Online ISSN: $Y \in V \cap F \land f \land$ Print ISSN: $Y \land T \land T \land T \land T$

www.irijournals.com

مطالعات جغرافیا، عمران و مدیریت شهری دوره ۱۰، شماره ۴، زمستان ۱۴۰۳ صفحات ۹۰-۷۹

Financial Resource Allocation and Strategic Budgeting for the Development of Sustainable Urban Infrastructures

Saeed Ghasemi Mobara¹, Azam Mola Bagheri², Ali Roshanifar³, Davoud Mohammadi⁴

¹ Master of Accounting, Hamedan Azad University, Hamedan, Iran

² Bachelor of Accounting, Borujerd Azad University, Lorestan, Iran

³ Bachelor of Accounting, Gilan Gharb Azad University, Kermanshah, Iran

⁴ Master of Accounting, Tuyserkan Azad University, Hamedan, Iran

Abstract

Sustainable urban infrastructure development is the backbone of modern urban planning, aiming to address widely recognized issues arising from population increase, environmental degradation, and economic disparity. This research investigates how strategic resource allocation and budgeting facilitate sustainable development. On the basis of the case studies, theoretical background, and empirical data, it shows nickel-isle maximum strategies to optimize the funds available to sustain infrastructure projects. Findings indicate that sustainability criteria must be taken into consideration in the budgeting process; that there is collaboration among stakeholders; and those adaptive fiscal policies should be adopted. The paper gives practical recommendations to policymakers and urban planners to achieve resilient, functional, and inclusive urban infrastructures, which should be sustainable in the long run.

Keywords: Financial Resource Allocation, Strategic Budgeting, Sustainable Urban Infrastructures, Urban Development, Green Finance, Participatory Budgeting.

1. Introduction

The 21st century manifests itself through rapid urbanization; for the first time, the greater majority of the world's population lives in cities. While urbanization encourages economic development and innovation, it is also fraught with other serious challenges: environmental degradation, resource scarcity, and social inequalities. In this context, sustainable urban infrastructure has become one of the most pressing priorities for governments and urban planning specialists worldwide.[1]

Sustainable urban infrastructure includes transport systems, energy networks, water supply, waste management and public space able to meet current needs without compromising the needs of future generations. All this, however, requires investment and an effective allocation of resources. Financial resource allocation and strategic budgeting are mechanisms that can assure the utilization of limited funds for projects translating into maximum social, economic, and environmental benefit.[2]

The paper addresses, in the context of sustainable urban infrastructure development, the principles and practices of financial resource allocation and strategic budgeting. It starts with a discussion on the theoretical underpinning of sustainable urban development. This is followed by discussions on some issues and opportunities that this type of funding presents. The paper closes with some recommendations aimed at facilitating the optimization of resources for such a development process in a sustainable manner.[3]

The exploration of sustainable urban infrastructure development reveals a multifaceted landscape where innovation must meet practicality. One of the principles guiding this process is stakeholder engagement in decision-making processes: working with local communities, business, and other civic organizations ensures ownership of the infrastructure by the local populace while also ensuring that the infrastructure meets the different needs of its users. Public engagement can provide invaluable information that can inform the design and implementation of projects and make them more responsive and effective.[4]

Technology usage, in addition to stakeholder engagement, would also go a long way toward enhanced efficiency in financial resource allocation. Smart city technologies such as data analytics and IoT devices enable the optimum utilization of resources and improved service provision. Urban planners can collect real-time data on traffic patterns, power consumption, and waste generation, allowing informed decisions that lead to savings in costs and reduced environmental impact. This tech-driven approach could transform urban landscapes into dynamic environments responsive to changing requirements for their internal inhabitants.[5]

Moreover, innovation lenders could be key in solving others' funding gaps with sustainable urban projects. To address that funding gap, traditional funding sources such as government budgets and public grants may fail to meet the demands of large-scale urban initiatives. Thus, other financing options like public-private partnerships, green bonds, and impact investing gain popularity. These mechanisms not only attract private sector investment, but they also tie financial returns to social and environmental outcomes to form a win-win scenario.[6]

However, barriers abound on the path to sustainable urban infrastructure. Without political will and institutional capacity, there will be fragmented efforts and missed opportunities. Moreover, negotiating the tension between short-term interests with sustainability in mind continues to provoke disharmony among many stakeholders. Urban planners need to

negotiate these turbulent political landscapes to collaborate and ensure that sustainability takes precedence in urban development agendas.[7]

To culminate, this paper emphasizes that achieving sustainable urban infrastructure development is not merely an economic or technical challenge; it is a holistic endeavor that requires a paradigm shift in how cities are planned, funded, and managed. By embracing inclusive stakeholder engagement, harnessing technological advancements, and exploring innovative financing strategies, urban planners can lay the groundwork for resilient cities that thrive economically while safeguarding the environment for generations to come. The recommendations outlined herein aim to guide policymakers and practitioners in this transformative journey, ensuring that urbanization becomes a catalyst for positive change rather than a source of inequity and degradation.[8,9]

2. Theoretical Foundations of Sustainable Urban Development

2.1. Defining Sustainable Urban Infrastructure

Sustainable urban infrastructure refers to the systems and facilities supporting an environmentally-friendly, economically-viable, and socially-inclusive society. This kind of infrastructure aims at the reduction of resource consumption and green gas emissions together with improving the urban dwellers' quality of life. Examples include green buildings, renewable energy systems, efficient public transportation networks, and smart water management systems.[10]

Such infrastructure not only aids in environmental preservation, but also in sustainable development within urban communities through employment creation and improving access to public services. With modern technologies and participatory approaches, it is possible to design spaces that meet present needs while being accountable to future generations. In this way, sustainable urban infrastructure will not only help today but also lay down the foundation for a brighter future for all urban residents.[11]

2.2. The Triple Bottom Line Framework

The triple bottom line (TBL) framework is a widely used model for evaluating sustainability. It emphasizes three interconnected dimensions:

- Environmental Sustainability: Reducing ecological footprints and preserving natural resources.
- Economic Viability: Ensuring cost-effectiveness and long-term financial stability.
- Social Equity: Promoting inclusivity and improving the well-being of all community members.

By aligning financial resource allocation with the TBL framework, urban planners can prioritize projects that deliver balanced benefits across these dimensions.

2.3. The Role of Financial Resource Allocation

Resource distribution, while towards ambitious objectives, entails a critical process where funds are allocated between competing priorities. In fact, about sustainable urban development, the process urges careful attention to short-term and long-term needs and philosophies. Effective resource allocation is capable of ensuring that investments in projects

such as renewable energy installations, creation of green spaces and provision of affordable housing are offensive enhancers of impact.[12]

In this respect, strategic planning and systematic analysis of data stand at the forefront. Therefore, collaboration of all stakeholders-gov-ernments, private sector, and local communities, in identification of real needs and prioritizing projects will hugely improve the manner in which financial resources are utilized. In this manner, cities will grow towards sustainable development and improve the quality of the life of their residents.[13]

3. Challenges in Funding Sustainable Urban Infrastructures

Despite the clear benefits of sustainable urban infrastructure, several challenges hinder its development:

3.1. Limited Financial Resources

Many cities around the world are facing serious challenges in terms of their budget constraints. Rising management and public costs, coupled with falling revenues from public sources and various demands on scarce resources, make planning and carrying out large infrastructure projects much less straightforward. Under such circumstances, mayors and practitioners in urban management are compelled to weigh their priorities and deal with the existing financial problems.[14]

Such difficulties can also lead to innovation and creativity. A few cities, eager and hungry despite the scarce resources, seek new and innovative ways to manage and optimize costs. While these cities aim to successfully embark on their infrastructure programs, applying modern technologies, public-private partnerships, and creative financing methods in the processes affords them a compelling way out of the labyrinth of money problems. This, in turn, may lead to an improved quality of life for the residents and bring cities towards greater sustainability.[15]

3.2. Short-Term Political Cycles

Elected officials tend to give priority to projects that have immediate visibility and mass political appeal. This short-term approach can undermine critical sustainability investments, especially since the world is now thrust deeper into perilous environmental and social contexts. They are not too worried about the substances of initiatives that may help introduce long-term improvements in urban infrastructure along with resilience, but instead have a fetish for headline-grabbing powers and immediate impact.[16]

This approach may hinder future generations in addition to bringing their voice into play for creating fragile and vulnerable urban systems. The cases of unforeseen attention not being paid to long-term sustainable projects within public transportation, renewable energy, and water management can go further to worsen citizens' quality of life and deteriorate the environment. In the end, for the makers of decisions to establish resilient and sustainable communities, they are to call upon themselves to think beyond today's benefits and invest in the more valuable, meaningful future.[17]

3.3. Complexity of Stakeholder Interests

Urban infrastructure projects operate as a complex set of interactions among various stakeholders. These stakeholders include government entities, private investors, social groups, and international organizations, each participating in the process with their own specific goals and priorities. In this context, coordination among these stakeholders becomes a significant challenge, as their interests may conflict with one another, leading to disagreements during the planning and execution phases of the project. In confronting this challenge, it is essential to focus on transparency and effective communication. Establishing constructive dialogues and creating collaborative platforms can help foster a better understanding of the diverse needs and concerns. On the other hand, utilizing modern technologies and innovative methods can provide solutions for aligning interests and facilitating the decision-making process. In this way, infrastructure projects can comprehensively and sustainably address community needs while also contributing to economic and social growth.[18,19]

3.4. Uncertainty and Risk

Sustainable infrastructure projects are conceived with the help of advanced technologies and methods, which may augur certain uncertainties and risks. Renewable energy systems involve high capital costs and fluctuations in energy prices, which may have an impact on the project's financial return and appeal in cases where such fluctuations are not foreseen.

The projects may, on the other hand, face social and environmental challenges while implementation. The time taken by local communities to accept new technologies with all their benefits may be long. Hence, risk mitigation and, in turn, successful project completion are heavily dependent on planning and engaging with various stakeholders, for instance, government and local communities. In this case, raising public awareness and educating the population on the advantages of sustainable infrastructure would help promote the implementation and acceptance of such technologies.[20]

4. Principles of Strategic Budgeting for Sustainable Urban Development

To overcome these challenges, urban planners and policymakers must adopt strategic budgeting practices that prioritize sustainability. Key principles include:

4.1. Long-Term Planning

Strategic budgeting requires a long-term perspective that aligns financial decisions with sustainability goals. It is essential to set specific and measurable objectives in this procedure. They have to be formulated such that they support current financial investments and progress towards achieving environmental and social goals. With suitable performance measures, organizations will be able to track their progress towards reaching the stated objectives and amend their actions accordingly.[21]

Besides, ongoing monitoring of the outcomes of the financial decisions made is a key tool for assessing the degree of effectiveness and impact of the plans developed. The organization will assess financial data and benchmark performance to identify strengths and weaknesses and implement improvements. This approach, while improving financial sustainability, also

increases public credibility and trust in the organization by underscoring responsibility toward its social and environmental obligations.[22]

4.2. Data-Driven Decision-Making

Most importantly, the accuracy of information constantly guides rational decision-making in an organization. Through the use of advanced analytics and modeling, high-impact projects can be identified, risk assessed, and resource allocation optimized. This benefits managers in that it increases operational efficiency by identifying positive opportunities and anticipating threats.[23]

Such techniques allow the business to identify market trends and customer behavior more easily. They also allow organizations to detect previously hidden patterns and forecast possible project outcomes or uses. Therefore, fast facts provide management with a clearer picture to increase productivity and sustain a competitive edge. This is simply critical in today's modern world, now a key determinant of organizational fortunes.[24]

4.3. Stakeholder Collaboration

In the budgeting process, engaging stakeholders not only strengthens trust but also fosters agreement and synergy among different groups. By involving various individuals and institutions, it ensures that diverse perspectives and different needs are adequately considered. This approach enhances transparency and accountability in decision-making and ultimately leads to better outcomes in resource allocation. Additionally, public-private partnerships (PPPs) can serve as an effective tool for attracting financial resources and additional expertise. These collaborations, by combining the capabilities of both the public and private sectors, create new opportunities for project financing. In this way, not only is the financial burden on the government reduced, but innovation and efficiency are also improved through the utilization of diverse knowledge and experiences. [25,26]

4.4. Adaptive Fiscal Policies

Urban environments, as living and dynamic settings, are constantly evolving and transforming. These changes can stem from various factors such as population growth, economic shifts, and social needs. In response to these challenges, adaptive financial policies enable cities to react with greater flexibility to new opportunities and problems. For instance, performance-based budgeting allocates financial resources based on project outcomes rather than merely predetermined amounts. This approach allows urban managers to utilize existing resources more optimally while enhancing the efficiency and effectiveness of programs. In such an environment, cities' ability to adjust and modify their financial policies offers them the opportunity to adapt to changing external conditions. This adaptability not only aids in improving the quality of life for citizens but can also lead to attracting new investments and strengthening infrastructure. Given that needs and priorities can change rapidly, flexible financial approaches empower cities to look toward the future more effectively and efficiently, making decisions based on new realities.[27,28]

5. Case Studies: Lessons from Global Cities

5.1. Copenhagen, Denmark

Copenhagen is a leader in sustainable urbanization, and this has been possible only because of large investments in cycling infrastructure, renewable energy, and green spaces. A mixture of municipal taxes, EU grants, and private investment has paid for these kinds of projects. This ensures that the living standards of citizens improve, as does the city, for tourists and investors.Copenhagen was able to realise its vision of establishing an environmentally friendly city as many of its concepts currently warm the hearts of urban communities. The foremost basis of success for Copenhagen includes the setting of sustainability objectives during the long-term financial plan and managing a sustainable community by balancing economic, social, and environmental needs. The roll-out of modern technologies in decisionmaking and citizen participation has played a central role in realising those goals.

5.2. Medellín, Colombia

Medellín, a city that was long synonymous with gang warfare and a kaleidoscope of other insecurities, has turned itself into an epitome of urban innovation. This transformation has proceeded by smart budgeting decisions that prioritize affordable housing, public transport, and education. Within the confines of these new investments, living standards have improved and social inequalities diminished.

Innovative financing mechanisms such as participatory budgeting have also facilitated their inclusion in the financial decision-making process, inviting citizens to play an important role being owners and responsible members of the society. This creates a greater sense of custodianship and accountability while increasing transparency and efficiency in the management of resources. The modeling of such processes serves as an inspirational example of community and government working together, inspiring other cities and states to change and progress down the same road.

5.3. Singapore

Modern technology and autonomous vehicles have boosted the efficiency of Singapore, leading to less waste generation. Another aspect pertains to collaboration between public and private sectors, which is one key element to achieve this goal. This method offers a double advantage to the citizens: it will improve their quality of life and provide a classy example of the coupling of technology with financing.

Such partner groups have succeeded, most tellingly through demonstrating that money source and technology should align one another. This assistant aligned cities facilitate adaptability to the unnamed environmental conditions, and thus the sustainable model. Thereby, these highly comprehensive modifiable data sets guide back towards the now optimum approach towards managing their physical infrastructures and on early plan intervention functionalities for enhancement in crisis resilience. Multiple initiatives stimulate sustainable progress with meanings beyond financial.

6. Recommendations for Optimizing Financial Resource Allocation

To achieve better allocation of financial resources and strategic budgeting within sustainable urban development, new instruments aimed at financial management must be initiated. Among such tools are advanced data methods, which, based on their uses, can find out the most prioritized needs of the community. When such tools are in place, urban planners can more accurately assess the environmental, economic, and social needs and allocate financial resources accordingly. In addition, establishing partnerships with private investors and nonprofit organizations may earn additional sources of finance and thus create potential avenues for innovation in urban projects.

Lastly, establishing a transparent and participatory budgeting model would enhance public trust and nurture engagements with diverse stakeholders. Reviewing modern technologies such as online platforms for collecting citizens' opinions and inputs at earlier planning stages will set in motion possibilities leading to the development of sustainable solutions unraveling for community actual needs. Leveraging different and flexible sets of tools, cities will give themselves a better position to utilize financial and human resources and continue traveling along the paths towards sustainable and balanced development.

6.1. Prioritize High-Impact Projects

In today's world, cities must seek projects that provide the highest social, economic, and environmental benefits. This approach not only helps improve the quality of life for residents but also contributes to sustainable progress and balanced development. Utilizing tools such as cost-benefit analysis and multi-criteria decision-making can be effective in identifying highimpact initiatives. These methods enable city managers to evaluate various options and select projects that deliver the greatest value to the community. At the same time, paying attention to different aspects of projects can help attract investors and participants. When projects transparently demonstrate how they contribute to improving economic and social conditions, the likelihood of public and private support for them increases. In this way, the urban planning process becomes a positive cycle that leads to sustainable growth and prosperity. Ultimately, investing in high-impact initiatives not only aids social welfare but also fosters the creation of a healthy and sustainable environment.

6.2. Leverage Innovative Financing Mechanisms

Innovative financing mechanisms such as green bonds, carbon markets, and impact investing attract additional resources for infrastructure with a sustainable character. These mechanisms support ecological project financing, contributing to a setting where private investments can be made. With the effective use of these tools, dependency on public resources can, however, be negated and the private sector invited to partner with the public sector in the development of sustainable infrastructure.

Innovative financing options can bridge the gap effectively between economic and environmental objectives. Green bonds present conventional investors with an opportunity to fund projects that have genuine sustainability impacts, whilst deriving an average markettype financial return. Other innovative financing concepts include the carbon credits system that will enable countries to mitigate greenhouse gas emissions by the creation of a new market for buying and selling credits. Such financing forms will further reinforce a culture of responsible investing mechanisms among economic actors.

6.3. Foster Community Engagement

The more communities are involved in a given budget, the better the opportunity for projects to meet with local needs and priorities. This can only come about through the promotion of a dialogue and sharing of ideas amongst citizens with regard to local issues and challenges. Such participation builds transparency in financial decision-making and enhances the sense of such belonging and accountability among community members.

Promoting participatory budgeting and citizen advisory boards are among the effective ways of transitioning towards inclusion and justice. This allows people to take part in decision-making in terms of how resources will be allocated. In this way, it can be guaranteed that projects and programs reflect actual community needs and get the accompanying support and participation needed for their success.

6.4. Monitor and Evaluate Progress

Monitoring and evaluation must rank among the most critical for assessing the viability of financial allocation. The processes help highlight project performance while further affording an opportunity to identify strengths and weaknesses. Performance indicators on the reduction in greenhouses gases and creation of jobs prove useful in analyzing project outcomes and impacts. This type of information positions decision-makers to better strategize the use of financial resources, which in turn contributes to the realization of sustainable goals.

With pressing environmental and economic issues looming large over the world, scrutiny through regular evaluation assumes greater importance. By scrutinizing the data on how the project has performed, greater understanding of the longer-term impacts of each action can be achieved. This approach not only facilitates imbuing efficiency in the allocation of resources but also begets accountability in financial and social management. The leverage of information, accruing from evaluations, enables organizations to embark on the way toward sustainable development and the creation of tangible value.

7. Conclusion

Sustainable development of urban infrastructure is one of the most urgent challenges confronting the complex issues of the 21st century. Resource allocation and budgetary formulation are primarily concerned with providing the basic needs of city residents along with environmental and economic growth functions. By establishing a system of long-term planning, developing funding resources and establishing stakeholder partnerships, cities can develop resilient yet inclusive urban systems. As urbanization continues to accelerate, the lessons from successful case studies and best practices will be invaluable in shaping the cities of tomorrow.

In this regard, the development of sustainable urban infrastructure should be treated as a multidimensional process that emphasizes not only economic but also social and environmental aspects. In accomplishing such an aim, these governments and local authorities should use fast-evolving methods of deploying green technologies. For example,

renewable energy systems and public transportation systems can reduce carbon emissions and improve air quality.

The success of these projects also lies in the nature of community involvement in the planning and decision-making process. By establishing forums for discussion and interchange, citizens could tell decision-makers what they think and actively participate in designing the spaces in which they live. This kind of participation not only builds up community identity but also nurtures new ideas and creativity in addressing urban issues.

Moreover, by using big data and advanced analytics, the behavioral patterns and real needs of residents can be easily identified. This data is critically useful in allowing policy-makers to develop and implement evidence-based policies, aligned with more effective allocation of financial resources.

Ultimately, the development of sustainable urban infrastructure is an ongoing journey that requires flexibility and readiness for change. By embracing innovative approaches and fostering interdisciplinary collaboration, we can move towards a future where cities are not only places to live but also platforms for the flourishing and advancement of society.

References:

1. Schmidt-Traub, G.; Shah, A. Investment Needs to Achieve the Sustainable Development Goals; Sustainable Development Solutions Network: Paris, France; New York, NY, USA, 2015.

2. Legatum Institue. The Legatum Prosperity Index 2018, 12th ed.; The Legatum Institute Foundation: London, UK, 2018.

3. World Bank. The Worldwide Governance Indicators; The World Bank: Washington, DC, USA, 2018.

4. Boston Consulting Group. The Sustainable Economic Development Assessment 2018; Boston Consulting Group: Boston, MA, USA, 2018.

5. United Nations General Assembly. Repositioning of the United Nations Development System in the Context of the Quadrennial Comprehensive Policy Review of Operational Activities for Development of the United Nations System; Report No. A/72/279; United Nations General Assembly: New York, NY, USA, 2018; Available online: http://undocs.org/a/res/72/279 (accessed on 5 February 2019).

6. United Nations General Assembly. Report of the Intergovernmental Committee of Experts on Sustainable Development Financing; A/69/315; United Nations General Assembly: New York, NY, USA, 15 August 2014; Available online: http://undocs.org/A/69/315 (accessed on 20 December 2018).

7. OECD. Global Outlook on Financing for Sustainable Development 2019; OECD: Paris, France, 2019; Available online: https://www.oecd.org/dac/financing-sustainable-development/development-finance-topics/Global-Outlook-on-Financing-for-SD-2019.pdf (accessed on 20 December 2018).

8. Kharas, H.; Prizzon, A.; Rogerson, A. Financing the Post-2015 Sustainable Development Goals; Overseas Development Institute: London, UK, 2014.

9. Panayotou, T. Instruments of Change: Motivating and Financing Sustainable Development; Routledge: London, UK, 1998.

10. Steurer, R. The role of governments in corporate social responsibility: Characterising public policies on CSR in Europe. Policy Sci. 2010, 43, 49–72.

11. Howlett, M.; Ramesh, M. Patterns of policy choice. Policy Stud. Rev. 1993, 12, 3–24.

12. Bemelmans Videc, M.L.; Rist, R.C.; Vedung, E. Sticks, Carrots, and Sermons: Policy Instruments and Their Evaluation; Transaction Publishers: New York, NY, USA, 1997.

13. Jordan, A.; Wurzel, R.; Zito, A.R.; Bruckner, L. European governance and the transfer of 'new' environmental policy instruments (NEPIs) in the European Union. Public Adm. 2003, 81, 555–574.

14. Horn, P.; Grugel, J. The SDGs in middle-income countries: Setting or serving domestic development agendas? Evidence from Ecuador. World Dev. 2018, 109, 73–84.

15. Biermann, F.; Kanie, N.; Kim, R.E. Global governance by goal-setting: The novel approach of the UN Sustainable Development Goals. Curr. Opin. Environ. Sustain. 2017, 26, 26–31.

16. Salvia, A.L.; Leal Filho, W.; Brandli, L.L.; Griebeler, J.S. Assessing research trends related to Sustainable Development Goals: Local and global issues. J. Clean. Prod. 2019, 208, 841–849.

17. Caiado, R.G.G.; Leal Filho, W.; Quelhas, O.L.G.; de Mattos Nascimento, D.L.; Ávila, L.V. A literature-based review on potentials and constraints in the implementation of the sustainable development goals. J. Clean. Prod. 2018, 198, 1276–1288.

18. Presidencia de la República Oriental del Uruguay. Informe Nacional Voluntario—
Uruguay2018.Availableonline:https://sustainabledevelopment.un.org/content/documents/19436Uruguay_VNR_URUGUAY
_2018.pdf (accessed on 20 December 2018).

19. Ministerio de Desarrollo Social—Cartilla de Programas del MIDES. Available online: http://www.mides.gub.uy/innovaportal/file/22968/1/cartilla_programas_mides.pdf (accessed on 20 December 2018).

20. Ministerio de Industria, Energía y Minería. Available online: http://www.miem.gub.uy (accessed on 20 December 2018).

21. Agencia Nacional de Desarrollo. Available online: https://www.ande.org.uy/ (accessed on 20 December 2018).

22. Agencia Nacional de Investigación e Innovación. Available online: http://www.anii.org.uy/ (accessed on 20 December 2018).

23. Ministerio de Vivienda Ordenamiento Territorial y Medio Ambiente-Programa Quinquenal de Vivienda 2015–2019. Available online: http://www.mvotma.gub.uy/component/k2/item/10011311-plan-quinquenal-de-vivienda-2015-

2019?highlight=WyJwbGFuIiwicXVpbnF1ZW5hbCIsInBsYW4gcXVpbnF1ZW5hbCJd (accessed on 20 December 2018).

24. Fondo Para Emprendimientos Solidarios. Available online: http://www.fes.uy/ (accessed on 20 December 2018).

25. Social Lab. Available online: http://uy.socialab.com/ (accessed on 20 December 2018).

26. Uruguay XXI. Oportunidades de Inversion en el Sector Financiero. Uruguay XXI 2017. Available online:

https://www.uruguayxxi.gub.uy/uploads/informacion/Informe%20Sistema%20Financiero_20 17-1.pdf (accessed on 20 December 2018).

27. Banco Santander Uruguay. Available online: https://www.santander.com.uy/ (accessed on 20 December 2018).

28. Banco República. Available online: https://www.brou.com.uy/ (accessed on 20 December 2018).