

PRODUCTION ENTERPRISES AS A COLOMBIAN-ECUADORIAN BORDER REINCORPORATION STRATEGY IN THE CONFLICT

EMPRENDIMIENTO PRODUCTIVO ESTRATEGIA DE REINCORPORACIÓN FRONTERA COLOMBO-ECUATORIANA EN EL CONFLICTO

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Abstract

The aim is to discuss production enterprises as facilitators of the reincorporation process in the post-Colombian-Ecuadorian border agreement. This descriptive research has a quantitative approach and an empirical, analytical method. The data collection instrument is the survey with a sample of 128 reincorporated ex-combatants located in Tallambí, Nariño, on the Colombian-Ecuadorian border. Some results are related to the characterization of the reincorporated ex-combatant in Tallambí, Colombia. Most of them are young people between 26 and 30 years old, of productive age, willing to receive training and consider entrepreneurial proposals to improve their quality of life with the support of the two governments, institutions, and the international community. This study can benefit economic and administrative sciences, such as management and economics, and humanities, such as law. It is vital due to the urgency of proposing development alternatives for reincorporating ex-members of the insurgent group Revolutionary Armed Forces of Colombia (FARC, for its acronym in Spanish) into society under the Peace Accords signed in 2016. It is also relevant for victims and territories adversely affected by the conflict on the Colombo-Ecuadorian border and other countries with this type of issue.

Keywords: Production enterprise, reincorporation strategy, Peace Accords, Colombo-Ecuadorian border, post-conflict, reincorporated ex-combatants.

Resumen

El objetivo es discutir sobre las empresas productivas como facilitadoras del proceso de reincorporación en el acuerdo fronterizo postcolombino-ecuadoriano. Esta investigación descriptiva tiene un enfoque cuantitativo y un método empírico y analítico. El instrumento de recolección de datos es la encuesta con una muestra de 128 excombatientes reincorporados ubicados en Tallambí, Nariño, en la frontera colombo-ecuatoriana. Algunos resultados están relacionados con la caracterización del excombatiente reincorporado en Tallambí, Colombia. La

Recepción: Septiembre de 2020 / Evaluación: Diciembre 2020 / Aprobado: Marzo 2021

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mayoría son jóvenes de entre 26 y 30 años, en edad productiva, dispuestos a formarse y plantearse propuestas emprendedoras para mejorar su calidad de vida con el apoyo de los dos gobiernos, instituciones y la comunidad internacional. Este estudio puede beneficiar a las ciencias económicas y administrativas, como la gestión y la economía, y las humanidades, como el derecho. Es vital por la urgencia de proponer alternativas de desarrollo para la reincorporación a la sociedad de ex integrantes del grupo insurgente Fuerzas Armadas Revolucionarias de Colombia (FARC) en el marco de los Acuerdos de Paz firmados en 2016. También es relevante para las víctimas y territorios adversamente afectados por el conflicto en la frontera colombo-ecuatoriana y otros países con este tipo de problemáticas.

Palabras clave: Empresa productiva, estrategia de reincorporación, Acuerdos de Paz, frontera colombo-ecuatoriana, posconflicto, excombatientes reincorporados.

Introduction

In Nariño, Colombia, many municipalities have been affected by the armed conflict, which is also present throughout the country. In 2016, the National Government, after four years of talks with the insurgent group Revolutionary Armed Forces of Colombia (FARC, for its acronym in Spanish), signed the Peace Accords to solve this problem partially. Then, the post-agreement period started in which all the points agreed upon must be implemented, including the creation of territorial training and reintegration settings (ETCR, for its acronym in Spanish) to gather ex-combatants. Psychologically, irreparable losses must be recognized, ranging from the Government-FARC Peace Accords' contents to the crudest consequences of the violence experienced for more than fifty years and their corollaries for the victims (Gutiérrez, 2017).

The relationship established between the intervening agents and the victims they serve will largely depend on the process of social insertion and integration of people who have suffered exclusion and forced displacement due to the armed conflict (Castro & Olano, 2017). To take a step forward and enter the list of most competitive countries, the Colombian State must orchestrate a solution to the conflict, which in this specific case, will be a process of pacification between the parties confronted with violence (Sanchez, 2016).

The Guáitara River region, the line that marks the border between Colombia and Ecuador, is immersed in this conflict because of problems such as high unemployment rates, an informal economy, a subsistence economy, lack of communication routes, and, generally, inadequate infrastructure with little innovation, low associativity, and little training for work. Any ex-combatant in the process of reincorporating faces these circumstances. The socio-economic environment that receives them once they leave the illegal armed group entails multiple adversities, social inequality, and economic immediacy with a permanent illegality offer from drug trafficking and emerging armed gangs.

The present research is carried out in Cumbal, Tallambí, located south of Nariño, on the Colombian-Ecuadorian borderline. According to the Plan de Desarrollo del Municipio de Cumbal 2016-2019 (2016), it comprises 93 % of the indigenous population belonging to the Pastos ethnic group; the remaining 7 % is a mestizo community. Based on the Departamento Administrativo Nacional de Estadística (2018) census, it has a total population of 32,672 inhabitants, 49 % male and 51 % female. It comprises 11,881 homes, of which 2,427 are located in the municipal seat, 1,259 in the populated center, and 8,195 in the scattered rural area. The economy is based on agriculture, whose produce is traded with Ecuador. Therefore, it is essential to have participation

mechanisms that contribute to social, economic, and political restitution and insert former criminal organizations into the establishment to turn them into production agents in the regions (Martínez & Duarte, 2016).

As background for this research, Pérez (2016) shows the importance of production enterprises for reintegration, considering their characterization and capabilities in income-generating projects. Cortés (2015) expresses that it is necessary to improve the capacities for embarking on sustainable enterprises that promote peacebuilding and local and regional development. Echeverría et al. (2015) conclude that the State must implement socio-economic policies that foster entrepreneurship to cover basic needs. Likewise, García et al. (2018) highlight the relevance of companies' owners committing to society in the context of the conflict and how their obligation to create opportunities for the armed conflict victims impacts their businesses. Forero et al. (2018) assert that entrepreneurs' role is to adopt peacebuilding commitments through social responsibility policies that benefit their company and help reintegration by supporting production and sustainable projects that guarantee the success of the process in terms of inclusion and opportunities.

Internationally, De Silva (2019) attempts to capture the exciting potential offered by post-conflict societies such as Sri Lanka, striving to emerge from the shadows of war into a new era of progress. Ciarli et al. (2015) assure that entrepreneurship is a resilient private economic activity, promotes self-employment, and, if financed, can become substantial leverage for economic development upon reducing the conflict in a specific area, despite continuing in other areas of the country. Thus, the research objective is to analyze the production enterprise as a facilitator of the post-conflict reincorporation process in Colombia.

Literature review

Rural Entrepreneurship: As the research was carried out in Tallambí, a rural area, it is necessary to analyze rural entrepreneurship. According to Pedrozo (2016), rural or agricultural entrepreneurship is understood as “groups or individuals that carry out agricultural activities in an organized way by starting a business” (p. 43). As expressed by Jaramillo et al. (2018), the rural entrepreneur is a small producer who knows their natural, human, and material resources, is aware of their current and potential use for food production, and considers market conditions.

In the last three decades, it has been noted that the growth of small-, medium-, and large-sized enterprises has slowed down. Despite the existence of regulations in Colombia since 2006, especially Law 1014 that promotes entrepreneurship as an economic and social growth factor in the country, no culture roots it as a strategy for poverty reduction, the search for conflict resolution, and the ability to decide under the conditions of the environment based on how markets change and consumer interests transform. Therefore, business research and training seek to become established through communities' entrepreneurial culture appropriation, specifically the rural ones (Tovar et al., 2017).

Accordingly, the Instituto Colombiano de Interacción para la Agricultura (2009) highlights the rural environment's importance. It states that each young person in the rural sector is determined by the relationships they establish with their environment and vice versa, becoming strategic development agents with capabilities, knowledge, and values that make them even more competent than rural adults in some fields (as cited in Suarez & Zambrano, 2018, p. 25). In a rural territory, a series of dynamics and specific characteristics related to the population's scarce

distribution occur and unbuilt spaces predominate. It is also characterized by the use of soils for agriculture, stockbreeding, and forestry (as cited in Cortés, 2019, p. 2).

Moreover, according to Cárdenas and Vallejo (2016), rural development has to do not only with agricultural and livestock activities but also with actions that contribute to improving the rural population's quality of life. This is called the new rurality. Rural development should have a territorial approach that prioritizes the provision of public goods, provide training to municipalities in the operation of the rural land use plan, and consider the impact of public investment on the rural population's quality of life (Bohorquez, Gualdrón y Acosta, 2017).

The reviews carried out by Pawlak (2018) and López (2019) identified that, globally, the common elements of rural areas in places such as China, the European Union, Poland, and Russia are men's migration from the countryside to the city, a decline of the rural community, and women forced to work in the fields with low wages. So, rural entrepreneurship becomes an alternative for rural development.

For a global view of the concept of rural entrepreneurship, some preponderant countries in the world are approached. First, China's actions will be discussed, where agriculture and the environment are sources of business capital; however, Chinese rural areas face significant problems like Colombia, such as large-scale migration of the rural population and rural community decline. It is worth noting that the Chinese central government has undertaken a rural revitalization strategy since 2018 (Zhu et al., 2019).

Besides, according to López et al. (2019), the European Union has promoted strategies that support rural entrepreneurship, such as regional cohesion or agricultural policies, in line with the objectives established in the Europe 2020 strategy. An initiative that seeks to support rural and urban young entrepreneurs is business creation as part of national or regional rural development programs financed by the European Agricultural Fund for Rural Development (EAFRD).

Atienza et al. (2016) suggest that for rural enterprises to be successful, entrepreneurs must consider the economic conditions (economic dimension) of each region and their characteristic customs and culture (sociocultural dimension). There must also be clear policies aimed at increasing business creation rates and identifying the regions with precarious development (institutional dimension). For Mora and Constanzo (2018), other rural entrepreneurship elements that interact with and influence each other should be considered, such as the individual, the environment, and the ways of acting.

Similarly, rural entrepreneurship "is important for the development of territories since economic and social prosperity depends in part on the entrepreneurial dynamics, thus improving the inhabitants' quality of life" (García & Díaz, 2018, p. 115). According to Higgins et al. (2018), the agricultural entrepreneur must be innovative because it is a fundamental attribute, especially when dealing with intense competition and operating in a rapidly changing environment.

Another rural development strategy is associative enterprises, which, according to Carmagnani (2008), agree with rural entrepreneurship in rural family units' production processes. These aspects, in turn, are oriented towards the reproduction of their living and working conditions (as cited in Mora & Constanzo, 2018; García y Hernández, 2018).

Following the Organización para la Cooperación y el Desarrollo Económico (2015), these concepts allow recognizing the importance that rural entrepreneurship has had in Colombia and the critical role it plays in taking advantage of innovation, maintaining and developing communities,

providing employment opportunities, and moderating the relationship between agriculture, land use, community, and economic development (Newbery et al., 2017). Therefore, having a micro-enterprise is a useful instrument when it comes to promoting rural development. Providing farmers with or encouraging them to create a micro-enterprise is a strategy that falls within new rurality because they do not spend all day in the field sowing and harvesting (Remilien et al., 2018; Solanki, Sich y Cupia, 2017).

Methodology

The research forms part of the positivist paradigm since it studies an objective reality, which, according to Quijano (2009), can be known through observation and experimentation. Through the inductive method, general laws can be formulated and then empirically verified to relate causes with effects and explain the observed phenomena.

The quantitative research approach was adopted because the study aims to propose alternative solutions to the population of reincorporated young and adult ex-combatants from the Guáitara border area based on the diagnosis obtained. It requires a reference framework given by quantifiable and measurable units of analysis utilizing statistical analysis resources.

The type of research applied was descriptive because properties, characteristics, and profiles of individuals, objects, processes, or phenomena subjected to analysis are detailed to collect, measure, and evaluate data on various concepts, called research variables. For the study, data was collected on the reincorporated groups' needs to propose alternative solutions within entrepreneurship and the post-agreement period.

Data collection was carried out by surveying the reincorporated groups and interviewing the governmental entities. A mural was also painted with the collaboration of the Tallambí community. This figurative art technique painted or applied directly on a wall, either stone or some construction, highlights the culture, flora, and fauna with striking colors that allude to the region's richness.

The research subjects were the reincorporated ex-combatants (128) who live in Tallambí, the Colombian-Ecuadorian border, were surveyed for diagnosis and provided entrepreneurship training. An interview was also conducted with officials of the following entities: Nariño Governor's Office, Ipiales Mayor's Office, Office for the Reincorporation of Demobilized Combatants, and SENA. Regarding the procedure, the information was obtained in a visit made to Tallambí, finding that 128 reincorporated ex-combatants lived there; thus, they became the research population and sample.

Two questionnaires were prepared for collecting information. One consisted of 36 questions divided into five sections, which supplied information on demographic, socio-economic, business, entrepreneurship, and resource management aspects. The other was an interview with governmental entities' officials to obtain opinions and analyze their policies and targeting for the population under study.

For the documentary review, worksheets were used to record data and bibliography following current typographic and editorial standards. For the quantitative portion, the Excel program was employed to organize and systematize the results and analyze the highest and lowest percentages for each question and the relationship between variables and indicators. Building on Albert Shapero's entrepreneurship theory, the researcher Rodrigo Varela takes the entrepreneurial event as a dependent variable and the individual or business group and situational, political, cultural,

social, psychological, and economic factors as independent variables that impact the process of business creation and the emergence of new entrepreneurs. He affirms that each entrepreneurial event occurs at a specific time due to a dynamic process that gives situational momentum to individuals and in which sociocultural experiences and heritages condition their values and perceptions. This model was applied to information management.

The first instrument contained three open questions about business growth, competitiveness, and sustainability to broaden the spectrum of entrepreneurship and its interpretation. Their answers were thematized to form inductive categories, considering shared references. Based on them, descriptive matrices were prepared to view coherently what the research subject transmits with their own words.

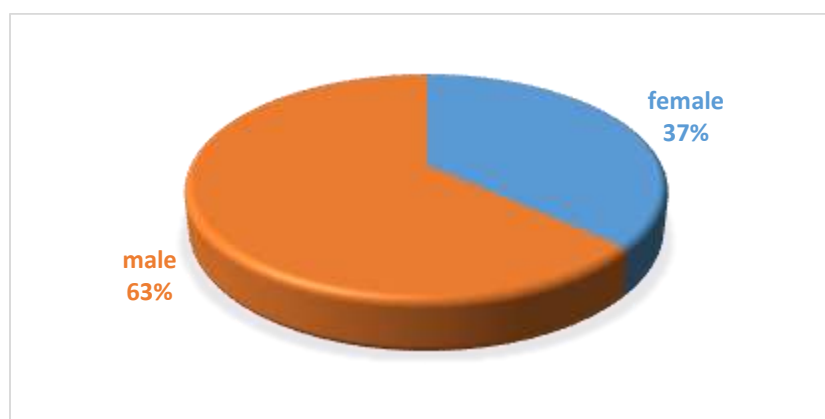
Finally, the data collection techniques were validated with a pilot test performed on a group of entrepreneurs belonging to the Agency for Reincorporation and Normalization (ARN) entrepreneurship program, which provided information on this population's undertakings. It could be established that the measurement of each variable corresponded to their description.

Results

The characterization of the reincorporated ex-combatants from Tallambí, Nariño, is presented below.

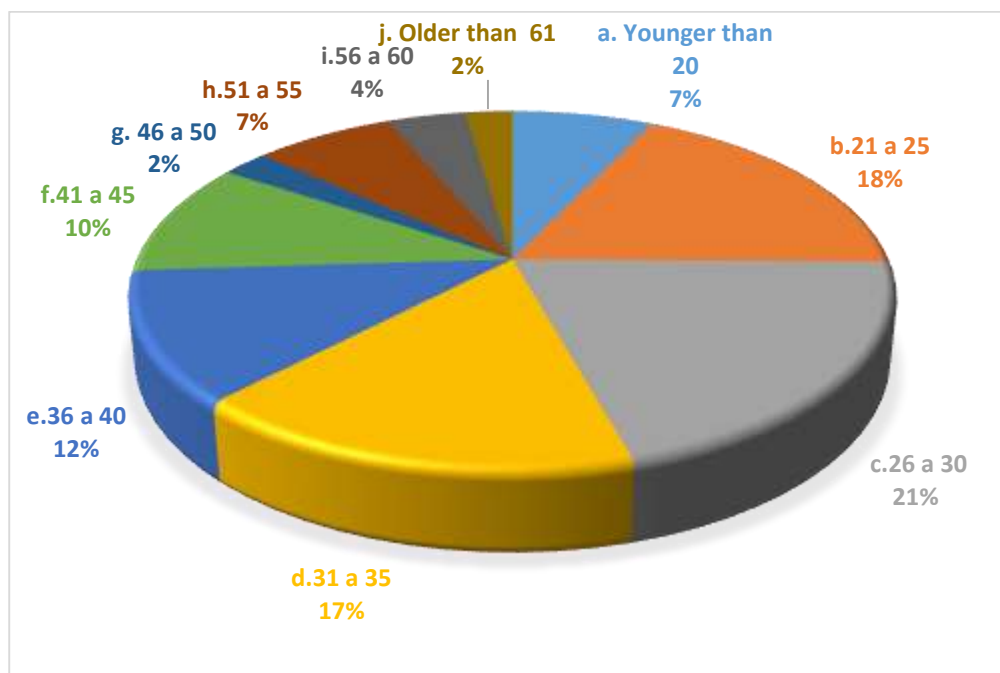
A. Demographic information

Figure 1: Gender



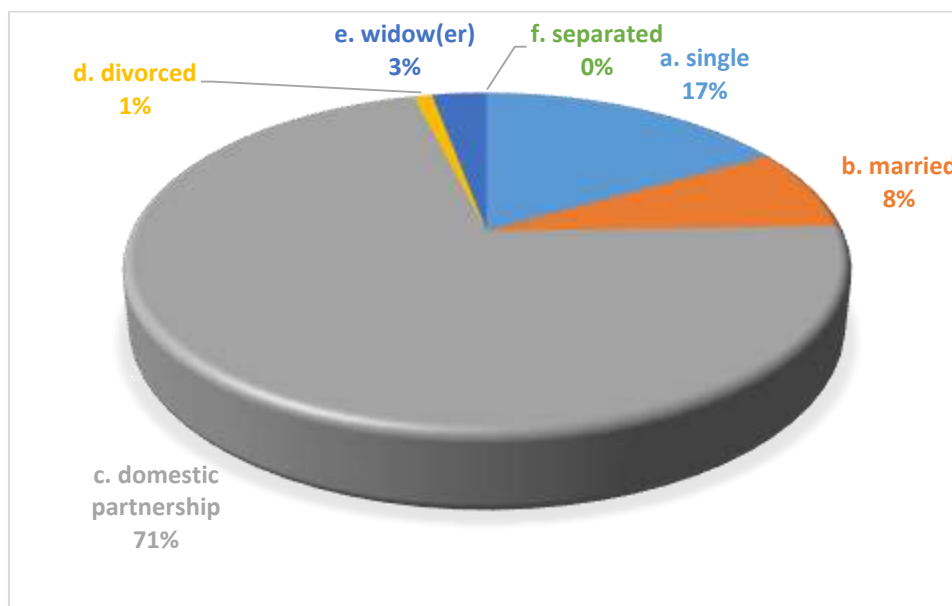
Most reincorporated ex-combatants are male and, according to the Departamento Nacional de Planeación (2018): “Of 10,015 former FARC-EP members, 77 % are men and the remaining 23 % are women” (p. 41), as corroborated by the survey results.

Figure 2: Age



Most reincorporated ex-combatants are young and within the economically active population, as confirmed by the Departamento Nacional de Planeación (2018). It states that the highest percentage of former FARC-EP members is in an age range between 18 and 59 years, given that 97.3 % of the men and 97.5 % of the women registered are in this age group (p. 41).

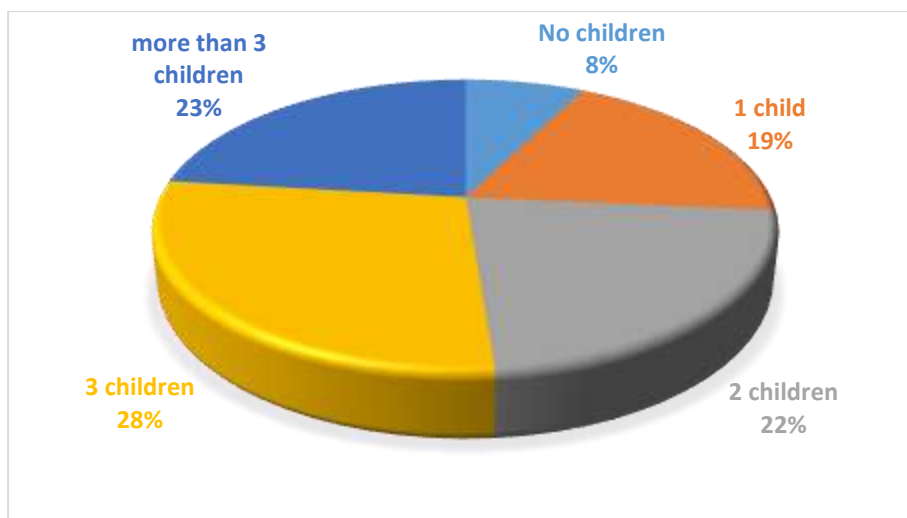
Figure 3: Marital status



Most reincorporated ex-combatants have a domestic partnership, as confirmed by Staff Pacifista (2018). They affirm that according to the DANE survey: “Of the ex-combatants, four percent are married, 49 percent have a domestic partnership, 43 percent are single, three percent separated, and one percent widowed.”

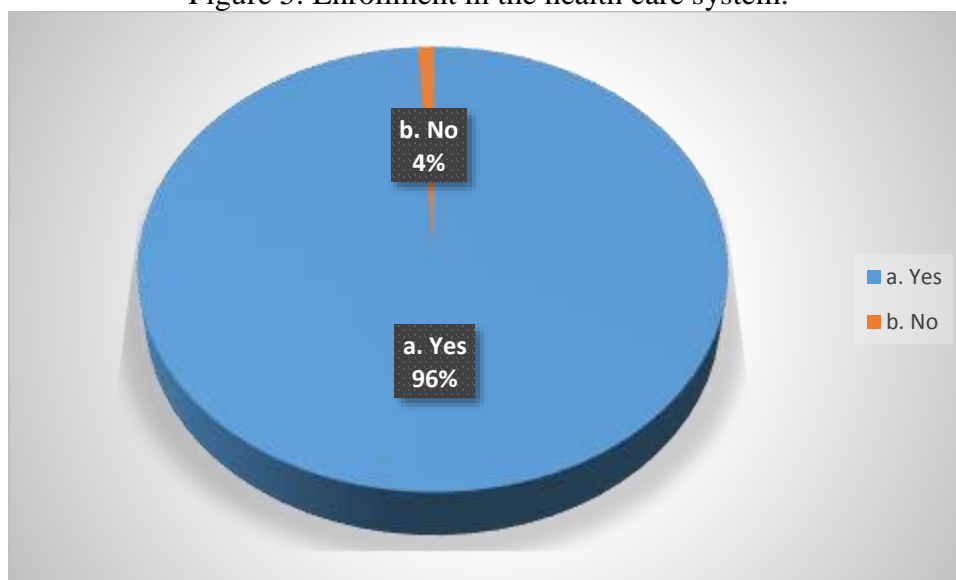
B. Socio-economic information

Figure 4: Number of children



Most families are made up of five members, namely, father, mother, and three children. According to Rodríguez (2019): “Ex-combatant women have an average of three children” (p. 34).

Figure 5: Enrollment in the health care system.



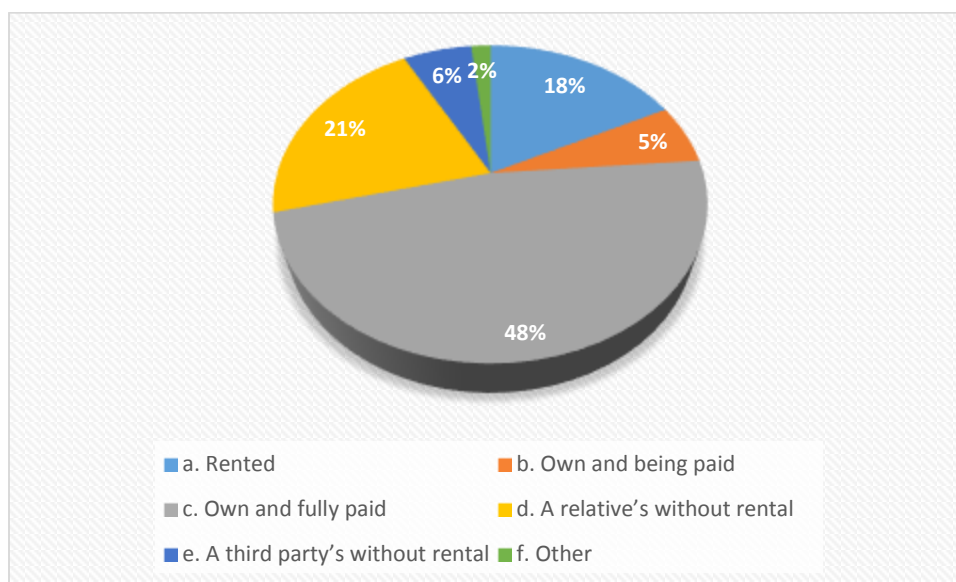
Notably, 96 % of reincorporated ex-combatants are enrolled in the health care system, and 100 % belong to the subsidized system.

Figure 6: Socio-economic class



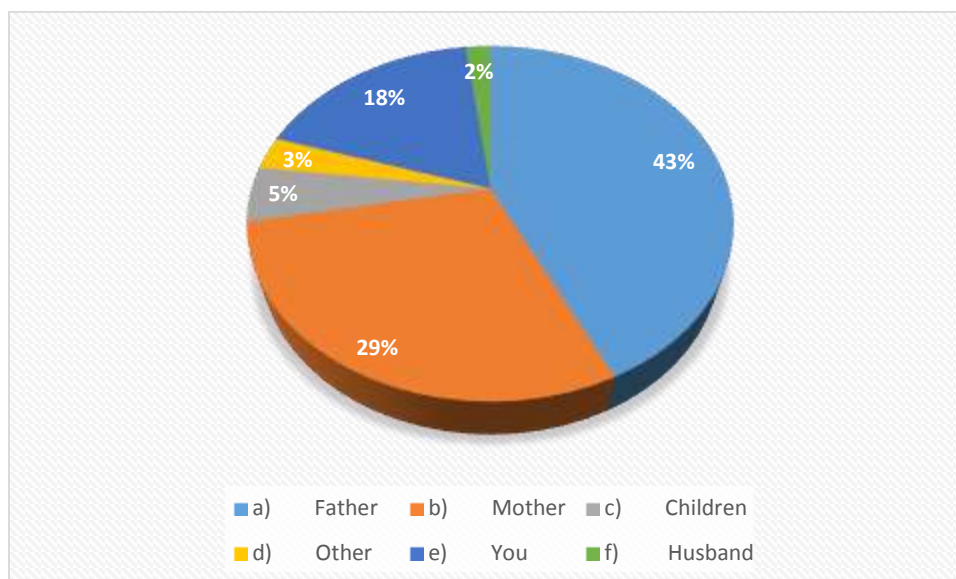
In the rural sector, people generally belong to socio-economic class one, and Tallambí is no exception. This information is corroborated by the 2018 National Population and Housing Census, carried out by DANE (2018). It states that “in Nariño, 61.63 % of dwellings belong to socio-economic class one.”

Figure 7: Type of dwelling



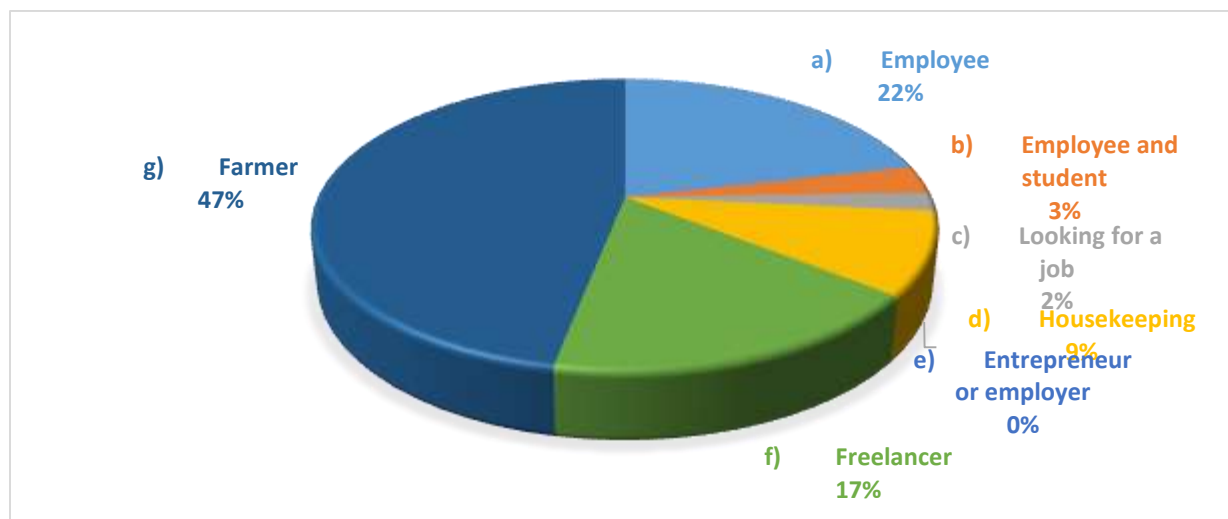
Forty-eight percent have their own and fully paid house. The departmental administration proposes innovative solutions according to each population group's customs and traditions to enjoy a decent, environmentally sustainable home and freedoms with access to opportunities and comprehensive human development. Likewise, the Governor's Office intends to promote inter-institutional strategies for projects related to the habitat component, such as aqueduct, basic sanitation, and complementary urban planning and equipment works. This coordination is required to ensure far-reaching solutions with favorable environments to improve the quality of life of Nariño citizens.

Figure 8: Family members who provide income



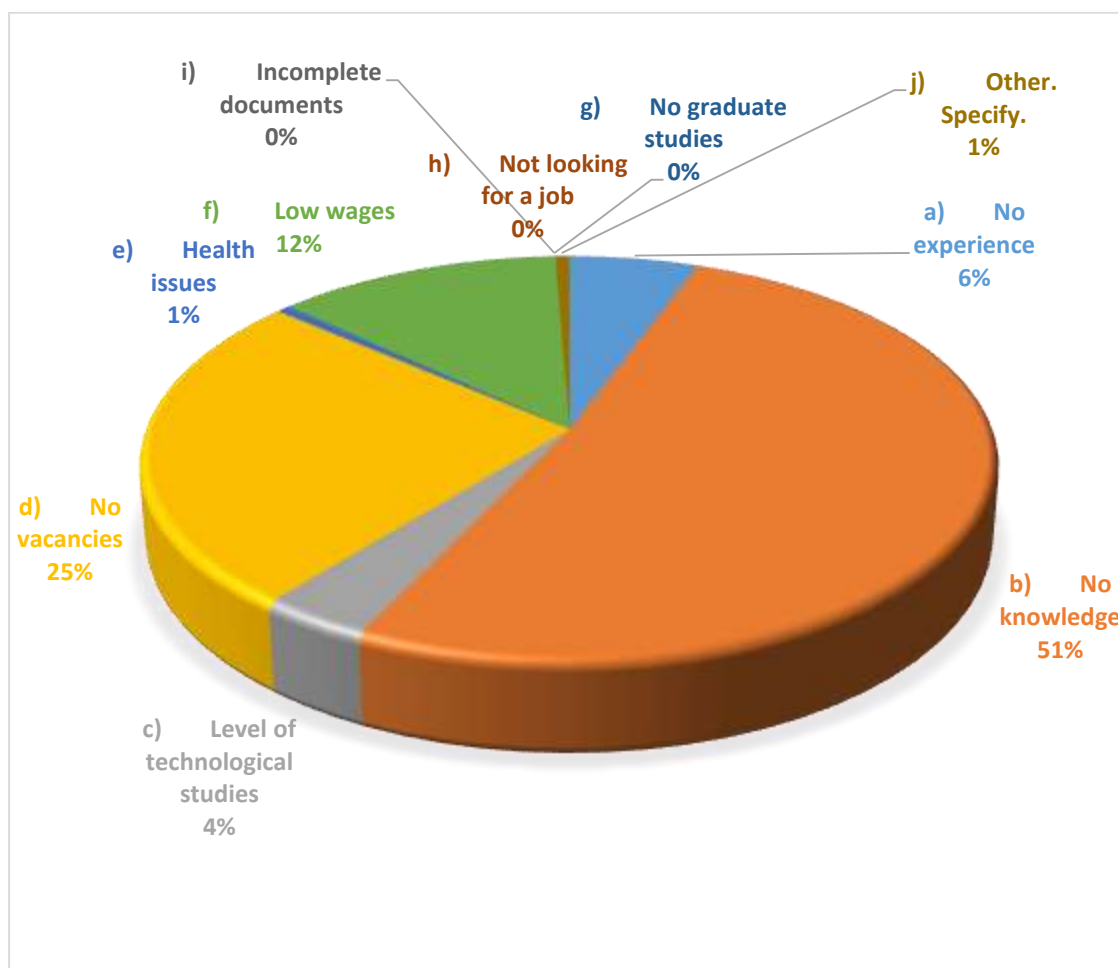
The family member who provides the most income to the household is the father, although the mother also works and provides. It can be concluded that the income variable is directly related to the family motivation to progress.

Figure 9: Activity that requires the most time



Forty-seven percent of reincorporated ex-combatant are farmers, according to the Plan de Desarrollo Departamental de Nariño 2016-2019 (2016). It states that, in Nariño, “concerning occupation, 44.6 % are agricultural and forestry workers, followed by non-agricultural workers and operators with 17.4 %, merchants and sellers with 13.9 %, and directors and public officials with 1 %. In the industry branch component, the sector contributing the most to employment is agriculture with 44.9 %, commerce with 19.6 %, and services with 14.4 %” (p. 222).

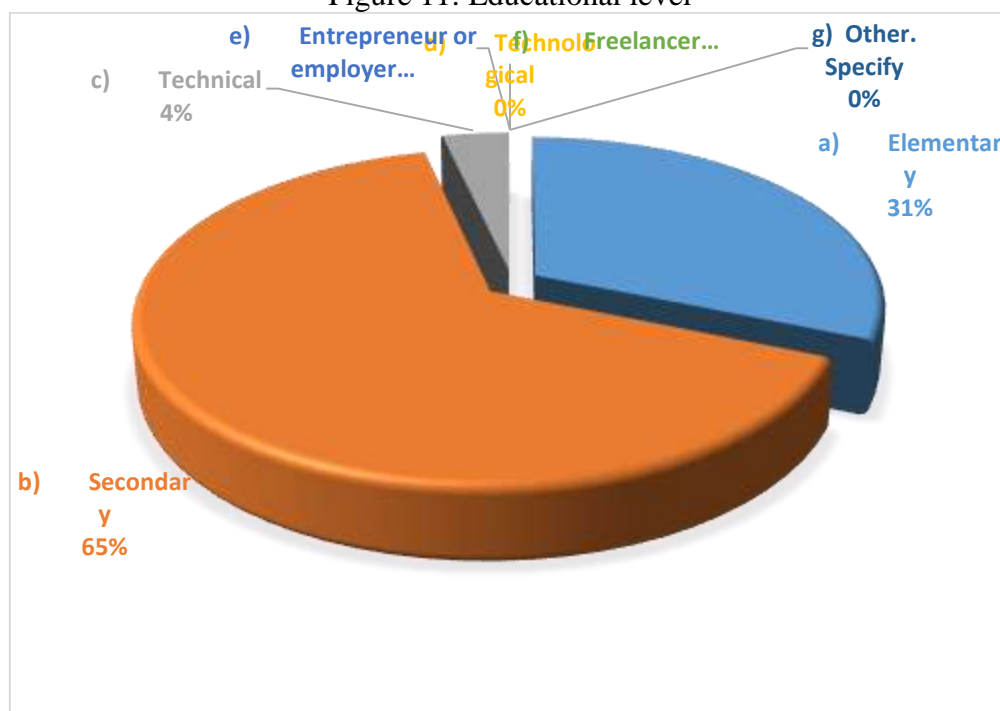
Figure 10: Difficulties in getting a job



Fifty-one percent of the reincorporated ex-combatants have had difficulties getting a job due to a lack of knowledge. According to the Plan de Desarrollo del Municipio de Cumbal 2016-2019 (2016), there are “high rates of rural unemployment that mainly affect the indigenous and peasant population from the indigenous reservations of Panán, Chiles, Mayasquer, and Cumbal” (p. 150).

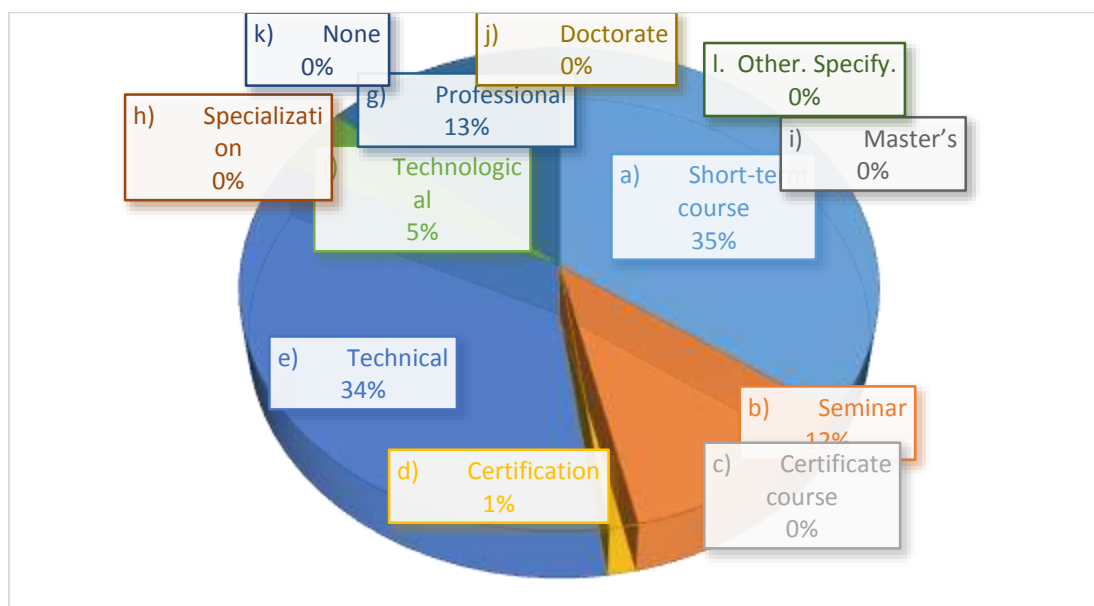
C. EDUCATION

Figure 11: Educational level



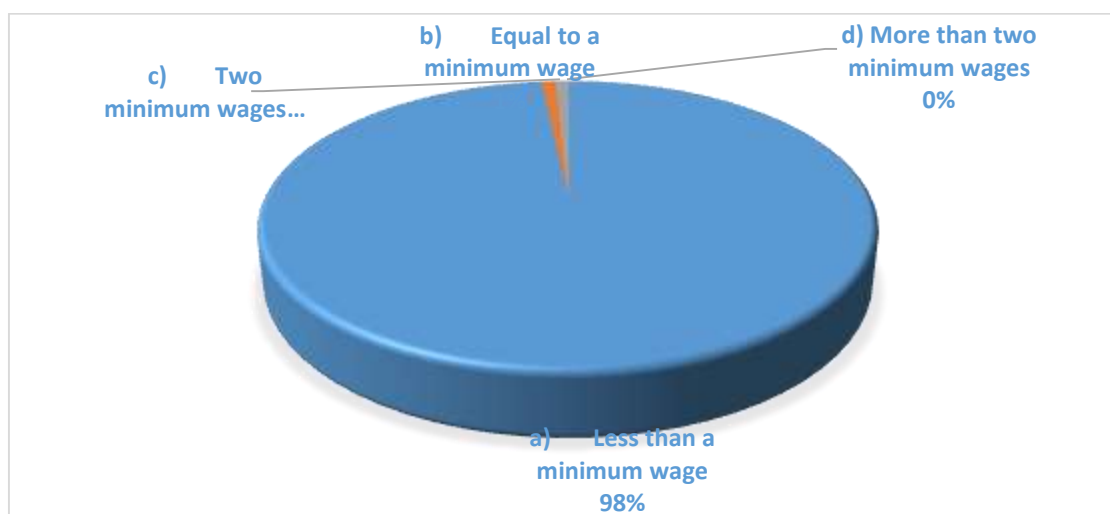
Most reincorporated ex-combatants have secondary education with 65 %. According to the Departamento Nacional de Planeación (2018) regarding the levels of education of the surveyed population, 90 % affirmed that they are literate; 57 % completed at least one grade of elementary school, and only 3 % of the population had access to higher education (p. 42).

Figure 12: Type of continuing education



The type of continuing education that the reincorporated ex-combatants would most like to access is technical. The Plan de Desarrollo del Municipio de Cumbal 2016-2019 (2016) states that technology transfer and technical assistance strategies that may be viable and adaptable by producers have been proposed. They facilitate mechanisms that partly overcome the field's limitations within predominant production systems, contributing to greater competitiveness and sustainability of the Cumbal agricultural sector (p. 149).

Figure 13: Income



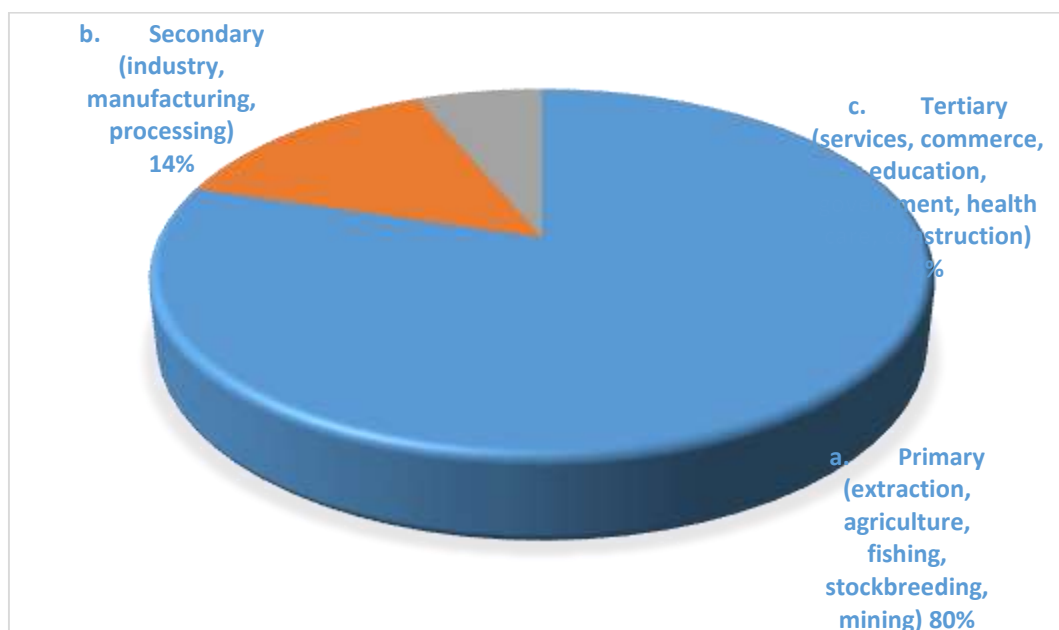
Ninety-eight percent of the reincorporated ex-combatants earn less than a current legal minimum wage, as ratified by the Plan de Desarrollo del Departamento de Nariño 2016-2019 (2016). Concerning income in Nariño, it describes “that 64.2 % of workers earn up to a minimum wage, of which 41.5 % earn up to half the minimum wage” (p. 223).

Figure 14: Desire to have a micro-enterprise



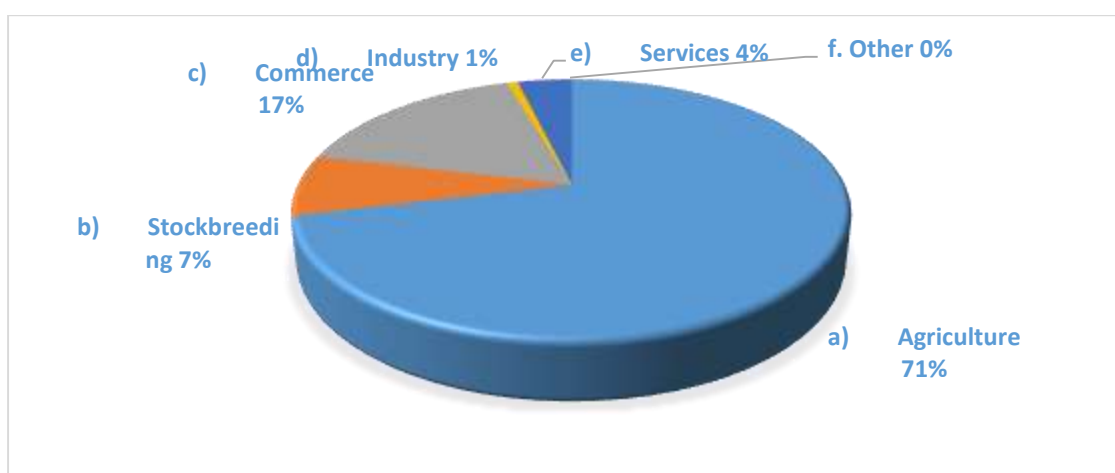
Ninety-nine percent of the reincorporated ex-combatants would like to create a micro-enterprise, as shown in Figure 18. In the Plan de Desarrollo del Municipio de Cumbal 2016-2019 (2016), the municipal authorities affirm, “Our goal is to establish at least four medium-sized companies in the four years of our administration. Each must create a good number of direct and indirect jobs, taking advantage of the potential of our people and the public resources of Los Cabildos, the department, the nation, among others” (p. 257).

Figure 15: Economic activity



Eighty percent of the reincorporated ex-combatants would like to start a business in the primary sector because, as described above, the region is suitable for this type of activity, which is possible to achieve. According to the Departamento Nacional de Planeación (2018), “12,103 reincorporated ex-combatants received economic insertion benefits for business plans or seed capital, home buying or mortgage” (p. 21).

Figure 16: Type of economic activity



The type of economic activity that most attracts their attention is agriculture, with 71 %. There must be initiatives to keep agricultural lands producing. For example, agritourism is a way to provide value added and potentiate comparative advantages, products, and location near urban and tourist areas with diversification processes. This alternative strategy can be implemented by

farmers to survive and even strive in the current changing agricultural climate, increase income, create new opportunities, and avoid the underutilization of resources (Barbieri & Mahoney, as cited in Pedrozo, 2016, p. 42).

Discussion/analysis

The first part of the research aims to characterize the people who turned swords into plowshares and are in the process of reincorporating into society, which is vital to diagnose their current situation. This characterization is necessary to guide the public policies formulated from now on to strengthen the different areas in which they have to operate with the State's and national and international organizations' commitment.

Referring to the reincorporation process, the Tallambí Council Governor, Marcial López (cited in KienyKe, 2019, para. 9), recognizes that “advantages are many. We are getting to know State entities and the different countries that come and visit us. And we hope that future projects will benefit us all (...) I have made some commitments with them, and one's word is one's bond.”

According to the information collected, this population is mostly men. Regarding gender, men are more related to a firm entrepreneurial intention or owning a business now or in the past, while women are more related to a vague entrepreneurial intention (Tarapuez et al., 2018).

It is also mentioned that the majority of the reincorporated ex-combatants are young. Although the case studies show that young people can start and conduct their businesses, sometimes out of the blue, and seem to be quite successful, they also face numerous problems. They remain highly dependent on their social and economic context and are, therefore, vulnerable (Minialai et al., 2018). Also, young people in rural areas hardly participate in business creation because of phenomena such as marginalization and inequality (Canales et al., 2016).

Young people are of productive age; so, they demand employment sources or incorporating their own company. The General Entrepreneurship Monitor (2018) states that 15.7 % of Colombian adults between 18 to 64 years of age are starting a business activity. The index analyzed by the GEM, the Total early-stage Entrepreneurial Activity (TEA), measures business initiatives, which is 21.2 % for 2018. In this decisive period for most entrepreneurs, there is more dynamism, innovation, and job creation.

In terms of education, most reincorporated ex-combatants have a secondary education. For the case analyzed, it is a strength since high school provides a series of tools to receive training and education for work with consequent better work performance. A third of the reincorporated individuals take short-term or technical courses in crop care, heavy machinery handling, pig farming, cooperatives, systems, and peacekeeping.

Although two-thirds of the participants maintain a domestic partnership and few have contracted marriage due to their life circumstances, about a quarter must support two, three, or more children as heads of household, mostly the father or mother. Several authors consider that the entrepreneurial initiative is mainly associated with age, marital status, and education level since it requires creativity, innovation, entrepreneurial spirit, lower aversion to risk, and greater sensitivity to technological changes (Amador & Briones, 2017, p. 10).

The reintegrated ex-combatants participate mostly in sports, artistic, and community activities such as *mingas* (voluntary community work) and neighborhood meetings, in which teamwork, creativity, innovation, and proactivity are necessarily put into practice. Roots, culture,

values, beliefs, and community participation are vital assets to undertake long-lasting and sustainable production projects. In this regard, it is stated that business culture involves artifacts, values, and assumptions (Valenzuela et al., 2017, p. 36)

Therefore, for promoting entrepreneurship, the focus should be on developing programs that accentuate indigenous wisdom and tradition and, from this material, extract what is necessary for entrepreneurship, associativity, and productivity. Planning schools for passing on knowledge from older indigenous people to young people and children can create an opportunity to encourage production activities without ignoring history, the prominent heritage of this population (Pitre et al., 2017).

As to work, about half of the ex-combatants are engaged in agriculture, a quarter is employed, and the other quarter has occupations such as housekeeping, freelancing, or studying. The production initiatives that the reincorporated ex-combatants have started on their own include a pen to house 13 broiler pigs, a machine to produce bricks, and a pond to breed tilapia. It can be said that a majority is gaining work experience, which allows proposing entrepreneurship or business creation programs, either individual or associative.

The difficulties in getting a job are related to a lack of knowledge, low vacancies, little experience, and a low technological education level. According to the Plan de Desarrollo del Municipio de Cumbal 2016-2019 (2016), “there are high rates of rural unemployment that mainly affect the indigenous and peasant population of the reservations of Panán, Chiles, Mayasquer, and Cumbal” (p. 150).

Because of unemployment, the research looks into the possibilities of providing entrepreneurship training to the group of people being reincorporated to help the municipality, which is 99 % backed. For ex-combatants, the Colombian State offers technical support, where large companies that have agreements with the ACR provide training and advice to entrepreneurs (Cristancho & Otálora, 2018).

Ex-combatants’ interest in reincorporation, entrepreneurship, and micro-business creation is high, as stated by 99 % of them. The amount of seed capital provided in Colombia, according to Decree 128 of 2003, is eight million pesos as a maximum to invest in an undertaking, if a new business, or in strengthening, for those who have been running a business for a year (Servicio Nacional de Aprendizaje, 2019).

Another alternative is the Business Development Bank (BANCOLDEX). It allocates non-repayable co-financing resources to proposals whose purpose is to create micro-franchise models for victims of forced displacement in Colombia, grow MSMEs, and establish formal business units to guarantee the generation of sustainable income (Castillo & Picón, 2018). An example is sub-Saharan Africa, which enabled students and entrepreneurs to access government-backed microcredit financing schemes. So, policymakers must be more sensitive to contexts’ peculiarities and the individual changing needs and circumstances (Anosike, 2018).

Likewise, the methods for business development are especially relevant in the post-conflict scenario. It is essential to have the appropriate ones to ensure that entrepreneurs can not only translate their initiatives into structured and coherent business plans but also access the resources required to start their enterprises and move towards stable and lasting business forms over time (Díaz, 2017). Research groups such as NTTG and GEOS from the Universidad de San Buenaventura, Cali, have created a model to boost the entrepreneurial attitude in the region, join

efforts for the socio-economic transformation of the territory through entrepreneurship, and support the reincorporation processes promoted by the national government in the region (Mendieta & Mejía, 2017).

Meanwhile, Colombia's military institutions have made available a communication technique known as an elevator pitch to prepare people to make the most of an unexpected encounter and achieve a later appointment to present, expand and delve into their initiatives, and, ultimately, close a deal. Indeed, knowing what, how, and whom to say it in decisive periods of the transition from conflict to post-conflict can optimize the opportunities for broader exposure to undertake an entrepreneurial idea (Ríos, 2018).

It should be noted that most reincorporated ex-combatant are organized in a single multi-asset association. Its resources mostly come from their contributions and a few from microcredits and credits, which are reinvested in working capital, purchase of necessary equipment, and remuneration for workers. Thus, cooperatives are a massive challenge to the national government, the Ministry of Labor, and the Special Administrative Unit for Solidarity Organizations. The unions in the sector must make social, economic, and cultural inclusion effective, implement production projects, generate income, create decent jobs, and take the place of the State in giving access to education, and building and repairing the social fabric in areas threatened by the conflict (Herrera, 2017). Besides, it is crucial to define policies and strategies for the cooperative sector to access reliable resources (Serna & Rodríguez, 2015).

Finally, it is necessary to take measures that permit the insertion and permanence of the demobilized population in legality with coordination mechanisms in production chains, either jobs or undertakings.

Conclusion

Reincorporation is an economic and social process in the post-conflict period in Colombia that will benefit the reincorporated ex-combatants by improving their quality of life and the development of communities locally and regionally. For the Tallambí community, the creation of ETCR somehow gives way to think about other forms of development since the Peace Accords pose critical challenges. The proposals of international organizations and academia in terms of social organization and productivity can be innovative.

Entrepreneurship not only expands the business base, with a consequent increase in employment, investment, and economic development, but also social progress reflected in the improvement of the inhabitants' quality of life. It provides an opportunity to play a productive role valued by society, fostering acceptance and permanence within the community. Although entrepreneurship constitutes a valid strategy for inclusion and productivity of ex-combatants being reintegrated into society, it requires an educational process to grasp concepts and practices for the creation of businesses and production projects.

Limitation and study forward

This study has some restrictions: (i) the study population is limited to the reincorporated ex-combatants located in Talambí, Nariño, Colombia, and (ii) the sample did not uniformly represent the entire Colombian-Ecuadorian border. Consequently, the result may not ideally represent the population of the area. Other studies could consider populations from another place and compare their results with those obtained in this research, thus covering a larger sample.

Acknowledgement

The authors express their gratitude to Santiago Moreno Chavez, Director, Corporación Universitaria Minuto de Dios, Pasto Regional Center, and Friar Daniel Omar Sarria Tejada, OFM Cap. President, Universidad CESMAG, for their interest and support in the research work.

Authors contribution

All co-authors made considerable contributions to the article. The first author proposed the research idea and completed the state of the art by a rigorous review of the existing literature as a basis for the discussion. The second author analyzed the data and interpreted the analysis results. The third author provided the conclusions and reviewed the entire article.

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