

**PRODUCTIVE ENTREPRENEURSHIP REINCORPORATION STRATEGY  
COLOMBO - ECUADORIAN BORDER IN THE CONFLICT**

**EMPRENDIMIENTO PRODUCTIVO ESTRATEGIA DE REINCORPORACIÓN  
FRONTERA COLOMBO – ECUATORIANA EN EL CONFLICTO**

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**Abstract**

This paper is about the urgency of creating and proposing development alternatives to reintegrate former members who belonged to the Revolutionary Armed Forces of Colombia (FARC) into civilian life. On the occasion of the signing of the peace treaty between this group and the Colombian government in 2016; also for the victims and territories with the highest incidence of the conflict in the Colombia-Ecuador border. The general objective was to analyze the forms of productive entrepreneurship as facilitators in the process of reintegration into the post-agreement period in Colombia taking into account the successful experiences in the creation of Ecuadorian companies. The methodology was accepted a quantitative approach, analytical empirical method and descriptive research. The tool to collect information is a survey; with a sample of 128 reinserted FARC members. The results come from reinserted FARC members located in the Municipality of Tallambí (Colombia) and the social and solidarity-based economy organizations in the Canton of Carchi (Ecuador). The information obtained about directing and entrepreneurship policies came from the two governments (Ecuador and Colombia), and models of creating companies according to the characteristics found. It can be concluded that the majority of reinserted people are youngsters between the ages of 26 and 30, that is, in a productive age, are willing to train and assume entrepreneurship proposals to continue their reintegration process and improve their quality of life. This can be possible with the help of the two governments, the social institutions and the international community.

**Keywords:** Peace treaty, entrepreneurship, Colombia-Ecuadorian border, post-conflict, reinserted people.

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### Resumen

El artículo trata sobre la urgencia de proponer alternativas de desarrollo para la reincorporación a la vida civil de las personas que pertenecieron al grupo insurgente Fuerzas Armadas Revolucionarias de Colombia (FARC), con ocasión de la firma de los Acuerdos de paz en 2016; también para las víctimas y territorios de mayor incidencia del conflicto en la frontera Colombo-Ecuatoriana. El objetivo fue analizar el emprendimiento productivo como facilitador del proceso de reincorporación en el post-acuerdo Colombiano desde las experiencias exitosas en emprendimiento ecuatorianas. Como metodología se acogió el enfoque cuantitativo, método empírico analítico y tipo de investigación descriptiva. El instrumento de recolección de información fue la encuesta; con una muestra de 128 reincorporados. Algunos resultados están relacionados con la caracterización de las personas reincorporadas, ubicadas en el Municipio de Tallambí (Colombia). Como conclusión relevante se tiene que la mayoría de reincorporados son jóvenes entre 26 y 30 años, en edad productiva, están dispuestos a formarse y a asumir propuestas de emprendimiento para mejorar su calidad de vida, con acompañamiento de los dos gobiernos, las instituciones y la comunidad internacional.

**Palabras Claves:** Acuerdos de paz, emprendimiento, frontera Colombo-Ecuatoriana, post-conflicto, reincorporados.

### Introduction

In the Department of Nariño (Colombia), many of the municipalities have been affected by the armed conflict, which is still present throughout the country. To solve this problem, the National Government, after a four-year period of peace talks with the Revolutionary Armed Forces of Colombia (FARC), decided to sign the peace treaty in 2016. This is known as the post-conflict period in which all agreed points must be implemented. Among these points, it was agreed to create territorial training and reincorporation spaces known as [*espacios territoriales de capacitación y reincorporación*] (ETCRs) to gather former guerrilla combatants.

In addition, there are irreparable losses from a psychological perspective, ranging from the acceptance of the contents of the peace agreements between the government and the FARC, to the consequences of the violence experienced during more than fifty years of war, and the results for the victims (Gutiérrez, 2017). The armed conflict generated a large number of casualties and internally displaced people, resulting in the instability of the territories in terms of economy, social life by, environmental damage and loss of cultural identity. The armed conflict, more than generating a large number of victims among the dead and displaced people, results in the instability of the territories in terms of their economy, broken family ties, damage to the environment and loss of cultural identity.

The social integration process will depend on the relationship between the intervention agents and the victims who have been displaced forcefully as an effect of the armed conflict (Castro & Olano, 2017). Besides, the Colombian State must give a solution to the armed conflict problems to take a step forward and enter in the list of countries with greater competitiveness, in this case a process of pacification between the two parties who faced violence (Sanchez, 2016).

The Rio Guáitara region, near to Colombia's border with Ecuador, was immersed in this conflict because there are several problems such as high levels of unemployment, informal employment, a subsistence economy, lack of access routes and, in general, inadequate infrastructure with little innovation, poor associative models and poor training for work. The conditions mentioned above is the context a person faces in the process of reintegration, once he leaves the illegal armed group; a context in which there are a lot of difficulties, social inequality

and economic needs with a permanent threat of illegal activity such as drug trafficking and emerging illegal gangs.

This research is carried out in the Municipality of Cumbal, Tallambí, located in the south of the Department of Nariño, near Ecuador borderline. According to the Development Plan in the Municipality of Cumbal 2016-2019, 93% belongs to the Pastos indigenous group; the remaining 7% is the mestizo community. According to the census carried out by the Departamento Administrativo Nacional de Estadística (DANE, 2018), there is a total population of 32,672 inhabitants 49% male and 51% female. Also, there are approximately 11,881 houses which are distributed like this 2,427 are in the municipal seat, 1,259 in the urban area and 8,195 in the rural area. The economy is based on agriculture business with Ecuador.

Members of the FARC guerrilla group who have arrived to the training and reincorporation place in Tallambí are between 13 and 17 years old and 56% are over 17 years. As a total, 92% deserters are men. Likewise, these people have a low level of schooling. Therefore, it is essential to have mechanisms of participation that collaborate in the social, economic and political restitution. Also, those mechanisms must allow the integration process of organizations outside the law, so that they become productive people in the region (Martínez & Duarte, 2016).

In order to support this study, there are the following researches: productive entrepreneurship as a means to facilitate reintegration process in the post conflict stage in Colombia: an analysis from experience faced by other countries. It shows the importance of productive entrepreneurship for reintegration, taking into account their characteristics, abilities and attitudes in projects that contribute to the region development (Pérez, 2016). Moreover, in the study entitled: Entrepreneurship, institutions y peacebuilding, the overall objective is to improve the execution of sustainable entrepreneurship projects that aim for peacebuilding and regional development (Cortés, 2015).

Another research is entitled: Tension between peace and justice in the context of the Colombian post-conflict to achieve personal self-realization. To meet basic needs, the State must implement socio-economic policies that promote entrepreneurship (Echeverría, González & Meléndez, 2015). Also, in the research project: Insertion, integration and equity in the field of work: Post-conflict business scenario in Colombia. It is about how business owners are committed to society by giving opportunities to those people who have suffered the consequences of armed conflict and how this situation impacts their business (García, Duran & Martínez, 2018).

In addition, another research is: social reintegration in the Post conflict, a perspective from Bucaramanga, Santander: Cohabitation and level of preparation. It is about the roles that entrepreneurs must take when making commitments of peacebuilding through Social Responsibility Policies. Those policies benefit their company and contribute to reintegration process by supporting productive and sustainable projects that guarantee its success (Forero, Delgado, Martínez, Sanabria, Serrano & Tello, 2018).

At international level, the research called: Transnational entrepreneurship in a post-conflict society: Sri Lankan perspectives. This research tries to capture the exciting potential offered by post-conflict societies such as Sri Lanka that make efforts to emerge from the shadows of war into a new era of progress (De Silva, 2019).

Also the research entitled: Business as unusual. This study explains about the increase in private economic activity in high-conflict areas in Afghanistan. It asserts that entrepreneurship generates self-employment, if financed, in the private economic activity. Moreover, it can become a strong leverage for economic development as soon as the conflict is reduced in a specific area, even though it continues in other areas of the country (Ciarli, Kofol & Menon, 2015). Therefore,

the objective of this research was to analyze the productive entrepreneurship as a means to facilitate the post-conflict reintegration process in Colombia.

### ***Rural Entrepreneurship***

Taking into account the research was conducted in a village as Tallambi, it is necessary to analyze rural entrepreneurship. According to (Pedrozo, 2016) rural or agricultural entrepreneurship consists of: "Groups or individuals who carry out agricultural activities in an organized manner by forming a business institution" (p. 43).

In this sense, Jaramillo, Morales, Escobedo & Ramos, (2018) express that the rural entrepreneur is a producer who knows its natural, human and material resources, and has knowledge of its current and potential use for food production, and takes into account market conditions.

In the last three decades, the growth of small, medium and large enterprises has been interfered. Despite the fact that there is the Law 1014 that promotes entrepreneurship, social and economic growth since 2006, it has not impacted social groups as a strategy to reduce poverty, conflict resolution and decide how the markets change and consumer interests are transformed based on the conditions that the social context imposes. For this reason, research and training in the business field, seeks to foster the culture of entrepreneurship among communities and specifically to rural ones Tovar, Babativa and Reyes, (2017).

In the same manner, the (Colombian Institute for Agriculture Interaction, 2009) highlights the importance of rural environment when it states that:

Cada joven del sector rural está determinado por las relaciones que establece con su entorno y viceversa, constituyéndose en actores estratégicos del desarrollo, con capacidades, conocimientos y valores propios que los hacen aún más competentes que los adultos rurales en algunos campos (Citado en Suarez; Suarez & Zambrano, 2018, p. 25).

[Every young person in the rural sector is determined by the relationships s/he establishes with his environment and vice versa. They become strategic actors of development, with their own skills, knowledge and values that make them even more competent than rural adults in some fields as quoted in Suarez; Suarez & Zambrano, (2018, p. 25).]

El espacio rural de acuerdo a Esparcía y Noguera (2001):

Un territorio donde se dan una serie de dinámicas y características concretas que se relacionan con la existencia de una escasa distribución de la población en un ámbito donde los espacios no construidos son la nota predominante. Asimismo, se caracteriza por la utilización de los suelos para la agricultura, la ganadería y la ocupación forestal (Citado en Cortés, 2019, p. 2).

According to Esparcía y Noguera (2001) the rural area is:

[A space characterized by a low population in an area where unbuilt spaces are predominant. It is also characterized by the use of soils for agriculture, livestock and forestry occupation (Cited in Cortés, 2019, p. 2)].

On the other hand, according to Cárdenas and Vallejo, (2016) rural development has not only to do with agricultural and livestock activities, but with actions that contribute to improving the quality of life of the rural population. This has been called the new rurality; it is also important to take into account a rural development with a territorial focus, which favors the provision of public goods, and to train municipalities about the Rural Territorial Management Plan. In addition, it is important to consider the investments associated with rural development so that public investment has a considerable impact on the quality of life of the rural population.

A review carried out by Chen, (2019); Pawlak, (2018) and López, (2019) identified that the common elements of rural areas in countries such as China, the European Union, Poland and Russia are: migration from the countryside to the city, decline of the rural community, women forced to work in the countryside with low wages, presenting rural entrepreneurship as a development alternative.

In order to have a global view of the concept of rural entrepreneurship, it is necessary to refer to some countries of global preponderance. First, developed countries such as China will be analyzed as to what have been done regarding rural entrepreneurship. Agriculture and the environment are considered as sources of business capital; however, rural China face major problems such as the one in Colombia such as large-scale migration of rural people and the decline of rural communities. Although, it is important to highlight the strategy of rural revitalization that has been carried out by the Chinese government since 2018 (Zhu, Chen & Chen, 2019).

In addition, according to Lopez, Cazorla and Panta, (2019) the European Union has promoted strategies that support rural entrepreneurship such as regional, cohesion or agricultural policies, according to the objectives proposed by the Europe 2020 Strategy. Among the plans that support young entrepreneurs in both rural and urban context, there is the creation of enterprises, as part of the measures taken by the national or rural development programs financed by the European Agricultural Fund for Rural Development (EAFRD).

In these circumstances Atienza, Lufín & Román, (2016) proposes that the success of rural entrepreneurship depends on the economic conditions (economic dimension) that each region has. Also, customs and culture must be taken into account (sociocultural dimension). Finally, policies must be clear; not only aimed at increasing business creation but also to know the regions that have a precarious development (institutional dimension). Thus, Mora and Constanzo (2018) express that other elements of rural entrepreneurship should be considered as an individual, contextual and ways of acting, interacting and influencing one another.

Similarly, rural entrepreneurship "is important for territories development, since economic and social prosperity depends partly on the entrepreneurial dynamics and improvement of the quality of life of their inhabitants" (García & Díaz, 2018, p.115) Besides, according to Higgins, Schroeter & Wright, (2018) it is necessary that the agricultural entrepreneur must be innovative because it is a fundamental quality especially when the business faces strong competition and operates in a rapidly changing environment. Also, successful agribusinesses are those that adapt to changes and catch the opportunities that might happen. Another rural development strategy is associative entrepreneurship which according to Carmagnani (2008) are consistent with rural entrepreneurship in the production processes among rural families. These processes are oriented towards the improvement of their living and working conditions (Cited in Mora & Constanzo, 2018).

The aforementioned concepts, according to the Organization for Economic Cooperation and Development (2015) recognize the importance that rural entrepreneurship has played in Colombia. Besides, another key role is about innovating, maintaining and developing communities, providing job opportunities and moderating the relationship among agriculture, land usage, community and economic development Newbery, Siwale & Henley, (2017). Therefore, a micro-enterprise is a good option to promote rural development; it is important that farmers have microbusiness or motivate them to create one. Creating a business is a strategy that appears in the new rurality because they do not spend all day in the countryside sowing and harvesting Remilien, Sánchez, Hernández, Servín and Carranza (2018).

### Methodology

As for the research, a quantitative approach was implemented along with a reference framework based on quantifiable and measurable unit of analysis, and the implementation of statistical instruments which sought for economic and social aspects. In the same way, an analytical empirical method was applied, since the data collected comes from the community. The type of research was descriptive, analyzing people's characteristics, properties and profiles in order to measure and evaluate data based on several concepts that constituted the research variables. Thus, the demobilized people's needs were analyzed to propose alternative solutions within the entrepreneurship framework. The data collection technique consisted of a survey implemented to reintegration group comprised of demobilized people living in the Colombia-Ecuador border, in the village of Tallambí. The research sample was taken from 128 ex-combatants from the Territorial Training and Reincorporation, located in the village of Tallambí.

### Discussion and results analysis

One part of this research was aimed at characterizing demobilized people who are in the process of reintegration. This aspect is important to make a diagnosis of their current situation, which is necessary to guide the public policies that strengthen the different areas in which these people have to manage in accordance with the government of Colombia and the national and international organizations; their socio-cultural context, work and political participation. Regarding the reintegration process, Marcial López who is the Cabildo governor in Tallambí, (as cited in KienyKe, 2019, par. 9) expresses:

*Las ventajas son muchas, ya estamos conociendo entidades del Estado y de los diferentes países que vienen y nos visitan. Y esperamos que estos proyectos que lleguen nos beneficien a todos (...) Yo he llegado a unos compromisos con ellos y acá la palabra se cumple.*

[The advantages are many, we have already known State entities and from the different countries that come and visit us. And we hope that the upcoming projects will benefit us all (...) I have made a commitment with them and has to be fulfilled]

Also, it is determined that men are more committed to starting entrepreneurial activities or they have owned a current business or in the past, while women are less interested to start one (Tarapuez, Guzman & Hernández, 2018). It is also mentioned that most reinserted people are young. Although some case studies have revealed that young people are able to start and develop successful business out of nowhere, they must also face numerous problems. They remain largely dependent on their social and economic context and they are vulnerable. In addition, many youngsters decide to become entrepreneurs because they are unemployed, thus it is a necessity self-sustaining (Minialai, Bossenbroek & Ksikes, 2018). Likewise, it can be distinguished that young people from rural areas have a low participation in business creation because of marginalization, inequality, which affect possibility of accessing a well-paid job (Azalea, García, Sánchez & Aldana, 2016).

Thus, according to the information collected, it was found that this population is mostly young people. This population is considered as productive, so that it demands sources of employment or they can create their own company. According to the *Global Entrepreneurship Monitor* (GEM, 2018), 15.7% of Colombian adults, between the ages of 18 and 64, are starting their own business. The *Total early-stage Entrepreneurial Activity* (TEA) an index analysis by GEM, measures the business initiatives and the result is 21.2% in 2018, this is a decisive period for most entrepreneurs because there is greater dynamism, innovation and job creation in this age group.

Regarding education, most of demobilized people have secondary education. Taking into account the objective of this research, this is advantageous because the high school provides a number of tools to learn and train and have a better job performance, also people can continue their studies to be more skillful in their area because entrepreneurial actions should not only be the product of empirical experience or by necessity. It has been said that the basis of development are education and qualified people.

In addition, a third of the demobilized people have taken short-term or technical courses related to crop care, heavy equipment handling, pig farming, cooperation, systems and the Peace agents training course. While two-thirds of participants have a relationship with a partner or live in a domestic partnership and a minimum number have married because of their living circumstances, about a quarter must support two, three or more children, being the father or mother the ones who are in charge of taking care of them and home. This situation can be positive for productive entrepreneurship and the families can be motivated to organize their life project, insure family income and how they generate it. Also, they can adapt and accept the technological changes (Amador & Briones, 2017, p.10).

Moreover, it is important to mention that most of the former guerrilla members, who have been located in the border area, were born in the Department of Nariño. Thus, it can be assumed that they prefer their homeland and close relatives. There is no doubt that by their experience in these communities, they have incorporated a set of customs and these guide their lives, in which cultural preservation is an important aspect of their cultural identity, and respect is one of the values they want to prevail.

Similarly, the demobilized people have a major participation in sports, artistic and community activities such as community work and meetings, these activities are necessarily made in teamwork fostering creativity, innovation and proposition. Their deep-rooted traditions, culture, values, beliefs and community participation are important assets to carry out sustainable and long-lasting projects. therefore, it can be said that the entrepreneurship culture is based on artifacts, values and beliefs (Valenzuela, Sáenz, Mejía & Atau, 2017, p.36)

Regarding the deep-rooted traditions, the family is involved, and for the participants this is something relevant to develop solidarity, while some of them have been able to own a house, about a half live in a house without paying rent as long as they can be employed or create their own or cooperative business. Thus, solidarity is a strong motivation to continue in the process of reintegration into society, even though most of them are engaged in different productive activities and their minimum wages are lower. Therefore, they need to do other jobs to increase their incomes and get a better quality of life for their family.

Respecting to household in the Municipality of Cumbal, the Development Plan expresses:

El municipio actualmente presenta un déficit de vivienda cualitativo del 51.1% y el 1.3 en déficit cuantitativo. Especialmente en familias vulnerables de los resguardos indígenas de Panan, Chiles, Mayasquer y el Gran Cumbal (...) aún siguen existiendo familias que no cuentan con una vivienda propia, viviendas en malas condiciones, hacinamiento, viviendas sin los servicios básicos lo que genera que prevalezcan enfermedades especialmente en los niños y niñas menores. En este sector se gestionará proyectos de vivienda de interés social, tanto del municipio como del cabildo, de acuerdo a los recursos con que se cuenta” (p. 72).

[The municipality currently has a qualitative housing deficit of 51.1% and 1.3 in quantitative deficit. Especially in vulnerable indigenous families in Panan, Chiles, Mayasquer and Gran Cumbal (...) there are still families that do not have their own house, living in poor conditions, overcrowding, houses without electricity and potable water causing and spreading disease,

especially in children. In this sector, a housing project will be managed according to the available resources.] (p. 72).

Therefore, to promote entrepreneurship it should focus on developing programs that foster the wisdom and indigenous tradition, then we can take what is necessary for the processes of entrepreneurship, associativity and productivity. In this sense, it is necessary to propose productive activities that foster culture history and heritage by creating schools where older indigenous people transmit knowledge among young people and children,. In the new stage that Colombia is starting, many indigenous people will return to their home territories and entrepreneurship can be the key to contribute to the reconstruction of these scenarios (Pitre, Cardona & Hernández, 2017).

In terms of work, about half of demobilized people have engaged in agriculture, a quarter is employees and the other quarter do the housework, work as a freelancer or they are students. One of the productive initiatives they have started on their own is the construction of garage for pig farming; they have a machine to produce bricks and a fish pond to grow bream. With this it can be said that a majority is gaining work experience, which is advantageous to propose entrepreneurship programs, creation of individual or associative companies or a popular solidarity economy.

According to the development plan Nariño Corazón del Mundo 2016-2019, the productive, agro-industrial and commercial development program states:

Teniendo en cuenta que en Nariño la mayor parte de los productores agropecuarios son de pequeños productores, con este subprograma se busca desarrollar capacidades productivas y agroindustriales para fortalecer el emprendimiento, la comercialización y la generación de mayores ingresos (...) Conforme a lo anterior, se busca promover el desarrollo de procesos de capacitación al talento humano, de asociatividad, producción y comercialización, además de fomentar proyectos de producción limpia e incentivar la organización de productores con la cultura de producción agroecológica. (p. 165).

[Considering that the majority of agricultural producers in Nariño are small producers, the purpose of this program is to develop productive and agro-industrial strategies to strengthen entrepreneurship, marketing and higher incomes (...) In accordance with the aforementioned, it seeks to promote the development of training process, associativity, production and marketing, as well as promoting cleaner production projects and fostering agro-ecological practices.] (p. 165).

Some of the difficulties demobilized have when looking for a job are related to lack of knowledge, shortages of vacancies, little experience and a low level of education (see Figure 3). The Development Plan in the Municipality of Cumbal 2016-2019 says: “Existen altos índices de desempleo rural que afecta principalmente a la población indígena y campesina de los resguardos de Panán, Chiles, Mayasquer y Cumbal” (p. 150). “[There are high rates of unemployment in the rural area that affect both the indigenous and peasant people in Panán, Chiles, Mayasquer and Cumbal]” (p. 150).

In order to support the municipality taking into account the unemployment problem, this research investigates the possibilities to train the reinserted people about entrepreneurship strategies. The Colombian state supports this project thoroughly by providing technical support to reinserted people, where large companies that have agreements with the Colombian Agency for Reincorporation (ACR), provide training and advice to entrepreneurs (Cristancho & Otálora, 2018).

In the same way, reinserted people are interested in taking part of the creation of micro-enterprises and entrepreneurship; this is stated by 99% of them. In this regard, the amount of seed capital provided in Colombia to invest in entrepreneurship, according to Decree 128 of 2003, is

eight million pesos, if a person wants to create a new business, or to those who have already had a business and want to strengthen it (National Learning Service, 2019).

Another alternative is the Business Development Bank (BANCOLDEX) which allocates non-refundable and co-financing resources to create microfranchising models that allow the growth of their small and medium-sized enterprises that guarantee sustainable incomes to those victims of forced displacement in Colombia (Castillo & Picón, 2018).

One example found in sub-Saharan Africa suggests allowing students and graduate entrepreneurs to access government-backed microcredit schemes, it is important that policymakers are more sensitive to the peculiarities of contexts, as well as individual changing needs and circumstances (Anosike, 2018).

Likewise, methodologies for business development are particularly relevant in the post-conflict context. Thus, it is essential to have the right methodologies to ensure that entrepreneurs not only put their initiatives into structured and coherent business plans, but allow them to access the resources and move towards strong and lasting business (Díaz, 2017).

Thus, research groups such as NTTG and GEOS at University of San Buenaventura Cali have created a model to promote entrepreneurship development in the region. This model fosters integration of efforts for the socio-economic transformation of the territory through entrepreneurship and supports the processes of reintegration promoted by the national government (Mendieta & Mejía, 2017).

In this sense, Colombia's military institutions have provided communication technique known as “*elevator pitch*”, this technique is used to prepare people to make the most of an incidental meeting and later on to make a subsequent appointment in which they can present, expand and deepen their initiatives and, consequently, close a negotiation. In fact, the purpose is to persuade people in decisive periods of transition from conflict to post-conflict and optimize the opportunities to implement an idea of entrepreneurship (Rios, 2018).

On the other hand, one of the guarantees accessed by reinserted people is the access to subsidized health services. In this manner, there are conditions that ensure integral well-being for the whole population, starting from the promotion and prevention in health, and guaranteeing access to the service.

Finally, in the first part of the research, it is important to note that the majority of demobilized people have been organized into a single, multi-active association; some of the resources mostly come from their own contributions, microcredits and credits. These resources are reinvested in working capital; equipment purchase and a payment for workers.

Therefore, the role of cooperativism is a huge challenge of the national government, the Ministry of Labor and the Solidarity Organizations Administrative Unit. The labor union has to make an effective, social, economic and cultural inclusion, developing productive and income-generating projects and decent work. Moreover, the State need to provide access to education, enhance the social fabric in areas threatened by conflict (Herrera, 2017), in addition, it is essential to define policies and strategies for the cooperative sector to access reliable resources (Serna & Rodríguez, 2015).

Thus, it is necessary to implement measures that allow the reintegration process of demobilized people with opportunities to be in productive, either as labor insertion or entrepreneurship.

## **Conclusions**

Reintegration is an economic and social process in the post-conflict period in Colombia, a process that will benefit not only the demobilized people by improving their quality of life, but also the development of communities at the local and regional level. Creating a demobilized people database is important because they were part of a rigidly hierarchical community, guided by customs and values which created another viewpoint. Those characteristics must be taken into account as previous knowledge to establish new knowledge and social practices.

The sociocultural environment is one of the factors that affect the formation of a business mindset, because it encourages people to be skillful in entrepreneurship whether for industrial independence or for a good job performance. This means that the regional economy must react as quickly as the new approaches in entrepreneurship and technological advances appear. The creation of territorial training and reintegration spaces (ETCRs) in the Tallambí community establish a starting point to think about several forms of development because the peace treaty poses significant challenges and the proposals coming from international organizations. In regard to social organization and productivity, they can be innovative. However, the process of reintegration is not easy to carry out, both inhabitants and demobilized people have gradually approached to build consensus through dialogue and create a unified community.

The main purpose of an effective policy of demobilization makes necessary the creation of opportunities and skills development, active participation of demobilized people in social policies, support Colombia's financial relations and international cooperation for productivity projects, a strategy towards the safe and productive region, assistance in training and self-support processes, and finally a close relationship between the reintegration program and productive projects for the demobilized people and Colombia's Unit for Comprehensive Attention and Reparation of Victims.

The majority of demobilized people are young people between the ages of 21 and 30, that is, in productive age, who are part of the economically active population, they are willing to train and carry out entrepreneurship projects to continue their process of reintegration and improve their quality of life, accompanied by governments, institutions and the international community.

Entrepreneurship not only generates the expansion of the entrepreneurial base, considering an increase in employment, investment and economic development, but also social progress reflected in the improvement of the quality of life among the inhabitants. It provides an opportunity to play a productive and valued role in the society, fostering its acceptance and permanence within the community.

Consolidating peace in Colombia demands an active participation of all citizens, social organizations, companies and educational institutions at all levels, with special emphasis on the training of professionals and leaders able to put them into operation (Pachón, 2017). When designing the curriculum, education institutions in Colombia should take into account aspects such as: the World Declaration of Human Rights, the UN Millennium Goals, the post-conflict in Colombia and the principles established by the national government through the Ministry of National Education and the Colombian Agency for Reintegration (Forero, 2019).

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