

PERCEPÇÃO DOS TRABALHADORES DO SISTEMA PENITENCIÁRIO SOBRE SUAS ATIVIDADES RELACIONADAS À INCLUSÃO PELO TRABALHO DE APENADOS EM REGIME ABERTO

Perception of prison workers on their activities related to inclusion by the work of the prisoners in the open system sentence

Percepción de los trabajadores en el sistema penitenciario sobre sus actividades relacionadas con la inclusión por el trabajo de detenidos en régimen abierto

Resumo

Introdução: A literatura aponta diversas pesquisas envolvendo o sistema prisional, entretanto, são escassos aqueles que dão visibilidade às atividades dos profissionais que, cotidianamente, acompanham o processo de inclusão dos apenados no trabalho. **Objetivo:** Esse estudo teve como objetivo analisar a percepção dos trabalhadores do sistema prisional sobre suas atividades relacionadas a inclusão no trabalho de apenados em meio aberto. **Metodologia:** Trata-se de uma pesquisa exploratória, de abordagem qualitativa, que teve como participantes trabalhadores de uma instituição prisional que faz inclusão de apenados no trabalho no município do Rio de Janeiro. Sete entrevistas semiestruturadas foram realizadas e analisadas pelo método da análise de conteúdo. **Resultados e Discussão:** Os resultados desta pesquisa identificaram aspectos sobre o funcionamento da instituição, bem como do processo de identificação do apenado para ressocialização ainda no regime fechado e atividades incentivadoras a permanência no trabalho de egressos da penitenciária. Ademais, a pesquisa demonstrou que os trabalhadores entrevistados não tinham formação específica para trabalhar no contexto prisional, traços de precariedade nas condições de trabalho e desconhecimento da sociedade civil sobre a realidade explorada nesse estudo. Assim, embora o trabalho seja reconhecido como eixo para a inclusão social dos apenados, ainda existem barreiras nesse processo. **Conclusão:** Esta pesquisa deu visibilidade ao trabalho dos profissionais que desempenham papel singular no sistema prisional. Espera-se que as informações levantadas sejam úteis para que formuladores de políticas públicas possam aprimorar a atividade desses trabalhadores. Sugere-se que outras pesquisas sejam realizadas visando engendrar soluções para as dificuldades enfrentadas pelos trabalhadores.

Palavras-Chaves: Social Control, Prisons, Employment; Terapia Ocupacional.

Abstract

There are several investigations about the prison system and its actors. However, few papers addresses the activities of the professionals that daily deals with the process of inclusion of the prisoners in work. **Objective:** To analyze the perception of prison workers on their activities related to inclusion by the work of the prisoners in the open system sentence. **Methods:** It is qualitative research that had as participants the workers of a prison institution that realize the inclusion in the work of prisoners in the city of Rio de Janeiro. The seven interviews were analyzed by the content analysis method. **Results and discussion:** This research identified aspects about the functioning of the institution, issues about the process of identification of the person for resocialization, still in the closed regime and activities to promote the permanence in working outside the prison. Besides, the research showed that the interviewed workers did not have specific training to strive in the prison context, traces of precarious working conditions, and lack of knowledge of civil society about this reality. Thus, although work is recognized as the axis for the social inclusion of the convicted, there are barriers in this process. **Conclusions:** This study gave visibility to the work of professionals who play a unique role in the prison system. It is expected that the information gathered can be useful for policymakers to improve the activity of these workers. It is suggested that further research could aim to generate solutions to the difficulties faced by workers.

Keywords: Social Control, Prisons, Employment; Occupational therapy.

Resumen

Hay varias investigaciones sobre el sistema penitenciario y sus actores. Sin embargo, ninguno de ellos dio visibilidad a las actividades de los profesionales que diariamente siguen el proceso de inclusión de los reclusos en el trabajo. **Objetivo:** Para reducir esta brecha este estudio analizó la percepción de los trabajadores de prisiones sobre sus actividades relacionadas con la inclusión de los detenidos bajo la sentencia de régimen abierto. **Metodología:** Es una investigación cualitativa que tuvo como sujeto a los trabajadores de un cárcel que promueve la inclusión social a través del trabajo de los detenidos en la Ciudad de Rio de Janeiro. Las siete entrevistas fueron analizadas por el método de análisis de contenido. **Resultados y discusión:** Los resultados de esta investigación identificaron los aspectos sobre el funcionamiento del cárcel, cuestiones sobre el proceso de identificación de la persona para el proceso de resocialización aún en régimen cerrado y actividades para incentivar la estancia en el trabajo fuera del cárcel. Además, la investigación apuntó que los trabajadores entrevistados no tenían capacitación específica para trabajar en el contexto de la prisión, rastros de condiciones de trabajo precarias y falta de conocimiento de la sociedad civil sobre la realidad explorada en este estudio. Por lo tanto, aunque el trabajo es reconocido como el eje para la inclusión social de las víctimas, existen barreras en este proceso. **Conclusión:** Esta investigación dio visibilidad al trabajo de profesionales que juegan un papel singular en el sistema penitenciario. Se espera que la información recopilada sea útil para los responsables políticos para mejorar la actividad de estos trabajadores. Se sugiere que se realicen más investigaciones con el objetivo de generar soluciones a las dificultades que enfrentan los trabajadores.

Palabras clave: Control Social, Cárcel, Empleo, Terapia ocupacional.

Francis Gabriela do Nascimento Chajon

Terapeuta ocupacional. Universidade Federal do Rio de Janeiro, UFRJ. Rio de Janeiro, RJ, Brasil.

francischajon@hotmail.com.br

Carolina Maria do Carmo Alonso

Docente do Departamento de Terapia Ocupacional da Faculdade de Medicina da Universidade Federal do Rio de Janeiro, UFRJ. Rio de Janeiro, RJ, Brasil.

carolmaria1@gmail.com

Beatriz Akemi Takeiti

Docente do Departamento de Terapia Ocupacional da Faculdade de Medicina e do Programa de Pós-Graduação em Psicossociologia de Comunidades e Ecologia Social (EICOS) da Universidade Federal do Rio de Janeiro, UFRJ. Rio de Janeiro, RJ, Brasil.

biatakeiti@gmail.com

,QWURGxOmR

+LVWRULFDPHQWH R WUDEDOKR QR VLVWHPD SULVLRQDO DSUHV
SXQLWLYR H QRUPDWL]DGRUDWRXFXDWRUDEDOKR QD SULVmR GHVGH
GHVVD LQVWLWXLomR QmR YLVDYD D SURGXomR RX D IRUPDomR GH K
UHLWHUDYD RV SULQFtSLRV GH RUGHP H UHJXODULGDGH

\$WXDOPHQWH QR FRQWH[WR QDFLRQDO D /GHVGHUHFmSRU10Q
FtSLRV GR WUDEDOKR SULVLRQDO TXH SRGH VHU FRPSUHHQGLGR FR
SRU LQGLYtGXRV VRE SHQD SULYDWLYD GH OLEHUGDGH GHQWUR RX
YLDELOL]DP XPD UHVHUYD ILQDQFHLUD DR DSHQDGR QRPDGD GH SH

\$ /(3 GHWHUPLQD TXH HVVH WUDEDOKR WHQKD XPD ILQDOLGDGH
LQGR DR HQFRQWUR GDV GLUHWUL]HV GH WUDWDPHQWR PtQLPR SDUD
JDQL]DomR GDV 1Do}HV 8QLGDV DWUDYpV GDV 5HJUDV GH UHQGHOD H
WD IRUPD D /(3 SDFWXD FRP RV 'LUHLWRV +XPDQRV SRLV LQFOXL DV
GLJQLILFDQWHV QR HVSDoR SULVLRQDO HPERUD VHX WH[WR FRQVWL
UHQWHV LQWHUSUHWDo}HV

(VWXGRV PDLV UHFHQWHV VREUH HVVH XQLYHUVR GHPRQVWUDP
SHQLWHQFLiULR QRV GLIHUHQWHV VHWRUHV GHVVH VLVWHPD DLQGD
GR YROWDGR SDUD R FRQWUROH GRV DSHQDGRV \$VVLP DSHVDU GR
XP PHLR GH WUDQVIRUPDomR H YLD SDUD D LQFOXVmR VRFLDO HOH
PD SRXFR WUDQVIRUPDGRUD 1HVVH VHQWLGR D LQVWLWXLomR SHQL
PpWRGRV H SURFHVVRV GH FRHUomR TXH UHSURGX]HP D OyJLFD GD G
QD

7HQVLRQDQGR HVVH SDUDGLJPD LQLFLDWLYDV TXH IRPHQWDP R
DOPp GR YLpV SXQLWLYR IRUWDOHFHP D SHUVSHFWLYD GR WUDEDOKI
omR GD LGHQWLGDGH H LQFOXVmR VRFLDO5RRRIB D&RRQVWURDGRX]D
)RUPDomR 7HyULFD 3UiWLFD GR 3URJUDPD GH LQFOXVmR VRFLDO GR
3U(VSHQWUH RXWURV

1R TXH VH UHIHU D OLWHUDWXUD QDFLRQDO p SRVVtYHO LGHQ
WUtDGH VLVWHPD SULVLRQDO WUDEDOKR H VHxV WUDEDOKDGRUHV
o}HV TXH VH YROWDP SDUD FRPSUHHQGHU D RUJDQL]DomR GR VLVWH
PRomR GD LQFOXVmR GH DSHQDGRV SHOR WUDEDOKR SHVtFLVD/DIPHQ
WLJDP HVVH FRQMXQWR FRP RV HOHPHQWRV VHSDUDGDPHQWH (QWU
SHVTXLVDGRV HVVmR RV DJHQWHV SHQLWHQFLiULRV VREUH RV TXDLV
GDQGR VXD LGHQWLGDGH H DVSHFWRV UHODWLYRV D VD~GH PHQWDO

6mR HVFDVVVDV DV SHVTXLVDV QDFLRQDLV TXH GmR YLVLELOLGD

RQDLV TXH FRWLGLDQDPHQWH DFRPSDQKDP R SURFHVV R GH LQFOXV
OKR FRPR GHVHPHQKDP VHX WUDEDOKR GRV VREUH D RUJDQL
GH LQVWLWXLomR SURFHVV R GH UHVVRFLDOL]DomR SRU PHLR GR W
DR H[SRVWR HVWH DUWLJR WHYH FRPR REMHWLYR DQDOLVDU D SHUF
WHPD SULVLRQDO VREUH VXDV DWLYLGDGHV UHODFLRQDGDV D LQFOX
HP PHLR DEHWR

0pWRGR

7UDW GH XPD SHVTXLVD H[SORUDWyULD GH DERUGDJHP TXDOLV
SDUWLFLSDQWHV WUDEDOKDGRUHV GH XPD LQVWLWXLomR JHVWRUD G
YH LQFOXVmR GH DSHQDGRV QR WUDEDOKR QR PXQLFtSLR GR 5LR GH
DERUGDJHP PHWRGROYJLFD VH MXVWLILFD SHOR IDWR GD SHVTXLVD T
YHUVR GDV UHODo}HV GRV SURFHVV R H GRV IHQ{PHQRV TXH QmR SF
YHLV QXPpULFDV R TXH FRDGXQD FRP R REMHWLYR GHVWD LQYHVWL

2 XQLYHUVR GHVWD SHVTXLVD VH FLUFXQVFUHYH HP XP VHUYLoR
WDULD (VWDGXDO GH \$GPLQLVWUDomR 3HQWLWQHFiULD p6(\$3 LQVWLW
omR FKDYH TXH FRRUGHQD H JHUHQFLD R WUDEDOKR UHPXQHUGR SD
VH[RV QDV PRGDOLGDGHV LQWUDPXURV H H[WUDPXURV GR 6LVWHPD
5LR GH -DQHLUR DSUHVHQWDQGR GLIHUHQWHV FRODERUDGRUHV H D
UHGH DVVLVWHQFLDO SDUD RV HJUHVV\$WHODLOR DHHWH \$OHYRUVR S
SHVTXLVD VH GHX SHOR IDWR GH VHU HVVD LQVWLWXLomR YLQFXODG
FOXVmR SRU PHLR GR WUDEDOKR QR PXQLFtSLR

2 VLVWHPD SHQLWHQFLiULR p UHJLGR SHOR 'HSDUWDPHQWR 3HQ
TXH SRU VXD YH] p R yUJmR DVVRFLDGR DR 3RGHU ([HFXWLYR TXH D
DSOLFDomR GD /(3 H GDV GLUHWUL]HV GD 3ROtWLFD 3HQLWHQFLiULD
PXQLFtSLR GR 5LR GH -DQHLUR D HVWUXWXUD GR VLVWHPD SULVLRQ
GH \$GPLQLVWUDomR 3HQLWHQFLiULD 6(\$3 TXH GHVHQYROYH FRRUG
GHV GH FXVWyGLD UHHGXFDomR H UHLQWHJUDomR GR SUHVR j FRPXQ
DV SROtWLFDV HVWDEHOHFLGDV SHOR (VWDGR

\$SyV FRQDWR MXQWR j LQVWLWXLomR D SHVTXLVD IRL DSUHVH
GDGDV QR SUySULR ORFDO GH WUDEDOKR GRV IXQFLRQiULRV)RUDP
DWXDP GLUHWDPHQWH FRP R DSHQDGR GR VLVWHPD SULVLRQDO HP P
GH LQVHUomR SRU PHLR GR WUDEDOKR H TXH HVWDYDP QR VHUYLoR S
IRL FRPSUHHQGLGR TXH R W-UFREDUQDGR GRU GRU GRU DOJXP WHPSR SDUD
GLQkPLFD GH IXQFLRQDPHQWR GD LQVWLWXLomR H SDUD VHU LQWHJU

\$VVLP GXUDQWH R SHUtrGR GH XP PrV QR DQR GH IRUDP U
YLVDV VHPLHVWUXWXUDGDV JXLDGDV SRU XP URWHLUR TXH DSUHV

HL[R FROHWRX GDGRV VREUH D IRUPDomR H LQVHUomR GR HQWUHYLV
VHJXQGR HL[R DERUGRX R WUDEDOKR GHVHQYROYLGR SHORV SURILV
FRP R DSHQDGR GXUDQWH R SURFHVV GR LQFOXVmR QR WUDEDOKR
LQYHVWLJR D FRPSUHHQVmR GR HQWUHYLVWDGR VREUH RV FRQFHLV
SULVLRQDO

3RU VH WUDWDU GH XPD SHVTLXVD TXDOLWDWLYD D GHILQLomR
IHUUDPHQWD GD DPRVWUDJHP SRU VDWXUDomR RQGH RFRUUD D VXV
WHV TXDQGR RV GDGRV REWLGRV SDVVDP D DSUHWHGWDLP UHLQXWGRKQ
HPStULFR

2V SURFHGLPHQWRV GH DQiOLVH GDV HQWUHYLVWDV IRUDP JXLD
DQiOLVH GH FRQWH~GR HP WUrV HVQSLWHD VDEHSORDDShR GR PDWH
FDWHJRULpDomR GR 'XDUFULDomR GH FDWHJRULDV SRGH VHU GHILQL
GRU DQWHV GDV HQWUHYLVWDV D SDUWLU GD H[SORUDomR GRV UHIF
GDGR RX SRGHP VHU FRQVWUXtGDV QR PRVHQSHROGDV BQXQIGDHIRZSPDR&
FULDomR GH FDWHJRULDV GXUDQWH R SURFHVV GR SUP

5HVVDOMDXH HVWD SHVTLXVD VHJXLX RV SUHFHLWRV pWLFVRV DS
eWLFDP HP 3HVTXLVD &(3 GR +RVSLWDO 8QLYHUVLWiULR &OHPHQWLQ
H SHOR &HQWUR GH (VWXGRV H 3HVTXLVD GD (VFROD
WHQFLiULD &(3 (*3 SHOR Q- GH SURFHVVBUQWHX WDPEpP D FRQ
ILGHQFLDOLGDGH H D SULYDFLGDGH GDV LQIRUPDo}HV SUHVWDGDV S
XWLOL]VQDROHWUD (VHJXLGD GH XP Q~PHUR SDUD LGHQWLIFDU WU
GRV HQWUHYLVWDGRV EHP FRPR R QRPH GD LQVWLWXLomR SHVTLXV
SDUWLFLSDQWHV VH GHX DSYV D DSURYDomR HP DPERV FRPLWRV GH p

5HVXOWDGRV H 'LVFXVVmR

&RQIRUPH DSUHVHQWDGR QD VHomR DQWHULRU D DQiOLVH GDV
GD D SDUWLU GH WUrV HL[RV WHPiWLFVRV 2 SULPHLUR GHQHV FDUDFV
HQWUHYLVWDGRV R HL[R VHJXLQWH GHVFUHYH R IXQFLRQDPHQWR GI
H ~OWLPR HL[R WHPiWLFVR WUDWD GD SHUFHSoM GRVHVH SURILVLR
VmR SHOR WUDEDOKR

3HUILO GRV HQWUHYLVWDGRV

(QWUH RV VHWH HQWUHYLVWDGRV RQWVQWVWV DI SUHVDXhR DHP QtYHO VX
GRLV HP QtYHO PpGLR 2 SHUFXUVR SURILVVLRQDO GD PDLRULD GRV
JHP SRU RXWUD LQVWLWXLomR S~EOLFD FRP DWHQGLPHQWR HVSHFTI
UXD

\$ IRUPDomR IRL DSRQWDGD SHORV HQWUHYLVWDGRV FRPR SULQ
 QLJDomR GR WUDEDOKR GH LQFOXVmR SHOR WUDEDOKR GRV DSHQDG
 IRUPDomR GH EDVH EHP FRPR QD FDSDFLWDomR FRQWLQXDGD SDUD
 WXLomR IRUDP LGHQWLILFDGDV FRPR XPD GLILFXOGDGH TXH p FRQWF
 rQFLD FRQVWUXtGD DR ORQJR GR WHPSR GH WUDEDOKR MXQWR D HVV

4XDQWR j PRGDOLGDGH GH FRQWUDWDomR GH WUDEDOKDGRUHV
 TXH R FDUJR FRPLVVLQRDGR p D IRUPD GH FRQWUDWDomR PDLV IUHT
 S~EOLFR (VVH GDGR p DSRQWDGR QDV HQWUHYLVWDV FRPR XP GRV
 HP IXQomR GR FRQWLQJHQFLDPHQWR GR HVWDGR GR 5LR GH -DQHLU
 YRV VHUYLGRUHV PHVPR TXDQGR VH LGHQWLILFD XP GpILFLW GH IXQ
 GR QD WDEHOD HP TXH VH SHUFHEH TXH GRV VHHW HQWUHYLVWDG
 EOLFR RV RXWURV VHLV RFXSDP FDUJR FRPLVVLQRDGR

8PD VROXomR SHQVDGD SHORV HQWUHYLVWDGRV SDUD VXSHUDU
 D FDSDFLWDomR TXH VHJXQGR RV UHODWRV GH DOJXQV HQWUHYLVW
 S~EOLFRV PDV DWXDOPHQWH HVWi VH EXURFUDWLJDQGR R TXH GLI
 GRUHV

7DEHOD3HUILO GRV HQWUHYLVWDGRV

(QWUH YLVWDGR)	IRUPDomR	9tQFXOR	7HPSR GH YLQFXODomR	6HWRU GH DRVXDomR	*rQHUR
()RUPDomR GH SURIHVVVRUHV &XUVDQGR QtYHO V&SHULRU HP \$VVLVWRQFLD 6RFLDO	&SHULRU	&RPLVVLR DQRV	&RPHUFLDOLID omR)HPLQLQR
((QVLQR 6XSHULRU HP 6RFLDO PXQLFDomR	&SHULRU	&RPLVVLR DQRV	&RPHUFLDOLID omR)HPLQLQR
((QVLQR VXSHULRU HP 6HUYL oR 6RFLDO 3yWJUDGXDomR HP JHVWmR GH VHUYLoRV S~EOLFRV	&DUJR &SHULRU	&RPLVVLR DQRV	6HUYLoR 6RFLDO)HPLQLQR
((QVLQR 6XSHULRU HP /H WUDV 0HVWUDGR 3URILVVLR JHVWmR GH VHUYLoRV S~EOL FRV	&DUJR &SHULRU	&RPLVVLR DQRV	/RFDomR GH omR GH 2EUD)HPLQLQR
((QVLQR 0pGLR FRPSQLWR QDGR	&DUJR &SHULRU	&RPLVVLR DQRV	6HWRU GH GRULD =HOD)DVFXOLQR
((QVLQR 6XSHULRU HP VHUYL oR VRFLDO 3yWJUDGXDomR H PHVWGR GR HP JHVWmR S~EOLFD	&DUJR &SHULRU	&RPLVVLR DQRV	&RPHUFLDOLID omR)HPLQLQR
((QVLQR 6XSHULRU HP VWR WR	&DUJR &SHULRU	&RPLVVLR DQRV)LVFDOLJDomR)DVFXOLQR

)RQW HODERUDGR SHODV DXWRUDV

)XQFLRQDPHQWR GD LQVWLWXLomR SHVTXLVDGD QD SHUVSHFWLYD
(VWD VHomR DSUHVHQWD GH IRUPD QDUUDWLYD D SHUVSHFWLY
WDGRV VREUH D WUDMHWyULD GRV DSHQDGRV QR SURFHVVR GH LQFC
PDUL]D DV DWLYLGDGHV GHVHQYROYLGDV GHQWUR H IRUD GR VLVWH
WUD R IOX[R TXH D LQVWLWXLomR SHVTXLVDGD VH SURS}H D FRQVWU

)LJXUD\$SUHVHQWDomR GRV VHWRUHV GD LQVWLWXLomR SHVTXLVDGD

)RQWH(\$3

\$ OHJLVODomR VXJHUH GH IRUPD VXFLQWD RV ORFDLV SDUD TXH
omR DFRQWHoD 3ULPHLUDPHQWH HVVH SURFHVVR GHYH RFRUUHU QD
JDQGR R SDSHO HGXFDGRU GD SHQD (P VHJXLGD RFRUUH QRV SDWU
HP HVWDEHOHFLPHQWRV RILFLDLV SDUWLFXODUHV LQVWLWXLo}HV
SULYDGDV GHVWLQDGDV D SURSRUFLRQDU DRV OLEHUDGRV SDUD D F
SDUD D VXD UHGDSDWDomR D YLGD VRFLDO

)UHQWH D HVVH FRQWH[WR RV UHODWRV GRV HQWUHYLVWDGRV
GD LQVWLWXLomR SHVTXLVDGD p VHUYLU FRPR LQWHUIDFH HQWUH RV

DEHUWR \$VVLp R WUDEDOKR GRV SURILVVLRQDLV TXH DWXDP SURPR
SHOR WUDEDOKR WHP LQfFLR GHQWUR GRV PXURV GR VLVWHPD SULVL
RILFLQDV GDV SHQLWHQFLiULDV RX GH HPSUHVDV SDUFHLUDV QHODV
omR TXH DWXD QHVvH FHQiULR p R GH SURGXomR H VHUYLoRV

3DUD LQFOXVmR QR SURJUDPD GH UHVVRFLDOL]DomR SHOR WUDE
DWHQGHU RV VHJXLQWHV FULWpULRV GH HOHJLELOLGDGH SRVVLELOI
FKDGR SDUD R VHPLDEHUWR SUR[LPLGDGH GD ILQDOL]DomR GD SHQD
WXLomR SHQLWHQFLiULD H GHVHMR H[SUHVV R GH FRQWLQXDU WUDED
DFRUGR FRP RV HQWUHYLVWVGRVHFRPSDWHQGH GR WUDEDOKR GR V
WUDPXURV SDUD H[WUDPXURV p H[HFWDGR SRU XPD UHGh GH SURIL
QDO GD JHVWmR GD XQLGDGH SULVLRQDO H GR VHWRU MXGLFLiULR

6REUH R DFRPSDQKDPHQWR GR VXMHLWR QHVvH SURFHVV R GH U
DEHUWR %DUEDOKR RIXWURVWXWRVXGDp XP IOX[R TXH p VHPHOKDQW
TXH D LQVWLWXLomR HP WHOD SURS}H 3RUWDQWR p SRVVtYHO LGHQ
SULQFLSDOPHQWH VREUH D SHUVSHFWLYD GH DORFDomR HP YDJDV GH
GH LQFOXVmR VRFLDO &RQWXGR DSHVDU GDV VHPHOKDQoDV UHODFL
DOJXPDV GLIHUHQoDV IRUDP REVHUYDGDV HQWUH HODV R IDWR GD
YHX D SUHVHQWH SHVTXLVD VHU YLQFXODGD D XPD 6HFUHWLUD GH
HQTxDQWR D FLWDGD SHODV DXWRUDV VH YLQFXOD D XPD SROtWLF
GD FRP PXGDQoDV JRYHUQDPHQWDLV

\$ IRUPD TXH R DSHQDGR DOFDQoD D LQVWLWXLomR TXH SURPRYH
H R S-EOLFR DOYR GHVVDV LQVWLWXLo}HV WDPEpP VH GLIHUHP (QTX
DWHQGH DSHQDGRV HP UHJLPH VHPLDEHUWR DFRPSDQKDGRV GHVGH
SRVWHULRUPHQWH VHUHP DORFDGRV HP XPD YDJD GH HPSUHJR D LQ
WXUD DWHQGH SULQFLSDOPHQWH SRU GHPDQGD HVSRQWkQH (VVH
GR VXMHLWR DR VHUYLoR FDVR QmR VHMD RULHQWDGR FRUUHWDPHQ
GHVFRQKHoD R VHUYLoR RIHUHFLGR

6REUH D WUDMHWyULD SHUFRUULGD SHORV DSHQDGRV LQFOXtGR
omR SHOR WUDEDOKR GD LQVWLWXLomR SHUHLQVWED HLVDSDWLi\$FRULF
GHODV GL] UHVSHLWR D REWHQomR GH XPD FDUWD GH HPSUHJR IRUC
MXGLFLiULR (P VHJXLGD HOH p LQFHQWLYDGR D FKHJDU j VHGH GD L
SHF-OLR TXH p D UHVHUYD GHSRVLWDGD HP FRQWD SRXSDQoD GR SU
QHUDomR GH VHX WUDEDOKR GHSRLV GH DEDWLGRV D LQGHQL]DomR
FLD j IDPtOLD H RV JDVWRV SHVVRDLV &RPR FRQGLomR SDUD D VHPL
VHQWD D FDUWD GH HPSUHJR H DVVLp SDVVD D VHU DFRPSDQKDGR SF
ILQDOL]DQGR R SURFHVV R GH LQWHUIDFH HQWUH R VLVWHPD LQWUD
VHWRU GH SURGXomR H VHUYLoRV GD LQVWLWXLomR

'HVVD IRUPD DSHQDGRV HP PHLR DEHUWR VmR HQFDPLQKDGRV S

VRFLDO RQGH VmR DX[LOLDGRV QD UHJXODUL]DomR GH GRFXPHQWRV
GD LQVWLWXLomR QR SHUFUXVR D VHU VHJXLGR SDUD REWHQomR GH
\$SyV HVVH FRQWDWR HOH SDVVD SHOD ORFDomR GH PmR GH REUD R
VXD YDJD

&RP WRGDV HVVDV HWSDSV FXPSULGDV R VXMHLWR LQFOXtGR QR
SDQKDGR SHULRGLFDPHQWH SHOR VHWRU GH ILVFDOL]DomR (VWH DF
VH R DSHQDGR DWXD QD IXQomR D TXH IRL GHVLJQDGR HP FRQGLo}H
PHQWRV DGHTXDGRV

5HVVDomRDXH GHVGH R LQtFLR GHVVH SURFHVV R DLQGD QR VLVV
WLWXLomR JHUHQFLD R VDOiULR SULVLRQDO VHQGR WDPEpP UHVSQRV
QR VLVWHPD H[WUDPXURV SRU PHLR GR VHWRU GH FRPHUFLDOL]DomR
FRPHUFLDOL]DomR H[HFWD HQJORED P D FRQTXLVWD GH QRYDV SDUF
GH SDJDPHQWR H SHF~OLR H D LGHQWLILFDomR GH DSHQDGRV FRP R
SDoR H[WUDPXURV

4XDQGR R DSHQDGR SURJULGH GR UHJLPH VHPLDEHUWR SDUD D
JDGR GD YDJD GH HPSUHJR H GHL[D GH VHU DFRPSDQKDGR SHOD LQV
FRQLWQXD VHQGR DFRPSDQKDGR SHOR VLVWHPD MXGLFLiULR

1D DSUHVHQWDomR LQVWLWXFLRQDO RV HQWUHYLVWDGRV SRU
YkQFLD GD PLVVmR LQVWLWXFLRQDO TXH p D LQFOXVmR SHOR WUDED
GRV HVIRUoRV HPSUHHQGLGRV R SURFHVV GHVWD LQFOXVmR QmR p
WR VRE FRQGLFLRQDO p GHVOLJDGR GR HPSUHJR \$ SDUWLU GH HQV
YHUi EXVFDU XP QRYR ORFDO GH WUDEDOKR WDUHID QmR PXLWR iIFL
HJUHVVR GR VLVWHPD SULVLRQDO SRVVXL FRPR GLIHUHQWHV DXWRU

2V HQWUHYLVWDGRV UHODWDP TXH Ki SRXFD GLYXOJDomR GR WU
HOHV SDUD D SRSXODomR HP JHUDoVHPLPSRUWDQWRH DSUHQD
TXH FRORTXHP QR GHEDWH DV QXDQFHV H SHUVSHFWLYDV GR VLVWHP
VmR SHOR WUDEDOKR SDUD TXH VH SRVVD IRUWDOHFHU DV SROtWLF
VRFLDO GH HJUHVVRV GR VLVWHPD SULVLRQDO EUDVLOHLUR

3HUFHSomR GRV HQWUHYLVWDGRV VREUH VHX WUDEDOKR

2V HQWUHYLVWDGRV DR VHUHP LQGDJDGRV VREUH RV GLVWLQW
QD H[HFxomR GD VXD DWLYLGDGH GH WUDEDOKR DSUHVHQWDUDP VH
UDP RV DSRLRV H EDUHLUDV TXH RUD IDFLOLWDP RUD GLILFXOWDP
RSLQL}HV GLYHUJHP VREUH RV DVSHFWRV IDFLOLWDGRUHV H DV EDU
REMHWR GH DWXDomR

6REUH HVVH REMHWR RV SDUWLFLLSDQWHV GHVWD SHVTLVD GH
GHP D LQFOXVmR H FRPR HVVH FRQFHLWR VH WUDQVIRUPD HP DomR G

VD PDQHLUD D LQFOXVmR SHOR WUDEDOKR p SHUFHELGD FRPR D UHF
1R HQWDQWR -VHULXHFRLXQFOXVmR p XP SURFHVVR IUIJLO SRUTXH Ki
DFRPSDQKDPHQWR GRV FRQGHQDGRV TXH DFDEDP GH FXPSULU VXD S
H[FHUWR TXH VH VHJXH

(QWmR R (VWDGR H R *RYHUQR QmR VHL QRV RXW
DTXL QR 5LR GH -DQHLUR D OLEHUGDGH FRQGLFLR
SUHJR LVVR p PXLWR FKWDR SUD JHQWH SRUTXH
VLP FRP SHVDU SRUTXH HOHV YmR(SURFXUDU D JH

2 WUDEDOKR IRL DSRQWDGR FRPR HL[R IXQGDPHQWDO SDUD R SU
GRV DSHQDGRV H DVVRFLDGR FRPR PHLR GH UHVJDWH GD GLJQLGDGH
GHVFREHUWD GH QRYDV SRWHQFLDOLGDGHV H IRUPDV GH H[LVWLU /F
YLVWDGRV D UHSUHVHQWDomR VRFLDO GR VXMHLWR WUDEDOKDGRU
UHVJDWDU RXWURV YtQFXORV VRFLDLV HVJDUoDGRV SHOD H[SHULrQF
DOP GD GLPHQVmR ODERUDO

\$ UHLQVHUomR SHOR WUDEDOKR HX DFUHGLWR TXH
FRXP TXH IRL SHUGLGR HP DOJXP PRPHQWR GDTX
SDUD FRP D VRFLHGDGH H D JHQWH FRPR p TXH Y
OLQN GR LQGLYtGXR FRP D VRFLHGDGH p DWUDYpV
EDOKR H IDPtOLD p R TXH ID] R OLQN SDUD R VHU
ULGR HP DOJXP FRLVD

\$ TXHVWmR GR WUDEDOKR FRP R VLVWHPD SULVLRQDO DSUHVHQ
SURSyVLWR SXQLWLYR H VHX FDUiWHU WUDQVIRUPDGRU TXH IRPHQW
SRUWH &DEH IULVDU TXH DR DQDOLVDU DV UHVSrvWDV GRV VHUYLG
YD TXH PDLV VH DSUR[LPD FRP D SuiWLFD GHVHPHQKDG p DTXHOD
GHVHQYROYLGRV SRRLYUHV LQGLFDP TXH SRU PHLR GHVVD LQVHUo
VXMHLFRVHJXHP UHVWDEHOHFHU YtQFXORV IDPLOLDUHV DQWHULRUP

2V HQWUHYLVWDGRV UHODWDP TXH p FRXP TXH D H[SHULrQFLD
GRV VHMD D SULPHLUD RSRUWXQLGDGH GH HPSUHJR GHVVHV VXMHLW
DFRPSDQKDG SHOR UHJLVWUR HP FDUWHLUD GH WUDEDOKR (VWD G
FRPSURPHWLPHQWR GR DSHQDGR FRP D OLFLWXGH \$GHPDLV GHYLG
PDLRULD HVVDV RSRUWXQLGDGHV DFDEDP VH UHVWULQJLQGR D IXQo
DO 3RUpP D H[LJrQFLD GD DSUHVHQWDomR GR DWHVWDGR GH DQWH
TXLVLWR SDUD R HPSUHJR-VHUPDQFRQVWQWLEDUUHLUD SDUD D FRQ
SHVVRDV TXH WLYHUDP XPD FRQGHQDomR SHQDO PHVPR TXH R FDQG
omR H KDELOLGDGHV H[LJLGDV SHOR HPSUHJDGRU

0XLWRV QXQFD WUDEDOKDUDP QD YLGD HQWmR P
GR HOHV FRPHoDP D WUDEDOKDU HOHV WRPDP JR
OKR SRUTXH PXLWDV FRLVDV QD YLGD GHOHV QmR
GDV GH XPD IRUPD QmR PXLWR WUDEDOKRVD Qp"
WDP H SDVVDP D TXHUHJ WUDEDOKDU

1R TXH WDQJH jV EDUUHLUDV SUHVHQWHV QR WUDEDOKR RV HQV
WLJPD GH SHULFXORVLGDGH H GH LUUHFXSHUDELOLGDGH GR DSHQDG
PHQFLRQDGD FRPR XP LPSHGLPHQWR SDUD HQFRQWUDU SDFHLURV T
SUHJRV HQWUHYLVWDGRV SXGHU DP UHSQVUDU D DSUHHQVmR TXH WL
WR DWHQGLGR SRU HOHV DR UHIOHWLUHP VREUH R TXH VLJQLILFDYD

1HVH VHQWLGR UHFRQKHFHUDP TXH DV PDUFDV GR VLVWHPD S
FDUDFWHU tVWLFDP TXH SHUPHLD WRGR SURFHVVGR GH WUDEDOKR TXH
p LGHQWLILFDGR FRPR XPD IUDJLOLGDGH QR SURFHVVGR GH LQFOXVmR
FRQVHJXHP VH LQVHULU QR PHUFDGR GH WUDEDOKR IRUD GD SURWHO
GD LGHQWLGDGH GH HJUHVVRV TXH FDUUHJD DWXDQGR FRPR XPD P
WLGDGH VRFLDO H TXH FRQVHTXHQWHPHQWH VHJUHD H R FRORFD

\$ HVH UHVSHLWR RV HQWUHYLVWDGRV GHVWDFDP TXH DV YDJD
WHS/DUD HVH XQLYHUR DEDUFDGR SHOD LQVWLWXLomR (QWUH DOW
GHVVD VLWXDomR GHVUFUHYHP FXUVRV GH FDSDFLWDomR FRPR HVWU
YHO GH HVFRODULGDGH GR DSHQDGR QR HVSDoR GD LQVWLWXLomR

(X DFKR TXH D LQVWLWXLomR SRGHULD WLUDU K
HQVLQDPHQWRV FXUVRV UisLGRV D JHQWH WHP G
GH XPD LQVWLWXLomR@ 2 WUDEDOKR FRP HVVD F
UHQGLPHQWR TXH HOHV W rP DTXL HOHV FRQVHJXH
PHQWR PtQLPR D VXD IDPtOLD H DLQGD WHP SUD V
FKHJD HOHV YmR QR EDQFR D LQVWLWXLomR DJF
FXUVR GH HGXFDomR ILQDQFHLUD SRU DTXL SRUT
FKHJDP QR EDQFR R EDQFR RIHUHFH FDUWmR FKH
SHJDP H QR RXWUR PrV WHP TXHVWIDRi S-DUHDHULQ
PHQWR GDV GtYLGDV FRP FDUW}HV GH FUpGLWR@
GH FXUVR FDSDFLWDomR p LPSRUW(DQWH SDUD R I

6REUH R PDQHMR GR SURFHVVGR GH LQFOXVmR RV HQWUHYLVWD
FRP R DSHQDGR p FRQVLGHUDGR SULPRUGLDO e QR HQFRQWUR HQWU
TXH RFRUUH R LQFHQWLYR j FRQWLQXLGDGH GD IRUPDomR DWp D GLY
HQFDPLQKDPHQWR SDUD VHWRUHV DSWRV D RIHUHFHU VXSRUWH H RU

-V YH]HV TXDQGR FKHJD XQV QHUYRVLQKRV HX WHQV
PLQKD KLVWyULD SUD HOHV YHUHP TXH WHP XP SRX
HOHV GDU XPD DFDOPDGD H YHU TXH D UHVVRFLDOL]
TXH PXLWRV QmR DFUHGLWDP HOHV DFKDP TXH DK D
VHU-~~8~~PHVLGLiULR TXH YDL WHU SUHFRQFHLWR SHQ
VDV (OHV WrP TXH WHU IRUoD GH Y(RQWDGH H GHG

2V HQWUHYLVWDGRV LGHQWLILFDUDP TXH R SURFHVV R GH FRQVWU
FRQFUHWL]DomR GD DomR GH LQFOXVmR SHOR WUDEDOKR 1R HQWDQWR
UDFLRQDOL]D D FRQVWUXomR GHVVD UHGH \$ QRomR GH UHGH DSDUHFH
D DSUR[LPDomR GH RXWUDV LQVWLWXLo}HV SDUD GHVHQYROYLPHQWR G
HQWUHYLVWDGRV QmR FRQVHJXH GDU FRQWD

\$ IXQGDomR Wi PXLWR UHFOXVD QR VHX SUySULR XPE
>PHQFLRQD R QRPH GH XPD LQVWLWXLoM@ WHP VH
QmR Yr LQVHULGR QHVHV FRQWH[WRV WD PXLWR IH
H QmR VH DEUH SDUFHULDV QmR GLJR SDUFHULDV S
PDV SDUFHULDV > @ WHPRV TXH WHU PDLV SDUFHULD
FLDPHQWR PDV TXH YmR WUD]HU FRQKHFLPHQWR TX
GDGHV YmR PRVWUDU RXWURV FDPLQKR DK PDV V
EOLFDV QmR SRGH 7XGR SRGH GHVGH TXH VHMD
UHJLGR GHVFULWR HQYLDGR SDUD DOJXpP(TXH YDL D

6REUH D FDWHJRULD GRV IDFLOLWDGRUHV GD VXD SUIWLF D SURILV
UDP D DUWLFXODQmR LQVWLWXLo]R QDO FRPR SULQFLSDO DSRLR (VVD DUWLFX
SULRV VHUYLGRUHV TXH FRRSHUDP SDUD DWLQJLU R REMHWLYR FRXP
WLFXODGRV 3OLQKD FKHILD p XP FLFOR QmR p QHP XP FLFOR p XP FtUF
LPSRUWDQWH ` (

(VVD HVWUDWpJLD GH DSRLR HQWUH RV VHUYLGRUHV GD LQVWLWX
VROLGDULHGDGH H p LPSRUWDQWH SDUD VXSHUDomR GDV GLILFXOGDGH
WDPEpP p LGHQWLILFDGR QDV SDUFHULDV FRQVWUXtGDV DR ORQJR GD I
DOFDQoD SDUFHLURV IRUD GD LQVWLWXLoM (QWUHWQWR HVVD SHU
WUHYLVWDGRV DSRQWUDP SDUD XP LVRODPHQWR HP VXD SUIWLF D 3(X
SDOPHQWH GDTXL HX QmR WLYH DSRLR ILTXHL FRPSOHWDPHQWH SHUGI
OKR FRP SHVVRDV DSHQDGRV TXH PH LPSXOVLQDUDP ` (

2 YDORU GR WUDEDOKR GHVHQYROYLGR SDUD RV HQWUHYLVWDGRV
WXFLRQDO 2 FRQMxQWR GRV GLVFXUVRV DQDOLVDGRV GHPRQVWUDUDP
VHQWLGR GH FRQVWUXLU QRYDV SURSRVLo}HV H Do}HV SDUD GHVHQYR
EDUUHLUDV HQFRQWUDGDV

2V HQWUHYLVWDGRV LGHQWLILFDUDP TXH XP IDFLOLWDGRU GH VXD
XWLOL]DP SDUD GHVHQYROYHU VHX WUDEDOKR FRP R DSHQDGR 7RGRV
HPSiWLFDF IDFLOLWD D FRPXQLFDomR H D FRQVWUXomR GR YtQFXOR HQW
YUDV FRPR UHVSHLWR FRPSUHHQVmR H GLVSRQLELOLGDGH IRUDP LQGD
GRV EHP FRPR D YDORUL]DomR GD PmR GH REUD SHQDO TXH HVWi VHQC
YDJD GH HPSUHJR SDUD D TXDO R DSHQDGR IRL GLUHFLRQDGR 37HU HG
FHUWR"- ~~QDR~~rVHQWLU PDLV D YRQWDGH GHQWUR GH XP ORFDO FRP PDLV
WHP TXH VHU UHFtSURFR' (

\$LQGD HP UHODomR j DERUGDJHP GRV DSHQDGRV RV HQWUHYLVWD
]HV p QHVvH HQFRQWUR TXH FRQVHJXHP LGHQWLILFDU FDUDFWHUtVWL
GHVHPHQKR QR WUDEDOKR 3RUWDQWR DVSHFWRV FRPR D H[SUHVVmR
PHQWR VmR DQDOLVDGRV H SDVVDP D FRQILJXUDU RV SODQRV GH LQFO

6DOLH ~~QHW~~DLQGD TXH RV HQWUHYLVWDGRV YHULILFDP TXH RV DSHQ
LQVWLWXLomR FRP SRXFDV LQIRUPDo}HV VREUH R IOX[R GR SURFHVV R
DX[tOLR TXH FRQVWLWXHP D UHGH GH DVVLVWrQFLD VRFLDO 4XDQWR D
FDUJRV - ~~QHW~~ UHSDVVDUHP HVVDV LQIRUPDo}HV

39RFr FRPHoD D DWHQGHU H HX DFKR TXH R 5- SUHFL
H[SOLFDU PDLV DV SHVVRDV SUD VDEHU GDTXL SRUT
VRDV QmR WHP UHDO H DV YH]HV DQGD .0 SDU
omR > @ 9HLR XPD VHQKRUD TXH QmR p GR 5- HQFD
FHQWUR GD FLGDGH R ILOKR GHOD FXPSULX D SHQD
HVWDYD EXVFDQGR UHWRUQDU D VXD FLGDGH HQWmR
SUD HOD HQWmR HOD DQGRX GD SUHVLGHQWH 9DUJD
XP FDUULQKR MXQWR GR ILOKR GHOD FKHJDQGR DTX
omR SDUWLX R FRUDomR SRUTXH H[SOLFDUDP HUUD
QmR HUD DTXL HOD WLQKD TXH SURFXUDU D 6HFUHW
DO R SURMHWGR GH JRYHUQR 5HWRUQR DR VHX HVWD

\$ QmR UHLQFLGrQFLD H D PDQXWHQomR QR FDPGR GR WUDEDOKR V
FRPR UHVXOWDGRV SRVLWLYRV GH VXDV LQWHUYHQo}HV FRP RV DSHQD
Mi HJUHVVRV UHWRUQDP j LQVWLWXLomR GH PDQHLUD HVSRQWkQHD H U
HGDGH RTXHUHXOD HP LQHQR SDUD R VHU GRUFRQVXUDU GHVHQYROYHUHX WUDEDOKR 3\$ JHQM
VH RUJXOKD SRUTXH HOHV FRPR VH IDOD VH UHVVRFLDOL]DUDP RXW
JHQWH WHQWD (QWmR R WUDEDOKR p GLItFLO PDV HX JRVWR Qp GR W

6REUH D IRUPDomR SURILVVRQDO H VXD DUWLFXODomR FRP D SUIV
R GHVFRQKHFLPHQWR GH GHWHUPLQDGDV HVSHFLILFLGDGHV GR FDPGR
(VVD ODFXQD p SUHHQFKLGD QR FRWLGLDQR HP TXH R WUDEDOKDGRU D
WRV SULQFLSDOPHQWH FRP FROHJDV PDLV H[SHULHQWHV 1mR REVWDQ

IRUPDomR HVSHFtILFD LQWHUIHUH QD H[HFXomR GRV WUDEDOKRV IUDJL
DSHQDGR FRPR D UHODomR FRP RV VHWRUHV EXURFUiWLFrv GD LQVWL
WUHYLWVDV R GHVFRQKHFLPHQWR WHyULFR VREUH WHPDV GR FDPsr M
o}HV GR DSHQDGR D HVWUXWXUD GR VLVWHPD SHQLWHQFLiULR R SDSH
OLJDGRU

(X DFKR TXH FRPR HX WHQKR SRXFR FRQKHFLPHQWR
SRUTXH HX ILFR PDLV FRP HVVD SDUWH EXURFUiWLF
DWUDSDOKD WDOYH] VH HX WLYHVvH PDLV FRQKHFL
JmR VREUH D JHVWmR S~EOLFD EDVLFDPHQWH HX SI
> @ DWp PHVPR TXHVWmR GH DUWLJR SRUTXH jV Y
HX W{ GH 3\$' H HX SUHFLVR H YRFR QmR VDEH

1R TXH WDQJH jV EDUUHLUDV QD HVWUXWXUDomR LQVWLWXFLRQD
o}HV SHORV HQWUHYLWVDGRV \$ UHODomR HVWDEHOHFLGD FRP D RUJD
HP IXQomR GDV P~OWLSODV WDUHIDV D VHUHP GHVHPHQKDGDV HP XP
WDGRV UHVSQRVDELOLJDGRV SRU LVVR 2V VHUYLGRUHV LGHQWLILFDP
FDXVD DF~PXOR GH IXQomR SDUD XP HIHWLYR UHGXLGR R TXH LQIOXH
GDV IXQo}HV VRE UHVSQRVDELOLGDGH GRV VHWRUHV

9RFR WHQGR TXH FRRUGHQDU RX DWLYLGDGHV DR
WH D UHVSQRVDELOLGDGH GH XPD Vy SHVVRD DV RX
JRV H FRPLVV}HV QmR WHP FKHILD R TXH p GLIHUHQ
UHVSQRVDELOLGDGH YRFR WHP R FRPSURPHWLPHQW
LPHGLDWD H DR VHX JHVWRU (QWmR GLIHUHQWHV IF
omR(

6REUH R DF~PXOR GH IXQo}HV H FREUDQoDV RV HQWUHYLWVDGRV
FXOGDGHV QD UHODomR FRP R DSHQDGR SRLV PXLWDV YHJHV D FDUJD
DWHQFLRVD FRP R VXMHLWR

\$ RUJDQLJDomR ItVLFD H GH UHFxUVRV KXPQQRV GD LQVWLWXLomR
YLVWR TXH DOJXQV HQWUHYLWVDGRV QmR SRVVXHP XPD VDOD HVSHFtIL
RULHQWDomR}HV 6mR LGHQWLILFDGDV ODFXQDV QR DSRLR LQVWLWXFLRQ
VHPHQKR GR WUDEDOKR

&RPR DSRQWDGR DQWHULRUPHQWH RV VHUYLGRUHV UHODWDP TXH
FRQYRFDomR}HV GH WUDEDOKDGRUHV SDUD D LQVWLWXLomR H TXHVWLRQI
WHPSRUiULDV PHGLDQWH LQVWkQFLDV VXSHULRUHV \$R EXVFDU SRU QR
QDV HQWUHYLWVDV D VXJHVWmR GD DEHUWXUD GR HVSDoR LQVWLWXFL
SDUFHULDV HP SURMHWRV GH H[WHQVomR RX HVWiJLR FXUULFXODU H RX
QRyDV SRVVLELOLGDGHV FRP HVVHV SDUFHLURV

2XWUD TXHVWmR DSRQWDGD FRPR EDUUHLUDV IRL D EXURFUDWL]Do
DWUDYHVVD DWp D FRQVROLGDmR FRP QRYDV SDUFHULDV H TXH VHJXQ
GR WUDEDOKR GHVHQYROYLGR QD LQVWLWXLomR SDUD D VRFLHGDGH FR
FDP TXH R IXQFLRQDOLVPR S~EOLFR PXLWDV YH]HV VH FRQVWUyL GH IRU
GR RV SURFHVVVRV QD SUIWLFD SURILVVLRQDO

4XDQGR HX FKHJXHL DTXL QD LQVWLWXLomR H WLQKD
MXQWR D 6(\$3 TXH HX WLQKD TXH SUHSDUDU HVVHV
DV FRLVDV GHPRUDP PXLWR SUD VDLU GR SDSHO YDL
YDL DTXL H RV FDUDV HVWmR DOL HVSHUDQGR'

2XWUD EDUUHLUD TXH RV HQWUHYLVWmR D XPHQFLRQDPSOLDMLFDV S
TXH GLUHFLRQHP R WUDWDPHQWR SDUD R DSHQDGR H HJUHVVR H HVWHM
PD SULVLRQDO EUDVLOHLUR DWXDO 2 TXH RULHQWD DV Do}HV QHVH FD
6LVWHPD 3HQLWHQFLiULR 31663 TXH ID] SDUWH GR 3ODQR 1DFLRQDO G
313&3 LQVHULGDV QD /HL GH ([HF TXH HVVH QD OGXUDomR GH TXDWUR DQR
SDUD R VLVWHPD LQWUDPXURV

9RFR QmR WHP XPD SROtWLFD S~EOLFD GLUHFLRQDGD
SODQR QDFLRQDO Vy TXH HVVH SODQR QDFLRQDO p H
HVWDGRV GD IRUPD TXH OKH FRQYLHU > @ \$ TXHVW
YRFr SDXODWLQDPHQWH DPSOLD HVVD TXHVWmR TXH
SXEOLFDGD >/HL GH GH MDQHLUR GH TXH U
PHQWR GRV)D[LQDV@ DTXLOR DOL SXEOLFDGR JDUDQ
YRFr QmR WHP GRFXPHQWDGR QmR HVWDEHOHFH XPD
UD QmR YLHU D VHU FXPSULGD YRFr QmR WHP FRPR Y
(

2V HQWUHYLVWDGRV LGHQWLILFDP TXH R WUDEDOKR TXH GHVHQYRC
FOXVmR LQWHJUDO FRPR DOPHMDULDP TXH IRVVH HPERUD HVVHV DWRU
VXDV Do}HV SDUD FULDomR GH XP HVSDoR GH RULHQWDomR H DFRPSDQK
H[SHULPHQWHP XPD YLYrQFLD GD LGHQWLGDGH FRQVWUXLQGR SHUVSHF
YHU PDLRU SDUWLFLSDomR QR FRWLGLDQR H[WUDPXURV

'H RXWUR ODGR FRP EDVH QRV GDGRV DSXUDGRM QXWQmR SHVD SHVD
D LQVWLWXFLRQDOL]DomR SHOR VLVWHPD SHQLWHQFLiULR TXH DFRPSDQK
TXH H[LVWHP RXWUDV PDUFDV VRFLDLV TXH RV YXOQHUDELOL]DP HQTXD
EDL[D HVFRODUL]DomR D IUDJLOLGDGH QDV UGHV VRFLDLV GH VXSRUW
FDGRV SHOD YLROrQFLD &DUDFWHUtVWLFDV TXH WHUmR LPSDFWRV VLJG
GR SURFHVVVR GH LQFOXVmR SHOR WUDEDOKR

'LDQWH GLVVR RV HQWUHYLVWDGRV DILUPDUDP TXH p LPSRUWDQV
UHOD DOP GD DORFDomR HP XPD YDJD GH HPSUHJR RXWURV HVSDoRV
GRV DSHQDGRV 4XDQWR D DOWHUQDWLYDV D LQFOXVmR Q-R HPHXFDGR I
PHVPR KDYHQGR R LQFHQWLDYRGR IRU(PISomR GH FRRSHUDWLYDV QmR I
QHVWH HVWXGR LQLFLDWLYDV TXH IRPHQWDVVHP D SDUWLFLSDomR GH
JHUDomR GH WUDEDOKR H UHQGD

&RQVLGHUDo}HV ILQDLV

(VWD SHVTLVD REMHWLSYRUXFBISDORVGRV WUDEDOKDGRUHV GR VLVV
VXDV DWLYLGDGHV UHODFLRQDGDV D LQFOXVmR SHOR WUDEDOKR GRV
SRVVtYHO GHVYHODU FRPR HVVHV SURILVVLQRDLV OLGDP FRP RV HVWL
ELOLGDGH GH VXMHLWRV TXH FRPHWUDP FULPHV FRP R DF~PXOR GH
KXPDQRV SDUD LQWHUYLU QHVWH SURFHVV R H D IDOWD GH SROtWLFDV
GR FRQWH[WR SULVLRQDO

(QWUHWQWRVGHVWDPDPR GLDQWH GDV EDUHLUDV FRORFDGDV
GRV SURILVVLQRDLV TXH DWXDP QD LQFOXVmR GH DSHQDGRV RV LQYHV
POLDUHV H VRFLDLV D GHVFRHUWD GH QRYDV SRWHQFLDOLGDGHV D
WLFDV GH FRQDWR IDFH D IDFH FRP R DSHQDGR FRQM-XLQVGRVXFDRC
FRQWULEXHP SDUD SURFHVV R PDLV VROLGLILFDGRV H PHQRV SXQLWL

&RP HVWD SHVTLVD IRL SRVVtYHO FRQKHFHU DVSHFWRV GR WUDE
LQFOXVmR VRFLDO GH DSHQDGRV SRU PHLR GR WUDEDOKR FRPSUHHQG
GH PHGLDGRU HQWUH R VLVWHPD SULVLRQDO H R PXQGR H[WHUQR 0DL
YDJD GH HPSUHJR HVVD RFXSDomR VLEHOLHGDGH GH VXSRUWH SDUD TXH
DP RXWUDV UHIHUrQFLDV QR HVSDoR R RFLDDO DH UHF B Q W W Q X b D Q L G H K L V V
GD

1HVVH VHQLGR DV GLVFXVV}HV WHFLGDV QHVWD SHVTLVD FRQV
PDV HQIUHQWDGRV SRU XP SURILVVLQRDO TXH DWXD HP XP XQLYHUR
UHQWH GR HVWLJPD TXH R VLVWHPD SULVLRQDO FDUUJD ,VVR SRGH V
omR GRV VHUYLoRV YROWDGRV SDUD D LQFOXVmR GR DSHQDGR H SHOD
VmR TXHISODQWD PXLWDV YH]HV LQLFLDWLYDV HP PHLR DEHUR TXH E
VRFLHGDGH

6XJH-UH R GHVHQYROYLPHQWR GH SHVTLVDV IXWXUDV TXH IRUQH
D RUJDQLJDRMU WUDEDOKR GDTXHOHV TXH IDYRUHFHP R SURFHVV R GH LQF
OKR WRPDQGR R WUDEDOKR FRPR XPD PDQHLUD GH HQJMDPHQWR QDV
omR GH LGHQWLGDGHV H IRUWDOHFLPHQWR GH YtQFXORV \$ H[SORUDom
QDV QD SHUFHSoM R H YLYrQFLD GRV WUDEDOKDGRUHV TXH DWXDP GLU
WXLX XPD OLPLWDomR GHVWD SHVTLVD

5HIHUrQFLDV

)RXFDXOW 0 9LJLDU H SXQLU QDVFH B H G W W U G S F S O L L W m R R] H V

%UDVLO 0LQLVWpULR^RGD -X^GWLo^DG H O M X O O K R G H ,QVWLWXL D /HL C
QDO >,QWHUQHW@ 'LiULR 2ILFLDO GD 8QLmR %UDVtOLD ') 'LVSRC
ZZZ SODQDOWR JRY EU FFLYLOB OHLV O KWP

%DUURV &/ 5HJUDV GH 0DQGHOD 2 GHVDILR GD SURPRomR GRV GLUH
GDGH QR %UDVLO 5HY GR ,QVW %UDV 'LUHLWRV +XPDQRV > DFHVV R QHPW @
GH] @ 'LVSQRtYHO HP KWWS UHYLVWD LEGK RUJ EU LQGH[SKS

%UDVLO 0LQLVWpULR GD -XVWLoD 3RVWXODGRV SULQFtSLRV H GLUH
SHVVRDV HJUHVVDV GR VLVWHPD SULVLRQDO >,QWHUQHW@ >\$FHV
HP KWWS ZZZ LQVWLWXWRHOR RUJ EU VLWH ILOHV DUTXLYRV HH H

&RVWD 6* %UDWNRZVNL 3/6 3DUDGR[RV GR WUDEDOKR SULVLRQDO Q
VR GR '(75\$ 5HY \$GP &RQWHPS >,QWHUQHW@ >DFHVVR HP GH]
@ 'LVSQRtYHO HP KWWS ZZZ VFLHOR EU VFLHOR SKS"VFULSW VFLB
'2, KWWS G[GRL RUJ - 6

0DFKDGR %\$ 6ORQLDN 0\$ 'LVFLSOLQD RX UHVVRFLDOL]DomR" 5DFLRQ
RQDO H SROtWLF D SHQLWHQFLiULD 5HY 'LUHLWR *9 >DFHVV R QHPW @
GH] @ 'LVSQRtYHO HP KWWS ZZZ VFLHOR EU VFLHOR SKS"VFULSW V
QUP LVVR '2KWWS G[GRL RUJ -

6RX]D 5/ &RUUHD 0\$3& 2ULJHP H UHODomR GR WUDEDOKR FRP R VHU
WUDEDOKR QD SULVmR 7H[WRV &RQWHPS >DFHVVR HP GH] @ 'LVSRC
HP KWWS UHYLVWDVHOHWURQLFDV SXFUV EU RMV LQGH[SKS IDVV DU

6RX]D 5 6LOYHLUD \$ 0LWR GD UHVVRFLDOL]DomR 3URJUDPDV GHVWL
RQDO 6(5 6RF >,QWHUQHW@ - >DFHVV R HP GH] @ 'LVSQRtYHOHP
KWWS SHULRGLFRV XQE EU LQGH[SKS 6(5B6RFLDO DUWLFOH YLHZ
GRL RUJ USFD Y L

5RFDK 9)7 /LPD 7&%)HUUD] 6)6)HUUD] 6% \$,QVHUomR GR HJUHVVR
PHUFDGR GH WUDEDOKR HVWXGR GH FDVRV P~OWLSORV HP RUJDQL]Do
&RQWHPS HP \$GP >,QWHUQHW@ >DFHVVR HP GH] @ 'LVSQRtYHOHP
KWWS SHULRGLFRV XII EU SFD DUWLFOH YLHZ '2, KWWSV GRL R

3U(VS &RPLVVmR GH)RUPDomR 7HyULFD H 3UiWLF D GR 3URJUDPD GH
PD 3ULVLQDO 2 HJUHVVR GR VLVWHPD SULVLRQDO GR HVWLJPD j LQFOXV
(OR

%DUFLQVNL 0 &XQLFR 6' H %UDVLO 09 6LJQLILFDGRV GD 5HVVRP
FLiULDV HP XPD 3ULVmR)HPLQLQD (QWUH R &XLGDGR H R &RQWUROH
- >\$FHVVR HP GH] @ 'LVSQRtYHO HP KWWS ZZZ VFLHC
VFULSW VFLBDUWWH[W SLG 6 OQJ SW QUP LVR! '2, KWWS
G[GRL RUJ WS SW

)HUQDQGHV 5&3 6LOYDQ\ 1HWR \$0 6HQD *0 /HDO \$6 &DUQHLUR &\$3
FHUH XP HVWXGR FRP DJHQWHV SHQLWHQFLiULRV GD 5HJLmR 0HWURSR
6DXGH 3XEOLFD - >DFHVVR HP MXQ @ 'LVSQRtYHO HP KV
ZZZ VFLHOR EU VFLHOR SKS;"SLG 6 VFULSW VFLBDEVWUDFW WOQJ SW
KWWS G[GRL RUJ - ;6

%H]HUUD &0 \$VVLV 6* &RQVWDQWLQR 3 6RIULPHQWR SVtTXLFR H
SHQLWHQFLiULRV XPD UHYLVmR GD OLWHUDWXUD &LrQF VD-GH FROH
>DFHVVR HP MXQ @ 'LVSQRtYHO HP KWWS ZZZ VFLHOR EU VFL
VFULSW VFLBDUWWH[W SLG 6 OQJ SW QUP LVR! '2, KWWS
G[GRL RUJ -

5XPLQ &5 6RIULPHQWR QD YLJLOKQFLD SULVLRQDO R WUDEDOKR H
&LrQF 3URI - >DFHVVR HP MXQ @ 'LVSQRtYHO HP KWWS
SHSVLF EYVDOXG RUJ VFLHOR SKS"VFULSW VFLBDUWWH[W SLG 6

7VFKLHGHO 50 0RQWHLUR -. 3UD]HU H VRIULPHQWR QR WUDEDOKR H
FLiULD (VWXG 3VLFRO 1DWDO >DFHVVR HP MXQ @ 'LVSQRtYHO H
KWWS ZZZ VFLHOR EU VFLHOR SKS"SLG 6
; VFULSW VFLBDEVWUDFW WOQJ SW! '2, KWWS G[GRL RUJ
;

/LPD \$,2 'LPHQVWHLQ 0)LJXHLUy 5 /HLWH - 'DQWDV & 3UHYDO
&RPXQV H 8VR GH ÈOFRRRO H 'URJDV HQUUH \$JHQWHV 3HQLWHQFLiULRV
- >\$FHVVR HP MXQ @ 'LVSQRtYHO HP KWWS ZZZ VFLHC
VFULSW VFLBDUWWH[W SLG 6 '2, KWWSV
G[GRL RUJ H

0RUDHV 35% \$ LGHQWLGDGH H R SDSHO GH DJHQWHV SHQLWHQFLiU
>DFHVVR HP GH] @ 'LVSQRtYHO HP KWWS ZZZ VFLHOR EU V
VFULSW VFLBDUWWH[W SLG 6 OQJ SW QUP LVR! '2, KWWS
G[GRL RUJ -6

'XDUWH 5 (QWUHYLVWDV HP SHVTXLVDV TXDOLWDWLYDV (GXF HP 5H
>DFHVVR HP GH] @ 'LVSQRtYHO HP KWWS ZZZ VFLHOR EU VFLH
VFULSW VFLBDUWWH[W SLG 6 OQJ SW WOQJ SW '2, KWWS
G[GRL RUJ -

6(\$3 6HFUHWUDULD GH \$GPLQLVWUDomR 3HQLWHQFLiULD 6tWLR (OHV

omR 3HQLWHQFLiULD 6(\$3 >,QWHUQHW@ 6tWLR (OHWU{QLFR >FLWDGR
KWWS ZZZ UM JRY EU ZHE VHDS H[LE@FRQWHXGR"DUWLFOH

%DUEOKR /'\$ %DUURV 9\$ (QWUH D FUX] H D HVSDGD D UHLQWHJUD
SULVLRQDO D SDUWLU GD SROtWLFD S~EOLFD GR *RYHUQR GH 0LQDV *H
>,QWHUQHW@ - >DFHVVR HP GH] @ 'LVSRQLYHO HP KWWS
KGO KDQGOH QHW- 0:. %8'2', KWWS G[GRL-RUJ '23 -

9 1 3

(VWD SHVTXLVD p SDUWH GH XP 7UEDEOKR GH &B@F@XWmRRGS-D@DURVWtRQmBUPR WtWXOR
HP 7HUDSLD 2FXSDFLRQDO GD 8QLYHUVLGDGH GH %UDVtOLD

&RQWULEXLomR GRV)DDQFLVH)DMRQ SDUWLFLSRX GD FRQFHSomR GR WH[WR RUJDQL]DomR
H UHYLVmR ILQDO &DUROLQD 0DULD GR &DUPR \$ORQVR SDUWLFLSRX GD FRQFHSomR GR W
UHGDomR H UHYLVmR ILQDO %HDWUL] \$NHPL 7DNHLWL SDUWLFLSRX GD UHGDomR H UHYLV

6XEPHWLGR HP

\$FHLWR HP

3XEOLFDGR HP