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HYHQWL RQOLQH /R VFRSR q IDU FRQRVFHUH JOI
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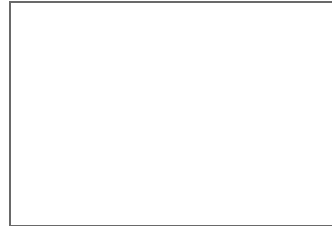
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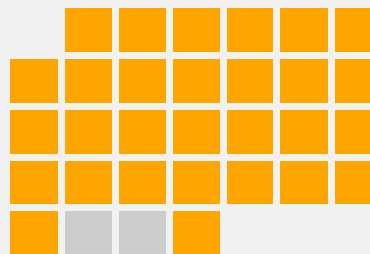
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E 1ISREVS 5MÀ MR KIRIVEPI RIP TEHMKPMSRI HIPPI ,LMEI .RHMVI EPPIWXMV; F
EQFMIRXM YRS VMWIVZEXS EPPE WGYSPE WIGSRHEVME I YRS EPPE WGYSPE TVM
9R EVXMGSP^MSRI HM WTE^M EVVIHM I XIGRSPSKMI QSWXVIVERRS GSQI PI EXXI
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I (STJVMKLX 7IHEXXSVI SGMEPI

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3HU PLJOLRUDUH O HVSHULHQJD GL QDYLJD]LRQH GHOH SDJLQH H GL IUXL]LRQH
WHFQLFL H DQDOLWFL 3HU LQIRUPD]LRQL VXL FRNLH GHL VLWL GL 5HJLRQH 7R
ODSULYDF\ SR&K&XGHQGR TXHVWR EDQQUH VFRUHQGR TXHVWD SDJL QDFRHWOW DF
SDJLQD DFFRQVHQWL DOO XVR GHL FRNLH

(FRQRPLD H ODYR 'LULWWL H ZHOID \$PELHQWH H WHUUI

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O DSSXQWDPHQWR ILHULVWLFK GHGLFDWR DOOD VFXROD
VFXROD

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ORQLFD %DUQL9LFH 3UHVLGHQWH
9LWWRULR %XSDUHVLGHQJD
9LQFHQR &HFFDULQRULR
DOOD HURORPLD
'LGDFWD ,WDOLD ,DSSXQWDPH
&SULVWLD *ULHVWUX]LRQH
ODUFR SHDVFSLFROWXUD
LWHRUPDWRUHQWU

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RWWREUH ILQR D YHQHUGu 'LGDFWD ,WDOLD ,DSSXQWDPH
ILHULVWLFK GHGLFDWR DOOD VFXROD H LQSDUWLFRODUH D GR
GLULJHQWL VFRODVWLFK HGXFWRULR LWHRUHQWUHQWU
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DQFRUD XQD YRWD VDUj RVSLWDWR DOOD)RUWH]D GD %DVVR
)LUHQ]H

/D PDQLHVWD]LRQH TXHVW DQQR GHGLFDWD D /HRQDUGR GD
9LQFL QHO TXLQWR FHQWHQDULR GHOOD VFRPSDUVD HG LQVHUI
GDO 0LQLVWHUR GHOOD ,VWUX]LRQH H GHOOD 5LFHUF DUD JOL HYHQWL GHO SLDQR SO
GRFHQWL q RUJDQL]DWD GD)LUHQ]H)LHUD FRQ LO FRRUGLQDPHQWR VFLHQWLILFR G
5HJLRQH 7RVFDQD 0LQLVWHUR GHOOD ,VWUX]LRQH &RPXQH GL)LUHQ]H &DPHUD GL &R
8QLRQFDPHUH 7RVFDQD 'LGDFWD ,QWHUQDWLRQDO ,WNP H 'HVWLQDWLRQ)ORUHQFH

/D FHULPRQLD GL DSHUWXUD DOOD SUHVHQJD GHO PLQLVWUR GHOOD LVWUX]LRQH /RUH
GHOOD DVVHVVRUH UHJLRQDOH DOO LVWUX]LRQH H DOOD IRUPD]LRQH GHOOD 5HJLRQH &
GRPDL PHUFROHGU RUH DO 3DGLJOLRQH &DYDQLJOLD GHOOD)RUWH]D GD %D'
VHUD PDUWHGU DOOH VL VYROJHUj OD VHUDWD LQDXJUDOH QHO 6DORQH GH &L
9HFFKLR FRQ LO FRQFHUWR GHOOD 2UFKHVWUD (UDVPXV

'LGDFWD ,WDOLD HPDQD]LRQH GL 'LGDFWD ,QWHUQDWLRQDO OD SL• JUDQGH ILHUD V:
VFXROD G (XURSD ID SDUWH GHOOD 6HWWLPDQD WHGHVFD LQ ,WDOLD SURPRVD HG
GDOO \$PEDVFLDWD GHOOD 5HSXEEOLF D GL *HUPDQLD FRQ XQD VHULH GL HYHQWL PRV
FKH VL VYROJHUHQQR GDO DO RWWREUH LQ WXWR LO 3DHVH SHU DYYLUDH XQD U
,WDOLD H *HUPDQLD D WUHQW DQQL GDOOD FDGXWD GHO 0XUR GL %HUOLQR

/D 5HJLRQH 7RVFDQD FRPH JOL DQQL VFRUVL DQFKH LQ TXHVWD RFFDVLRQH DYUj XQ
DOOHVWLWR DO 3DGLJOLRQH &DQDYLJOLD XQR GHL SL• EHOOL H IXQ]LRQDOL GHOOR V:
)RUWH]D

ORWL L ZRUNVKRS LPPHUVLYL LQ SURJUDPPD LQ WRWDOH FKH VL VYROJHUHQQR L
DSSRVLWDPHQWH DWWUH]DWL QHL WUH SLDQL GHO SDGLJOLRQH FHQWUDOH LO 3DGLJ
DIILDQFKHUDQQR VHPLQDUL DOO LQWHUQR GHL TXDOL VDUj SRVLELOH DSSURIRQGL
DOO LQVHJQD GHOOD LQQRYPD]LRQH 8Q DUDH GHOOD PDQLHVWD]LRQH RVSLWHUj JOL LG
GLUHWWDPHQWH GDJOL VWXGHQWL GRYH L GRFHQWL SRWUDQQR DVVLVWHUH D TXHO
GLGDWWLFD PROWR GLIIXVD QHOH VFXROH LWDOLDQH ,Q SURJUDPPD DQFKH FRQY
LQWHUQD]LRQDOL VXGGLYLVL SHU PDFUR DUHH

1RYLWj DVVROXWD GHOOD HGL]LRQH q O LQL]LDWLYD 6FXROD IXWXUR H] PDFKLQD
DSSUHQGLPHQWR HG HVSHULHQ]H GLGDWWLFKH SHU OD VFXROD GHO IXWXUR FRQ ULI
LQ JHQHUDOH QHO SDGLJOLRQH GHOOD *KLDLH ,QGLUH DOOHVWLWUj GXH DPELHQWL X
VHFRQGDULD H XQR DOOD VFXROD SULPDULD 8Q DUWLFROD]LRQH GL VSD]L DUUHGL H
FRPH OH DWWLYLWj GLGDWWLFKH SRWUDQQR HVVHUH LQ XQ IXWXUR QRQ WURSSR ORC

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3HU TXDQWR ULJXDUGD OD 5HJLRQH 7RVFDQD WUD JOL HYHQWL GD TXHVWD RUJDQLJ]
SUHPLD]LRQH GHOOH EHVW SUDWLFHV WHUULWRULDOL SHU LQVXDFWWRULYFRDQVWLFR
PHUFROHGU RWWREUH DOOH QHOOD 6DOD GHOOD 6FKHUPDLFHOO VHPLQDULR / DO
WUD LO FXUULFROR YHUWLFDOH H OD WHFQRORJD GHGLFDWR DOO LQFOXVLRQVFRD
QHOOD 6DOD GHOOD 6FKHUPD (G DQFRUD QHOOD 6DOD /GHOODRQFKHUPDOLUJLR
DOOH VL WHUUJ LO FRQYHJQR VX /H WUDQVL]LRQL 6FXRO ODYRUR QHOOH SROL
5HJLRQH PHQWUH QHO SRPHULJJLR VHPSUH GHO RWWREURVFRDQVROJHUHQFRSULI
OHDUQLQJ %H GLJLWDO H SRL DOOH LO VHPLQDULR \$OGR ORUR H OD 5HSXEEOLI
TXHVW XOWLPR D FXUD GHOO 8IILFLR VFRODVWLFU UHJLRQDOLUJLRQVFRDQVWLFR
6FKHUPD YHQHUGU VL WHUUJ IUD O DOWUR OD SUHPLD]LRQH H H VVHWHOHQFR
H LO VHPLQDULR 6FXROH FKH IDQQR LQWHJUD]LRQH QHOOH FRPXQW]D BDFOLVHFRX
UHJLRQDOH GHOOD 7RVFDQD DOOH VL YHGH VL VHQWH

7UD JOL DSSXQWDPHQWL LQ SURJUDPPD DOOR VWDQG GHOOD 5HJLRQH LQYHFH VRQR
/ ROLR H[WUDYHUJLQH GL ROLYD TXHVWR VFRQRVFLXWR PHUFROHGHOODORUJUDQ S
YLQFLWULFL GHO)HVWLYDO GHOO DXWRLPSUHQGLWRULDOLWVHPSUH LO DOWRWWREUH
3DGLJOLRQH &DYDQLJOLD GRYH D UXRWD FL VDUDQQR DQFKH DOWUL LQWHUHVVDQWL
LQWHUHVVDQWL VRQR JOL HYHQWL LQ SURJUDPPD LO RWWREURSDUWLUHGHOO
LQFRQWUL VXOO RULHQWDPHQWR DOOD VFHOWD XQLYHUVLWDDPHRDOOXSURROVFRQI
VHJQDODUH LQROWUH DQFRUD DOOR VWDQG GHOOD 5HJLRQH QDSSXQWDPHQWR *DU
LVWUX]LRQL SHU O XVR GHGLFDWR DOOD VSHFLILFD PLVXUD UHJLRQDOH SHU OH JLRY
RWWREUH DOOH (WXXWR XQ DOWULFRD

,Q RJQL FDVR GXUDQWH OD WUH JLRUQL GL 'LGDFWD ,WDOLD ROWUH DOOH DWWLYLW
SRWUDQQR YLVLWDUH OD ULFFD VH]LRQH HVSRLVWLYD FKH RFFXSD FLQTXH SDGLJOLRQ
GL PLOD PHWUL TXDGUL 6RQR ROWUH OH DJLHQGH SUHVHQWL SHU XQ RIIHUWD FI
QRYLWj GHO VHWWRUH VFXROD FRQ OH SL• VRILVWLFDWH SURSRVWH GHOOD WHFQROR.
VFRODVWLFH HGLWRULD FDQFHOOHULD JLRFKL GLGDWWLFL IRUPD]LRQH YLDJJL VWX
HG HGXFD]LRQH PXVLFDOH

/ HGL]LRQH SXQWHUj LQROWUH VX QXRYH VH]LRQL HVSRLVWLYH FRPH OD PHFFDWU
VWXGLD O LQWHJUD]LRQH GHOOD PHFFDQLFD FRQ O HOHWWRQLFD H O LQIRUPDWLFD
SULPD YROWD D 'LGDFWD ,WDOLD YHUUj DOOHVWLWD XQD DUHD JUHQ LQ FXL DWW
SUHVHQWD]LRQL GL SURJHWL H PDWHULDOL GL DJLHQGH VL FHUFKHUj GL UDIIRUjDUH
GHOOD VFXROD H GHL VRJJHWL FKH JLj SUDWLFDQR SURFHVV GL VRVWHQLELQWj SH
VHPSUH SL• YHUGH ILQ GDOO HWj VFRODVWLFD \$PSLR VSD]LR YHUUj LQILQH GHGLFDV
DOO LQQRyD]LRQH FRQ YDUL FRQWULEXWL IUD L TXDOL TXHOOR GHOO 8QLYHUVLWj GL



4XHVWR FRQWHQXWR q VWDUWLRDURKUL]LRQVFRDQVWLFRH ULFHUFD

1RWL]LH &RUUHODWH

'LGDFWD DQFKH O ROLR H[WUDYHUJLQH WRVFDQR VDOH LQ FDWWHGUD DOOD ILH
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,O IXWXUR GHOOD VFXROD DO FHQWR GHOOD WUH JLRUQL GL)LHUD 'LGDFWD ,W
'LGDFWD ,WDOLD OD ILHUD GHGLFDWD DOOD VFXROD JLRYHGu DOOH SUHV
HGL]LRQH
'LGDFWD ,WDOLD WUD XQ PHVH DO YLD OD SL• JUDQGH ILHUD LWDOLDQD GHGLFD
'LGDFWD ,WDOLD WUD GXH PHVL DO YLD OD SL• JUDQGH ILHUD LWDOLDQD GHGLFI

Summary box containing text: (FRQRPLD H ODYRURBWWL H ZHOIBELHQWH H WHUULWRUL... \$JULFROWXUD H IRUJHWVH \$PELQWH (PHUHQJD &RPPHULR &XOWXUD QIUDVWUXWWXUH H WUDVSR (FRQRPLD 'LULWWL H FLWWDGURQW]DRQH FLYLOH (QHUJLD ,VWUX]LRQH H ULFHUULWRULR)LQDQJD ,QIRUPD]LRQH /DYRUR H IRUPD]LRQH MLWX]LRQL OHPRULR \$JHQJLD 7XULVPR 3URJUDPPD]LRQH &RQDWLW 6RFLDQW LFWWL H FLWWDQ (PHUHQJD (PHUHQJD QIUDVWUXWWXUH H WUDVSR 6RFLDQW LFWWL H FLWWDQ \$PELQWH (PHUHQJD 7XULVFRDOXWH (GXFD]LRQH LVWUX]LRQH LFWWL H FLWWDQ /DYRUR H IRUPD]LRQH (FRQRPLD)PHUHQJD)XOWXUD 3URWH]LRQH\$WLLYLQW] LQWHIL

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HGLJLRQH GL)LHUD 'LGDFWD ,WDOLD

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'RPDQL PDUWHGu RWWREUH D 3DODJ]R 9HFFKLR RUH)DWWXUH IDOVH FRQ
(UDVPXV WRUQD D HVLELUVL LQ DSHUWXUD GHOOD WHUJD HGLJLRQH GL)LHU
LQ DSHUWXUD GHOOD WHUJD HGLJLRQH GL)LHU
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6DORQH GH &LQTXHFHQWR GL 3DODJ]R 9HFFKLR q RUJDQLJ]DWR GDOO\$JHQJLD
,QGLUH LQ FROODERUDJLRQH FRQ)LUHQJH)LHUD H LO &RPLWDWR RUJDQLJ]DWRUH
)RWR *DGJH'

@3HU OD WHUJD HGLJLRQH FRQVHFXWLYD ± GLFKLDUD)ODPL
GHOOL\$JHQJLD QD]LRQDOH (UDVPXV ,QGLUH ± O12UFKHWUD (UDVP
)LHUD 'LGDFWD 6L WUDWWD GL XQ DSSXQWDPHQWR FKH UHJLVWUD
SXEEOLFR H XQ IRUWH LQWHUHVH D OLYHOOR LVWLWXJLRQDOH H PH

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3HU TXHVWD HVLELJLRQH VRQR VWDWL VHOHJLRQDWL FXVLFLVWL GH &R
&DPSREDVVR ORQRSROL 6DOHUQR 3DUPD &DJOLDUL \$YHOOLQR &LWWj &D
O1,VWLWXWR 0XVLFDOH 3* 9HUGL GL 5DYHQD O1,VWLWXWR 6FHQV
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0E QERMJIWXE^MSRMRMRWXIVG XE PPE EWKRM^INZSRXM TVIZMWXM HE
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'SQQIVGMS HM *MVIR^I 9RMSRGEQIVI (MHEGXE -RXIVREXMSRE
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0^MRXIRWE XVI KMSVRM HM GSRZIKRM IWT SWM^MSRI I XVEMRM
HEPPE GSRWYIXE WIVEXE MREYKYVEPI RIP 7EPSRI HI~ 'MRUYIG
HIP~3VGLIW XVE)VEWQYW 0E QEXXMRE HIP SXXSFVI EPPI
HIP QMRMWXVS 0SVIR^S *MSVEQSRXM

&RQYHJQL ZRUNVKRS GHEDWH)XWXUR

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WIQMEBPM EH ETTVSJSRHMVI TVSTSWXI HMHEXXMGLI EPP~MRV
QERMJIWXE^MSRI SWIFEXS G HHSRSMXMM MIXXEQIRXI HEKPM WXYHI
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MRJSVQEXMZS TSVRISWWWISYRHF TVSJSRHMVI MP QSRHS HIPPI XIGF
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3PXVI EPPI EXXMZMXU JSVQEXMZI M TEVXIGMTERXM TSXVERRS
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P`MRXIKVE^MSRI HIPPE QIGGERMGE GSRWBWRIR MVSPICTE/MQEMZ
(MHEGXE -XEPME ZIVVU +VRIRR WEX WYE PIR`EXXVEZIVWS MRGSRXVM
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@3HU OD WHUJD HGLJLRQH FRQVHFXWLYD ± GLFKLDUD)ODPL
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QHOD WUH JLRUQL ILRUHQWLQD 7UD OH QRYLWĉ LO 3DGLJOLRQH í6FXROD)XW&URí6HOĒ\$UHD *UHHI (Ē VWDWD SUHVHQWDWD VWDPDQLWHD3DODJ]R 6WURJ]L 6DFUDWL HGLJLRQHGL 'LGDFWĒD\$XQWDPHQWR ILHULVVRFRWHLHFRWRH DSH DOOD VFXROD ULYROWR D GRFHQWL GLULJHQWL VFRQDYLFL HGX SURIHVVLRQLVWL H LPSUHQGLWRUL GHO VHWWRUH VFXROD H WHFQ GL SDUWHQJD GDO DOOĒ RWWREUH DOOD)RUXADVĒDYĒVVR GT &DWWHGUD SHU PLOD

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Í6RQR OLHWR GL UDSSUHVHQWUDUH SHU OD SULPD YROWD LO 6HQDW
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Í/ËHGLJLRQH GL)LHUD 'LGD FWDH,WLGDQWÈ KD GLFKLDUDWR LO
,QGLURHYDQQLÈ%RIRQKXQ SURJUDPPD VFLHQWLILFR
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TXHVWËDQQR WUD FXL L ZRUNVKRS LPPHUVLYL FKH VL WHUUDQQR
DSSRVLWDPHQWH DWWUHJJDWL L VHPLQDUL GRYH VDUç SRVLELO
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Í6ROR FRVWUXHQGR ILOLHUH GHOOD IRUPDJLRQH DOOËDYDQJXDUGL
FRQ OH HVLJHQJH GL GRFHQWL VWXGHQWL H FRLQYROJHQGR LO PF
SURGXWWLYR a SRVLELOH DPELUH D FRVWUXLUH XQD VFXROD FKH
TXDOLWç IRUPDWLYD SXQWDQGR VX HVLJHQJH FRPH LQQR YDJLRQH
DPELHQWH È KCHBQDKLGRD%DR VLOLFKL 3UHVVLGHQWH GL)LUHQJH
)LHUD2ÈJDQLJDUH DOOD)RUWHJJD GD %DVVR GL)LUHQJH GD WUH D
)LHUD 'LGD FWD VLJQLILFD YROHU LQYHVWLUH VX TXHVWR VHWWRUH
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IRUPDJLRQH QHO 3DHVH H WUDVIRUPDUH)LUHQJH QHOOD FDSLWDOH
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m/H SUHFHGHQWL HGLJLRQL VRQR VWDWH XQ VXFFHVVR WDOH GD F
TXDQWR TXHVWD WLSRORJLD GL HYHQWR IRVVH QHFHVVDULD H TXL
OËHGLJLRQH FKH D EUHYH SUHQGHUç DYYLR 5HJLRQH 7RVFDQD KD
DQFKH LQ FRODERUDJLRQH FRQ OË8IILFLR VFRODVWLF R SHU OD 7F
RIIULUH FRQWHQXWL FKH VLDQR GL DUULFFKLPHQWR QRQ VROR SHI
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VDSSLDPR OH \$PPLQLVWUDJLRQL UDSSUHVHQWQDR XQR VQRGR LP:
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*ULHF FRPH 3UHVVLGHQWH GL 7HFQRVWUXWWXUD GHOOH 5HJLRQL PL
DQFKH LQYLWUDUH D YLVLWUDUH OR VWDQG Í/D VFXROD GHOOH 5HJLFR
5HJLRQL LWDOLDQH SRUWHUDQQR HVSHULHQJH PRGDOLWç RSHUDW
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L'iniziativa

Didacta green, regalo alle scuole con le bottiglie di plastica riciclate costruisce banchi per gli alunni

di Valelria Strambi

Tante piccole bottiglie di plastica per costruire i banchi di scuola. Così, uno degli oggetti più inquinanti del pianeta, si prepara a una nuova vita. Nei giorni di Didacta, l'appuntamento di riferimento per il mondo dell'istruzione (in programma dal 9 all'11 ottobre alla Fortezza da Basso di Firenze), saranno allestiti in tutta la fiera recipienti per raccogliere i contenitori usati. «Le bottigliette, una volta riciclate, diventeranno dei veri e propri banchi da donare a un istituto della città che ne ha particolarmente bisogno – annuncia Anna Paola Concia, coordinatrice del comitato organizzatore di Didacta – Si tratta di un'idea che coinvolge Alia (l'azienda che gestisce i rifiuti), Legambiente, il Comune di Firenze e CampuStore, che si occuperà materialmente della “trasformazione”. A Didacta quest'anno l'attenzione per la sostenibilità è alta, tanto che ci sarà un'area “green” nella quale si terranno incontri, seminari e di-

mostrazioni per invitare le scuole ad adottare comportamenti sempre più amici dell'ambiente.

La manifestazione, dedicata a Leonardo Da Vinci per ricordare i 500 anni dalla sua morte e organizzata da Firenze Fiera con il coordinamento scientifico di Indire (l'Istituto nazionale di documentazione, innovazione e ricerca educativa), si rivolge soprattutto a insegnanti, presidi, educatori e professionisti del settore scuola e tecnologia. Per partecipare a uno degli oltre 180 eventi in programma tra workshop immersivi, seminari e convegni, è necessario iscriversi collegandosi alla piattaforma fieradidacta.it. Oltre alle attività formative dedicate ai docenti, sarà possibile scoprire le ultime novità in tema di arredi scolastici, robotica, stampanti 3D e giochi didattici presentate dalle oltre 200 aziende presenti.

Il primo appuntamento è l'8 ottobre alle 19, con il concerto dell'Orchestra Erasmus nel Salone de' Cinquecento di Palazzo Vecchio. Il via ufficiale è previsto

per il giorno dopo: il 9 mattina, ad aprire i lavori alla Fortezza da Basso, sarà il neo ministro dell'istruzione Lorenzo Fioramonti. Tra le novità un intero padiglione dedicato alla “scuola del futuro”: gli insegnanti potranno letteralmente attraversare i confini del tempo e ritrovarsi in un istituto di domani costruito con arredi, tecnologie e metodologie didattiche innovative.

Nei workshop saranno affrontati i temi più vari: ci sarà quello che parlerà della scrittura e dell'importanza del corsivo nell'era digitale, quello sull'educazione di genere e sulla filosofia fin dalle elementari, quello sul coding e quello sulla danza e sul teatro. Oltre a una serie di seminari dedicati all'odio che corre sul web. Ci sarà poi la zona in cui saranno presentati i progetti della Regione Toscana e dell'ufficio scolastico (dalla musica, alla storia, alla scuola senza zaino) e la zona “food”, con le dimostrazioni a cura dei ragazzi che frequentano l'istituto alberghiero Buontalenti di Firenze.

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La manifestazione, punto di riferimento per il mondo dell'istruzione, si rivolge a insegnanti, presidi ed educatori

▲ L'iniziativa

Didacta si svolgerà dal 9 all'11 ottobre alla Fortezza da Basso di Firenze: quest'anno ci sarà massima attenzione per la sostenibilità ambientale

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GXH DPELHQWL XQR ULVHUYDWR DOOD 6FXROD VHFRRGDULD
VSD]L DUUHGL H WHFQRORJLH LQWHJUDWL SHQVDWL VHFRR
DQQL VL YHGD LO 0DQLHVWR 1HOOD VFXROD GHO IXWXI
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)UDQFHVFR 0DULD *LUR ³4XHVWR LQFRQWUR DQXDOH WUD
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³/¶HGLjLRQH GL)LHUD 'LGDFWD ,WDOLD ± KD GLFKLDUDWI
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³6ROR FRVWUXHQGR ILOLHUH GHOD IRUPDjLRQH DOO¶DYDQJ
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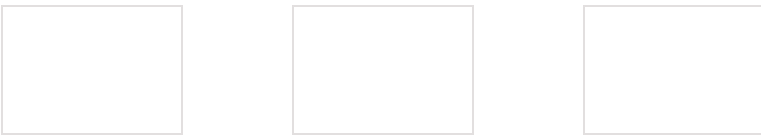


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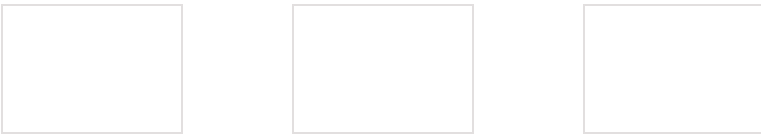
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± 6SHFLDOH 6DQ &HUERW WDDQD GDO DOORQLXRWWRUEGHOO 8QLRQH
PDQLHVVD]LRQH JLXQDODDQDWHV]BHOOD DQSRDQH #H9DQYDQVD VDUQQR
/HJL WXWR GHGLFIDWR WXWR LOOXPLQD/MUJGLWXRWDR



&ROOH]LRQDUH D))LHWDHGHOOH &DQWLDQQL LQVLPH OD IHVWD
\$UWLJLDQDUWH 'DO RWWREUH DO GLDQRYHEUH D FRSSLH
7XVFDQ\ +DOO D 6RUDQR *5 VL VYROJHU] OD
6DEDWR H GRPHQLF]HVVD /GHODM/XWWR 9LFRSLVDQR
RWWREUH DO 7XVFDQ\ +DOO GL ,O 0HUFDWLQR GHQ &ROOH]LRQLVPR
)LUHQJH VL VYROJHUj &ROOH]LRQDUH FRQ OD FROODERUD]LRQH
D)LUHQJHL WXWR GHOO \$PPLQLVWUD]LRQH
FRQVHJQHuj ORUR XQ DWWHVVDWR H
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) ,5(1=(É &RQ ROWUH HYHQWL H SL» GL RUH GL IRUPD]LRQH
GHOOD VFXROD SDGLJOLRQL HVSRVLVWUXODVXSHUILFLH)
ROWUH DJLHQGH SUHVHQWL WRUQD GDO DOOì RWWREUH DC
)LUHQJH OD WHUJD HGL]LRQH GL)LHUD 'LGDFWD ,WDOLD FRQ RU
OìDSSXQWDPHQWR ILHULVWLFGR GHGLFDWR DOOD VFXROD ULYROWI
VFRODVWLFGR HGXFDWRUL IRUPDWRUL SURIHVVLRQLVWL H LPSUI
WHFQRORJLD

*OL RUJDQL]DWRUL HVVWD]LRQH GHGLFDWD D /HRQDUGR QHO TXLQ
GHOOD VXD PRUWH H LQVHULWD GDO 0LQLVWHUR GHOOì ,VWUX]LRQ
SLDQR SOXULHQQDOH GL IRUPD]LRQH GHL GRFHQWL ° RUJDQL]D
FRRUGLQDPHQWR VFLHQWLILFR GL ,QGLUH H FRQ XQ FRPLWDWR I
GD 0LXU 5HJLRQH 7RVFDQD &RPXQH GL)LUHQJH &DPHUD GL &RF
8QLRQFDPHUH 'LGDFWD ,QWHUQDWRQDO ,7.\$0 H 'HVWLQDWRQ
9LVLWRUV %XUHDX

'RSR LO VXFHVVR GHOOìHGL]LRQH GHL ELJOLHWWL YHQG
SUHFHGHQWH SDQRQVSDQRWL D VHPLQDULMROHQRV]LQWGL
VXL VRFLDO 'LGDFWD ,WDOLD VL FRQIHUPD OìDSSXQWDPHQWR DC
,WDOLD SHU LO ODQFLR GL QXRYH SURSRVWH SHU OD VFXROD GH

/D SUHVHQWD]LRQH XIILFLDOH GHO ULFFR SURJUDPPD ° DYYHQXW
6WUR]L 6DFUDWL DOOD SUHVHQJD IUD JOL DOWUL GHJOL RUJD
)UDQFHVFR 0DULD *LUR LQ UDSSUHVHQWDQD GHOOD SUHVLGHQW
GHOOìDVVHVVRUH DOOìLVWUX]LRQH GHO &RPXQH GL)LUHQJH 6DU
GL ,QGLUH *LRYDQQL %LRQGL GHO SUHVLGHQWH RQRUDULR 'LGDF
(PPDQXHO)WKHQDNLV

Ì/H SUHFHGHQWL HGL]LRQL ÉWLVVRLQD ÉDURQFR VWDWH XQ
VXFHVVR WDOH GD FRQIHUPDUFL TXDQR TXHVWD WLSRORJLD G
QHFHVVDULD H TXLQGL SHU OìHGL]LRQH FKH D EUHYH SUHQGHU
ODYRUDWR DQFKH LQ FRODERUD]LRQH FRQ OìIILFLR VFRODVWI
RIIULUH FRQWHQXWL FKH VLDQR GL DUULFFKLPHQWR QRQ VROR S
L GRFHQWL PD DQFKH SHU FRORUR FKH VL RFFXSDQR GL HGXFD]
IRUPD]LRQH QHJOL (QWL /RFDOL SRLFK« FRPH VDSSLDPR OH DPP
UDSSUHVHQWDQR XQR VQRGR LPSRUWDQWH DOOìLQWHUQR GHO VI
SUHVLGHQWH GL 7HFQRVWUXWWXUD GHOOH 5HJLRQL PL SUHPH DC
VWDQG Ì/D VFXROD GHOOH 5HJLRQLĪ GRYH OH 5HJLRQL LWDOLDQH
PRGDOLW RSHUDWLYH HG DWWLYLW UHDOL]DWH VXO WHUULWRI

&HULPRQLD QULDSHULPRQLD GL DSHUWXUD DOOD SUHVHQJD GHO
GHOOìLVWUX]LRQH GHOOì8QLYHUVLW H GHOOD ULFHUFD /RUHQJ
PHUFROHG® RWWREUH DOOH RUH DOOD)RUWH]D GD %DVVR
PHQWUH PDUWHG® RWWREUH DOOH RUH VL VYROJHU OD VHUI
GHÌ &LQTXHFHQWR LQ 3DOD]JR 9HFFKLFR FRQ LO &RQFHUWR GHOOì
7DQWH OH QRYLW LQ FDPSSR D SDUWLUH GDL ZRUNVKRS LPPHUVL
VYROJHUDQQR LQ DPELHQWL DSSRVLWDPHQWH DWWUH]DWL QHL W
FHQWUDOH 3DGLJOLRQH 6SDGROLQL FXL VL DIILDQFKHUDQQR
TXDOL VDU SRVVLELOH DSSURIRQGLUH SURSRVWH GLGDWWLQFKH I
GHOOìDSSUHVHQWDQR DOOH GHOOìDSSUHVHQWDQR DOOH GHOOìDSSUHVHQWDQR

GHOUILQQRYDJLRQH 8QIDUHD GHOOD PDQLIHVVDJLRQH RVSLWHU
GLUHWWDPHQWH GDJOL VWXGHQWL GRYH L GRFHQWL SRWUDQQR
TXHOOD FKH a XQD DWWLYLW GLGDWWLFD PROWR GLIIXVD QHOOH
SURJUDPPD DQFKH FRQYHJQL FRQ RVSLWL LQWHUQDJLRQDOL V
DUHH

/ihyHQWR ID LQROWUH SDUWH GHOOD 6HWWLPDQD WHGHVFD LQ ,V
RUJDQLJJDWD GDOOISPEDVFLDWD GHOOD 5HSXEEOLFD)HGHUOH G
VHULH GL HYHQWL PRVUWH VSHWDFROL H LQFRQWUL FKH VL V
RWWREUH SHU DYYLDUH XQD ULIOHVVLQRH VXL UDSSRUWL WUD ,W
GRSR OD &DGXWD GHO 0XUR GL %HUOLQR

([PDFKLQBYLW DVVROXWD GHOOIHGLJLRQH a OILQLJLDWLYD i
PDFKLQD 6SDJL GL DSSUHQGLPHQWR HG HVSHULHQJH GLGDWWLFKH
IXWXURĪ FRQ ULIHULPHQWR D /HRQDUGR GD 9LQFL 1HO SDGLJOLI
VXSHUILFLH GL ROWUH PLOOH PHWUL TXDGUDWL ,QGLUH DOOHVW
ULVHUYDWR DOOD 6FXROD VFRQGDULD H OĪDOWUR DOOD 6FXROD
VSDJL DUUHGL H WHFQRORJLH LQWHJUDWL SHQVDWL VFRQGR X
VYLOXSSDWR LQ TXHVWL DQQL VL YHGD LO 0DQLHVWR 1HO
DPELHQWL JOL DUUHGL H OH WHFQRORJLH VRQR SURJHWWDWL S
DWWLYLW GLGDWWLFKH VFRQGR XQR VWUHWWR FRQXELR WUD
GHJOL VSDJL , SHUFRUVL SURSRVWL VRQR LO 3DQWRJUDIR RYYH
OĪ2GRPHWUR RYYHUR OH PLVXUH GHO PRQGR

'XUDQWH OD WUH JLRUQL GL 'LGDFWD ,WDOLD ROWUH DOOH DWWL
SRWUDQQR YLVLWDUH OD ULFFD VHJLRQH HVSRLWLYD
\$PSLR VSDJLR YHUU LQROWUH GHGLFDWR DQFKH DOOH 6WDUWXS
YDUL FRQWULEXWL IUD L TXDOL TXHOOR GHOOĪ8QLYHUVLW GL)L

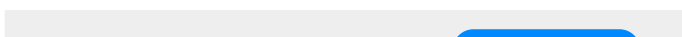
/H LQLJLDWLYH GHOOIHGLJLRQH SDUWHFLSD DOOD WH JLRUQL FRQ X
HYHQWL H ZRUNVKRS QHOOH VDOH 6FKHUPD H &DYDQLJOLD FRQ
DOOĪDPELHQWH DOOĪDJULFROWXUD DOOĪDOLPHQWDJLRQH 3UHV
LO SURJHWWR UHJLRQDOH SHU OĪXWRQPLD GHL JLRYDQL
9DL DO SURJUDPPD GHWWDJOLDWR GHL VHPLQDUL RUJDQLJJDWL GE

/D UHJLVWUDJLRQH GHOOD GLUHWWD VWUHDPLQJ GL RJJL

)RQWH 6R~~X~~W~~F~~H ZZZ WRVFDQD QRWLJLH LW LO IXWXUR GHOOD V
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3ULPR SLDQRFDQDQDQD

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,O IXWXUR GHOOD VFXROD H **3ULPR 3LDQR**
GL)LUHQJH 'LGDFWD ,WDOLD

1HZV GL 7RSQHZV \$16\$ L

'DO DO RWWREUH DOOD)RUWHJJD GD %DVVR FROWUHL HYHQWL H
IRUPDJLRQH SHU LO SHUVRQDOH GHOOD VFXROD QHQDFWUHSPLRQLGH
3DGLJOLRQH 36FXROD)XWXUR' H O\$UHD *UHHQ

+RQJ .RQJ YLHWHUj O

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/D PDQLHVWDJLRQH GHGLFDWD D /HRQDUGR QHO TXLQWR FHQ
GHOOD VXD PRUWH H LQVHULWD GDO 0LQLVWHUR GHOOD ,VWUXJLRQH IUD JOL
SOXULHQQDOH GL IRUPDJLRQH GHL GRFHQWL q RUJDQLJJDWD GD)LUHQJH)LHUD
VFLHQWLILFR GL ,QGLUH H FRQ XQ FRPLWDWR RUJDQLJJDWRUH FRPS
&RPXQH GL)LUHQJH &DPHUD GL &RPPHUFRLR GL)LUHQJH 8QLRQFDPH
,.7.\$0 H 'HVWLQDWLRQ)ORUHQFH &RQYHQWLRQ 9LVLWRUV %XUHDX

/D FHULPRQLD GL DSHUWXUD DOOD SUHVHQJD GHO 0LQLVWHUR GHOOD ,VWUXJLRQH
5LFHUF D/RUHQR)LRUDPRQL q ILVVDWD SHU PHUFROHG RWWREUH)LUHQJH)LHUD
%DVVR 3DGLJOLRQH &DYDQLJOLD PHQWUH PDUWHG RWWREUH)LUHQJH)LHUD
LQDXJXHQDORQH GH &LQTXHFHQWR LQ 3DODJLR 9HFFKLFR FRQ L
(UDVPXV

/HYHQWR VSLQ RII GL 'LGDFWD ,QWHUQDWLRQDO OD SL• JUDQGH)LUHQJH)LHUD
(XURSD H IUD OH SL• LPSRUWDQWL GHO PRQR ID SDUWH GHOOD ,VWUXJLRQH)LHUD
SURPRVVD H RUJDQLJJDWD GDOOD \$PEDVFLDWD GHOOD 5HSXEEOLF D)GHUOH)LUHQJH)LHUD
VHULH GL HYHQWL PRVUH VSHWDFROL H LQFRQWUL FKH VL VYRQ)LUHQJH)LHUD
3DHVH SHU DYYLDUH XQD ULIOHVLRQH VXL UDSSRUWL WUD ,WDOLD)LUHQJH)LHUD
GHO 0XUR GL %HUOLQR

7DQWH OH QRYLWj LQ FDPD SDUWLUH GDL ZRUNVKRS LPPHUVLYL)LUHQJH)LHUD
VYROJHUDQQR LQ DPELHQWL DSSRVLWDPHQWH DWUWHJJDWL QHL WUH SLDQL)LUHQJH)LHUD

6HUYLJL
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3DGLJOLRQH 6SDGROLQL FXL VL DIILDQFKHUDQQR VHPLQDUL DOO1LQWHUQR C
DSSURIRQGLUH SURSRVWH GLGDWWLFKH DOO1LQVHJQD 7ZHHW PHWILUHQJH 1D
RVSLWHUj LQROWUH L GHEDWH FRQGRWWL GLUHWWI QW
DVVLVWHUH GLUHWWDPHQWH D TXHOOD FKH q XQD D PR
RJJL ,Q SURJUDPPD DQFKH FRQYHJQLFRQ RVSLWL LQ ©8QDRQQERQ OD ' PDLXVFRQ LV
WUDDUHQPKVLBOO \$FFDGHP

1RYLWj DVVROXWD GHOO1HGLJLRQH q O1LQLJLDWLY KL
DSSUHQGLPHQWR HG HVSHULHQJH GLGDWWLFKH SH &DVWHOOR VHGH GHOO1\$F /X
/HRQDUGR GD 9LQFL 1HO SDGLJOLRQH GH 3/H *KLDL G
TXDGUDWL ,QGLUH DOOHVWLUj GXH DPELHQWL XQR I OI
6FXROD SULPDULD 8Q1DUWLFROD]LRQH GL VSD]L DUUF HJ
PRGHOR FKH ,QGLUH KD VYLOXSSDWR LQ TXHVWL DQC WF
IXWXUR JOL DPELHQWL JOL DUUHGL H OH WHFQROR L
DWWLYLWj GLGDWWLFKH VHFRQGR XQR VWUHWWR FRQQ HI
SHUFRUVL SURSRVWL VRQR LO 3DQWRJUDIR RYYHU QL
PLVXUH GHO PRQGR

'XUDQWH OD WUH JLRUQL GL 'LGDFWD ,WDOLD ROWUH WI
YLVLWDUH OD ULFFD VH]LRQH HVSRVLWLYD FKH RFFXSD /L'
GL PHWUL TXDGUL 6RQR ROWUH OH D]LHQGH FRPSDWWHQWLYDDDUH /R
'LJLWDO SHU XQ RIIHUWD FRPSOHWD GL WXWWH OH (5DFFRJRQR XQD TXDQWLWj /F
SURSRVWH GHOD WHFQRORJLD H GHOD UREWRFLD ,QFRUSRUD 9LVXDOL]JD VLF
JLRFKL GLGDWWLFL OD IRUPD]LRQH L YLDJJL VWXGLR OD IRUPD]LRQH OLO
PXVLFDOH

/1HGLJLRQH SXQWHUj LQROWUH VX QXRYH VH]LRQL PH
FKH VWXGLD O1LQWHJUD]LRQH GHOD PHFFDQLFD FRQ Q
3HU OD SULPD YROWD D 'LGDFWD ,WDOLD YHUUj DOOH QI
LQFRQWUL H SUHVHQWD]LRQL GL SURJHWL H PDW 10
UDSSRUWR IUD LO PRQGR GHOD VFXROD H GHL VR
SURFHVVL GL VRVWHQLELOLWj SHU SURPXRYHU P
VFRODVWFLD \$PSLR VSD]LR YHUUj LQROWUH GHGLFD S
YDUL FRQWULEXWL IUD L TXDOL TXHOOR GHOO18QLYHU

36RQR OLHWR GL UDSSUHVHQWUDH SHU OD SULPD
(OLVDEHWWD \$OEHWL &DVHOODWL DOO1LQDXJXUD]L
HGLJLRQH 4XHVWD LQLJLDWLYD PRVWUD DQFRUD X
SHUFP GLPRVWUD FKH HVLVWH XQ SURFHVVR GL LQ
SHUVHJXLWR /R GLFKLDUD LO 6HQDWRUH 6HJUHWDLR)UDQFHVFR ODULD *LI
DQQXDOH WUD OH HVSHULHQJH SL• YDOLGH H OH EXRQH SUDWLFKH OH UHDOWj
GLGDWWLFD FKH DEELDQR FRPH SULRULWj OD TXDOLWj GHL SHUFRUVL IRUPDV
GLYHQWD TXLQGL LPSUHVFLQGLELOH &RPH LPSUHVFLQGLELOH OD IRUPD]LRQH
ULPDQHUH DO FHQWUR GHO SURFHVVR LQQRWDWLYR FRVU FRPH OH QXRYH UHVSR

3/1HGLJLRQH GL)LHUD 'LGDFWD ,WDOLD KD GLFKLDUDWR LO 3UHVLGHC
%LRQGL RIIUH XQ SURJUDPPD VFLHQWLILFR XOWHULRUPHQWH DUULFFKLWR Q
ROWUH JOL HYHQWL GL TXHVW1DQQR WUD FXL L ZRUNVKRS LPPHUVLYL FKH V
DSSRVLWDPHQWH DWWUH]DWL L VHPLQDUL GRYH VDUj SRVLELOH DSSURIRQGI

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#PHWILUHQJH
©8QDRQQERQ OD ' PDLXVFRQ
WUDDUHQPKVLBOO \$FFDGHP
&UXVFD
6DEDWR RWWREUH RUH KL
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,Q FHQWUR VWRULFR LQVWWD
FRPSDWWHQWLYDDDUH /R
5DFFRJRQR XQD TXDQWLWj /F
,QFRUSRUD 9LVXDOL]JD VLF

5HJ 7ULEXQDOH)LUHQJH
Q GHO PH
0HW QI
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9LD &DYRXU)LUHQJH /L
WHO ID[P
'LUHWWRUH UHVSRQDDEFLHMF R \$ S
:HE GHVLWQD]GLD 1LHOVHQ VX
&RRUGLQDPHQWR/ RUIHQDQDR Q DOI
&RQWHQW GHVFRRO/RK RBUHQRR C O
'DQLHOD 0HQFDUHOOL
8IILFLR 6WDPSD GHOD &LWwj
OLFKHOH %UDQFDOH V X
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LQQRWDWLYH L GHEDWH FRQGRWWL GDJOL DOXQQL H L FRQYHJQL WHQXWL GD
QD]LRQDOH H LQWHUQD]LRQDOH /D QRYLWj GL TXHVWD HGL]LRQH q LO 9
36FXROD)XWXUR' XQR VSD]LR GL ROWUH PLOOH TXDGUDWL LQ FXL YHUUDQQR
SULPDULD H VHFRRGDULD FRQ DUUHGL H WHFQRORJLH LQWHJUDWH H YHUUD
PHWRGRORJLH GLGDWWLFKH LQQRWDWLYH'

36ROR FRVWUXHQGR ILOLHUH GHOOD IRUPD]LRQH DOO†DYDQJXDUGLD H FRHL
GRFHQWL VWXGHQWL H FRLQYROJHQGR LO PRQGR SURGXWWLYR q SRVVLELOH
VFXROD FKH HOHYL OD TXDOLWj IRUPDWLYD SXQWDQGR VX HVLJHQJH FRPH LQQF
KD GLFKLDUDWR /HRQDUGR %DVVLOLFLK 3UHVLGHQWH GL)LUHQJH)LHUD 2UJL
GD %DVVR GL)LUHQJH GD WUH DQQL)LHUD 'LGDFWD VLJQLILFD YROHU LQYHVWLL
WDQWR SHU LQFUHPHQWUDH XQ EXVLQHVV PD SHU FRQWULEXLUH D PLJOLRU
3DHVH H WUDVIRUPDUH)LUHQJH QHOOD FDSLWDOH GHOOD VFXROD GHO IXWXUR'

©/H SUHFHGHQWL HGL]LRQL VRQR VWDWH XQ VXFFHVVR WDOH GD FRQIHUPDUFL T
GL HYHQWR IRVVH QHFHVVDULD H TXLQGL SHU O†HGL]LRQH FKH D EUHYH SU
7RVFDQD KD ODYRUDWR DQFKH LQ FROODERUD]LRQH FRQ O†8IILFLR VFRODVW
RIIULUH FRQWHQXWL FKH VLDQR GL DUULFFKLPHQWR QRQ VROR SHU L GLULJHQ
PD DQFKH SHU FRORUR FKH VL RFFXSDQR GL HGXFD]LRQH LVWUX]LRQH H IR
/RFDOL SRLFKp FRPH VDSSLDPR OH \$PPLQLVWUD]LRQL UDSSUHVHQWDQR XQR
DOO†LQWHUQR GHO VLVWHPD VFRODVWLF ± KD GLFKLDUDWR O†\$VVHVVRUD D
ODYRUR GHOOD 5HJLRQH 7RVFDQD &ULVWLQD *ULFR FRPH 3UHVLGHQWH GL
5HJLRQL PL SUHPH DQFKH LQYLWUDH D YLVWUDH OR VWDQG 3/D VFXROD G
5HJLRQL LWDOLDQH SRUWHUDQQR HVSHULHQJH PRGDOLWj RSHUDWLYH HG
WHUULWRULR^a

©6LDPR RUJRJOLRVL GL RVSLWUDH 'LGDFWDSHU LO WHUJR DQQR FRQVHF
VRWWROLQHDWR O†\$VVHVVRUD DOO (GXF]LRQH GHO &RPXQH GL)LUHQJH 6DUD
OD SL• LPSRUWDQWH GHO PRQGR GHOOD VFXROD WUDVIRUPD OD QRVWI
GHOO†LQQRWD]LRQH QHL WUH JLRUQL GL ODYRUL D FXL SDUWHFLSDQR GLULJH
SURIHVVLRLVWL GHO VHWWRUH VL JHWWDQR LQIDWWL OH EDVL SHU LO IXWXUR
VHPSUH SL• GLJLWDOH H WHFQRORJLFD FRPH OR q OD QXRYD VFXROD 'LQ
LQDXJXUDWD D)LUHQJH^a

©)LHUD 'LGDFWD ,WDOLD KD DJJLXQWR:DVVLOLRV (PPDQXHO)WKHQDNLV 3UH
'LGDFWD ,QWHUQDWLRQDO KD VXSHUDWR OH QRVWUH DVSHWWDWLYH È XQ F
/D WHUJD HGL]LRQH VWDELOL]DQGR OD TXDOLWj VL FRQFHQWUHUj VXOOD L
DSSUHQGLPHQWR DQDORJLFL H GLJLWDOL RULHQWDWL DOOD PRGHUQL]D]LRQH
&RQ XQ†DWWHQ]LRQH SDUWLFRODUH DOOH RSSRUWXQLWj FKH LO VLVWHPD GLJL
GHL SURFHVV L HGXFDWLYL^a
3HU LVFUL]LRQL HLLHQJLFDLFRQDFWD #L LUHQJHILHUD LW

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A LQL]LR SDJLQD

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7TE^MS %TIVXS WY *MVIR^I 4SWXE WYP &P\$XIXWXWS UYIPPS GLI XM WIQFVE HM

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) -P JYXYVS HIPPE WGYSPE EP GIRXVS HIPPE XVI KMSVRM HM *MIVE (MHEGXE -XEPME HEP EPPÙ SXXSFV)

,O IXWXUR GHOOD VFXF 'LGDFWD ,WDOLD GDO

6IHE^MSRI 3XXSFVI 7IR^E GEXIKSVME

*-6)2>) 'SR SPXVI IZIRXM I
JSVQE^MSRI TIV MP TIVWSREPI
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SVEVMS HEPPI P ETT
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WGSPPEWXMGM IHYGEYSVM JSVQEXSVM TVSJWWMSRMV

+ P M SVKEROM^EEXSVMXE^MSRI HIHMGEXE E OISREVHS
QSVXI I MRWIVMXE HEP 1MRMWXIVS HIPP -WXVY^MSRI JV
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(IWXMREXMSR *PSVIRGI 'SRZIRXMSR :MWMXSVW &YVIEY
(STS MP WYGGIWW S HIPP IHM^MSRI HIM FMKPMI
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VEKKMYRXI WYM WSGMEP (MHEGXE -XEPME WM GSRJIVC
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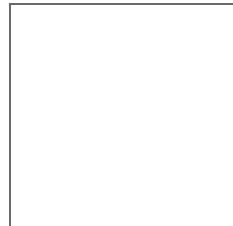
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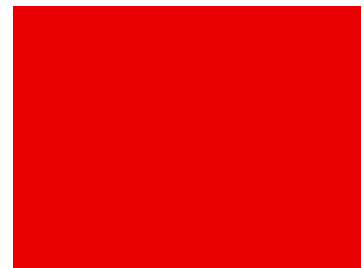
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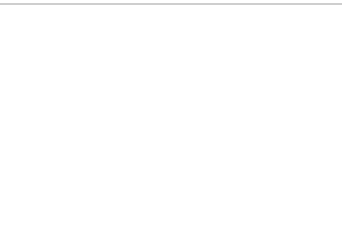
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LO 0DQLHVWR 1HOOD VFXROD GHO IXWXUR JOLVPHQD]LRQH DPHQD]LRQH
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VXSHUèFLH WRWDOH GL PHWUL TXDGUL 6RQR 3UHYHQ]LRQH %851287 H 6
VSRQVRU 6DPVXQJ ì 05 'LJLWDO SHU XQİRIHUWD FRPSOHW GL WXWWH OH QRY
VFXROD FRQ OH SL» VRèVWLFDWH SURSRVWH GHOOD 5FRQROR]LDXGHGHOOD SUR
VFRODVWLFL OİHGLWRULD OD FDQFHOOHULD L JLRFLGLGDWWLFL OD IRUPD]
IRUPD]LRQH OLQJXLVWLFD H OİHGXF]LRQH PXVLFDH &RGLQJ 8QSOXJJHG ,O FRG

/İHGL]LRQH SXQWHUç LQROWUH VX QXRYH VH]LRQL HVSRVLWLYH FRPH OD P
VFLHQJD FKH VWXGLD OİLQWHJUD]LRQH GHOOD PHFFDQLFD FRQ OİHOHWWURQLF
OD VRVWHQLELWLWç 3HU OD SULPD YROWD D 'LGDFWD ,WDOLD YHUUç DOOHVWL
QHOOD TXDOH DWWUDYHUVR LQFRQWUL H SUHVHQWD]LRQL GL SURJHWWL H PD
FHUFKHUç GL UDIIRU]DUH LO UDSSRUWR IUD LO PRQGR GHOOD VFXROD H GHL VR
LPSUHVH FKH JLç SUDWLFDQR SURFHVV GL VRVWHQLELWLWç SHU SURPXRYHUH
VHPSUH SL» JUHHQ èQ GDOOİHWç VFRODVWLFD \$PSLR VSD]LR YHUUç LQROWUH
DOOH 6WDUWXS H DOOİLQQR]LRQH FRQ YDUL FRQWULEXWL IUD L TXDOL TXH
)LUHQ]H

Ñ6RQR OLHWR GL UDSSUHVHQWDUH SHU OD SULPD YROWD LO 6HQDWR H OD VXD
(OLVDEHWWD \$OEHWL &DVHOODWL DOOİLQDXJXUD]LRQH GL)LHUD 'LGDFWD ,W
WHUJD HGL]LRQH 4XHVWD LQL]LDWLYD PRVWUD DQFRUD XQD YROWD WXWWD OD
LPSRUWDQJD SHUFK« GLPRVWUD FKH HVLVWH XQ SURFHVV GL LQQR]LRQH G
YD FRQRVFLXWR H SHUVHJXLWRò /R GLFKLDUD LO 6HQDWRUH 6HJUHWDULR)UDC
Ñ4XHVWR LQFRQWUR DQXDOH WUD OH HVSHULHQ]H SL» YDOLGH H OH EXRQH S
PLJOLRUL QHOOİDPELWR GHOOD GLGDWWLFD FKH DEELDQR FRPH SULRULWç OD
IRUPDWLYL GHL QRWUL VWXGHQWL GLYHQWD TXLQGL LPSUHVFLQGLELOH &RP
IRUPD]LRQH GHL GRFHQWL FKH GHYH ULPDQHUH DO FHQWUR GHO SURFHVV LQC
FRPH OH QXRYH UHVSRQVDELOLWç GHOOD VFXRODò

Ñ/ĪHGLJLRQH GL)LHUD 'LGDFWD ,WDOLD Ī KD GLFKLDUDWR LO 3UHVLGHQWH
%LRQGL RIIUH XQ SURJUDPPD VFLHQWLèFR XOWHULRUPHQWH DUULFFKLWR QHL
6DUDQQR ROWUH JOL HYHQWL GL TXHVWĪDQQR WUD FXL L ZRUNVKRS LPPHU'
WHUUDQQR LQ DPELHQWL DSSRVLWDPHQWH DWUWHJJDWL L VHPLQDUL GRYH VE
DSSURIRQGLUH SURSRVWH GLGDWWLFKH LQQRWDWLYH L GHEDWH FRQGRWWL G
FRQYHJQL WHQXWL GD SHUVRQDOLWç GL DOWR OLYHOOR QD]LRQDOH H LQWHU
TXHVWD HGLJLRQH ª LO SDGLJOLRQH FKH RVSLWD Ñ6FXROD)XWXURÒ XQR VSDJ
TXDGUDWL LQ FXL YHUUDQQR DOOHVWLWL GXH DPELHQWL SULPDULD H VHFRQC
WHFQRORJLH LQWHJUDWH H YHUUDQQR SURSRVWH DL GRFHQWL PHWRGRORJLH
LQQRWDWLYHÒ

Ñ6ROR FRVWUXHQGR èOLHUH GHOOD IRUPD]LRQH DOOĪDYDQJXDUGLD H FRHUHQV
GRFHQWL VWXGHQWL H FRLQYROJHQGR LO PRQGR SURGXWWLYR ª SRVVLELOH D
XQD VFXROD FKH HOHYL OD TXDOLWç IRUPDWLYD SXQWDQGR VX HVLJHQJH FRPH
DPELHQWH Ī KD GLFKLDUDWR /HRQDUGR %DVVLOLFKL 3UHVLGHQWH GL)LUHQJH
2UJDQL]DUH DOOD)RUWHJJD GD %DVVR GL)LUHQJH GD WUH DQQL)LHUD 'LGDFW
LQYHVWLUH VX TXHVWR VHWWRUH QRQ WDQWR SHU LQFUHPHQWUHQ XQ EXVLQH
FRQWULEXLUH D PLJOLRUDUH OD IRUPD]LRQH QHO 3DHVH H WUDVIRUPDUH)LUHQ
GHOOD VFXROD GHO IXWXURÒ

m/H SUHFHGHQWL HGLJLRQL VRQR VWDWH XQ VXFFHVVR WDOH GD FRQIHUPDUFL
WLSRORJLD GL HYHQWR IRVVH QHFHVVDULD H TXLQGL SHU OĪHGLJLRQH FKH D E
DYLLR 5HJLRQH 7RVFDQD KD ODYRUDWR DQFKH LQ FROODERUD]LRQH FRQ OĪ8I
SHU OD 7RVFDQD SHU RIIULUH FRQWHQXWL FKH VLDQR GL DUULFFKLPHQWR QRQ
GLULJHQWL VFRODVWLFL HG L GRFHQWL PD DQFKH SHU FRORUR FKH VL RFFXSD
LVWUX]LRQH H IRUPD]LRQH QHJOL (QWL /RFDOL SRLFK« FRPH VDSSLDPR OH \$P
UDSSUHVHQWDQR XQR VQRGR LPSRUWDQWH DOOĪLQWHUQR GHO VLVWHPD VFROI
GLFKLDUDWR OĪ\$VVHVVRUD DOOĪ,VWUX]LRQH IRUPD]LRQH H ODYRUR GHOOD 5HJ
&ULVWLQD *ULHFR FRPH 3UHVLGHQWH GL 7HFQRVWUXWWXUD GHOOH 5HJLRQL
LQYLWUHQ D YLVLWUHQ OR VWDQD Ñ/D VFXROD GHOOH 5HJLRQLÒ GRYH OH 5HJL
SRUWHUHQQR HVSHULHQJH PRGDOLWç RSHUDWLYH HG DWWLYLWç UHQDOL]DUH

m6LDPR RUJRJOLRVL GL RVSLWUHQ 'LGDFWD SHU LO WHUJR DQQR FRQVHFXYLYR
VRWWROLQHDWR OĪ\$VVHVVRUD DOOĪ(GXFD]LRQH GHO &RPXQH GL)LUHQJH 6DUD
èHUD OD SL» LPSRUWDQWH GHO PRQGR GHOOD VFXROD WUDVIRUPD OD QRVWU
GHOOĪLQQRWD]LRQH QHL WUH JLRUQL GL ODYRUL D FXL SDUWHFLSDQR GLULJH
LQVHJQDQWL H SURIHVVLRQLVWL GHO VHWWRUH VL JHWWDQR LQIDWWL OH EDVI
VFXROD LWDOLDQD FKH VDUç VHPSUH SL» GLJLWDOH H WHFQRORJLFD FRPH OR
'LQR &RPSDQL DSSHQD LQDXJXUDWD D)LUHQJH}

m)LHUD 'LGDFWD ,WDOLD Ī KD DJJLXQWR:DVVLOLRV (PPDQXHO)WKHQDNLV 3UHV
2QRUDULR 'LGDFWD ,QWHUQDWLRQDO Ī KD VXSHUDWR OH QRVWUHQ DVSHWWDWLY
JUDQGH TXDOLWç /D WHUJD HGLJLRQH VWDELOL]DQGR OD TXDOLWç VL FRQFH
UHOD]LRQH WUD PRGHOO GL DSSUHQGLPHQWR DQDORJLFL H GLJLWDOL RULHQ'
PRGHUQL]D]LRQH GHO VLVWHPD HGXFWDWLYR &RQ XQĪDWWHQ]LRQH SDUWLFROD
RSSRUWXQLWç FKH LO VLVWHPD GLJLWDOH RIIUH DOOĪLQQRWD]LRQH GHL SURFH

,VFULYLWL DOOD QHZVOHWWHU GL 2UL]]RQWH6FXROD

5LFHYL RJQL VHUD QHOOD WXD FDVHOOD GL SRVWD XQD H PDLO FRQ WXWWL JC
GHO QHWZRUN GL RUL]]RQWHVFXROD LW

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SURJHWL H FKX PHWWHuj GXQTXH D FRQWDWWR OD VFXROD I
GHOODLQQRyDjLRQH H GHOOD VRVWHQLELOLWj 'LQDD 0VDDO SVDJRO
± GXUDQWH OD ILHUD VDUDQQR UDFFRWL ERWWLJOLHWWH H
IDEEULFDUH EDQFKL SHU JOL DOXQQL \$PSLD DQFKH O1RIIHUWl
WXWWH YROWH DOOD FRVWUXjLRQH GL QXRYH FRPSHWHQjH QH
'LGDFWD ,WDOLD q XQR VSLQ RII GL 'LGDFWD ,QWHUQDWLRQ
LQ (XUR(SDILQDQjLDWD FRQ LO)RQGR 6RFLDOH (XURSHR H D LC
'RUHQjR)LRUFRFROHGg RWWREUH DOOH LUH QHO SDGLJ
DOOH VL VYROJHuj OD VHUDWD LQDXJUDOH QHO 6DORQH Gf
GHOOD12UFKHVWUD (UDVPXV

9ROOH\ OD 6DYLQR 'HO %
3HUXJLHD FROHG® 2WWREUH
6FDQGLFFL 'RSR HVVHUVL DII
VHWWLPDQD 6DYLQR 'HO %HQ
)RUWLQILVVL 3HUXJLD



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FRQGLYLGHUH H SURSRI
SHU UHQGHUH PLJOLRUI

,VRORWWR &DOFLR)LUHC
FDWHJRULD WDQWL JLR'

'UHDP \$ /LWWOH 'U&DVP2(

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DQQL ID

)UDQFR 1 DWDYH YROH'
FKH DOO ,VRORWWR GH)
IHQRPHQL VH KDQQR XQ

=LELELEER 6HWWHVFWW
OD VFHQD GL XQD FDQjF
ELVRJQD DVFROWDUOD

& ,VFULYLWL\$JLXQJL 'LVTXV DO WX%3UWRFZHBROLF\ GL 'LVTXV

6HJXL 6WDPS7RVFDQD 7ZHWWV

0HWHR 7RVFDQD

6WDPSWRVFDQD

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3HU PLJOLRUDUH O HVSHULHQJD GL QDYLJD]LRQH GHOOH SDJLQH H GL IUXL]LRQH
WHFQLFL H DQDOLWFL 3HU LQIRUPD]LRQL VXL FRNLH GHL VLWL GL 5HJLRQH 7R
ODSULYDF\ SR&K&XGHQGR TXHVWR EDQQHU VFRUUHQGR TXHVWD SDJL QDFRHFVOW DF
SDJLQD DFFRQVHQWL DOO XVR GHL FRNLH

(FRQRPLD H ODYR 'LULWWL H ZHOID \$PELHQWH H WHUUI

,O IXWXUR GHOOD VFXROD D 6HJXLFL VX HC
JLRUQL GL)LHUD 'LGDFWD ,WUHQD (H) D
RWWREUH

RWWREUH -
6FULWVFRGD.RQH

(QULFR 5RVVL 3UHVLGHQWH
ORQLFD %DUQL9LFH 3UHVLGHQWH
9LWWRULR %XSDUHVLGHQJD
9LQFHQR &HFFHUHQWR
LWGLQR &KUHRO
RULRPLD
HJLVWRVFRQVWVHJLRQL
&SULVWLDQ *ULHVWUX]LRQH
ODDFR 5HPDVFKSULFRWUXD
QDHI GD 6DORQH RWWREUH

),5(1=(&RQ ROWUH HYHQWL H SLWGLQR &KUHRO
IRUPD]LRQH SHU LO SHUVRQDOH GHOOD VFXROD VFRQVWVHJLRQL
HVSRLWLWLYL VX XQD VXSHUILFLH WRWDOH GL PHWUHQD TXDGI
ROWUH D]LHQGH SUHVHQWL WRUHQGD 6DORQH RWWREUH
)RUWH]]D GD %DVVR D)LUHQ]H OD WHUJD HGL]LRQH GL)LHUD
'LGDFWD ,WDOLD FRQ RUDULR GDOOH
O DSSXQWDPHQWR ILHULVWLFH GHGLFDWR DOOD VFXROD ULYRO
GRFHQWL GLULJHQWL VFRODVWLFH HGXFDWRUL IRUPDWRUL
SURIHVVLRLQLVWL H LPSUHQGLWRUL GHO VHWWRUH VFXROD H
WHFQRORJLD

*OL RUJDQL]D]DPPDQLIHVWD]LRQH GHGLFDWD D /HRQDUGR QHO TXLQWR FHQWHQDULR G
H LQVHULWD GDO 0LQLVWHUR GHO ,VWUX]LRQH IUD JOL HYHQWL SUHYLVWL GDO SLDQI
GHL GRFHQWL q RUJDQL]DWD GD)LUHQ]H)LHUD FRQ LO FRRUGLQDPHQWR VFLHQWLIL
FRPLWDWR RUJDQL]DWRUH FRPSRVWR GD 0LXU 5HJLRQH 7RVFDQD &RPXQH GL)LUHQ
&RPPHUFLR GL)LUHQ]H 8QLRQFDPHUH 'LGDFWD ,QWHUQDWRLRQDO ,7.\$0 H 'HVWLQDWL
&RQYHQWLRQ 9LVLRUV %XUHDX
'RSR LO VXFHVVR GHO HGL]LRQH GHL ELJOLHWWL YHQGXWL ULVSHWWR DOO H
ROWUH SDUWHFLSDQWL D VHPLQDUL H HYHQWL SL GL SHUVRQH UDJJLXQWH
'LGDFWD ,WDOLD VL FRQIHUPD O DSSXQWDPHQWR DQXDOH GL ULIHULPHQWR LQ ,WDO
SURSRVWH SHU OD VFXROD GHO IXWXUR

/D SUHVHQWD]LRQH XIILFLDOH GHO ULFFR SURJUDPPD q DYYHQXWD RJJL D 3DOD]]R 6V
SUHVHQJD IUD JOL DOWUL GHJOL RUJDQL]DWRUL GHO VHQDWRUH)UDQFHVFR 0DULD
GHOOD SUHVLGHQWH GHO 6HQDWR GHO DVVHVVRUH DOO LVWUX]LRQH GHO &RPXQH GL
SUHVLGHQWH GL ,QGLUH *LRYDQQL %LRQGL GHO SUHVLGHQWH RQRUDULR 'LGDFWD ,QV
)WKHQDNLV

/H SUHFHQHWL HGL]LRQ&ULVWLFHGDVFRVHWRUH HQ VXFFHVVR WDOH GD
FRQIHUPDUFL TXDQWR TXHVWD WLSRORJLD GL HYHQWR IRVVH QHFHVVDULD H TXLQGL ;
SUHQGHUj DYYLR OD 5HJLRQH KD ODYRUDWR DQFKH LQ FRODERUD]LRQH FRQ O 8IIL
7RVFDQD SHU RIILUH FRQWHQXWL FKH VLDQR GL DUULFFKLPHQWR QRQ VROR SHU L G
GRFHQWL PD DQFKH SHU FRORUR FKH VL RFFXSDQR GL HGXFD]LRQH LVWUX]LRQH H IR
/RFDOL SRLFKp FRPH VDSSLDPH OH DPPLQLVWUD]LRQL UDSSUHVHQWDQR XQR VQRGR I
DOO LQWHUQR GHO VLVWHPD VFRODVWLFH &RPH SUHVLGHQWH GL 7HFQRVWUXWXXUD G
LQYLWUDUH D YLVWUDUH OR VWDQG /D VFXROD GHOOH 5HJLRQL GRYH OH 5HJLRQL LWD
HVSHULHQ]H PRGDOLWj RSHUDWLYH HG DWLWLYLWj UHQD]]DWH VXO WHUULWRULR

&HULPRQLD QLUHSHU HULPRQLD GL DSHUWXUD DOOD SUHVHQJD GHO 0LQLVWUR GHO LVW
GHO 8QLYHUVLWj H GHOOD ULFHUFH /RUHQ]R)LRUDPRQL q ILVVDWD SHU PHUFROHG
DOOD)RUWH]]D GD %DVVR 3DGLJOLRQH &DYDQLJOLD PHQWUH PDUWHGu RWWREUH
VHUDWD LQDXJXUDOH QHO 6DORQH GH &LQTXHFHQWR LQ 3DOD]]R 9HFFKLFR FRQ LO &R

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(UDVPXV
7DQWH OH QRYLWj LQ FDP SR D SDUWLUH GDL ZRUNVKRS L H f
DPELHQWL DSSRVLWDPHQWH DWUWHJJDWL QHL WUH SLDQL GHO SDGLJOLRQH FHQWUDOH
VL DIILDQFKHUDQQR VHPLQDUL DOO LQWHUQR GHL TXDOL VDUJOSRVRWLELOH DSSRVLRQ
DOO LQVHJQD GHOO LQQRJYD]LRQH 8Q DUHD GHOO PDQLIHVW]RQH RVSLWHUj LQROW
GLUHWWDPHQWH GDJOL VWXGHQWL GRYH L GRFHQWL SRWUDQQR DVVLVWHUH GLUHWWI
DWWLYLWj GLGDWWLFD PROWR GLIIXVD QHOOH VFXROH GL RJL5H, QRSURGBDR PDD DQFRKH
LQWHUQD]LRQDOL VVGGLYLVL SHU PDFUR DUHH
/ HYHQWR ID LQROWUH SDUWH GHOO 6HWLWLPDQD WHGHVFD7RQFDQD SURPRVVD *H
GHOO 5HSXEEOLF) HGHUOH GL *HUPDQL FRQ XQD VHULH GL HYHQWL PRVUHFVSH
VYROJHUDQQR GDO DO RWWREUH SHU DYYLDUH XQD ULIOHVVIRQH VVXLDOR DSSRUWL '
DQQL GRSR OD &DGXWD GHO 0XUR GL %HUOLQR

/D YLROHQJD DQFKH DVHFQRQ
([PDFKLODYLWj DVVROXWD GHOO HGL]LRQH q O LQL]LDWLYH GEFXRQDQVHXUR H[P
DSSUHQGLPHQWR HG HVSHULHQ]H GLGDWWLFDKH SHU OD VFXROD GHO VVXUR FRUHLI
9LQFL 1HO SDGLJOLRQH GH /H *KLDLH VX XQD VXSHULFLH GL ROWUH PLOOH PHWL
GXH DPELHQWL XQR ULVHUYDWR DOOD 6FXROD VHFRRGDULD 7UHR GHOO PHRUULDFR
GL VSD]L DUUHGL H WHFQRORJLH LQWHJUDWL SHQVDWL VHFRRGHQLFRGWRUWHUUC
TXHVWL DQQL VL YHGD LO 0DQLHVWR 1HOOD VFXROD GHO VVXUR GL DPELHQWL
WHFQRORJLH VRQR SURJHWWDWL SHU HVVHUH IXQ]LRQDOL DOO DWWLYLWj GLGDWWLFI
FRQXELR WUD GLGDWWLFD H RUJDQ]D]LRQH GHJOL VSD]L ' SHURVUL SURSRVWL V
GHOO VLPLOLWXGLQL O 2GRPHWR RYYHUR OH PLVXUH GHO FRQRQ LQ FKLDLDF

(WXWR XQ DWR FOLP
'XUDQWH OD WUH JLRUQL GL 'LGD FWD ,WDOLD ROWUH DOOH DWLWLYLWj IRUPDWLYH L
OD ULFFD VH]LRQH HVSRLWLYD &RVD LQVHJQD LOVHLDH
\$PSLR VSD]LR YHUJ LQROWUH GHGLFDWR DQFKH DOOH 6WDUWVH DROODQD]LRQH
TXDOL TXHOOR GHOO 8QLYHUVLWj GL)LUHQ]H

/H LQL]LDWLYH GHOO 5HJLRQH SDUWHFLSD DOOD WH JLRUQL FRQ XQD VHULH GL HYHQWI
ZRUNVKRS QHOOH VDOH 6FKHUPD H &DYDQLJOLD FRQ FRUQHU GHGLFDWL DOO DPELHQ
DOO DOLPHQWD]LRQH 3UHVVHWH FRQ XQ VXR VWDQG DQFKH LO SURJHWWR UHJLRQDO
JLRYDQLVU
9DL DO SURJUDPPD GHWWDJOLDWR GHL VHPLQDUL RUJDQ]D]DWL GDOOD 5HJLRQH

/D UHJLVWUD]LRQH GHOO GLUHWWD VWUHDPLQJ GL RJJL



4XHVWR FRQWHQXWR q VDWFDJDEKLYLDWR LRRWH RULFHUF
7DJGLGDFWD LWDOLD

(FRQRPLD H ODYRURWWL H ZHOISPELHQWH H WHUULWRUL
\$JULFROWXUD H IRUHWVH \$PELHQWH
\$WLYLWj LQWHUQR &RQVFDOLRUL (PHUHQJD
&RPPHULR &XOWXUD ,QUDVWUXWWXUH H WUDVSR
(FRQRPLD 'LULWWL H FLWWDGURV]DRQH FLYLOH 6RFLDOLRUL
(QHUJLD ,VWUX]LRQH H ULFRHDLWRUL
)LQDQJD ,QIRUPD]LRQH
)DYRUR H IRUPD]LRQVWLVX]LRQL
7XULVPR 0HPRULH \$JHQ]LD
3URJUDPPD]LRQH &RQDWWL
6DOXWH 3URGRWWL H VHUYL]L
6RFLDOH 3ULYDF\ SROLF\
6SRU

6RFLDOLRUL H FLWWDOLRUL
\$PELHQWH RULFROWXUD
7XULVPR DOXWH
(GXF]LRQH LVWUX]LRQH
)DYRUR H IRUPD]LRQH
(FRQRPLD PHUHQJD) DOXWUD
3URWH]LRQSHWMLLYLDWH] LQWHU
,QUDVWUXWWXUH H \

4XRWLGLDQR WHOHPDWLFR _ 5HJ DO WULEXQDQH GHV]SUBQRDR &GHSL DJRVWR

