&RQWHQLGR

, 5HVXPHQ HMHFXWLYR v

, , $QWHFHGHQWHV \ FRQWH[WR GRQGH HO SUR\HFWR VH LPSO

, , , 2EMHWLYRV GH OD HYDOXDFLyQ ILQDO 12

, 9

&XDGUR

, 5HVXPHQ HMHFXWLYR

0HUF\ &RUSV HQ DOLDQ]D FRQ OD 6HFUHWDUtD 3DUWLFLSDFLyQ

/RV ORJURV GHO SURFHVR GH LQYHVWLJDFLyQ GHO SURFHVR GH UHVXOWDGRV GH OD LQYHVWLJDFLyQ

D (Q UHODFLyQ DO FXPSOLPLHQWR GHO L

R $FWLYLGDG GH PSDxD FRPHUQLFDFLyQ LPSOXHUDQWHV HQ H
REMHWLYR GHO PDUFR GHO SUR\HFWR VHHGHFXDGDPHQWH
SRU REMHWLYR OD VHQVLELOL]DFLyQ D OD SREODFLyQ HQ
SDUWLFLSDFLyQ GH ODV PXMHUHV HQ HO 6L3VUWHYPHDQFLyQ&RQV
9LROHQFLD FRQWUD GHVDUUROODU UQ PHFDQLVPR GH FRQWURO GH ORJUDGDFLyQ HVWUDWpJLFD
HTXLGDG GH JpQHUR /D FDPSDxD SURPXHYH OD SDUWLFLSDFLyQ GH ODV PXMHUHV
LGLRPDV 4¶HHVTSDKXLRQ TRPFKt PDQWDV YLQtOLFDV XELFDGDV
FRPXQDOHV GH ORV OXJDUHV RQ HEODSGURVHGFRQGHELRQWHUYLHQ
UHIHUHQWHV DO WHPD /DV HPLVRUDV UDGLDOHV(VWHURQ 5
*HUDUGL

S $FWLYLGDG ³Q~PHUR GH SUR\HFWRV SLORWRV GH HPSR
YLROHQFLD EDVDGD HQJUXpSQHUSRU PLFUR UHJLyQ´ (Q PL
FRQIRUPDURQ \ IRUWDOHFLHURQ JUXSRV GH DKRUUR \ SU

GHILQHQ OD YLVLyQ PLVLyQ HVWUDWHJLDV \ REMHWLYRV
UHVSRQVDEOHV \ ODV DFFLRQHV HVSHFtILFDV TXH pVWDV GHEH
HQWUH HOODV VH FUHD OD 3OtWLFD 1DFLRQDO GH 3URPRFLy
VX 3ODQ 2SHUDWLYR FRQRFLGR FRPR 3ODQ 2GH (QXLDDR GH
HO 3OHQR GHO &RQJUHVR GH OD 5HSXEOLFD DSURBy OD
WUDYpV GHO 'HFUHWR HO TXH VH DSUXHED OD LQFRUSRUDFLy
0XQLFLSDOHV GH 0RQWHYLGHR $UWtFXOR GH HVWH &DStWXOR V
'00•VFRPR HO PHFDQLVPR SDUD HO DYDQFH GH ODV PXMHUHV
DGRSWDU OD SROtWLFD GHSDUWDPHQWDO SDUD HO GHVDUURO

9 , ,

/D &RKHVLyQ 6RFLDO HQ ODV FRPXQLGDGHV VH UHIOHMD D WUD
YHFLQRV GLiORJR FRPXQLWDULR SDUD OD E~VTXHGD GH VROX
ORV FHQWURV SREODGRV OD UHQGLFLyQ GH FXHQWDV GH

*UILFD3DUWLFLSDFLyQ GH KRPEUHV \ PXMHUHV HQ OD &2&2 (V1 SRU PXQLFLS

)XHQWH %DVH GH GDWRV 0HUF\ &RUSV

(Q OD JUiILFD DQWHULRU VH SXHGH REVHUYDU HO FRQVROLGD
ODV MHUHV HQ ORV &RQVHMRV &RPXQLWDULRV GH 'HVDUUR
PXQLFLSDORRUPDFLyQ YDOLGDGDVHQ\HDOXDFLyQ ILQDO

(Q HO VLJXLHQWH FXDGUR VH SUHVHQWD OD LQIRUPDFLyQ GH
PLFURUUHJLRQHVLGHQWLILFDGDV GH $OWD 9HUDSD] 6DQWD &UX] 9H
FXHQWD FRQ PLFURUUHJLRQHV

&XDGUR 3DUWLFLSDFLyQ GH KRPEUHV \ PXMHUHV HQ HO &2&2
GHSDUWDPHQWR

$xR	+RPEUH		0XMHU		7RWDO	
2014-2017	2,745	91.04%	270	8.96%	3,015	100.00%
2018	880	82.24%	190	17.76%	1,070	100.00%
Total	3,625	88.74%	460	11.26%	4,085	100.00%

/DV 0XQLFLSDOLGDGHV GH $OWD 9HUDSD] FXHQWDQ FRQ OD
&RRUGLQDFLyQ GH &2&2,'(1LVYHFXDOORV WLHQHQ HQ FXHQWD OD
PLFURUUHJLRQHV D H[FHSFLyQ GHO PXQLFLSLR GH 6DQWD &U
FRQ &2&2VGH , QLYHO (Q HO FXDGUR DQWHULRU VH SUHVHQWD
ORV &2&2VGH ,, QLYHO HQ HO SHULRG00

LQFUHPHQWR GH SDUWLFLSDFLyQ GH ODV PXMHUHV HQ ORV
%DUULRV GH 0DVDV &DVDV &REiQ &KDKDO 63DQG UXRD QD&UKDKP HSDF RUX6KD
6HQDK~ HQ FXDQWR DO LQFUHPHQWR GH OD SDUWLFLSDFLyQ
&RQVHMRV GH 'HVDUUROOR &RPXQLWDULR GH OD YROXQWDG SROtW
PXQLFLSDOHV D OD DSHUWXUD GH QXHYRV HVSDFLRV GH SDUWLFLSDFLyQ
LPSRUWDQFLD GH GDU YR] \ YRWR D ODV PXMHUHV HQ ORV DVXQWRV
TXH HQ VX PD\RUtD HVWiQ UHOHJDGDV D HPXQHUDGDV HV LQ
GH HVSDFLRV GH SDUWLFLSDFLyQ SDUD EDUULRV HPXMHUHOUHQFLR T
UHGXFFLyQ GH ODV EUHFKDV GH H[FOXVLyQ \ GHVLJXDOGDG

&XDGUR 3DUWLFLSDFLyQ GH KRPEUHV \ PXMHUHV HQ HO &208

$xR

(QORV &RQVHMRV 0XQLFLSDOHV GH 'HVDUURROOR VH SXHGH R
PXMHUHV IDYRUHFLHQGR VX LQFOXVLyQ HQ HVWH HVSDFLR V
PXQLFLSDOHV UHODFLyQ DO FDPELR FOLPiWLFR HVSHFLDOPHQWH DO DHQ XQ
SDUWLFLSDFLyQ LPSOHPHQWDQGR DFFLRQHV SDUD OD LQWHJU
ODV PLFURUUHJLRQHV DQWH HO &208'(VHQVLELOL]DQGR D
&RRUGLQDFLyQ GH &RPXQLGDGHV &OLPiWLFDV (QHUJpWLFDV \D TXH IRUPDQ SDUWH GH
&RPXQLGDG GH &2&2'(GH ,, 1LYHO \ VRQ ORV TXH WLHQHQ S
&208'(FRQ YR] \ YRWR

([LVWLHURQ IDFWRUHV TXH QR IDYRUHFLHURQ XQ PD\RU LQFUH
HQ HO 6LVWHPD GH &RQVHMRV GH 'HVDUUROOR 5XUDO TXH KDFHQ GLILFXOWRVR
VXV DXWRULGDGHV FRPXQLWDULDV DXVHQFLD GH UHFXUVRV ILQDQFLHURV HO F
E /D IDOWD GH VHQVLELOL]DFLyQ GH ODV DXWRULGDG
PXQLFLSLRV GHO 3RORFKLF F /D PD\RUtD GH ORV DOFDOGHV SDUWLFLSDFLyQ GH ODV PXMHUHV UXUDOHV VLVWpPLFDV FRP
IDYRUHFHQ XQ FOLPD GH PD\RU HTXLGDG H LJXDOGDG GH JpQH
OD LPSOHPHQWDFLyQ GH OD 3RQWHFH 'HSDUWDP

,QGLFDGRU GH SHUVRQDV TXH HYLWDQ LU R SDVDU SRU
LQVHJXULGDG

&XDGURGHSHUVRQDV TXH HYLWDQ LU R SDVDU SRU iUHDV GHEL

, Q G L F Dð Hg.

*UiILFD+HFKRV GH YLRQWQDLDQPXQLFLSLRV GH $OWD 9

)XHQWH 1DFLRQDO &LYLO

&RPR VH LGHQFLD HQ OD JUiILFD ORV KHFKRV YLROHQWRV VRQ
6DQWD 0DUtD &DKDEyQ /D 7LQWD &KLVHF &REiQ \ &DUFKi
6HFFLyQ GH 2SHUDFLRQHV GH OD 3ROLFtD 1DFLRQDO &LYLO H
\ KDVWD HO PHV GH DJRVWR

*UiILFD +HFKRV GH YLROHQFLD HQ ORV PXQLFLSLRV GH $

HQ HO GHSDUWDPHQWR $O VUHHFWYEGHQFLDQRUFDUHLQYELD GH XQ
TXH SHUPLWD HVWUDWLILFDU ORV GLIHUHQWHV KHFKRV GHOLF
LQVWLWXFLyQ PDQHMD VXV SURSLRV GDWRV VHJ~Q HO HQIRTXH

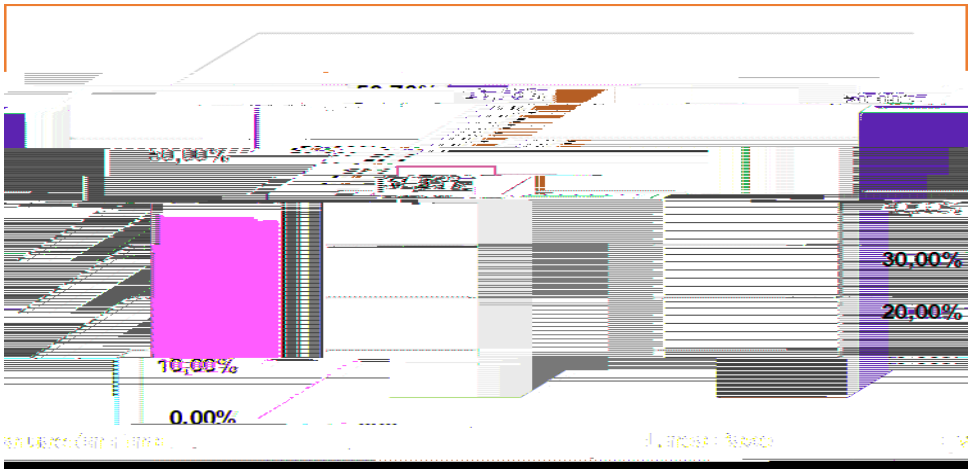
$O FRQVXOWDUWDUHV FODYH UHVSHFWR D VX FRQRFLPLHQWR
KHFKRV GHOLFWLYRV HQ VXV FRPXQLGDGHV VH HYLGHQFLD
GDWRVRODPHQWH DOJXQRVXOtGHUHLFDGR RQ FDVRV
\ DFRPSDxDGR FDVRV SDUWLFXODUHV DQWH ODV LQVWDQFLDV

*UiILFD &RQRFLPLHQWR GH FDVRV GH 9LROHQFLD HQ ODV

Fuente: Datos de Evaluación inicial y evaluación final, equipo consultor

8Q GH ODV PXMHUHV FRQVXOWDGDV LQGLFDQGTXH WLH
YLROHQFLD FRPXQLGDGHV VRQ DERUGDGRV SRU HO &2&
HVSDFLRXSDUXQDVRFLHGDG XQDVRFLHGDGHO FDVR TXH QRRQHWUDVXHDGRV
MX]JDGR GH SD] 6HJ~Q HO ,QVWLWXWR 1DFLRQDO GH (VWDGt
VRQ ORV HVSRVRVHFRQYLYLHQGRQDPLOLDUHGHUDFLyQ)LQ
SXGR FRUURERUDUGLFKD\D TXH OD SHUFHSFLyQ GH ODV PXMH

*UILFD GH PXMHUHV TXH FXHQWDQ FRQ UHFLXUVRV S
SDUWLFLSDU



Fuente: Datos de Evaluación inicial y evaluación final, equipo consultor

'H DFXHUGR D OR LQGLFDGR HQ ORV JUXSRV IRFDOHV FRQ LQ
GH OD 0XMHU 5HGHV 0XQLFLSDOHV GH 0XMHUHV UHSUHVHQW
FRPXQLWDULRV 'LUHFFLRQHV 0XQLFLSDOHV GH OD 0XMHU \ F
PXMHUHV HQWUH VHQWDQ FRQ ORV UHFXUVRV \ FRQRFLPLHQWRV SDUD H
HQ ORV HVSDFLRV GH WRPD GH GHFLVL'HVDUUROOR6RFLDOWHUEDQR &R
ODV HQWUHYLVWDGDV LQGLFD

3$KRUD TXH FRQRFHPRV TXH SDUWLFLSDU HV XQ GHUHFKR HV
UHXQLRQHV GHO &2&2'(GH PL FRPXQLGDG SDUD TXH ODV P
$XURUD 5HG 0XQLFLSDOEiQH 0XMHUHV GH &R

&RPSDUDQGR FRQ HO UHVXOWDGR GH OtQHD GH EDVH HV HYLG
KDQ WHQLGR XQ LPSDFWR HQ OD SHUVSHFWLYD GH ODV PXMHU
\ VHU SDUWH GHO GHVDUUROOR 6LQ HPEDUJR RO SDHODGHDSV UPXMD
$OWD 9HUDSD] XQD GH ODV SULQFLSDOHV EDUUHUDV TXH OLP
LQFOXVLyQ HQ ORV HVSDFLRV GH WRPD GH GHFLVLyQ HV HO
JUXSRV GH DKRUUR TXH VHHRUHDQ]DURQ\pRODGHP XMHUHV W
LQGLFDQ TXH DKRUD TXH DKRUUDQ FXHQWDQ FRQ VXSHRSLR
VX SDUWLFLSDFLyQ HVWD SXHGH VHU XQD HVWUDWHJLD I
PLFURUUHJLRQHV SDUD TXH ODV WUXMHUHV WHFRQGyPLFRV SDU
SDUWLFLSDFLyQ

/DV LQWHJUDQWHV GH OD 5HG 0XQLFLSDO GH 6DQ 3HGUR &DU

OLGHUHDYJRRPH D\XGyHJDU FRPR UHSUHVHQWH HQ OD UHG GH PX
&RRSHUDWLYD $FWHOi &HQWUR 6DQ $QWRQLR 6HQDK~ $OWD 9

,QGLFDGRU 5 1$PHURGH 'LUHFFLRQXQLFLSDOHV 0XMHUHV
LPSOHPHQWDQGR DFFLRQHV SRU HLMRRSGSRUFXLQDGRDGRUOLQVF

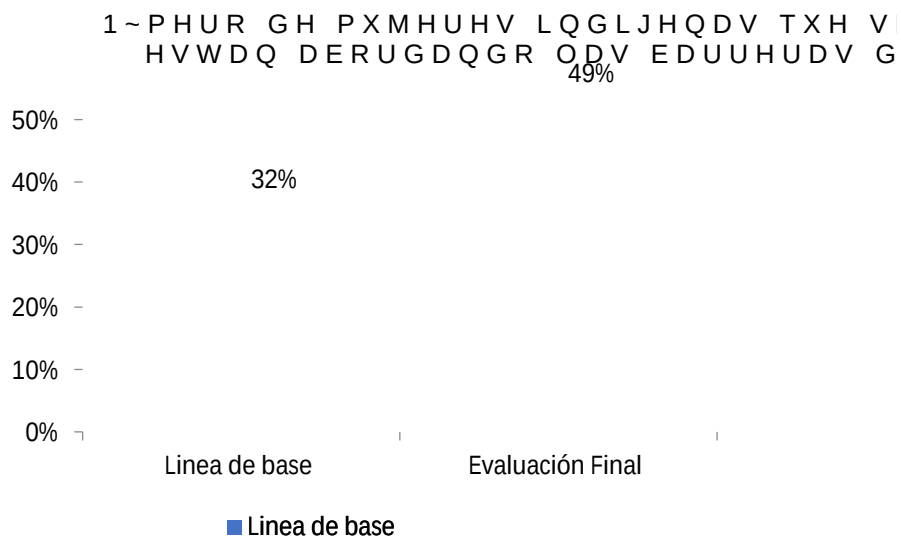
(QHUODFLyQ D ODV 'LUHFFLRQHV 0XQLFLSDOHV GH OD 0XMHU H
RWRUJDQ IXQFLRQHV HVSHFtILFDV WDOHV FRPR D 3ODQLILFD
WpFQLFR H %ULQGDU LQIRUPDFLyQ DVHVRUtDX QLFRQWD
HVSHFLDOPHQWH VREUH VXV GHUHFKRV I 3URPRYHU OD SDU
HQ ORV GLVWLQWRV QLYHOHV GHO 6LVWHPD GH &RQVHMRV
IXQFLRQDULDV S~EOLFDV GHEHQ GH RULHQWDU PDQGDWRV
VLQ HPEDUJR SRU WUDWDUVH GH XQ SURFHVR GH FDPELRV
UHTXHULGR UHFXUVRV \ YROXQWDG SROtWLFD SDUD GHVDUURC

/DV 'LUHFFLRQHV 0XQLFLSDOHV GH OD 0XMHU PDQLILHVWDQ

(Q UHODFLyQ DO XVR GH LQVWUXPHQWRV GH SODQLILFDFLyQ IDYRU GH ODV PXMHUHV H[LVWH XQ 3ODQ 2SHUDWLYR $QXDO VDEHQ TXH pVWDV FXHQWDQ FRQ XQ SODQ GH VX LQWHUYHQFLyQ 6(35(0 LQGLFD TXH VH KD EULQGDGR DFRPSDxDPLHQWR \ VH UHYLVDUiQ HVWR D WUDYpV GH FRQVHQVXDGR SRU GHVODQ5HGJUHDSQWWDPHQWDO GH '00¶V TXL DFWLYLGDGHV \ DFFLRQHV D OD 3ROtWLFD 3~EOLFD 1DFLRQDO ODV 0XMHUHV 313',0

`à y.¼! ˜ñd–4 @ 0 ìíî

*UILFD 0XMHUHV LQGtJHQDV TXH VLHQWHQ TXH ODV '00
EDUUHUDV GH VX SDUWLFLSDFLyQ



Fuente: Datos de Evaluación inicial y evaluación final, equipo consultor

/DV 'LUHFFLRQHV 0XQLFLSDOHV GH OD 0XMHU GHWDHFWDQ

FRRUGLQDGRUDV GH 0HUF\ &RUSV '00 \ &RPLWpV GH 0XMHUHV
SURFHVR GH IRUWDOHFLPLHQWR GH ODV RIHWDV GH ODV RUJDQL]DFLRQHV GH D W
GH FXDWUR DxRV DWUDYpV GH ODV FRQYRFDWRULDV SDUD KDFHU XQ WRV
SDUWLFLSDQWHV [illegible]

(YDOXDFLyQ FXDOLWDWLYD VREUH HO IRUWDOHFLPLHQWR GH
'HSDUWDPHQWR GH $OWD 9HUDSD]

PXMHUHV HQ ORV HVSDFLRV GHO WHUULWRULR DGLFLRQDOHV EHQHILFLDULDV GH IRUPDFLyQ SURIHVLRQDO
KDELWRPHQ]DGURHDOL]DU WDOOHUHV GH IRUPDFLyQ SURIHVLRQDEV HGLHUHV
GLIHUHQWHV FRPXQLGDGHV

FRPLVLRQHDGHVWDFDQ&208'(GHO PXQLFLSLR \ OD GLUHFWRUD P

PXMHUHV HQ HO GHSDUWDPHQWR YLROHQFLDV EDVDGDV HQ J
SDUWLFLSDFLyQ GHO &2208'(

/RV HMHV TXH IXHURQ SULRUL]DGRV GHQWUR GLHQ EDOR3RQOFDD
313',0 VRQ(MH GH SDUWLFLSDFLyQ VRFLRSROtWLFD MHH EXDVF
JDUDQWL]DU HO DFFHVR D RSRUWXQLGDGHV FXOWXUDOHV HT
FXOWXUDOHV GH ODV PXMHUHV PD\DV 4•HTVFKSUR3RRYLHQG\P
SDUWLFLSDFLyQ SOHQD \ DFWLYD HQ ORV iPELWRV HFRQyPL
GHVDUUROOR SOHQR GHO GHSDUWDPHQWR GH $OWD 9HUDS
SDUWLFLSDFLyQ HTXLWDWLYD HQ HO 6LVWHPDUXGDFRQVHMRV

/DV GLPHQVLRQHV HYDOXDGDV IXHURQ D 2UJDQL]DFLyQ E
)XQFLRQDPLHQWR \ H *HVWLyQ 6HJ~Q FRQVROLGDGR GH ODV
VLJXLHQWHV UHVXOWDGRV

2UJDQL]DFLyQ PXQLFLSLR $OWR 9HUDFUX]DQR GH ODV
GH PXMHUHV GHO FRPLQDG

Ð 0

LQIRUPDFLyQ \ IRUWDOHFLPLHQWR TXH EULQGR D ODV FRPL
LQFUHPHQWDU OD SDUWLFLSDFLyQ GH ODV PXMHUHV HQ ORV F
,, QLYHO

&XDGUR1R 'H PXMHUHV FTDXSHD SDWDWGLFV SDQ HQ HO &208'(

DIMENSIONES	Línea de base	Eval enero 2018	Eval Agosto 2018	Peso de la variable
I. Organización	0.10	0.12	0.13	0.15
II. Integración	0.09	0.13	0.16	0.20
III. Planeación	0.03	0.08	0.12	0.15
IV. Funcionamiento	0.06	0.14	0.20	0.30
V. Gestión	0.03	0.09	0.13	0.20
Total	0.32	0.56	0.75	1.00

,QGLFDGRU5 1R GH FRPLVLRQHV GH PXMHUHV D QLYHO IRUWDOHFLGD

&XDGUR1R GH FRPLVLRQHV GH PXMHUHV D QLYHO GHSDUWDPH

/yJLFD GH LQYHQ	2EMHWLY YHULILFDE LQGLFDGRU ORJUR	9DORU FDPELF HVSHUD	/tQHD GH ED	/2*526),1$/(6 SUR\HFW

TXH GLUHFWDPHQWH YLQFXODGRV FRQ OD LQWHUYHQFLyQ PHGLDQWH HVWUDWHJLDV TXH UHDO
3HUOD (6(3(5(0
&RQ OD FRPLVLyQ VHPHVWUDO LQWHUPHGLDV WDO HV HO F
GLUHFWRU SHGDJyJLFR GH FRQVWUXFFLyQ HODERUDFLyQ UHYLVL
GH OD 3ROtWLFD 3~EOLFD 'HSDUWDPHQWDO ,QFRUSRUDFLyQ GH OD 0
ORV QLYHOHV GHO 6LVWHPD GH &RQVHMRV GH 'HVDUUROOR &
LQWHJUDQWHV GHO &RQVHMR DVHVRU VLHQWH á!00VLH •VLyQV HS¶0ÖD@ëÂ ‡…À

L !wTe@

HQWLGDGHV HVWDWDOHV \ QR HVWDWDOHV 3DUD VX UHDF
VHQVLELOL]DFLyQ VREUH OD RQ HUFHVLGDG XG HD FRQGWDQ FRV FR
GHSDUWDPHQWR WRPDQGR FRPR UHIHUHQFLD ORV DOWRV tQ
DPELHQWDO HQ OD]RQD GHO 3RORFKLF

'HQWUR GH ODV FRPLVLRQHVLQWJHLJRUQDDUHQV DD JUHDSUUHEWQGHQWHV
OD PXMHU \ D ODV 'LUHFFLRQHV XQDGHLSQGUWLGHSQWHV PXMH
FRQVLGHUy RSRUWXQR LQWH@0XMFÏm¼!“P0XMFÏm¼!“P0XMB&HMB& R`

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,QGLFDGRU 1$PHUR GH SODQHV HVWUDWpJLFRV GHVDUU

&XDGUR 1PHUR GH SODQHV HVWUDWpJLFRV GHVDU

/yJLFD GH LQWHUY	2EMHWL YHULILFD LQGLFDG GH ORJU	9DORU FDPEL HVSHU	/tQHD G EDVH	/2*526),1$/(6 SUR\HFWR
$FWLYLGDG (OD SODQHV HVWUDWpJLF XQ LQFUHPHQWR HQ GH ODV PXQLFLSLRV HVS WRPD GH GHFLVLyQ YXOQHUDELOLGDG VR	1~PHUR SODQHV HVWUDWp GHVDUURO		GH SODQHV HVWUDW	SODQHV HV HODERUDGRV \ DQWH OD 0XQLFLSDO GH ODV PXQLFLSDO &DUFKD &REiQ %DUWRORPp GH 6HQDK~

)XHQWH 0DUFR OyJLFR GHO SUR\HFWR /tQHD GH %DVH \ (YDOXDFLyQ)LQDO

$O LQLFLR GHO 5HUGR-HVFWRQLOFLDVDOHVQHFRQWDXEDU FRQ SO HVWUDW'HJLWpJLW%HYR SURFHVR GHyRU\JDQLWDTXHFLPLDHQLVRURQ ODV 7DOLWD .XPL F\ 5HFPXULPHXQDWHUHGHV FXRQWSQDE HVWUDWpJLFR IXHURQDERUGDGRV SRUDFWRV PXMHUHV TXHFRQWWUXDGRVDH UHXQLRQHV GH WUDEDMRVFRRUGLQDGRUHV (PSRGHUDPLHQWR SHUVRQDO \ FR@ppJLFRV 0

&XDGUR1~PHUR GH SUR\HFWRV SLORWRV GH HPSRGHUDPL
UHGXFLU OD YLROHQFLD EDVDGD HQ JpQHUR JUX

/yJLFD GHO GHVDUUROOR	2EMHWLYR YHULILFDGR LQGLFDGRU ORJUR	9DORU FDPEL HVSHU	/tQHD GH ED	/2*526),1$/(6 SUR\HFWR
$FWLYLGDG ,PSOHPHQWDU SLORWR GH HPSRGHUDPLHQ HFRQyPLFR G PXMHUHV SDUD YXOQHUDELOLG YLROHQFLD HQ RQ	1~PHUR SUR\HFWRV GH HPSRGHUDI HFRQyPLFR UHGXFLU YLROHQFLD HQ JpQHUR JUXSR SRU UHJLyQ	JUXS IRUPD	GH JUXSRV SUR\HFWRV SL HPSRGHUDPLHQ HFRQyPLFR	JUXSRV GH RUJDQL]DFLRV IRUWDOHFLGRV &REHUWXUD PLFURUUHJLRQ 7RWDO $ 4)RQGR GH 6R 4 7RWDO GH S 7RWDO SDUWLFI PXMHUHV GH FXPSOI GHO LQGLFDGR

)XHQWH 0DUFR OyJLFR GH 3UR\HFWRV)XQGH\ )LQDO

(VWH LQGLFDGRU IXH GHVDUUROODGR SRU ODV VRFLDV 7D
IXQGDPHQWDGD HQ TXH ODV PXMHUHV D OR ODUJR GH OD K
YtFWLPDV GH GLIHUHQWHV WLSRV GH YLROHQFLD HQ VX DJUHVRU D
VLWXDFLyQ TXH YD LQFUHPHQWDQGR DQWH OD IDOWD GH VHQ
PXMHUHV SDUD FRQ VX DJUHVRU D WUDYpV GH ORV JUXSRV G
JHQHUDURQ HQ ODV PXMHUHV VREUHYLYLHQWHV VXV SURSLR
WUDYpV GH XQ SURFHVR VHQVLELOL]DFLyQ HVWpQ FRQVFLHQ
OD WRPD GH GHFLVLRQHV SDUD VX ELHQHVWDU SURSLR \ GH V

(O UR\HFWR WRPD GH JUXSRV GH DKRUURFXOLFLSDOHV GH
&REiQ)UD\ %DUWRORPp GH ODV &DVDV \ 6DQ $QWRQLR 6HQDK
\ ILQDOL]DQGR HO SURFHVR FRQ JUXSRV RUJDQL]DGRV \ IRU

(O DOFDQFH TXH WXYLHURQ HVWRV JUXSRV GH PXMHUHV IXH
XELFDGDV HQ PLFURUUHJLRQHV GHO GHSDUWDPHQWR GH $O
RUJDQL]DGRV \ IRUWDOHFLGRV HQ XQ ILQDOL]DURQ XQ
LQWHUYHQFLyQ GHO 3UR\HFWR 32'(5 HVFRHVOHJXKRGURUHFLFRQRWHDEW
KDVWD HO PHV GH -XOL4R GHO $VIXLVEHN VH UHJLVWUDURQ H
JUXSRV XQ WRWDO GH VHDRRVEHQHILFLDURQ D ODV PLVPDV VRFLDV

8QR GH ORV OLQHDPLHQWRV SDUD UPSHWUHOOFtUFXORHGHVO
LQFRUSRUDFLyQ GH XQD FXRWD GH HPHUJHQFLD R IRQGR GH

JDVWRV R QHFHVLGDGHV GH PXMHUHV YtFWLPDV GH YLROHQFL
OR TXH VH UHJLVWUy XQ WRWDO GH [illegible] HQWUH'FXLDQGHO SUR\
SURFHVRV GH IRUPDFLyQ DVRFLDGRV QH 9&0 GH ORV FXDOHV FDVR
FRQWUD OD PXMHU UHJLVWUDGRV \ DWHQGLGRV SRU JUXSRV
PXQLFLSDOHV GH OD 0XMHU

[illegible] SUR[illegible] [illegible]'(5 QRV HQVHxy D DKRUUDU \R HUD XQD PXMHU T
FDVD DKRUD PH UH~QR FRQ PLV FRPSDxHUDV \ HQ JUXSR Q
FRPSDUWLPRV \ WDPELpQ JDQDPRV GLQHUR FRQ ORV LQWHUHV
YHQGR FLHRQDFV KDJR J•LSLOHV \ ORV YHQGR SDUD JDQDU GLQH
HO DSR\R TXH UHFLELPRV´ 'RxDi2GVYLD3HGUD &%DUFKLR .QLK

(Q XQD PXHVWUD GH HQFXHVWDV UHDOL]DGDV D SDUWLFLS
PXQLFLSLRVQG3HGUR &DUFKi &REiQ)UD\ %DUWROOp GH ODV
TXH DQWHV GHO SUR\HFWR \D WHQtD XQ KiELWR GH UHDOL]DU
QR VROR UHFRQILUPy VX EXHQD SUiFWLFD VLQR TXH OH DS
HVWLXHURQ DOUHGHGRU GH HVWD PHWRGRORJtD \ DO OHV
HQ OD YLGD SDUD PHMRUDU VXV PEGLRV GH YLGD

6REUH OD [illegible] [illegible] PHQFLR
GHFLVLyQ LQYHUWLU [illegible] HFRQyPLFRV TXH VRQ LP
IDPLOLD HO OR KL]R FRQVWUXLU [illegible] HQ HO
TXH VX HVSRVR R SDUHMD WRPy OD GHFLVLyQ HO TXH O
TXH OR KL]R VX SDUSRU [illegible]

(QWUH ORV EHQHILFLRV TXH ODV SDUWLFLSDQWHV LGHQWLILF
SUpVWDPRV HV DKRUUDU REWHQHU SUpVWDPRV DSUHQGHU
FDSDFLWDFLRQHV SURPRYHU [illegible] SUR
SURPRYHU OD SDUWLFLSDFLyQ HQ HO &2&2'(FRQRFLPLHQWR
OD DXWRHVWLPD DO SHUGHU HO PLHGR GH KDEODU HQ S~EOL
OD UXWD GH OD [illegible]

9,,,5HVXOWDGR DQDOtWLFR HYDOXDFLyQ ILQDO

&XDGUR/yJLFD GH LQWHUYHQFLyQ GH SUR\HFWR

/yJLFD GH LQWHUYHQ	2EMHWYHULILV LQGLFDV GH O	9DORU FDPELHSHU R	/tQHD GH	/R HVSHUVREH H YDORU FDPELHSHU	/RJURV ILQDOHV SUR\HF	GH ORJU GHO LQGL GRU	$OFDQ GR VR HO
2%-(7,92 (63(&Ë),&2 /D WRPD GHFLVLRQH 6,6&2'(DER ODV FDXVD' OD FRQIO GHVLJXDO(	GH SHUVRQ TXH FU TXH K FRKHVL VRFLDO FRPXQL						

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			UHVROXWL				
	3RUFHQ GH SROtWL HQGDV 6,6&2'(TXH LQFOX\I SODQHV HTXLWD GH JpQ \ R DERUGH GHVLJX GHV JpQHUR H[LVWH						

DPELHQWDC					7UDQVYH GHO 1R 3RORFKL &RPLV $JUDULD 'HSDUWD DO UHDF \ IRUWDC		
$FWLYLGDG (ODERUDFL SQQDHV HVWUDWpJL SURPXHYDQ LQFUHPHQW SDUWLFLSD ODV PXMHU HVSDFLRV GH GHFLVL UHGXFLU YXOQHUDEL VRFLDO	1~PHUR SODQHV HVWUDV V GHVDUU RV		GH SO HVWUDWpJ	BBBBBB	SOD HVDWpJL HODERU SUHVHQ DQWH 'LUHFFL 0XQLFLS OD 0XM ODV PXQLFLS GHV &DUFKD &REiQ %DUWRO GH ODV \ 6HQDK	BBBB	
$FWLYLGDG ,PSOHPHQW FDPSDxD HGXFDFLyQ VREUH WH JpQHUR FY EDVDGD HQ \ HVSDFLR SDUWLFLSD PXMHU	&DPSDx GH &RPXQL LyQ LPSOHP GD GXUDQV PHVHV HO iU REMHWI		1R H[LVWI FDPSDxD FRPXQLFDI S~EOLFD LPSOHPHQ	BBBBBB	FDPSD LPSOHPH D GHO P QRYLHPE D M	BBBB	
$FWLYLGDG ,PSOHPHQW SUR\HFWR HPSRGHUDF HFRQyPLFR PXMHUHV UHGXFLU YXOQHUDEL YLROHQFLD HFRQyPLFD	1~PHUR SUR\HF SLORWF HPSRGH PLHQWF HFRQyP SDUD UHGXFL YLRQFLD EDVDGD JpQHUR JUXSR PLFUR UHJLyQ		GH JUX FRQ SUR SLORWRV HPSRGHUD R HFRQyPL	BBBB	JUXS GH $KF RUJDQL] \ IRUWDOH &REHUW HQ PLFURU HV 7RWDO $KRUUDC 4)RQGR 6RODLG 4 7RWDO SUpVWDI	BBBB	

*UILFD (YDOXDFLyQ ILQDO GHO SUR\HFWR 32'(5

)XHQWH HYDOXDFLyQ ILQDO GHO SUR\HFWR 32'(5

&DOLGDG GHO GLVHxR R SHUWLQHQFLD
(O SUR\HFWR 32'$5HUWLQHQWH SRU HO DERUGDMH GH OD S

6FDFLG xR vOTPSw€ 0 $S…Ð 0t 0 vD@0 G•â V !@ Æ v € € 0

RUJDQL]DGDV UHVSHWDQGR ORV VLVWHPDV \ HVSDFLRV \D

SHTXHxRV QHJRFLRV SDUD LQFUHPHQWDU VX HFRQRPtD
LPSOHPHQWDGDV HQ ORV JUXSRRQV VXHRV FXHVWLRQDUXRV GHIRDUPDFLyQ
LQWHJUDQWHV VREUH WHPDV GH SUHYHQFLyQ GH OD YLRO
KXPDQRV /DV LQWHJUDQWHV GH ORV JUXSRV GH DKRUUR
FRQWUD OD PXMHU

/DV RUJDQL]DFLRQHV VXRLFGLDO KWDQDYRQWGHO EFXPSOLPLHQWR
DGPLQLVWUDWLYRV ORV REMHWLYRV \ SURGXFWRV WUD
FDSDFLGDG LQVWLWXFLRQDO \ H[SHULHQFLD SDUD HO EXH

/D SDUWLFLSDFLyQ DFWLYD GH OD 6(5(3(1 \ HFWR
GHWHUPLQDQWH SDUD DOFDQ]DU ORV UHVXOWDGRV \ OD V
SDUWLFLSDU HQ OD &2'(08-(5 SHUPLWLy OD DOLDQ]D FRQ
HQ HVWH HVSDFLR GH LJXDO PDQHUD
OD LPSOHPHQWDFLyQ GH HVIXHU]RV FRQMXQWRV SHUPLWL
KDFLD HO ORJUR GH REMHWLYRV FRPXQHV HQ HO SURFH
'LUHFWRUDV PXQLFLSDOHV GH OD PXMHU
(3680 6(35(0 TXH IDFLOLWy OD LPSOHPHQWDFLyQ GH XQ
)LQDOPHQWH FRQ OD LPSOHPHQWDFLyQ GH OD EDVH GH
DOLDQ]DV FRQ HO &RQVHMR 5HJLRQDO GH 'HVDUURROOR &
&RRUGLQDGRUD GH OD &(3 HVLGHQFLD

(ILFDFLD

¢(Q TXp PHGLGD HO SUR\HFWR ORJUy ORV UHVXOWDGRV H
ORV UHVXOWDGRV HVSHUDGRV"

(O SUR\HFWR SRQGHUy XQD HILFDFLD GHO

(Q HO UHVXOWDGR XQR TXH EXVFDED
FRQVHMRV GH GHVDUUROOR HVWH VH DOFDQ]y HQ XQ
H LQFLGHQFLD DUR\HFWR HQ HO VLVWHPD GH FRQVHMRV G
&RPXQLWDULR H &2&2 HVWDEOHFLGR ORV &2'(08-(5
HYLGHQFLy OD LPSRUWDQFLD GH LQWHUYHQFLRQHV FRRU

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PXMHUHV HQ HO 6,6&2'(HQ UHODFLyQ D ORV GDWRV GH O
JUDQ PHGLGDXQGWDGDSYRQWLFD SHUR WDPELpQ GH ORV FDP
SXHGDQ WHQHU GHVGH OD RUJDQL]DFLyQ FRPXQLWDULD W
H[WHUQRV D OD HMHFXFLyQ GHO SUR\HFWR

(Q WpUPLQRV GH FRQWHQLGR HO GRFXPHQWR 3UHVHQWD OD
SDUWLFLSDFLyQ GH ODV PXMHUHV EDViQGRVH HQ ORV FRP
OD 3RlWLFD 1DFLRQDO GH 3URPRFLyQ \ 'HVDUUROOR ,QW
/H\ GH 6LVWHPDV GH &RQVHMRV GH ('HVDUUROOR GHO SUR\H
32'(5 VH EDVy HQ GRV SULQFLSLRV IXQGDPHQWDOHV $
HO SDSHO GH ODV PXMHUHV LQGtJHQDV HQWUH ODV SHUV
EDVHV SDUD VX PD\RU SDUWLFLSDFLyQ HQ OD WRPD GH GH
S

SRU Vt PLVPD SDUD VX ELHQHVWDU &RQVLGHUDQ TXH HV
PXMHUHV EXVTXHQ HVWUDWHJLDV GH DSR\R &RPXQLWDULR
0XQLFLSDO GH OD 0XMHU &DUGHQDO 3HUH] &RUSV HV UHFRQ
ODERU GH DVHVRUtD DFRPSDxDPLHQWR \ DSRUWH GHO UH
GHVDUUROODGDV SRU OD FRPLVLyQ FXHQWDQ FRQ XQ S
GLUHFWLYD GHILQLGD \ LWQFHLRQDYDQGR GXHOIRVFLSURFHVRV

x /DV OLGHUHVSDVHQWDQWHV GH FRPLWpV GH PXMHUHV HQ
IRUPDQ SDUWHGHV \ RXQLFLSDOHVYDGH]DUROXMHUHV SRSLFR
D QLYHO PXQLFLSDO VLQ HPEDUJR WLHQHQ FRQWLSRXH
LQFUHPHQWDQGR VXV FDSDFLGDGHV SRU HO OLGHUD]J
UHSUHVHQWDQ D PLOHV GH PXMHUHV TXH SRU DxRV QR
FUHFHUi SRUTXH DKRUD UHSUHVHQWDQ D JUXSRV GH
UHFXUVRV SQDRUDVRPHRMRUDU VXV LQJUHVRV VLQR SDUD GHG
SDUD HVWDU HQ HSDFLRV FODYHV TXH OHV SHUPLWD XQD

x /D HVWUDWHJLD GH RUJDQL]DU JUXSRV GH DKRUR F
LPSDFWR VLJQLILFDWLYR RJHQWHV GH ORV JUXSRV SXHV
FRQRFtDQ VREUH VX IXQFLRQDPLHQWR \ KDQ ILQDOL]DGR X
YLVXDOL]DU OD LPSRUWDQFLD GHO DKRUR FDGDQJURSDQH
VRFLDO GH HPHUJHQFLD SDUD DSR\DU D PXMHUHV\HV Y tFWLP
PXMHUHV TXH VH DQLPDURQ D GHQXQFLDU DO DJUHVRU &
ORV JUXSRV LQLFLDURQ GXUDQWH HO DJXQGHQFLDUOR VX HDSLWDO
FDQWLGDG GH UHFLEOVODSUHFWHXQVDKRUR GH 4
UHFXUVR HFRQyPLFR TXH KD VLGR LQYHUWLGR HQ
DFWLYLGDGHV GH HPSUHQGLPLHQWR\GHVDUUROOLVPRHFDXOHWLGH FRUUDO
x (Q PDWHULD GH FRQIOLFWLYLGDG HQ $OWD 9HUDSD] 0HUF
HQIRFDGRV D OD WHPiWLFD DJUDULD HVSHFLDOPHQWH D
VRFLDO HQ HO GHSDUWDPHQWR GH VHUYLFLRV SDUD HO
UHDFWLYDFLyQ GH ODV VXEFRPLVLRQHV DJUDULDV GHO 3
1RWH TXH SHUPLWHQ XQ DERUGDMH WHPiWLFR HVSHFLDOL]DGR
FRQYHUJH OD LQVWLWXFLRQDOLGDG \ HO WUDEDMR FRQ
HYLWDQGR FUHDU FULVLV R HVFDODGDV GH ORV PLVPRV S
SD] HQ HO GHSDUWDPHQWR
x 8QR GH ORV PD\RUHV LPSDFWRV GH
GHO 6LVWHPD GH &RQVB€@D0G LRU†Ð ðmO #"T p@P@¨5DGÐð"x

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FRPSDUWH FRQ OD 5HG 'HSDUWDPHQWDO GH ''0 DFFLRQHV T
GH DFFLRQHV SDUD XQD PD\RU HTXLGDG H LJXDOGDG HQ HO

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6HFUHWDULD 3UHVLGHQFLDO GH OD 0XMHU 'LUHFWRUDV 0X
~OWLPDV LPSRUWDQWHV HQ HO DERUGDMHGHV HOD &RHFWLFW
VRQ ODV PXMHUHV(O \ SURRV\HQFLRHEIXRVFWDOHFLPLHQWR GH HVW
ORJUDQGR VX DFWLYDFLyQ \ XQ SURFHVR GH IRUWDOHF
WUDQVIRUPDFLyQ GH ORV FRQIOLFWRV HQ HGD'HLSDVWWLDPXHQ
VHJ~Q VX PDQGDWR OHJDO DERUGR VHJ~Q ORV WHPDV ORV
VXV SURSLRV SURWRFRORV \ SURFHVRV LQWHUQRV

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Estrategias de sensibilización de la inclusión de las mujeres

D WUDYpV GH OD
VRFLDFLyQ GH HVWDGtVWLFDV D ODV DXWRULGDGHV PXQLFLS
UHDOLGDG SDUWLFLSDFLyQHQHORVVPXMHULHVGHSDUWLFLSD
FRQVWLWX\y HQ HO HOHPHQWR TXH IDFLOLWy OD QPWSDUHPHQ
OD SDUWLFLSDFLyQ D QLYHO PXQLFLSDO \ KDELOLWy ODV
DSUREDFLyQ GH OD SROtWLFD S~EOLFD GHSDUWDPHQWDO FR

Respuesta a las necesidades de las mujeres

(O SUR\HFWR 32'(5 LPSXOVR SU
PXQLFLSDOHVRTXHFHQ DFWXDOPHQWH D OD SDUWLFLSDFLyQ
FUHDQGR HVWUDWHJLDV GH LQWHUYHQFLyQ D QLYHO FRPX
&DUFKD ODV PXMHUHV UHSUHVHQWDQWHV GH ODV PLFURUUH
UHFLELGHRO IRRPSDxDPLHQWR GH OD 'LUHFFLyQ 0XQLFLSDO
HVWR VH FRQVWLWX\H FRPR XQ PRGHOR GH JHVWLyQ GH FRQ
HO IRUWDOHFLPLHQWR GH ODV FDSDFLGDGHV GH ORV OLG
SUR\HFWPRD\RUtD GH ODV PXMHUHV TXH DVLVWtDQ WHQtDQ
SURSRUFLRQDUtD DOLPHQWRV X RWUR WLSR GH SUR\HFWRV
HQ ODV OH\HV YLJHQWHV GHO SDtV VH OHV VROLFL]y OR
JHVWLRQDUDQFLDVLQHVWS RQVDEOHV

La coordinación interinstitucional

/D VLQHUJLD TXH KXER HQWUH 0HUF
LQVWLWXFLRQHVRQHDVVRRFLDQL]DFLRQHV TXH IRUPDQ SDUWH GH
FRPLVLRQHV 0XQLFLSDOHV GH OD 0XMHU GHVLQHDVJGRVXHH
LPSRUWDQWH SDUD ORJUDU XQD PD\RU HTXLGDG H LJXDOGDG

LPSRUWDQWH SDUD ORJUDU XQD PD\RU HTXLGDG H LJXDOGDG

; ,, / H FFLRQHV DSUHQGLGDV

FRQ YLVLyQ D ODUJR SOD]R /D HUHWURDFWLyQ GH OD SREODFLyQ SDUD
IRUWDOHFHU OD KHUUDPLHQWDFLyQ GH ODV LQWHJUDQWHV

(O LQYROXFUDPLHQWR GH PLHPEURV 0XQLFLSDOHV GH OD
WUDQVIHUHQFLD \ DGRSFLyQ GH UHVROXFLRQHV WHWRGRORJtD

/D LQFRUSRUDFLyQ GH PXMHUHV MyYHQHV HQ ORV SURFH
JUXSRV GH HQJDQ GLVHxR GH LQQRYDGRUDV DGHPiV IDFLOLW
FRQRFLPLHQWRV \ H[SHULHQFLDV IRUPDQGR QXHYRV OL
LQFLGHQFLD HQ ORV HVSDFLRV GH WRPD GHFLVLRQHV

(O WUDEDMDU FRQ JUXSRV [illegible] FRVÂ † y.¼! ˜ð QÃbb 0 Â

SDUWLFLSDQGR GHQWUR GHO ÏUJDQR&RRQRORRUVGLSQSDRGRHWRHVO
LPSXOVDGRV SRU 0HUF\ &RUSV VH FRQWLDEXOyPHGQWDLPLQ
HFRQRPtD GH ODVHPXMHUHVRVH HQ XQD PHMRUD HQ VX KR
VXV KLMRV

/RV JUXSRV GH DKRUUR VRVWLHQHQ LEHUDOHV GHXRVDRSGLGDDGGH
PDQHUD RUGHQDGD \ HILFLHQWH JHQHUDQGR XWLOLGDGHV
DFFHVR DO PHUFDGR EDQFDULR \ GH FUpGLWRV LPSXOVDQ
D VHU HPSUHQGHGRUDV DO FRQWDU GHQWUR GH VX FRPX
XQ SUpVWDPR SDUD LQLFLDU FRQ XQ QHJRFLR
DSRUWDQGR D OD HFRQRPtD HQ GH ODV PXMHUHV LQW
SVLFROyJLFD \ HFRQyPLFD HQ GH ODV PXMHUHV LQW
LQGLFDQ TXH ORV PRQWRV TXH UHFXLHUHQ SDUD SRV VHQ
HQ OD FRPHUFLDOL]DFLyQ GH SURGXFWRV WLHQGDV FUL
LQVXPRV SDUD HPSDERUDU WH[WLOHV DXQDGR HQ RWUD
UHPRGHODFLyQ GH VXV YLYLHQGDV HGXFDFLyQ GH ORV KL
FXDOLILFDFLyQ JHQHUDO SDUD HQIRTXHV GG

&RQ ODV DFWLYLGDGHV TXH GHVDUUROOy 0HUF• 0 T€` `0G

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E ,QVWUXPHQWRV GH OHYDQWDPLHQWR GH OD LQIRUPDFLyQ
F %DVHV GH GDWRV HQ ([FHO \ VSVV
G 7UDQVFULSFLyQ GH HQWUHYLVWDV \ JUXSRV IRFDOHV
H)RWRJUDItDV
I 9LGHR FOLSV VL ORV KXELHUDQ
J +LVWRULDV GH p[LWRV