

Solidarity Organizations: Mediation Instruments And Business Development For The Construction Of Peace In The Montes De María

Santander De La Ossa Guerra¹, Jorge Buelvas Soto¹, Kebin González Martínez¹

¹Universidad de Sucre, Sincelejo, Colombia.

ABSTRACT

From the theoretical conception of development plans with a territorial approach, as a strategy for the peace agreements implementation, the solidarity organization is conceived as a mediation instrument for the construction of stable and lasting peace, through business development, in the dominance of the peasant and family economy. This work's purpose was to analyze solidarity organizations' two successful experiences in the municipalities of Ovejas and Chalán. The research was developed within the qualitative approach framework, with a cross-sectional case study design. The open interview was used as an instrument for collecting information. Finally, it was possible to determine what was the negotiators of the peace process success, to think of the solidarity organizations as measuring instruments for the peace construction; the analyzed cooperatives advances show a business development that can be framed in the local economic development approach; Likewise, these cooperatives offer the ideal scenario to develop reincorporation processes.

Keywords: Solidarity organizations, mediations, business development, peace agreements, Montes de María

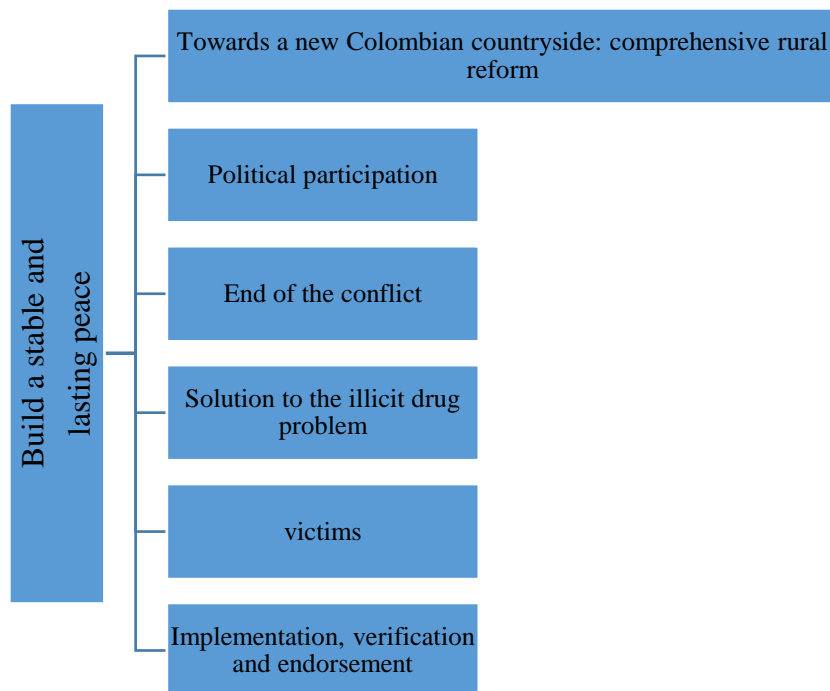
1. INTRODUCTION

The final peace agreement signed between the Colombian Government and the FARC-EP guerrillas in 2016 has meant a new chapter opening for Colombias' history. Which has been considered as "the opportunity to build peace". The final agreement was structured on six (6) main lines, designed with the building aim a stable and lasting peace. It is presented in Figure 1. (Office of the High Commissioner for Peace, 2016).

In line number one (1), "towards a new Colombian countryside", the integral rural reform aims to lay the foundations for a structural countryside transformation and create well-being conditions for the peasant population, as a mechanism to reverse the conflict effects, and counteract the adverse conditions in which the peasantry has lived. These conditions, which have become, in one way or another, a propitious scenario for the birth, strengthening and

violence permanence in the territory. For the integral rural reform implementation, the agreements contemplate various strategies aimed at strengthening "national agricultural production and especially peasant, family and community production." The strategies seek to: 1) democratize access to and use of land; 2) implement Development Programs with a Territorial Approach (PDET) and, 3) prepare and implement national plans for comprehensive rural reform (Presidency of the Republic & FARC-EP, 2016).

Figure 1: Thematic axes of the peace agreement



In the development theoretical conception plans with a territorial approach and the national plans for the integral rural reform, it has been proposed as one of the axes " the creation, strengthening, support and financing services of solidarity organizations and processes promotion strategies organizations through solidary associativity". The foregoing is evidenced in the final agreement document, where "the development of the peasant and family economy (cooperative, mutual, communal, micro-enterprise and solidarity association)" is proposed, and in the final agreement implementation framework plan document, where it is proposed the National Plan implementation for the Promotion of the Solidarity Economy – "Planfes" (REYES & RAMÍREZ, 2021).

In this manner, the solidarity organization is perceived as one of the viable instruments for a stable and lasting peace construction, especially in what has to do with the reincorporation processes of the armed actors to the political, social and economic life, and rural integration reform. In this direction, the National Government creates the solidarity organization called

"Social Economy of the Common" -ECOMÚN- through decree law 899 of 2017 and, The National Plan for the Solidarity Economy and Rural Cooperative promotion -Planes-. ECOMÚN was created with the economic and social reincorporation promoting aim of the FARC-EP members, with the capacity to group together other solidarity organizations that exist or are organized at the national level or in the territories. Planfes was created as part of the commitments established by the peace agreement and defines the strategy to stimulate different associative forms based on solidarity and cooperation.

The analyzed referents show that, from the peace agreement theoretical conception, the solidarity and cooperative organization is thought as a mediation instrument and business development for a stable and lasting peace construction, therefore, the present work proposes analyze what has happened in practice, in the municipalities of Ovejas and Chalán from Montes de María in Sucre. What achievements have been made in peace terms, through the development of solidarity economy organizations and cooperatives, as the peace process mediation strategy.

2. THEORETICAL FRAMEWORK

2.1. Co-operativism

2.1.1. Historical, philosophical, and doctrinal review of cooperatives as an option for social and economic development

When a concept's theoretical review of corporativism is made, and one looks towards its origins, the existing literature refers to the year 1844; year in which the Rochdale Pioneers founded the modern cooperative movement in Lancashire (England) in their desire to find a viable alternative that would allow them to meet their food needs, due to the fact that their low salary did not allow them to access a decent diet. At the time, the basic decision was to pool their few resources to be able to access products at lower prices (ACI, 2021). In this regard, Noriega (2004) states that cooperativism has historically been an alternative for many people to seek solutions for some of their problems. The cooperative or solidarity model has always been seen as a third way, taking into account that, on the one hand, capitalism as an economic system is endowed with principles and productivity concepts and efficiency, but is based on individualism, wealth accumulation and selfishness. At the other extreme, there is the State, which has proven to be inefficient in solving community problems, apart from being plagued by inoperative bureaucracy and corruption problems.

Cáceres (2021) states that, although the cooperatives' origin is usually located in 1844 with the "Equitable Society of Rochdale Pioneers" creation. There is a previous doctrinal development made up of several authors, which gives conceptual support to that first

consumer cooperative consolidation. That doctrinal conception part development, that many of the social problems that humanity experiences, are an economic system product based on competition between individuals such as capitalism. This conception allowed thinkers such as: Robert Owen, Charles Fourier, William King, William King, Jean-Philippe Buchez, Michel Derrion, Louis Blanca to make a propose to intervene in the system, acting on its key elements, such as the production, distribution, consumption, and payment of capital. All this based on the cooperation concept as a means of social transformation, in a first moment from the theoretical and then from practical implementations. Table 1 shows a summary of its main postulates.

Table 1: Cooperativism thinkers' proposal

Author	Country	Problem they were trying to solve	Cooperative principles
Robert Owen Robert	England	Problems of production, education, and life	-Voluntary and democratic adherence. -Retribution to the capital by means of a limited interest. -Political and religious neutrality. -Promotion of education.
charles fourier	France	Production problem and the imperfections of the distribution of goods.	-Voluntary membership. - Democratic functioning. -Cooperative Return -Mutual help. -Harmony of interests between capitalists, workers and consumers. -Remunerate the capital in proportion to the result of the activity.
William King	England	Consumption, savings, production, transfer of the means of production into the hands of cooperative ownership.	-Voluntary character. -Religious neutrality. -Self-help among workers.
Jean Philippe Buchez	France	To improve the condition of free	-Democracy. -Open door.

		laborers and to introduce property and good faith in the markets	-Cooperative return in proportion to their work
Michel Derrion	France	Business that contemplates social security and that provides for a social fund that allows works to be carried out in favor of the less favored.	-Distribution of surpluses in proportion to its operations. -Open doors. -Participation of associates in management. -Retribution to capital through a percentage of profits.
Louis Blanc	France	Substitution of the competitive system for another based on cooperation.	-Election of leaders among the associates. -Control in the hands of associates. -Autonomy.

Source: Own construction based on Cáseres (2021)

The development of corporativism at the international level as a mechanism to counteract the increase in inequalities between rich and poor gained strength, to the point that, in 1895, that is, 51 years after the Rochdale cooperative founding; Based on commitments to peace, democracy, and political neutrality, the "International Cooperative Alliance - ICA" is created, with the aim of defining, disseminating and defending cooperative principles and the international trade development between organizations in the sector. Cooperatives from Germany, Argentina, Australia, Belgium, Denmark, United States, France, Holland, India, England, Italy, Serbia, and Switzerland participated in the founding act (Regional Youth Committee, 2021).

In 1995, the ICA approved a revision of the cooperative principles and values in compliance with its mission objective. In terms of values, it confirms that cooperatives are based on self-help values, personal responsibility, democracy, equality, equity, solidarity, ethical honesty values, transparency, social responsibility and concern for others. In terms of principles, it ratifies six of them that were already consolidated from two previous reviews, that of Paris in 1937 and that of Vienna in 1966; among which are related: 1) voluntary and open membership, 2) democratic management by members, 3) members economic participation, 4) autonomy and independence, 5) education, training and information, and, 6) cooperation between cooperatives; and included a seventh principle: "concern for the community"

(International Cooperative Alliance, 2017). In table 2., a summary of the cooperative principles is made.

Table 2: Cooperative principles

Beginning	Description
Voluntary and open membership.	Cooperatives are voluntary organizations open to all persons capable of using their services and willing to accept the responsibilities of membership, without discrimination based on gender, social status, race, political or religious conviction.
Democratic management by members.	Cooperatives are democratic organizations under the control of their members, who actively participate in determining their policies and making decisions. The men and women who serve as elected representatives are accountable to all members. In first grade cooperatives, members have the same voting rights (one member, one vote) and cooperatives at other levels are also organized democratically.
Economic participation of the members	Members contribute equitably to the cooperative's capital and control it democratically. At least part of said capital is usually the common property of the cooperative. Members typically receive limited compensation, if any, on contributed capital as a requirement of membership in the cooperative. The members allocate the distributable surpluses to any of the following purposes: to the development of the cooperative, possibly through the creation of reserves, at least a part of which will be indivisible, to the remuneration of the members in proportion to their transactions with the cooperative, and to defray other activities approved by the members.
autonomy and independence	Cooperatives are autonomous, self-help organizations controlled by their members. If they enter into agreements with other organizations – including governments – or if they receive capital from external sources, they do so under conditions that guarantee democratic control by their members and that respect their cooperative autonomy.
Education, training and information	Cooperatives offer education and training to their members, elected representatives, managers and employees so that they can contribute effectively to the development of the cooperative. They also inform the public, especially young people and opinion leaders, about the nature and benefits of cooperation.

Cooperation between cooperatives	Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional, and international structures.
Community concern	Cooperatives work for the sustainable development of their communities through policies approved by their members.

Source: (International Cooperative Alliance, 2017)

Since the ICA Declaration on the Cooperative Identity in 1995, the cooperative has been defined as “An autonomous association of people who come together voluntarily to satisfy their common needs and aspirations of an economic, social and cultural nature through a jointly owned company and democratically managed.

2.1.2. Conceptual elements of cooperativism and solidarity economy in Colombia.

Colombian legislation established two differential conceptual delimitations for cooperativism and solidarity economy.

The conceptual delimitation of cooperativism is contemplated in Law 79 (1988), which was issued with providing purpose to cooperative sector in a favorable framework for its development in the national economy fundamental part. In the aforementioned law, the cooperative principles declared by the ICA in 1995 were incorporated and seven (7) objectives are established, aimed at: 1) facilitating the application and the doctrine practice and cooperativism principles, 2) promoting the development of cooperative law as a general legal system special branch, 3) contribute to the strengthening of solidarity and the social economy, 4) contribute to the exercise and democracy improvement through active participation, 5) strengthen the national support, departmental and cooperative sector, 6) promote the cooperative sector participation in the design and economic execution and social development plans and programs, and 8) promote the strengthening and consolidation of cooperative integration in its different manifestations.

Similarly, Law 79 of 1989 established a conceptual delimitation for cooperatives, which it defines as “associative non-profit company; where the workers or users, as the case may be, are simultaneously the contributors and managers of the same, created with the aim of jointly and efficiently producing or distributing goods or services to meet its associates needs and the community in general.

Regarding the solidarity economy, the conceptual delimitation is established in Law 454 of 1998. which in its second article, it is defined as "the socioeconomic, cultural and environmental system made up of the social forces set organized in associative forms identified by solidarity, democratic and humanistic self-management practices, non-profit for the integral human being development as a subject, actor and for the economy purpose”.

Within the legal framework described, a non-profit typology entities (ESAL) has been consolidated in Colombia. They are classified as common system entities in general terms, such as: associations, corporations, and foundations. Also, in the solidarity sector entities the cooperatives, pre-cooperatives, including the associated work ones, as well the employee funds and mutual associations (Chamber of Commerce of Sincelejo, 2021). In Chalán and Ovejas municipalities case, a total of 60 ESALs have been created between 2017 and 2021, of which 58 are associations and 2 cooperatives, as shown in Table 3.

Table 3: Non-profit entities created in the municipalities of Chalan and Ovejas between the years 2017-2021

ESAL	MUNICIPALITIES		GRAND TOTAL
	HORSEDEALER	SHEEP	
ASSOCIATIONS	19	39	58
COOPERATIVES	1	1	two
Grand Total	twenty	40	60

Source: Sincelejo Chamber of Commerce-2021

2.2. Mediations in solidarity and cooperative organizations.

In peacebuilding context, the mediation concept becomes relevant and should be analyzed within "imperfect peace" framework paradigm. It represented by all those initiatives in which conflict is reduced, based on personal conditions and certain social. In this framework, the need arises for a world in complexity reading. That is, imperfect peace can be thought of as a process that is under permanent construction. It is dynamic, flexible, and unfinished. It is an unfinished process that is built day by day, and step by step. It is well worth observing and analyzing the actions that contribute to its construction and recognize the social processes in which peace is not only a good life expression, but is also the foundation of a life in common (Muñoz & Molina, 2009).

The peace agreements between the national government and the FARC-EP signed in 2016, recognize the importance of solidarity and cooperative organizations in various and diverse aspects. Especially considering that the stable and peaceful lasting peace construction is intended. Which implies actions that contribute to peace culture in the territories. In this context, mediations become relevant as ways of uniting to everyone in a group for their needs and interest's satisfaction. Therefore, the measurements must be thought within a peace culture that promotes a fairer and more equitable society (Sánchez-Jiménez et al., 2021). In this sense, cooperatives and other solidarity economy organizations offer an ideal setting for mediation in peacebuilding, an issue that was recognized in the agreements final document

and that already has practical and real implementation cases, among others, in Ovejas and Chalán municipalities from the Department of Sucre.

The interaction that solidarity organizations development implies as peace mediation instruments, places human complexity at the analysis center, which is loaded with perceptions, pre-judgments, pre-knowledge, and the human being experiences. They represent cooperative values application such as self-help, solidarity, concern for others and democracy. The values that require sensitivity levels, self-control, and the ability to maintain processes of coexistence with others. The self-help values, personal responsibility, democracy, equality, fairness, solidarity ethical values of honesty, transparency, social responsibility, and concern for others.

2.3. Business development

For business development study, it is important to reference the economic development paradigms and local economic development. The paradigm of economic development constitutes a political and political fact, which aims to generate well-being and quality of life in a country population. The criticism of this model is because it is based on the large industry or Fordist model, as some authors have called it and, in the analysis, the territory has been reduced to a uniform and undifferentiated space (Díaz & Ascoli, 2006).

From an opposite direction, the local economic development paradigm highlights the territorial values, identity, diversity and flexibility that have existed production forms based not only on large industry, but on the general and local characteristics of a given territory. The ultimate objectives of local economic development are the employment improvement and the life quality of the population in the territories. Through the local productive system transformation, the increase in efficiency and competitiveness, the productive diversification promotion, the increase in the added value of local economic activities and the environmental sustainability of local activities (Albuquerque, 1997) (Albuquerque, 2004).

In this context, business development is analyzed in two directions that are not mutually exclusive: one aspect that studies it as a synonym for strengthening existing productive units or companies and another that analyzes it as the new companies' creation (Murcia, 2016 p. 15). The aspect that analyzes existing companies strengthening articulates different elements, such as productivity levels, business culture, leadership, knowledge management and innovation. The elements with which the entrepreneur can lead an organization towards the achievement of its objectives (Delfín & Acosta, 2016 p. 187). The other analyzes it as the new companies' creation and relates it to innovation, and entrepreneurship. In the understanding, that if an economy does not experience progress in a sustained manner, it is due to a lack of business supply or a lack of quality business supply (González, 2014 p. 89).

3. METHODOLOGY

The project has been developed within the qualitative approach framework and the epistemological perspective of Social Constructionism, spinning political capacities for the transition in the territories. As a transversal method, participatory action research has been used, which has involved permanent field work and interactions with different actors in the communities.

Consistent with the above, this article was developed within the case studies framework, where the cooperatives experiences were analyzed: of the Multiactive Agricultural Cooperative Renacer de Montes de María "COOMARIA", from Ovejas municipality, and Multiactiva Producers from Chalán. Montes de María Peace Managers "COPCHAGEPAM", from Chalán municipality. As an information collection technique, the open interview was used.

4. RESULTS AND ANALYSIS

In the department of Sucre, 238 ex-combatants have entered the reincorporation process, of which 90 are settled in Ovejas municipality and 51 in Chalán, as it is shown in Table 4. The reincorporation process in these municipalities has given rise of two cooperative organizations development, which have served as mediating instruments to facilitate an economic process, political, and social reincorporation to ex-combatants.

Table 4: Ex-combatant's location in the reincorporation process in the department of Sucre

MUNICIPALITY	NUMBER OF PEOPLE IN REINCORPORATION
SHEEP	90
HORSEDEALER	51
THE PALM HEARTS	38
COLOSSUS	29
MORROA	12
SINCELEJO	9
SAN ONOFRE	3
GUARANTEE	2
COVEÑAS	1
SAMPLES	1
SAINT MARK	1
OLD TOLU	1
TOTAL	238

Source: Own creation based on data from the National Reintegration Agency. ANN 2020

In this sense, 30 reincorporated members are part of the Multiactive Agricultural Cooperative Renacer de Montes de María "COOMARIA", with its main address in the municipality of Ovejas and an action radius in the Don Gabriel district. As well, 38 members of the Producers Multiactive Cooperative of Chalán, Paz de los Montes de María "COPCHAGEPAM" managers with main address in the municipality of Chalán and action radius in the urban area and the townships: La Ceiba, Almagra and Santa Fe in the neighboring municipality of Ovejas.

In economic reincorporation terms, "COOMARIA" has mediated ex-combatants process from the 35th front of the former FARC-EP guerrilla. Through this legal figure has shown progress and positive results in the transition process to civil life which also has a presence in Salitral sector, it belongs to the Chengue district, district of Buenos Aires and Los Numeros, "el Dos" sector. In productive development projects terms that link its members and generate well-being in the community an ex-combatant of the former FARC-EP guerrilla, who is carrying out his reincorporation process in COOMARIA, comments that:

24 Former FARC members, we decided on a productive calf rearing and fattening project...we argued a proposal in order to be able to access the purchase of land, since that was not allowed, thanks to our work, to the work of COOMARIA, we have advanced these steps, we were the first, the ones who took this initiative to Bogotá, we discussed it with numbers, figures and we managed to show that it was viable.

The ex-combatant in the reincorporation process points out that, based on experience, they decided to buy land collectively and organize a proposal to present it to the Agency for Reincorporation and Normalization. Rather than lease it to carry out their productive project, due to the leasing land high cost in the territory. To that extent, today they own a 48-hectare farm in the Buenos Aires district, with 60% acquired by the cooperative. In this space, they are developing their reincorporation process and their productive projects. Today, this farm has its 48 hectares completely adequate to execute out its livestock project.

In the same way, under women responsibility who belong to the cooperative, a happy hens' enterprise was developed, with which a budget was collected to start a productive project with the community of Don Gabriel, one of the project member's comments:

We delivered the project to three women from our organization and women from the community. We want to grow this project, for this we asked Evolución Caribe for a collaboration, we told them: we have this money, which was, a part of what they collected, a money with which we plan to do, because the infrastructure is there, here nobody touched nothing, we did it, we reached almost five, six million pesos.

Thus, the collective and productive projects developed by these ex-combatants in reincorporation process can be shown as an example of self-management, successful community work, cooperativism built with the hands of men and women who believe in building territorial peace through entrepreneurship and community work.

On the other hand, the social and community reincorporation in COOMARIA materializes through various community initiatives accompaniment in the different sectors where its process affects. In this regard, it is important to highlight that, at the end of 2017, COOMARIA, together with the community of Don Gabriel, made a minga for security to clean the road that leads from La Ceiba village, in the municipality of Chalán, to Don Gabriel district, as a result of several robberies that had been occurring on the road. In the same way, after a few months of having signed the peace, the Cooperative developed activities with children and parents, as highlighted by an ex-combatant from the 35th front:

Since 2017 we began to implement a community initiative where every December 7th we do a fundraiser to make a bag, where we can give a gift to all the children of these communities where we are present... we are also developing a community initiative to benefit some ideas in the communities, then, in Buenos Aires, maintenance was done on the sports field, sand was added, ballast was added, and meshes were obtained; in the Numbers, a sports field was built with the donation of land by a man, it has given very good results, since there was no place for children to recreate, play and practice any kind of sports. In Salitral we built a community warehouse because the community did not have a warehouse, all the belongings that the community owned were out in the open.

As it is evidenced, the organizational strengthening process that the peace signatories have achieved in this Ovejas municipality sector has been accompanied by constant social work with the community. All this starts from the will to transform their own and also the realities in the community from Montes de María, taking cooperativism and the solidarity economy as the main tool.

On the other hand, the articulation with public institutions, non-governmental organizations and collegiate bodies, are essential for the social process and community reintegration. For this reason, COOMARIA has articulated with other organizations and public institutions from the region to generate visibility and incidence in the municipality and villages participation processes.

In this sense, the first cooperative articulation has to do with its participation in the solidarity economy organization known as Common Social Economies (Ecomún). It created with the aim of also grouping other solidarity economy organizations that exist or organized at the national level or in the territories.

Finally, other priority articulations for COOMARIA have been the Community Action Board of Don Gabriel district. They have advanced initiatives to transform the district daily realities, as well as the training and tools received from organizations such as Caribe Evolution, IOM, We Effect, have been fundamental support for the social integration process and the bridge foundation that generate peace building in the Ovejas - Sucre.

For its part, the economic reincorporation process of the FARC - EP ex-combatants in Chalán are done through producers Multiactive Cooperative from this municipality. The Montes de María "COPCHAGEPAM" peace manager's organization through have consolidated productive projects because of their internal work. With the community people and the dialogue work and articulation with other organizations and institutions with an impact on the territorial level. One of the ex-combatants who are members of the cooperative says that:

Our cooperative was born from the Final Agreement of Havana, as an organizational form for solidarity economy issue, as a grassroots organization, we are 38 partners, of which 7 are women... we have a project based in Santa Fe, jurisdiction of the municipality of Ovejas , rural area. There is the dual-purpose livestock project. Where 19 people benefited from this project, we have an export-type hawthorn yam project, which is anchored in Almagra... and we have a 60-hectare achote project, 13 of which are settled here in the village of La Ceiba, we are in the implementation stage, we are planting, cleaning, we have 7 hectares already, there are 6 left to plant.

According to which, Chalán municipality organizations also develop productive projects in relation to the land as the main production factor. As this ex-combatant in the process of reincorporation points out, like the organizations born from the peace process in Ovejas.

In the same way, to have the Montes de María as a life and work territory, ex-combatants associated with COPCHAGEPAM have managed to consolidate productive projects with a view to showing the fauna and flora of Chalán, Ovejas and their surroundings through tourism. In that manner, as the ex-combatant comments, they are also part of a tourism project with the Technological University of Bolívar. They not only seek to generate employment sources among ex-combatants, who have territory first-hand knowledge, but also create awareness of the need to care for the ecosystem, fauna, flora, and water sources that make up the complex water system of the Montes de María among the communities.

As evidenced, the COPCHAGEPAM members' economic reincorporation has been a process marked by the relationship with community and social organizations as well as it is with academic institutions.

Regarding the social and community reincorporation ex-combatants process associated with COPCHAGEPAM, it is important to highlight that this has been a characterized one by the learning of new capacities to coexist in the communities, as well as the opportunity to unlearn or deconstruct life schemes with the receiving populations collectively.

In short, the main objective of the social process and community reintegration is to promote the apprehension by ex-combatants. That includes the reincorporation process of the capacities to relate to their environment and participate in its construction based on those freedoms that it provides. The reincorporation process into civilian life. For this reason, "COPCHAGEPAM" has consolidated a strong social work with community organizations and leaders based on the construction of mutual processes collaboration between ex-combatants and communities with a view to strengthening advocacy within the territory, in that sense one of the ex-combatants who has After his transition to civilian life, he comments that:

Of the processes that we have been executed in our community, we have a community strategy developed with the ARN, and other institutions that participate in the strategy. This is called "Building Trust Bonds, Peace and Reconciliation in the Montes de María". It is anchored in the corregimiento of La Ceiba. The strategy has a transversal axis that is the environment issue. We have done with the community and together with other community-based organizations, we have cleaned the cemetery, we have recovered some garbage dumps, we recovered it and built an ecological park, this together with the National Police and the ARN itself.

Thus, this peace process understands the social and community reintegration development not only through the ties that are built based on work or the exchange of products, but also, as contemplated in the peace agreement. The reconciliation would require rehabilitating through forgiveness, the perpetrators, and the victims, both degraded in their humanity by the offense committed and suffered. It is only through this mechanism type that a state can be reached where both parties can recognize each other as subjects immersed in events that cannot be erased but that can be compensated in part with the acknowledgment of guilt and the demand of the truth by the communities that were affected.

In relation to the incidence issue and the articulation processes of "COPCHAGEPAM", these have strengthened ties with institutions and social organizations that converge with the reincorporation process in the territory, oriented to the construction reincorporated subject new vision. Along these lines, articulations have been made with the Agency for Reincorporation and Normalization. It is mainly in charge of transition process to civilian life, likewise, as mentioned above, the relationship with the National Police has played an important role for the progress in mediation between ex-combatants and the community. In the same way, the articulation with other social organizations in the territory is essential when it comes to strengthening ties and rebuilding fabrics. One of these articulations is with ECOMUN, as explained by a former combatant associated with "COPCHAGEPAM":

Our cooperative is part of a second-level organized form called ECOMUN. All grassroots organizations, speaking of the reincorporated population cooperatives are part of that second-level organizational form. This is to compete, participate in some

calls to which we cannot access as first-level grassroots organizations...with them we have a fish farming project, the European Union provided the resources...this project is being executed in La Guajira in the ECOMUN Caribbean Node. We also have people from the communities working, articulating so that together we can act in favor of the reincorporation process and the peace process.

Finally, it is important to highlight the articulation work done with institutions and local Chalán schools, such as the Territorial Council for Peace, the Territorial Council for municipality Planning and the presence in the Committee for Persons with Disabilities. Where the interviewee states that "public policy is in the process of being achieved at the local level to favor and help people with disabilities in this rebuilding process the social fabric."

5. CONCLUSIONS

The findings of this work show progress in the peace process implementation in Montes de María. A first fact that must be highlighted is the success of the process negotiators, when considering cooperativism and the solidarity economy, as mediation instruments for the reincorporation ex-combatants processes (Office of the High Commissioner for Peace, 2016, REYES & RAMÍREZ, 2021), by way of business development.

The COOMARÍA and COPCHAGEPAM cooperatives advances can be framed in the theoretical context of business development with a focus on local economic development. It is important considering that these organizations have contributed to improving the population quality life with a vision of territory (Albuquerque, 1997, 2004). In addition, they have developed business and entrepreneurship activities, through the different projects in which they have ventured, which is consistent with what was proposed by (Gonzalez, 2014). Finally, it is important to highlight the relevance of the two analyzed cooperatives for the economic, political, and social reincorporation of FARC -EP guerrillas 68 ex-combatants. Considering the opportunities offered by this type of organization, for the implementation and development of democratic and participatory internal governments, in addition to other cooperative principles such as: concern for the community, education, training and information and voluntary affiliation, which develop skills and sensitivities in human beings that make them better people as proposed the (International Cooperative All

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