REVISTA INVECOM
ISSN en línea: 2739-0063

Municipal Management for Microenterprise Protection Against Extortion: A Systematic Review

Gestión municipal para la protección microempresarial frente a la extorsión: una revisión sistemática

Received: 08/06/2025 - **Accepted:** 06/09/2025

Nixon Geovanny Hernández Maticurema
https://orcid.org/0009-0002-3983-3029
nhernandezma87@ucvvirtual.edu.pe
Universidad Ecotec. Guayaquil, Ecuador

Lina Lorena Bravo Vera
https://orcid.org/0009-0001-8368-8693
lbravove3@ucvvirtual.edu.pe
Universidad de Guayaquil. Guayaquil, Ecuador

Abstract

With the aim of addressing the growing vulnerability of micro and small enterprises (MSEs) to the expansion of organized crime in Latin America, this study sought to analyze contemporary trends in municipal management to mitigate its impact and strengthen territorial security. To achieve this, a systematic review of academic and technical literature published between 2015 and 2025 was implemented, applying the PRISMA method for the selection and filtering of studies. This methodological process allowed for the identification and systematization of 36 relevant articles, which were classified according to key variables such as geographical scope, intervention approaches, results obtained, and the participation of public and private actors. The main findings show that the most effective management strategies are those that synergistically integrate open governance tools, the use of intelligent video surveillance, the strengthening of community prevention networks, and the implementation of direct support programs for entrepreneurs. In summary, the research concludes that effective municipal management requires moving beyond a purely reactive approach to consolidate frameworks for action that integrate technology, transparency, and public-community collaboration, understanding the protection of MSEs as a central axis for resilience and local economic development.

Keywords: management, municipality, crime.

Resumen

Con el propósito de abordar la creciente vulnerabilidad de las micro y pequeñas empresas (MSEs) ante la expansión del crimen organizado en América Latina, este trabajo tuvo como objetivo analizar las tendencias contemporáneas en gestión municipal para mitigar su impacto y fortalecer la seguridad territorial. Para su consecución, se implementó una revisión sistemática de literatura académica y técnica publicada entre 2015 y 2025, aplicando el método PRISMA para la selección y filtrado de estudios. Este proceso metodológico permitió identificar y sistematizar 36 artículos relevantes, los cuales fueron clasificados según variables clave como el ámbito geográfico, los enfoques de intervención, los resultados obtenidos y la participación de actores públicos y privados. Los hallazgos principales evidencian que las estrategias de gestión más eficaces son aquellas que integran de forma sinérgica herramientas de gobernanza abierta, el uso de videovigilancia inteligente, el fortalecimiento de redes comunitarias de prevención y la implementación de programas de acompañamiento directo a los emprendedores. En síntesis, la investigación concluye que una gestión municipal efectiva requiere trascender el enfoque puramente reactivo para consolidar marcos de actuación que integren tecnología, transparencia y colaboración público-comunitaria, entendiendo la protección de las MSEs como un eje central para la resiliencia y el desarrollo económico local.

Palabras clave: gestión, municipio, crimen.

SciELO Venezuela latindex LatinREV CC BY

Introduction

This article addresses the extortion perpetrated by organized crime as a complex and multifaceted threat that directly impacts micro and small enterprises (MSEs) in Latin America. The central issue lies in the fact that these businesses operate within a hybrid governance environment, caught between the demands of criminal groups acting as de facto regulators and the often fragile or insufficient presence of state institutions. This situation creates a power vacuum that forces micro-entrepreneurs to devise survival strategies in a climate of fear and uncertainty, which in turn limits formalization and sustainable long-term economic growth.

Despite the gravity of the phenomenon, academic literature reveals a knowledge gap, as systematic studies evaluating the effectiveness of interventions and public policies aimed at protecting this vulnerable sector remain scarce (Padilla et al., 2022). The study is of significant economic and social relevance. Economically, crime and violence impose devastating costs: the direct and indirect impact in Latin America is estimated to have exceeded 3.4% of the regional GDP in 2022, with the private sector being the most affected, absorbing nearly half of this burden (Perez et al., 2024).

This analysis is grounded in the concept of co-governance, understood as the process through which MSEs negotiate their survival within a hybrid system where state rules coexist with informal norms imposed by criminal organizations (Bull & Hoelscher, 2023). From this perspective, entrepreneurs are not passive actors. Recent research demonstrates that, far from resigning themselves, they deploy active entrepreneurial agency, crafting situational responses that range from negotiation and payment to resistance, depending on the material, social, and symbolic capital at their disposal (Bull et al., 2024). The literature also shows that, despite structural pressure, local action is decisive: businesses that rely on strong institutional networks exhibit greater resilience compared to those operating in isolation (Hoelscher & García, 2024).

The Ecuadorian case illustrates this issue particularly starkly. The country has recorded an alarming increase in structural violence, reaching a homicide rate of approximately 45.1 per 100,000 inhabitants in 2023, one of the highest in the region (Bisca et al., 2024; Loaiza, 2024). Extortion has followed a similar pattern: from 2022 to 2023, reports increased by 364% (Macias, 2024). This phenomenon disproportionately affects local economies: in the coastal region, three out of ten businesses were extorted in 2023 (Loaiza, 2024), and in places like El Empalme, entrepreneurs reported losses of up to 75% in their sales (Macias, 2024). In response, the Ecuadorian state has adopted emergency measures, such as authorizing joint operations of the Armed Forces and the Police through a referendum. However, the main challenge lies in translating these national directives into effective municipal policies that protect entrepreneurs and encourage reporting.

In this context, municipalities emerge as key actors on the front lines of defense. Therefore, the objective of this study is to conduct a systematic review of the academic and empirical literature published between 2015 and 2025, to map and synthesize municipal interventions aimed at protecting MSEs from criminal extortion. Specifically, it will examine municipal competencies, the use of surveillance and security tools, reporting mechanisms, business strengthening programs, and models of community co-governance. By focusing on empirical evidence, this research aims to establish a theoretical-practical framework that serves as a guide for the design, implementation, and evaluation of sustainable and effective municipal policies.

Methodology

This research corresponds to a systematic literature review that integrates qualitative and quantitative methods, adhering to the academic rigor standards set forth by the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines. This approach allowed for the identification, classification, and synthesis of empirical evidence regarding municipal competencies and interventions, ensuring a replicable and transparent process.

The scope of the search encompassed publications from 2015 to 2025 in academic databases such as Web of Science, Scopus, JSTOR, Google Scholar, and regional repositories. Terms in both Spanish and English were employed, combined with Boolean operators, such as: (“gestión municipal” OR “municipal governance”) AND (“extorsión” OR “extortion”) AND (“microempresa” OR “microenterprise” OR “MiPyME”) AND (“Ecuador” OR “Latin America”). Broad terms such as “local security” and “municipality” were also included, alongside specific descriptors like “microenterprise protection,” “municipal police,” and “criminal extortion.”

Inclusion criteria were: (a) publications from 2015 to 2025; (b) empirical studies, cases, or evaluations of municipal interventions related to extortion; (c) research conducted in Ecuador or Latin America; and (d) texts in Spanish or English with full access. Exclusion criteria included: (a) works prior to 2015 or subsequent to 2025; (b) non-peer-reviewed literature, except for documents from reputable international organizations; (c) studies focused exclusively on organized crime without municipal or microenterprise links; and (d) theoretical analyses without empirical evidence or reflection on concrete impacts.

The selection process was conducted in two stages. First, two researchers independently reviewed titles and abstracts to discard duplicates and irrelevant works. Then, a data extraction protocol was applied, coding variables such as country, type of intervention, municipal level, effectiveness indicators, funding, and independent evaluation mechanisms. Results were organized into comparative tables.

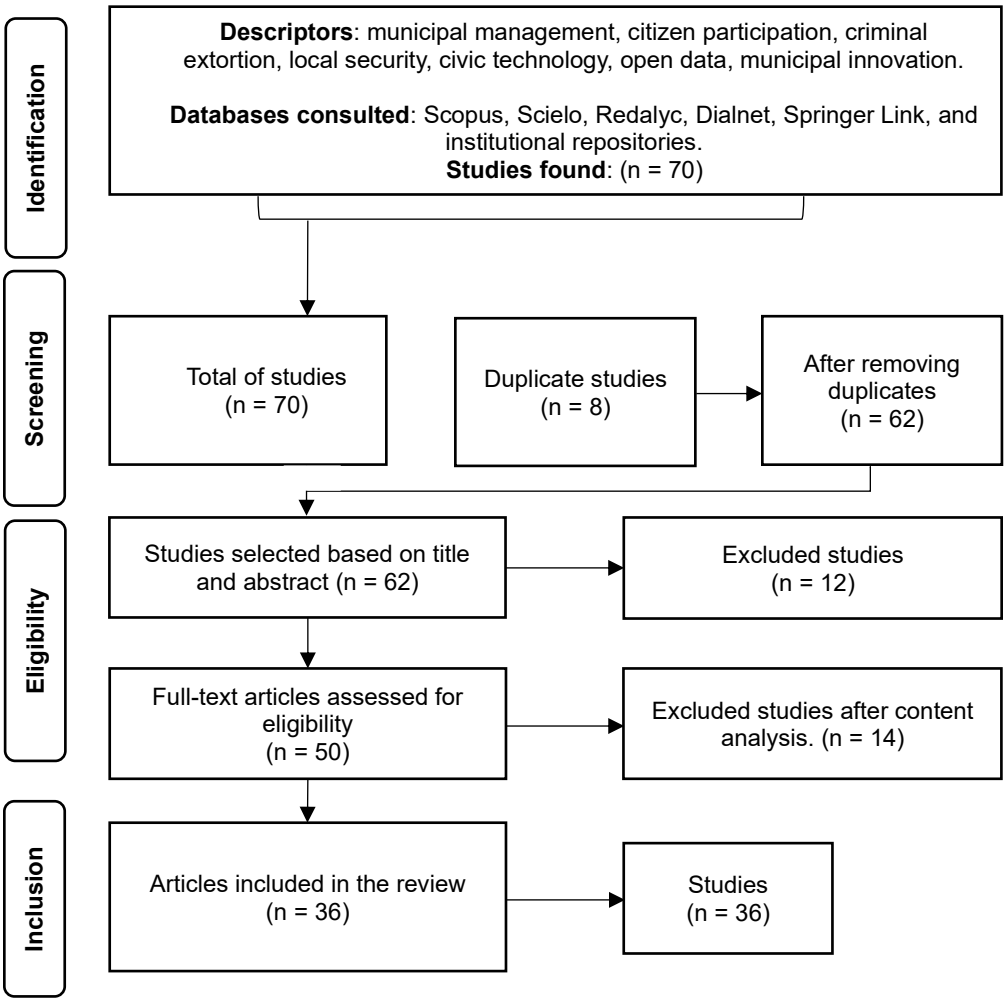
Quality assessment was conducted using the AMSTAR-2 tool, adapted for public policy analysis, and the ROBIS scale, to identify biases in the selection and synthesis of evidence. An inter-rater reliability index was established using the Kappa coefficient ($\kappa > 0.8$), which ensures consistency in classification.

Finally, findings were systematized through a mixed approach. Quantitative data were organized into a descriptive meta-analysis—such as the relationship between municipal budgets allocated to security and reporting rates—when at least three comparable studies existed. Qualitative results, such as experiences with video surveillance or citizen participation, were analyzed through thematic synthesis, identifying recurring patterns and configuring analytical categories.

Results and discussion

Based on the PRISMA method, a clear and rigorous systematization was maintained in the literature review. The search focused on works addressing municipal management, the protection of MSEs, and the prevention of extortion in the Latin American context between 2015 and 2025.

Figure 1. *PRISMA method applied for information systematization*



Source: Authors' own elaboration.

Table 1. *Articles for systematic review*

Reference (Author/Year)	Study Objective	Geographic Scope	Main Variables	Method	Main Findings
Blattman et al. (2022)	Evaluate a community intervention (Operation Convivencia) as an alternative to conventional police in Medellín	Medellín, Colombia	Violence, conflict resolution, community participation	Quasi-experimental experiment	No average impact, but improved community perception and resolution regarding crime in neighborhoods with low state presence.
Straulino et al. (2021)	Identify commercial activity in informal cities using geospatial analysis	Informal cities, Latin America	Informal trade, urban density, commercial geolocation	Quantitative geospatial analysis	Successfully mapped areas with high informal activity, facilitating inclusive urban planning.
Johri et al. (2024)	Examine determinants of digital financial inclusion and its impact on ease of doing business	Global (data from 998 micro firms)	Digital financial inclusion, internet use, owner education	Quantitative (logistic regression)	Digital financial inclusion reduces regulatory barriers; internet, education, and experience positively influence it.
Torres et al. (2025)	Analyze challenges in citizen participation and transparency in municipal resource management	Ecatepec de Morelos, Mexico	Citizen participation, governance, transparency, municipal service delivery	Qualitative case study	Detected administrative opacity, low trust levels, and inadequate participatory mechanisms; urged reinforcement of citizen audits.
Triviño (2016)	Review the implementation process of open government data in Ecuador	Ecuador	Open data, e-government, transparency		
Lío (2020)	Evaluate the functions and limits of urban video surveillance in a	Tigre, Buenos Aires, Argentina	CCTV, situational prevention, privacy,	Socio-technical qualitative study	Video surveillance is more useful for investigation than

	municipality in Buenos Aires Province		human/non-human actors		deterrence; human and technological factors limit its effectiveness in real prevention.
García (2024)	Analyze the social normalization of extortion in Mexico and its everyday manifestations	Mexico (national)	Types of extortion, payment culture, criminal structure	Documentary and analytical study	Extortion has become socially institutionalized; most occurs outside the legal system and is difficult to formally detect.
Iazzetta (2019)	Evaluate the impact of community policing in Rosario	Rosario, Argentina	Citizen security, community policing participation, public perception	Qualitative case study	Community policing improved trust and local coordination, although more resources are needed for sustainability.
Ballari et al. (2025)	Review advancements and challenges of Open Government Data Initiatives (OGDI) in Latin America	Latin America	Transparency, crime mapping, participation	Comparative study	OGDI increases transparency and participation, but the digital divide and lack of constant updates persist.
Gómez et al. (2024)	Analyze the impact of perceived security on the transformation of microenterprises	Mexico	Perceived security, structural changes in MSEs	Systems modeling	Perception of insecurity leads to organizational changes in MSEs (staff reduction, relocation, investment in internal security).
Bastos et al. (2022)	Analyze "smart city" apps and citizen participation	Global with emphasis on Latin America	Apps, privacy, citizen incentives	Systematic review	
López et al. (2022)	Analyze how crime affects the sustainability of MSEs and	Quintana Roo, Mexico	Crime, investment in security, business profits	Mixed (descriptive and exploratory)	Crime forces MSEs to divert resources to security, reducing profits

	evaluate adopted security measures				and affecting sustainability.
Buele et al. (2020)	Evaluate the impact of participatory budgeting on municipal management improvement and governance in Amazonian rural communities	Ecuadorian Amazon (7 communities)	Participatory budgets, municipal planning, citizen satisfaction	Case study	Evidence of low completion of works (20% in 2017, 43% in 2018) and high citizen dissatisfaction (91%), limiting real benefits.
Davies et al. (2022)	Explore motivations, strategies, and barriers for implementing digital participatory budgets	Various local governments (comparative)	Digital PB, participatory culture, connectivity, institutional support	Theoretical comparative	
FMI (2024)	Analyze the macroeconomic effects of crime in Ecuador	Ecuador	Homicide rate, economic activity, consumption, and investment	Macro econometric analysis	A 1% increase in homicides reduces economic activity by 0.5%, affecting consumption and investment.
Escobar (2024)	Determine the extent of municipal competence in citizen security	Metropolitan District of Quito, Ecuador	Municipal regulations, prevention, institutional capacity	Qualitative (documentary)	Confirms that municipal security is limited to prevention; lacks concrete operational implementation.
Malanga & Banda (2021)	Explore the use of ICT in women-led microenterprises	Malawi (relevant comparison)	ICT, empowerment, business performance	Qualitative study	ICT promotes inclusion and income improvement; its application suggests replicable benefits in similar contexts.
Pal & De (2021)	Propose a critical framework for	Global	Gender, ICT, social impact	Conceptual review	

	analyzing ICT4D projects for women				
Lima (2025)	Analyze digital democratic innovations during the pandemic and their capacity to strengthen participatory governance	Latin America (various countries)	E-participation, inclusion, sustainability of digital innovations	Comparative case review	E-participation increased democratic resilience, but many initiatives were not institutionalized due to the digital divide and rapid deployment.
Coria & García (2022)	Evaluate the evolution of the digital divide among Mexican states (2010-2020)	Mexico	Access to ICT, Internet, computer, radio, TV	Time series analysis of census data	Regional inequalities persist, although mobile phone access has improved; southern and southeastern regions remain lagging.
Leão & Goulao (2024)	Propose an integrated approach (social, political, empowerment) to ensure sustainable impact of rural projects	Latin America	Sustainability, empowerment, participation, external aid	Reflective conceptual article	Indicate that agricultural and rural projects fail in sustainability when they omit the integration of political, socioeconomic, and community empowerment aspects.
Djatmiko et al. (2025)	Explore the adoption of e-government in marginalized communities and its role in social inclusion	Marginalized communities (possibilities in SE Asia; applicable to Latin America)	Digital transformation, social inclusion, public benefits		
Chen et al. (2019)	Identify factors determining the performance of inter-organizational e-government systems in	Taiwan (as an illustrative case for regional systems)	Efficiency, effectiveness, accountability, inter-agency trust	Empirical quantitative	Managerial support, shared objectives, and administrative interdependenc e are critical for improving system

	cross-border contexts				efficiency, effectiveness, and accountability.
Coro & Rosales (2024)	Evaluate the implementation and results of open data and open government initiatives in Riobamba	Riobamba, Chimborazo Province, Ecuador	Open data, governance, transparency, citizen participation	Qualitative	
Coro & Rosales (2024)	Analyze the level of openness and use of open data by the local government	Riobamba, Ecuador	Open data, citizen participation	Descriptive	Evidence of limited interoperability of systems and low citizen use of open data.
Estupiñán et al. (2024)	Evaluate how open government has been implemented in Ecuador to strengthen public management	Ecuador	Public innovation, citizen participation	Case study	Concludes that technological platforms allow for greater participation, but face limitations in citizen appropriation.
Green (2022)	Analyze failures in policies requiring human oversight over algorithms in the public sector	United States	Algorithms, human oversight	Critical analysis	Identifies structural biases and challenges in the effective implementation of policies with human oversight.
Alon & Busuioc (2023)	Explore how individuals respond to algorithmic recommendations in the public sector	International	Automation bias, selective adherence	Experimental	Demonstrated that users tend to follow algorithms even when they present errors, depending on the context.
de Genaro et al. (2025)	Evaluate the maturity of digital platforms and compliance with ISO 37123 in resilient smart cities	Smart cities	Digital transformation, platform maturity, smart cities, ISO 37123 compliance	Comparative analysis and technical evaluation of platforms relative to international standards	Identified disparities in digital maturity levels among cities, highlighting the importance of standardized

					regulatory frameworks like ISO 37123 to improve urban resilience and sustainability.
Montece et al. (2025)	Analyze the criminal evolution of extortion in the San Miguel canton	Ecuador (Bolívar)	Extortion, criminal evolution	Case study	Describes new modalities of extortion and local criminal dynamics.
Muggah (2017)	Explore the rise of citizen security in Latin America and the Caribbean	Latin America and the Caribbean	Citizen security, violence, governance	Analytical essay	Details diverse government responses to violence and organized crime.
García & Valle (2020)	Analyze cooperation between the private sector and police during the Peruvian "boom"	Peru	Public-private cooperation, security, extortion	Case study	Shows coordination to curb extortion in construction.
Mallon & Fainshmidt (2022)	Investigate organized crime and business informality in 39 economies	International	Organized crime, business informality	Quantitative analysis	Identifies a correlation between organized crime and the size of the informal sector.
Salgado (2024)	Analyze the impact of crime on the Ecuadorian economy	Ecuador	Crime, delinquency, economy	Documentary analysis	Highlights effects on investment, operating costs, and risk perception.
Solís et al. (2021)	Examine the impact of public policies on citizen security	Latin America (general study)	Public policies, citizen security	Conceptual review	Shows the relationship between policy design and the reduction of insecurity

Source: Authors' own elaboration

The analysis of recent academic literature reveals three interconnected trends in municipal responses to criminal extortion affecting micro and small enterprises (MSEs) in Latin America. The first, termed Intensive Municipal Governance, focuses on strategic and territorial responses that combine state presence, infrastructure development, and economic alternatives to contest criminal control. The second trend, Municipal Empowerment through Technology and Civic Participation, highlights the use of digital tools to promote reporting, transparency,

and community resilience. Finally, the third trend, Institutional and Social Strengthening, underscores the necessity of building trust, legitimacy, and local capacities to ensure the sustainability of any security innovation.

Regarding intensive municipal governance, evidence shows that proactive and tangible action is essential to counteract the territorial control of organized crime. In cities like Medellín, interventions such as Operation Convivencia demonstrated that state presence cannot be merely symbolic; it requires sustained provision of essential services such as health, education, and safe public spaces (Blattman et al., 2022a). The key to success lies in a long-term commitment to improving perceptions of security and reducing crime incidents (Blattman et al., 2022b). An effective tool in this model has been the creation of mixed local committees, composed of micro-entrepreneurs, residents, and officials, who diagnose risks and plan joint responses, managing to reduce extortion in pilot areas by up to 18% (Blattman et al., 2022a, 2022b).

However, intervention cannot be reduced to a police component. In Mexico City, intensive patrolling was found insufficient to eradicate illegal markets such as "protection" payments; instead, policies combined with economic incentives—such as microcredits and local supplier hiring—showed greater reductions in extortion incidence (García Requenes, 2024). Concurrently, it is essential to offer economic alternatives that break dependency on criminal networks. Municipalities promoting training, technical assistance, and access to digital microcredits have reduced MSEs' participation in informal economies and increased their formalization (Blattman et al., 2022b; Johri et al., 2024). However, these strategies depend on relational trust: without legitimacy, any innovation is perceived as hollow. In Ecatepec, Mexico, administrative opacity nullified the effectiveness of citizen participation initiatives (Torres et al., 2025). Similarly, in Ecuador, the open data regulations in effect since 2016 have proven insufficient due to a lack of updates and civic education (Triviño, 2016).

Concerning municipal empowerment through technology and civic participation, municipal innovation through digital means is redefining the role of municipalities, enabling them to move from a reactive to a proactive stance. Tools such as anonymous reporting applications, geospatial crime mapping, and digital participatory budgets are democratizing local governance and strengthening MSEs' resilience. Anonymous reporting systems, for example, have increased reporting rates from 30% in 2022 to nearly 45% in 2024 in municipalities using these technologies, reflecting greater confidence in local management channels (Gómez Sánchez et al., 2024).

The connection of these systems with geospatial intelligence platforms allows municipalities to identify and respond in real-time to extortion hotspots (Bastos et al., 2022). In Guayaquil and Quito, pilot projects combining georeferenced data with cameras and patrols have improved deterrence and security for businesses (Palma Andrade, 2024). Furthermore, the publication of open geographic data (OGDI) has become a powerful tool by enabling citizens and entrepreneurs to identify criminal patterns and adopt self-protection measures, creating an evidence-based feedback loop (Ballari et al., 2025; López et al., 2022).

Digital participatory budgets constitute another key innovation. In several Ecuadorian cities, citizens and merchants vote directly on the allocation of funds for security, dedicating between 10% and 15% to cameras, monitoring systems, and civic technology (Buele et al., 2020; Davies et al., 2022). This model is complemented by co-governance councils, involving MSEs, civil society, police, and technicians, such as the "risk alert" groups in Quito, which have improved trust and case resolution rates (FMI, 2024; Montalvo, 2024). To enhance the effectiveness of these tools, inclusive campaigns in indigenous languages and strategies to prevent digital fatigue have also been implemented (Lima, 2025).

Beyond technological innovation, institutional legitimacy is the cornerstone of success. As research warns in Ecatepec and Ecuador, without transparency, accountability, and political will, open data or citizen participation platforms risk becoming "superficial distractions" (Coro & Rosales, 2024; Estupiñán et al., 2024; Torres et al., 2024). Moreover, projects lose sustainability when they do not incorporate dimensions of political and socioeconomic empowerment within the community (Leão & Goulao, 2024).

In summary, for security innovations to be effective and sustainable, they must be rooted in transparent, inclusive, and legitimate municipal governance, aimed at rebuilding both social cohesion and citizen trust.

Conclusions

The evidence obtained from the systematic review indicates a significant issue for municipal administration in protecting micro and small enterprises (MSEs) against criminal extortion phenomena in Latin America. The practices studied in various contexts, particularly those in Medellín, Quito, or Buenos Aires, indicate that the most successful municipal solutions are those that complement security with participatory governance policies and integrated institutional accountability, alongside civic technology and collaborative networks.

Additionally, the interaction of local institutions with social actors such as MSEs, civil society, and academia has proven to be a key factor in maintaining long-term projects. Community empowerment through citizen councils or early warning groups builds response capacity and improves transparency. There is some evidence that the

most sustainable interventions incorporate open data, technological surveillance, and active participation, allowing municipalities to shift from a reactive approach to anticipatory governance.

Despite documented advances, critical gaps remain. Geospatial digital divides, fragmented platforms, a lack of algorithmic oversight, and weak institutional frameworks continue to pose recurring challenges. Therefore, it is recommended that municipal public policy focus not only on deploying technology but also on civic education, system interoperability, multisectoral financing, and continuous auditing to ensure that strategies designed to protect MSEs are not temporary solutions but foundational structures that build local economic resilience.

For these reasons, it is necessary to build networks of community participation that increase trust in local authorities, promote shared responsibility, and design policies that respond to territorial realities. Only through this articulation will it be possible to reduce the vulnerability of small businesses to criminal extortion and foster equitable economic growth.

Ultimately, municipalities that integrate social equity, digital innovation, institutional transparency, and civic participation are better equipped to combat organized crime and safeguard the business ecosystem. This hybrid model of local governance has the potential, with appropriate modifications, to serve as a roadmap for deepening democracy in a subnational context throughout Latin America.

References

Alon-Barkat, S., & Busuioc, M. (2023). Human-AI interactions in public sector decision-making: "Automation bias" and "selective adherence" to algorithmic advice. *Journal of Public Administration Research and Theory, 33*(1), 153–169. https://doi.org/10.1093/jopart/muac007

Austin, A. (2024, septiembre). *The web of illicit economies ensnaring Durán, Ecuador*. InSight Crime. http://insightcrime.org/investigations/web-illicit-economies-ensnaring-duran-ecuador/

Ballari, D., Siabato, W., Claramunt, C., Mata, F., Zagal, R., & Franco, R. (2025). On the development of open geographical data infrastructures in Latin America: Progress and challenges. *Journal of Spatial Information Science, 30*, 3–23. https://doi.org/10.5311/JOSIS.2025.30.364

Bastos, D., Fernández-Caballero, A., Pereira, A., & Rocha, N. P. (2022). Smart city applications to promote citizen participation in city management and governance: A systematic review. *Informatics, 9*(4), 89. https://doi.org/10.3390/informatics9040089

Beltrán, W. S., & Jiménez, K. L. (2024). *Efectos de la inseguridad en el desarrollo económico de las PYMES de Guayaquil* [Tesis de licenciatura, Universidad Politécnica Salesiana]. Repositorio UPS. http://dspace.ups.edu.ec/handle/123456789/27530

Bisca, P. M., Chau, V., Dudine, P., Espinoza, R. A., Fournier, J. M., Guérin, P., et al. (2024, noviembre 11). Violent crime and insecurity in Latin America and the Caribbean – A macroeconomic perspective. *International Monetary Fund*. https://www.elibrary.imf.org/view/journals/087/2024/009/article-A001-en.xml

Blattman, C., Duncan, G., Lessing, B., & Tobón, S. (2022). Civilian alternatives to policing: Evidence from Medellín's community problem-solving intervention *Operación Convivencia* (Working Paper No. 29692). *National Bureau of Economic Research*. https://www.nber.org/papers/w29692

Blattman, C., Duncan, G., Lessing, B., & Tobón, S. (2022, junio 14). State-building on the margin: An urban experiment in Medellín. *SSRN*. https://papers.ssrn.com/abstract=4024428

Buele, I., Vidueira, P., Yagüe, J. L., & Cuesta, F. (2020). The participatory budgeting and its contribution to local management and governance: Review of experience of rural communities from the Ecuadorian Amazon rainforest. *Sustainability, 12*(11), 4659. https://doi.org/10.3390/su12114659

Bull, B., Bergmann, A., & Gude, R. (2024, mayo 20). Against the odds: Small business strategies for managing extortion in San Salvador. *Journal of Illicit Economies and Development, 6*(1). https://jied.lse.ac.uk/articles/10.31389/jied.203

Bull, B., & Hoelscher, K. (2023). Pandemic micropolitics in Latin America: Small business and the governance of crisis from above and below in El Salvador. *Journal of Politics in Latin America, 15*(1), 47–71. https://doi.org/10.1177/1866802X231159686

Chen, Y. C., Hu, L. T., Tseng, K. C., Juang, W. J., & Chang, C. K. (2019). Cross-boundary e-government systems: Determinants of performance. *Government Information Quarterly, 36*(3), 449–459. https://doi.org/10.1016/j.giq.2019.02.001

Coria, S. R., & García-García, L. M. (2022). Digital divide among the states of Mexico: A comparison 2010–2020. *arXiv*. http://arxiv.org/abs/2211.00073

Coro-Gavín, E. I., & Rosales-Namicela, M. B. (2024). Datos abiertos y gobiernos abiertos en la ciudad de Riobamba, provincia de Chimborazo. *MQR Investigar, 8*(3), 2450–2477. https://doi.org/10.56048/MQR20225.8.3.2024.2450-2477

Davies, J., Arana-Catania, M., & Procter, R. (2022). Embedding digital participatory budgeting within local government: Motivations, strategies and barriers faced. *arXiv*. http://arxiv.org/abs/2209.12598
De Genaro Chiroli, D. M., Ferrassa, T. P., Idalgo, L. do N., Mick, M. M. A. P., Kovaleski, J. L., Aragão, F. V., et al. (2025). Digital transformation for smart and resilient cities: Assessing platform maturity and ISO 37123 compliance. *Platforms, 3*(1), 3. https://doi.org/10.3390/platforms3010003
Djatmiko, G. H., Sinaga, O., & Pawirosumarto, S. (2025). Digital transformation and social inclusion in public services: A qualitative analysis of e-government adoption for marginalized communities in sustainable governance. *Sustainability, 17*(7), 2908. https://doi.org/10.3390/su17072908
Estupiñán, A. H., Quintana, A. L., Quiñónez, A. H., & Zambrano, E. A. (2024). Gobierno abierto en Ecuador: Innovación en la gestión pública y fortalecimiento de la participación ciudadana. *Polo del Conocimiento, 9*(10), 2009–2025. https://doi.org/10.23857/pc.v9i10.8222
Fondo Monetario Internacional (FMI). (2024, diciembre 19). *Crime and its macroeconomic impact in Ecuador*. https://www.elibrary.imf.org/view/journals/002/2024/358/article-A003-en.xml
García, L., & Valle-Riestra, E. (2020). Participación del sector privado en respuestas estatales: Policías y empresarios de la construcción durante el "boom" de los recursos en Perú. *Estudios Sociales del Estado, 6*(12), 223–260. https://doi.org/10.35305/ese.v6i12.238
Gómez Sánchez, J., Ramos Hernández, R., Antonio Vidaña, P. R., & Pérez Hernández, I. (2024). Evaluation of the impact of security perception on the structural changes of MSEs through system dynamics. *Heliyon, 10*(21), e39085. https://doi.org/10.1016/j.heliyon.2024.e39085
Green, B. (2022). The flaws of policies requiring human oversight of government algorithms. *Computer Law & Security Review, 45*, 105681. https://doi.org/10.1016/j.clsr.2022.105681
Iazzetta, M. (2019). Seguridad ciudadana y actividad policial comunitaria en Argentina: Estudio de caso en Rosario. *Revista Científica General José María Córdova, 17*(25), 93-110. https://doi.org/10.21830/19006586.387
Johri, A., Asif, M., Tarkar, P., Khan, W., Rahisha, & Wasiq, M. (2024). Digital financial inclusion in micro enterprises: Understanding the determinants and impact on ease of doing business from World Bank survey. *Humanities and Social Sciences Communications, 11*(1), 361. https://doi.org/10.1057/s41599-024-02856-2
Labre, L. O., Villalta, M. L. A., Pilco, A. A. R., & Carbajal, D. C. T. de J. (2024). Municipal management model to minimize physical gender violence against women: Systematic literature review. *Journal of Ecohumanism, 3*(8), 6410-6422. https://doi.org/10.62754/joe.v3i8.5273
Leao, R., & Goulao, L. F. (2024). Rural development projects in Latin America: The need to integrate socio-economic, political, and empowerment lenses for sustained impact. *Societies, 14*(7), 131. https://doi.org/10.3390/soc14070131
Levy, K., Chasalow, K. E., & Riley, S. (2021). Algorithms and decision-making in the public sector. *Annual Review of Law and Social Science, 17*(1), 309-334. https://doi.org/10.1146/annurev-lawsocsci-041221-023808
Lima, V. (2025). Strengthening participatory governance through resilience and tech-enabled democratic innovations. *Journal of Deliberative Democracy, 21*(1). https://delibdemjournal.org/article/id/1613/
Lio, V. (2020). La efectividad puesta a prueba: Funciones y limitaciones de la videovigilancia del espacio público. *Ciencia, Docencia y Tecnología, 31*(60), 71-105. https://doi.org/10.33255/3160/632
Loaiza, Y. (2024, mayo 10). Ecuador: Tres de cada diez empresas fueron extorsionadas en 2023 por bandas criminales. *Infobae*. https://www.infobae.com/america/america-latina/2024/05/10/ecuador-tres-de-cada-diez-empresas-fueron-extorsionadas-en-2023-por-bandas-criminales/
López, R. B., Rodríguez, E. D., Pérez, C. M. F., & Salinas, M. A. S. (2022). Deterioro en la sostenibilidad de las Mypes y medidas de protección ante el impacto de la delincuencia en Quintana Roo, México. *Religación, 7*(34), e210965. https://doi.org/10.46652/rgn.v7i34.965
Macias-Arriaga, A. (2024). Impacto de la delincuencia en pequeños emprendimientos del sector de economía social y solidaria: Un estudio sobre vulnerabilidad y capacidad de superación. *593 Digital Publisher CEIT, 9*(6), 1391-1405. https://doi.org/10.33386/593dp.2024.6.2807
Malanga, D. F., & Banda, M. (2021). ICT use and livelihoods of women microenterprises in Malawi [Preprint]. *arXiv*. http://arxiv.org/abs/2108.09807
Mallon, M. R., & Fainshmidt, S. (2022). Who's hiding in the shadows? Organized crime and informal entrepreneurship in 39 economies. *Journal of Management, 48*(1), 211-237. https://doi.org/10.1177/0149206320978821
Montalvo, C. E. (2024). Seguridad como competencia complementaria de los gobiernos autónomos

descentralizados: Caso del Distrito Metropolitano de Quito. *Iuris Dictio, 33*, 15-15. https://doi.org/10.18272/iu.i33.3186

Montece, S. A., Ramos, G., & Gaibor, J. N. (2025). El auge del delito de extorsión en el cantón San Miguel, Bolívar: Un análisis de su evolución criminal. *Dilemas Contemporáneos: Educación, Política y Valores*. https://www.dilemascontemporaneoseducacionpoliticayvalores.com/index.php/dilemas/article/view/4705

Muggah, R. (2017). El auge de la seguridad ciudadana en América Latina y el Caribe. *International Development Policy / Revue internationale de politique de développement, 9*. https://journals.openedition.org/poldev/2512

Padilla, L., Lasarte López, J. M., & Caldentey, P. (2022). Policy evaluations of microenterprise business support services in Latin America: A systematic review [Preprint]. *Social Science Research Network*. https://papers.ssrn.com/abstract=4273101

Pal, A., & De', R. (2021). For better or for worse? A framework for critical analysis of ICT4D for women [Preprint]. *arXiv*. http://arxiv.org/abs/2108.09947

Palma Andrade, W. L. (2024). Vacunas extorsivas en Ecuador: Un análisis jurídico sobre las tendencias de extorsión en América Latina. *Revista Multidisciplinaria Voces de América y el Caribe (REMUVAC), 1*(1), 432-473. https://dialnet.unirioja.es/servlet/articulo?codigo=9775141

Pérez, N. (2024). Ecuador, caught between extortionists and terrorism. *International Journal of Social Science, Humanity and Management Research, 3*(6). https://ijsshmr.com/v3i6/10.php

Perez-Vincent, S. M., Puebla, D., Alvarado, N., Mejía, L. F., Cadena, X., Higuera, S., et al. (2024). The costs of crime and violence: Expansion and update of estimates for Latin America and the Caribbean. *Inter-American Development Bank Publications*. https://publications.iadb.org/en/costs-crime-and-and-violence-expansion-and-update-estimates-latin-america-and-caribbean

Requenes, J. I. G. (2024). Extortion in Mexico. *Seven Ediciones*, 904-917. https://sevenpublicacoes.com.br/index.php/editora/article/view/4684

Salgado, J. H. (2024). Impacto del crimen y la delincuencia en la economía ecuatoriana. *Revista Sociedad y Frontera, 4*(2), e42217. https://doi.org/10.59814/resofro.2024.4(2)217

Solis, M. A., Contreras Rivera, R. J., & Sánchez Ramírez, L. G. (2021). Políticas públicas, su impacto en la seguridad ciudadana. *INNOVA Research Journal, 6*(1), 31-46. https://dialnet.unirioja.es/servlet/articulo?codigo=7878910

Straulino, D., Saldarriaga, J. C., Gómez, J. A., Duque, J. C., & O'Clery, N. (2021). Uncovering commercial activity in informal cities [Preprint]. *arXiv*. http://arxiv.org/abs/2104.04545

Torres-Guerrero, J., Caracuel-Cáliz, R. F., Collado-Fernández, D., Torres-Campos, B., Párraga-Montilla, J., & Cepero-González, M. (2024). Habits of healthy living in adults former athletes of federated competition in the modality of volleyball in the province of Jaen. *Journal of Human Sport and Exercise, 19*(3), 827-845. https://doi.org/10.3390/admsci15040144

Torres-Sandoval, A. J., Tavera-Cortés, M. E., Acevedo-Ortiz, M. A., & Ortiz-Hernández, Y. D. (2025). Transparency, governance, and public service management: Challenges of citizen participation in Ecatepec de Morelos. *Administrative Sciences, 15*(4), 144. https://doi.org/10.3390/admsci15040144

Triviño, R. D. (2016). State of open government data as a process in Ecuador. En *2016 Third International Conference on eDemocracy & eGovernment (ICEDEG)* (pp. 99-103). IEEE. https://ieeexplore.ieee.org/document/7461704