuce crop in the hope of generating incomes for his family, creating a company, and building his future.

Oscar knew how to sell the lettuces, because his great talent is sales and business, but did not know how to work the land because he had not been in the countryside for a long time. With the entrepreneurs from the productive unit, he started the hydroponic lettuce crop in 2017, they received consultancy for the project assembly and they were linked with the formative process of the SER Program in the same year, allowing them to obtain competences for the production. Furthermore, they consult the obtainment of certifications, business formalization and management of new financing sources for their growth.

What started as a small crop, nowadays it is a company called Hortisanos. The success factor of this productive unit is to achieve support in several companies that buy their production and has allowed them to obtain a constant growth. These companies are big supermarkets. Six employments are currently generated and are projected to create a plant that allows them to enter the processed food market.

Development of associative coffee projects in mining zones

Aprocafe is a second-level coffee producers association in western Boyacá. In this story, the leading role is collective, composed of peasant leaders who have promoted this coffee producing organization in a region characterized by mining. An activity that has discouraged the agricultural production for many years. Due to mining, western Boyacá has experienced war periods, causing damages to the families and the productive tissue of the municipality.

The organization arose by support of the SER program, with the purpose of promoting the associative processes in the region. To achieve the creation of the second-level entity, the program supported previously the creation of eight coffee producing associations in the municipalities of Maripí, Briceño, Tunungúa, Quípama, San Pablo de Borbur, Coper, Pauna, Otanche, and Muzo.

The consolidation of the second-level association was achieved with the purpose of increasing the production and being benefited from better markets at national and international level, and obtain financing to improve their productive processes.

Currently, the 720 associate coffee producers have improved their incomes and have been benefited with new markets, better prices and the possibility of achieving financing sources, applying efficient coffee production and trading processes.

Entrepreneurship to strengthen ecotourism and cultural heritage in Ráquira

Andrea Paola Bautista Castro is the manager of the enterprise Villa Terracota Ecoturismo S.A.S. She is the daughter of an artisan who was born and grew in Ráquira, Boyacá, a municipality characterized for elaborating and promoting handicrafts that captivate tourists who visit the region; for this reason, it was granted with the recognition as the artisanal capital of the country and this is the motivation why more people wish to know the municipality.

Andrea learned how to elaborate clay handicrafts with her father and thanks to the Ráquira's natural and cultural heritage discovered the potential from her farm and her father's profession to offer community rural tourism and make it a sustainable economic development alternative.

With many friends of her community, she linked with the SER Program to be trained in rural tourism. From the entrepreneurial training and accompaniment, she devised and incubated her business project to offer tourist services to the people who visited her father's artisanal workshop. After validating her idea, Andrea formulated her business plan and presented it to a call by Fondo Emprender and achieved the financing that allowed her to create what now is Villaterracota Ecoturismo to promote rural tourism in a responsible way.

Through organized services, two plans were offered to fuse ecotourism and agrotourism. Accommodation in camping or in cabin is offered, appreciating the contact with nature, eco-hiking, eco-cycling, astronomical observation. Likewise, she integrates her father with the demonstrative clay workshops in which ecological and artisanal techniques are implemented.

Author of this study
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July 30th 2018

“Cooperación Sur-Sur y Triangular”

Un camino para el desarrollo entre los países del Sur Global

La Cooperación Sur-Sur, CSS, está basada en la horizontalidad, la solidaridad, el interés y el beneficio mutuo. Aborda conjuntamente los desafíos de desarrollo y apoya las principales prioridades de los países involucrados.

Para Colombia es un mecanismo que permite promover el intercambio de conocimiento y experiencias entre países en desarrollo. Adicional a esta forma de cooperación está la Triangular, CT, y Col-Col en las cuales se involucran a otros socios para potenciar el intercambio, aportando capacidad y recursos adicionales que amplían y dinamizan la alianza.

El objetivo final de la Cooperación Sur - Sur son las personas. No solamente quienes comparten sus conocimientos, también sus beneficiarios son habitantes de otros países del Sur global.

De esta manera, contribuimos al cumplimiento de la Agenda 2030, particularmente, con el mandato de no dejar a nadie atrás.

¿Cuáles son los avances de Colombia en Cooperación Sur-Sur y Cooperación Triangular?

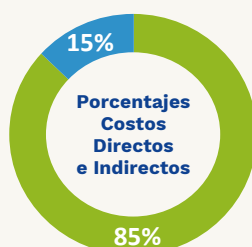
Colombia cuenta con una herramienta que permite cuantificar costos directos e indirectos de los proyectos de la Cooperación Sur-Sur, el número de embajadores de conocimiento y días efectivos de Cooperación.

Asimismo, valora las contribuciones al desarrollo.

Modelo de Cuantificación y Agregación de Valor

Establece los aportes que la CSS realiza al desarrollo de uno o más países socios, a partir de cinco categorías de agregación de valor.

Tiquetes aéreos (Nacionales + internacionales)		\$
Seguros de viaje		\$
Gastos de viaje (efectivo o especie) (alojamiento, transporte y dietas)		\$
Traducción (servicio de intérpretes y equipos)		\$
Logística (eventos, equipos, alimentación)		\$
Subtotal Costos Directos		USD
Embajadores de Conocimiento		\$
Subtotal Costos Indirectos		USD
TOTAL CUANTIFICACIÓN COP		\$



56
TOTAL
Embajadores
de Conocimiento

TOTAL
Días de CSS

9
TOTAL
Alineación ODS

Conocimiento

La implementación del proyecto genera nuevos conocimientos aplicables en algún ámbito del desarrollo. Estos conocimientos favorecen cambios constatables.

Relacionamiento

La implementación del proyecto genera o afianza relaciones y sinergias, que se transforman en redes de trabajo, modelos colaborativos, entre otros.

Visibilidad

La implementación del proyecto genera la identificación y visibilización de los resultados de aprendizaje obtenidos con el proyecto.

Alineación con los ODS

La implementación del proyecto contribuye de manera concreta a mejorar prácticas asociadas con el cumplimiento de los ODS.

Enfoque Diferencial

La implementación del proyecto favorece la participación de la mujer y de grupos étnicos.

Con este modelo, el país hace un aporte importante a la valorización de la CSS, debido a que incluye nuevos elementos de análisis que demuestran que el potencial de la cooperación está en la contribución a las agendas y metas globales de desarrollo, es decir, una alineación permanente con los Objetivos de Desarrollo Sostenible; la fuerza de sus alianzas y el relacionamiento con otros socios; la capacidad para promover el intercambio de conocimientos y aprendizajes; la visibilidad que se le da a la labor de nuevos agentes de cambio y el reconocimiento de las necesidades específicas de los diferentes grupos poblacionales, a partir de un enfoque diferencial.

Saber Hacer Colombia

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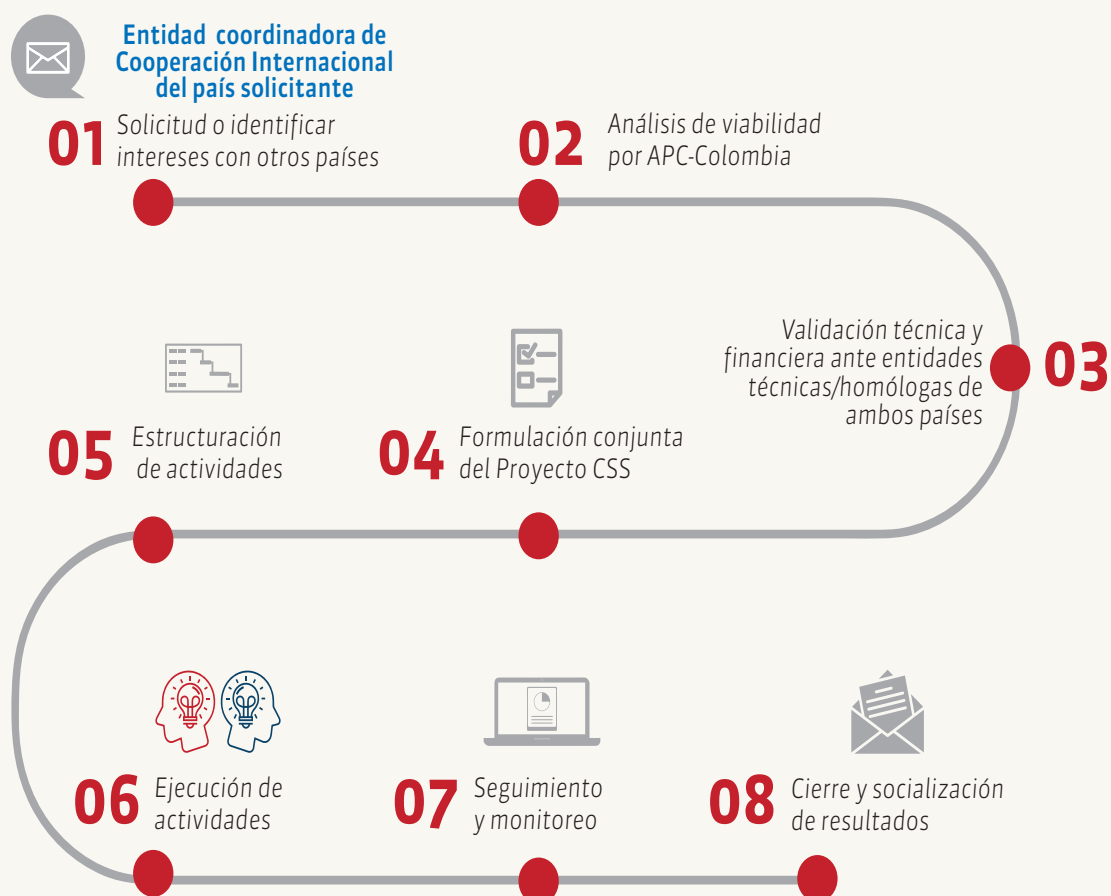


¿Quiere desarrollar esta experiencia en su país? Ruta para llevar a cabo esta buena práctica

Siga esta **ruta de ocho pasos**, los cuales le indicarán el recorrido que debe seguir desde el momento de la presentación de la propuesta (Solicitud), hasta cuando esté finalizada.

Recuerde que para Colombia la CSS no se limita a la movilización de personas de un país a otro, sino que constituye un esquema de aprendizaje mutuo que se enriquece a partir del intercambio de saberes.

Ruta de intercambio de conocimiento de CSS



Consulte nuestra caja de herramientas para la Cooperación Sur-Sur y Triangular
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