

द्वितीयक शिक्षा
; खोज सहयोग
दस्तावेज

Secondary Education
Support Programme
CORE DOCUMENT

July 2002



HMG Nepal



DANIDA

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List of Acronyms

ADB	Asian Development Bank	MOES	Ministry of Education and Sport
ASIP	Annual Strategic Implementation Plan	MOF	Ministry of Finance
AWPB	Annual Work Plan and Budget	MTEF	Medium Term Expenditure Framework
BPEP	Basic and Primary Education Programme	NCC	National Curriculum Council
CDC	Curriculum Development Centre	NCED	National Centre for Education Development
CSO	Civil Society Organisation	NCTD	National Council for Teacher Development
CERID	Centre for Educational Innovation and Development	NEC	National Education Commission
CIP	Core Investment Programme	NGO	Non Government Organization
Danida	Danish International Development Assistance.	NPC	National Planning Commission
DDC	District Development Committee	OCE	Office of the Controller of Examination
DEC	District Education Committee	PCL	Proficiency Certificate Level
DEO	District Education Office	PTTC	Primary Teacher Training Centre
DEP	District Education Plan	RC	Resource Centre
DFID	Department for International Development (UK)	RED	Regional Education Directorate
DG	Director General	SEDEC	Secondary Education Development Centre
DoE	Department of Education	SEDP	Secondary Education Development Plan or Project
DTCO	District Treasury Controller's Office	SEDU	Secondary Education Development Unit
ECD	Early Childhood Development	SIP	School Improvement Planning
EMIS	Education Management Information System	SLC	School Leaving Certificate
FCGO	Financial Comptroller General's Office	SMC	School Management Committee
FOE	Faculty of Education	SOE	Statement of Expenditures
GDP	Gross Domestic Product	TMMC	Training Management and Co-ordination Committee
GER	Gross Enrolment Rate	VDC	Village Development Committee
HMG	His Majesty's Government of Nepal	VEC	Village Education Committee
HRD	Human Resource Development	WES	Women Education Section
IDA	International Development Agency		
JEMC	Janak Education Material Centre		



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-v_dflWolds lzlf lzlf sx?sf]nflu kj { ; j]fsfnlg
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; fe]bf/x? ; # lgs6df /x] sfd kl g ug\$ /
; /sf/sf]sf]f h]df ug]lfdtfs]a[4 ug\$. ; fy}
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lj Bfnodf ; dbfo / lhNf :t/df Joj :yfk lfdtfs]
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kg]ePsf]h] ; f]s/f ; zt{/x\$]5 .

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8n/ lj sf ; vr{n]lg\$. clt/Om]c]j t\$ -bf]f]/v]g]
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; f]sf]lj :tf/sf]ultdf cfl>t /xg]u/l xg] .

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lj ub]f] ; 7l]f]sf]l:ylta6 p]k]g ePsf]5 .



A group of people in a meeting, with a man in the foreground wearing glasses and a woman behind him.

@=kl/ro

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dflWolds lzIff ; xoflŷ sfoŷmdsf]dVo b: tŷj h tof/ ul/Psf]5 / o; df tlŷj 6]lj sf; ; femŷf/x? ll>l % sf]; /sf/, Plzofnl lj sf; aŷ / 8flg8f]; xdlf hgŷPsf 5g\ . gkŷfndf dflWolds lzIff sfoŷmdnf0{cflyŷ / kl]j lws ; xoflŷ kŷfg ugŷf]nflu o; n]Plzofnl lj sf; aŷ / 8flg8f]nf0{cfj Zos kgŷ]56]sfuhftx?sf]nflu klg cfwfl/sf]lgdŷf u/ŷf]5 . Toitdfq geP/, dVo b: tŷj h]n] dflWolds lzIff ; xoflŷ sfoŷmdsf] kŷl't dNofsgsf]nflu ; fdfŷo kl/; ŷs kŷfg ubŷ / j flifŷ /ofglts sfoŷf] og ofŷhg ; ū ; ū}o; n]elij iosf ; 0Qm bit[lgsfox?sf]sfid nufot kl5 cfpg]; 0Qm lj sf; ; femŷf/x?sf] sfdsf] nflu cfwfl/ klg tof/

u/ŷf]5 . o; n]elij iodf gkŷfnsf]dflWolds lzIffnf0{ ; xoflŷ ugŷ{rfxg]cŷo bitfx?sf]nflu klg cfwfl/ tof/ ugŷ{kŷŷ .

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@-@ sfoŷmd ; ~rfng ugŷkŷg]sf/0fx?

gkŷfnsf] dflWolds lzIffsf] lj sf; df ; xoflŷ ugŷkŷg] dVo sf/0fx? lgdgadf]hd /xŷf 5g\

- lj Bfylŷ?nf0{kŷlyds lzIffdf cfsliŷf ugŷ]Pp6f dx]j k0f{ tVosf] a9bf] ?kdf dflWolds lzIffnf0{ dftotf lb0ŷŷ, lsgeg]w]h; f]cleefj sx? : yfol Hofnf kf0g]sfid kŷt ugŷ; DefJotf ; lglZrt ugŷ cfkŷgf sŷf]ŷlx?nf0{sDtdf klg dflWolds tx ; Dd k9fpg rfxŷ5g\
- k/Dk/fut ?kdf ; dfhd f/xŷf]; lj wf lj dV ; dxsf] a9bf]; xeflutf / c8fgdf clej 4 ugŷf] tŷfko{ ltglx?sf] lglDQ ; sf/f]ds lsl; dsf eldsf vŷg; Sg]cu] f -/f]hdŷh_ x?sf]; hgŷ ugŷxf] . o; sf] dtna o:tf ; dxaf6 7hf] lx.; fdf laBfylŷ?nf0{sDtdf cfpg] lj Bfylŷ?dWb] clwsfznf0{sDtdf klg dflWolds tx; Ddsf]lzIff kŷfg ugŷ/ pRrdflWolds tx tknŷf]lzIffsf]cj ; / pglx?sf]nflu vlnf ul/lbg'xf].

- dflwolds tx; Dd a9bf; Wofdf afnaflnsf?nf0{ lziff kbfq ug{ sfof0{ lj Zj cy{oj :yfsf] eD08lns/0fd; xeful xg; Sg]tyf To; af6 kn0bf lng; Sg]cy{qsf]nflu ; lfd hgziQm ptkfbg ug{sfof]kdf xlpPsf]5 .
- dflwolds lziffsf]lj : tf/n]; du|?kdf hg; Wofsf] lfdtf lj sf; ug{ ; 3fp kfofb . o; df lj zif plnvo s]5 egjo; n]k|6 ?kdf cfly\$; eJotf a9fp]dfq xfoq khftttdv gful/s ; dhfsf] lj sf; df / ; fj hls : jf:Yo - : jf:gl dflg; df kxnf] uef] tl xg]pd]df a[4, Pr-cf0el=P8\ / kff]6s vfg\$?fx?h:tf s/fx?sf]hfu/0f j [4_ sf]; wf/df klq ; sf/fds kl/0ffd Nofp5 .

8flg8f / Plzofnl lj sf; a\$]ncfw/et tyf kfylds lziff kl/0fhgf dkm{ kfylds lziffnf0{Plzofnl lj sf; a\$]n]dflwolds lziff lj sf; kl/0fhgf cgtt lziff lqnf0{ ; xofu u/\$f]cgz/0f0 slttf]g 5 . TolQdfq geP/, 8flg8fn] >l % sf] ; /sf/sf] lj slls/0f sfof]j og 0fhgdf kfv tlj sf] ?kdf /x\$] lziff kpfosf]j slls/0fnf0{ ; xofu ul//x\$]5 . To; sf/0fn] dflwolds lziff ; xofu sfoqmd j tdfg 8flg8f / Plzofnl lj sf; a\$]sf] ; xofunf0{k0ff lbg / lziffdf lqut cj wf/0ffsf] cem lj sf; / la:tf/df ; d] kl/k's cj ojsf] ?kdf /x\$]5 .

@# dflwolds lziff ; xofu sfoqmdsf dVo p2]ox?

dflwolds lziff lj sf; 0fhgf @))!_ df o; sfoqmdsf tlqj 6f dVo p2]ox? kl|tj Dat 5g, tl xg]dflwolds lziffsf]kxP / ; dtfdf ; wf/, dflwolds lziffsf]uof: t/ / ; fble\$tdf ; wf/ / lj Bfno-s]b]t dflwolds lziff kffnlfnf0{6]f lbg ; yfut lfdtdf ; wf/ . o; af6 lgDgnlvt glthf k|kt xg]nlo /flvPsf]5 M

! = lgDg dflwolds tx / dflwolds txdf vD egf{b/nf0{ ; g\@))& ; Dddf qmdzM%%Ü af6 ^%Ü / #%Ü af6 %%Ü df kfofbg] . -dlwofj lws Joo vfsf _

@ = ; g\@))& ; Dddf lgDg dflwolds tyf dflwolds tx bj }txdf 5fqfx?sf] ; xeflutf \$)Ü af6 a9fP/ %)Ü df kfofbg] / ; lj wf]j dv ; dxsf] ; Wofnf0{ klq ; fxl k|tzt]j [c ug]-dlwofj lws Joo vfsf _ .

slff * / P; -Pn=, l= kl/lffsf kl/0ffdx?n]b]fPem] z]l]fs kl/0ffdx?df clej [4 u/l dfkg ug{ ; lsg] ; wf/x?nf0{:yl/Tj kbfq ug] . ; g\@))& ; Dddf slff * pQl0f{xg} ?sf] ; Wofnf0{sÜ af6 vÜ df kfofbg] / P; -Pn=, l= pQl0f{xg} ?sf] ; Wofnf0{sÜ af6 vÜ df kfofbg] . To: t]sl; dsf]j [csf]cgkft 5fqfx? / k/Dk/fut ?kdf ; lj wf lj dv ; dxsf lj Bfyl?df ; d] b]vg' k5{ . ol k|tztx? cfwf/ yf cllbogsf]cfwf/df lgwfl/t xg]5g\

@\$ dflwolds lziff ; xofu sfoqmdsf] /0fgllt

j tdfg / efl cly\$ cj :ydf >l % sf] ; /sf/ cfk] uof: t/lo dflwolds lziffsf]bur]lj : tf/ ug{em8}c; e] 5 efg]s/fnf0{dflwolds lziff ; xofu sfoqmdn] : j lsf/ ub\$.

To; sf/0f, clwofkgsf]uof: t/df cfj Zos ; wf/ Nofpg, kf7dqmd / l; Sg]j ftj /0fsf]nflu cfj Zos kg]cfly\$ / kl]j lws ; xotf pkn]w u/fpg'dflwolds lziff ; xofu sfoqmdsf]p2]o /x\$]5 . gk]fnsf]sllb]o / :yfglo : t/sf]lfdtf j [4 lj : tf/jub]e: tf ; wf/x?nf0{elj iodf ; d] cl3 a9fpg / cfk]g] ; f]af6 pRr : t/sf]cfj t\$ sf]f hbfpg / lj sf; vr{hbfpg] lfdtf a[4 u/fpg] p2]o dflwolds lziff ; xofu sfoqmdsf]/x\$]5 .

of]/0fgllt -pb]o_ k|kt ug{dflwolds lziff ; xofu sfoqmd lhNnfut Pj -fli6e klqmfdf /fd/l ldNg; Sg] vfn]Pp6f ; l49 Pj -nr]sb/ lj Bfnof?sf] ; fdbfilos/0f kl]spsf]lj sf; nf0{ ; xotf kfofbg]nlo /fvb5 .

o: tf k\$ /sf] ; fdbfilos ; xeflutfsf cfj Zos nlf0fx? lgDgfg; f/ xg]5g\

- lj Bfnosf]Joj :yfkq / ofhgfd tyf lj Bfyl{?sf] pknllwsf]cgludgdf lj Bfno Joj :yfkq ; ldttsf] ; lqmo ; xeflutf .
- bl3sfnlq ?kdf lj zjftMlj sf; / u} tnjl vr\$] lglDQ ; fdbflos sf]fsf]-gub jf lh6; Lsf]?kdf_ alnof]/ lbuf]kl/rfng, o; nfo{axf} Sg]lfdttsf] cfwf/df Itg]Igod c{t}t nuf0g\$.

u/ljl xintdf, g/fdf] u lgdff ul/Psf a9bf]; Wofsf ; fdbflos lj Bfnosf?n]; fdbflos ofhgf To; }zGodf ; Dk6g xg ; Onj e6gs/f byfp5g\ ; dbfosf]cleniffnf0 lj Bfnosf]nflu vr{ug]/ Go}td u0f:t/ kbfq ug] ; Dk0f{/fli60 / lhNnf:t/lo lfdt; u Pstfa4 ul/0g' kb\$. of]k{t ug\$]nflu lhNnf:t/df lglDg s'/x?sf] ; lglZr't ug]Psls[ofhgf ; djf z xg' kb\$.

-s_ lhNnfsf] cfj Zostf / ; f]; u dh vfg] u/l lj Bfnosf? lj sl; t ul/Psf 5g\

-v_ lj Bfnosf?alrsf] >f] afBk#8 k0ffnl kf/bzl{/ ; dtfk0f{5 .

-u_ >f] / sf6; Dkfbg ; Dal6w pQ/bfloj ; lglZr't ug]k0ffnl kfj sf/l 5 .

-3_ lhNnf jf lqlo txd f blftf k} \$ kbfq ug{; lsg] cfly\$:t/ cg?ksf ; j}fx? -lg/Llfof, z]lfs Joj :yfkq ; 'rgf, cfly\$ n}yf k/Llfof_ kbfq ul/Psf 5gV Itglx?nf0{cfly\$; xofu k{t 5g\

Plss[ofhgf e6gn]/fli60 ofhgf klqmf; u lhNnf tyf ; fdbflos lj Bfno ofhgfsf] kfj sf/l ; Da6w :yfkq ; d]nf0{hgfp5 / kfj sf/l /fli60 ofhgf lglDg s'/x?sf]; lglZr'ttsf]nflu cfj Zos kb\$ M

-s_ ; duqf lzlf]sf]nflu / lj zjftMdlblds lzlf]sf] nflu kof{t ; f] kbfq ul/Psf]5 . of]dlwbj lws Joo vfsin]j sf; u/\$f]b}zsf]; du|; f] cfj /0f ; u dh v65 .

-v_ lj Bfyl{ lzlf]s cgkft h:tf Go}td dfkb08 / efl cfj Zostfsf]txsf ; Da6wdf ; /sf/, gful/s, ; dfh / afx0 lj sf; ; femf/x? alr /rgf]ds / ; 'rgfdhs s'/fsfgl xg lbg Go}td dfkb08 sfof]j ogf nflu cfly\$; xofu]sf]; xofu]sf]b/l klxrfq ul/Psf]5 .

-u_ pk-lf] / lj le6g lhNnf?alr ; f]x?sf]afBk#8 kf/bzl{/ ; dtfsf]cfwf/df ul/Psf]5 .

-3_ /fli60 dfotfx? -h:t}dflblds lj Bfnosf]z]nssf] :t/_ sf] lglw{0f lglklf 9un] / g]kndf u/lal Go]gs/0fsf]glt; E dh vfg]u/l ul/Psf]5 .

-a_ /fli60 cfwf/df lj sl; t u/ nfu"ul/gkg]; j}fx?sf] ; dlr't kljwfg / Joj :yf xg' cfj Zos 5, h:t} lzlf]s tln]dsf]Ps?k k0ffnl, ; fem dVo kf70sd, /fli60 ?kdf ; u7t ; fj h]gs k/Llff k0ffnl / ; Dk0f{ ; fj h]gs sf]fsf] lx; fa lsf] / n}yf k/Llfofsf]k0ffnl .

dflblds lzlf ; xofu sfoqmds]lj sf; / sfof]j ogf] /0fglltn]lj Bfyl{/ p; sf]; dbfonf0{z]lfs Joj :yfsf] cuk0mf pEofpg]Pp6f bl]6s]f k{t tkn]p6dv u/fpg\$.

@% kl/0fflds kl/sNkgf

@% @)!@ df Pshgf lj Bfyl{

@)!@ df Pshgf lj Bfyl{nf0{dflblds lzlf ; Dal6w Ps ; \$ clwsf/ k{t xg\$ M

- klyds lzlf k'f u/\$f]Pshgf lj Bfyl{nf0{p; sf] hft, wd{hft, lnu jf :yfglotfsf]sg]klg e}efj lj gf dflblds lzlf]df kx# /xg\$.

- dflwlds lj Bfnodf sg}klg lj Bfylhf0{p; sf] JolQmut lj sf; sf]; lk / Jofj ; flos cfj Zostfsf ; fy}; fdbflos Pj +fli60 cfj Zostf kl/kl't{ug] lj ifo j :t' / dNof]gsf]Joj :yf ePsf]kf70sdpsf] cfwf/df k9f0g5 .
- dflwlds lj Bfnodf sg}klg lj Bfylhf0{tfnld kkt / kf70qmd k9fpg ; Sg]ofllo lzlf sx?af/f k9f0g] 5 . p; nfo{ 560f0Psf] lj Bfno j ifdf tflsP adf]hdsf] cfj Zos lbgcg; f/ l; Sg pkoQm j ftj / ofdf k9f0g]5 . To: t]k9f0 kof't uof: t/lo cWbfkg ; fdul; lxt lzlf sx?4f/f u/f0g5 .

of]kl/sllkgfn0{s; /l ; fsf/ kfg]o; sf]kdv tj eg5f]lhNnf, lfg / /fli60 ; 3 ; :yfx? / ; u7gx?af/f lgb]zt, ; dlj t / kl/rflnt Joj :yfg / of]hgfsf] lj s]b]s] k0ffnlsf]s]b]f lj Bfnof0{:yfg lbg'xf].

@-%# @)!@ df Pp6f lj Bfno

@)!@ df Pp6f lj Bfno cfkng]kpf; / ; /sf/; u[sf] ; femf/lsf]dflwldaf6 lgdagdf]hdsf]xg5 M

- ah0 nufot cfkng]; f]sf]Joj :yfgsf]nflu cfkng]lh0d]f/ xg5 .
- lj Bfyl{; dfh / cy{Joj :yf / /fli60 cfsf]ff adf]hd agf0Psf]kf70sd k9fpg ; Sg]u/L ; fwg ; Dk6g xg5 .
- dNofsg ; Dalw tYofs nufot cfknl; Dalw ; f'gdf wgl xg]5 .
- cfj Zostf klxrfg ugdf cfkng]r'ctg dgg ug{/ lh0d]f/L ; Dxfng ; lfd xg5 .
- lj Bfyl{lzlf / lj Bfno sfo{; Dkfbgsf ; Dalwdf ; dbfoklt hj fkn]x /xg5 .
- ; f'g / ; #f/ klj lwdf kxF /Vg5 .
- eff]s ; lj wf nufot ; wf/Psf]k9g]l; Sg]j ffa/of xg5 .

uxlsnf] :ki6 glt, laBfno / ; dbfo af6 :ki6 :j-dNofsg, k]wfg]lbfkssf]alnol]Joj :yfslo lfdtf, lgoldt e0f / lg/Llf0fsf]dflwldaf/f afx0 ; kl/j]f0f, / lj Bfno ; wf/ of]hgfsf]dflwldaf6 lj Bfnosf]sfdsf] of]hg, sfof]og ; kl/j]f0f / dNofsgsf]; dlj osf] Joj :yfaf6 dfq ol s/fx? ; ej xg ; Sb5g\

@-%# @)!@ df Pp6f lhNnf

@)!@ df Pp6f lhNnfd :yfglo ; /sf/sf] sfo{ug] lj s]b]s] k0ffnl xg5, h; df ; Dalw t d6qnosf lh0d]f/L / ; f] ; fwgx? lhNnf kl/ib0f ; dflxt xg5g\ h; nfo{lhNnfsf]; Dalw t d6qnosf sfof]ox?n]; xofu ug5g\ lzlf / lj z]f u/L dflwlds lzlf sf ; Dalwdf M

- @)!@ ; fndf Pp6f lhNnf lzlf ; ldt n]lhNnf lj sf; ; ldt af6 cfPsf kl'tlgwx? ; f]ldn] sfd u/]sf] b]g5g\ o; nfo{lj Bfno ; wf/ of]hgfsf]cfwf/df /fli60 glt / sfoqmdsf]v]sfleq lj sf; ul/g5 . o: t]lhNnf lzlf of]hg lhNnf lzlf ; ldt ; dlf kx ul/g5 / To; kl5 j flif5 lhNnf of]hgfsf]?kdf lhNnf lj sf; kl/ib0f6 kl/t u/fpg o; nfo{lhNnf lj sf; ; ldt ; dlf k7f0g5 . lhNnfd dflwlds lzlf sf]of]hg sfof]og, ; kl/j]f0f / dNofsg lhNnf lzlf sfoqmd c6tu5 ; -rfng ul/g5 .
- lhNnf lzlf sfoqmdsf]sfof]og lzlf tyf v]hsb d6qnoaf6 560f0Psf]; f]sf]cfwf/df lzlf lj efusf] j flif5 /0fgllts sfof]og of]hgfsf]v]sf leq /xl ul/g]5 / o; sf]/yby klg lzlf lj efuaf6ul/g5 . lhNnf :t/df / ; fdbflos :t/df k]fg ul/Psf]; f] nufot gful/s ; dfhdvL ; :yfx?af6 / lghl lfgsf] of]ubfgn]ol ; f]x?sf]loq'tfnf0{kl't{ug5g\

- lhlnf lziff sfoqmdsf] sfoflj og, lj Bfno Joj :yfkgsf]; #fng, lhlnfsf dllwolds lj Bfnox?sf] sfo{ Dkfbg, lj Bfnosf]ahqsf]tof/l n]vk/Llf0f, lzlfx?nf0{ egf{ / v6fpg] sfd, Pp6f pkoSt lj Bfnolo jftfj /0fsf] Joj :yf, To; sf] ; Def/ / lg/t/tf, kf7dqmd lj t/Of tyf o; ; E; Dal6wt ; fdulx?sf] cgludg tyf dNoflg lhlnf lziff sfof[osf]cgludg tyf tYofí 0sf0sf]; xfofudf lhlnf lziff ; ldltn]ug5 .
- The implementation of the DEP, the functioning of school management, the performance of the district's secondary schools, the preparation of school budgets and auditing of their accounts, the employment and deployment of teachers, the provision and maintenance of an adequate school environment, the delivery and resourcing of the curriculum, will be monitored and assessed by the DEC supported by a monitoring and statistical unit in the DEO.





#=k[7e'l'd
3. BACKGROUND

#! u/lalsf]l: ylt

gkfnsl]dfgj lj sf; sf]cj: yf lj ut b0{bzssf]cj lwdf ; wfl/Psf]eP tfklg of]cem}klg blifof Plzofs u/latd bzx? awnfbz / ebfgsf]bfhf]df g/x\$]f5 . bzxleq lj Bdfg kdv lj ifdtfx?nf0{/fli6 l: ylt n] l5kP/ /fv\$]f5 . dlw / ; b/ klZrdsf lxdfnl lhNnfx? gkfnsl cGo efux?sf]bfhf]df lgs}k5fl8 /x\$]f s/f dfgj lj sf; ; f'sf\$?n]b]vPsf 5g\ ; fdilhs-cfly\$ cj: ydf dlxfnf0k?ifsf]bfhf]df lgs}k5fl8 kfg]csf]dxTj k0f]t]df n] . s cj: yf klg Ps xf]. cGo kdv sf/s t]jx?df hft / hft totf xg\to; df klg vf; u/L cToflws cfo-Go}tf efl]u/x\$]f tNnf]hfts / ; lj wf j l-rt ; dbfox? 5g\h; nf0{dfgj lj sf; k0Tgn}klg 5g; s\$]f5g .

gkfnsl] s/la \$e kl]tzt hg; Wof cyff\() nfv hgtf u/l]ldf afR/x\$]f 5g\ ; eQm/fi6 l: 3lo lj sf; sfoqmd, @))_ . To; df klg ax' Wos hgtf u]ldof lq]df a; f]f; ub\$g\ dlw / ; b/ klZrdsf]lxdfnl lq]x?df u/lal k]oh; f] ; dbfo lj z]df Jofkt ePsf] dfq ge0{k:tfk:tfb]v /xl cPsf]5 . ; /sf/L ; jf / clt k]ylds cfwf/et ; Argfx?sf]cejf, k]f]gdfg ug]g; lsg]k]s[ts tyf b]l k\$]k]nufotsf ; f6x?sf] bl]6n]pRr ; j]hgZlntfsf]l: yldf /xg'gkfnsl w] ; f] efusf]lj z]tf xf]h; n]ubf]lj sf; k0fzx? vf; u/L ul/al l0lgs/0ftk(nllft clwsfE sfoqmdx?n]sg} k0fj kfg; ls/x\$]f 5g\g\

lj ut !% j ifdf gkfnsl]sh ufx{Yo p]kfbg %kl]tzt n] j [4 ePsf]cg0ej ul//x\$]f]eP tfklg of]u} s]f lq]df cfwf/t tYof] xf]. sfd ug]hg; Wofsf] *) kl]tzt cem}klg s]f lq]d}sfo{t 5gV dfl] p]Nnlvtj [4sf] k]0bfn]ax; Wos hgtf]nf0{; d0g ; s\$]f5g . cem c; dfgtfsf]l: ylt emg}hl6n xB}hf]f5 .

c0t/fli6 :t/df ul/0g] ul/alsf] Pp0f dfkb08 cg; f/ pkef] / vr{-pbfx/0fsf]nflu tl JolQm hf] bl]gs ! 8n/e0bf sddf afR/x\$]f 5g\ sf cfwf/df xl/g]u/lal cfo u/lal xf]. gkfnsl] ul/al cj: yfsf] lj lj wtf / hl6ntf xBf{/ sfoqmdut cyjf lq]lo txd] ul/al sd ug]sfof] ; wf/ ug]f]nflu cfo ul/al zAb k0f]u ug]0bf ul/alsf] k]f]l]sn]kl/efiff ul/g' h?/L 5 . ul/al sd ug]xf]eg] c]0f l-8l-sf] ul/jl 36fpgsf]nflu t0f/ ul/Psf]lj sf; ; xfof ; ldt l]l]bzg]klxrfg u/\$f k]f ldtfx?nf0{larf/

k0f0Pdf dfq lbuf]/ k0f]sf/L ?kdf ul/al 36fpg ; ls65 . tl xg\m

- dfgj lo ldtf -lzlf, :j:Yo / k]f]f _
- cfly\$ ldtf -pkef], cfo / ; DklQ_
- /fhgllts ldtf -clws/, k0fj, :j t0tf_
- ; fdilhs - ; f:s[ts ldtf -:t/, kl]ti7_
- ; Alf0ff]ds ldtf - - ; /lff, j ftj /0f_

To:t}pkoQm k]f]0f ldtfsf]bl]6s]f]n]x]f]j t0fg cj:ydf gkfnsl] \$) kl]tzt hg; Wofdf ldtfx? gePsf]k065 . s]n Pp0f ; fg]c]lk; Wof; G dfq ol ; Dk0f] ldtfx? k065g\ xfn, of]cj:ydf t]sin]s]l kl/j t0g x]f] e0gdf sg}klg alnof ; f]x? bl]vPsf 5g\g\

#@ /fhgllts ; Gbe{

k]f; gdf /x\$]f sfo{bl]tfsf] sdl, ; /sf/L ; e0qsf] ck0f]j sl/tf / ; jf k]0o k]0fn]sf]ck0f]t]tf g]gkfnsl] ul/j dVl lj sf; sf k]f?kx? lvRg c; k]m xg' k5fl8sf kdv t]jx? xg\efgdf sg}zsf 5g . pl6}ol t]jx? k]hft]l0qs ; yfx?sf]sdh]l / k]f; gleq ; Zf; gsf] sldf h/f]uf8] a; \$f 5g\ kf/blz}f / hj k]n]k]t]df sdl, Joj:yfkg / lq]0f k]q]m]df Jofks ; xeflutfsf] z0tf, sfo{; Dkfbgsf]cgludg / dl]ofsg ug] ; ldt ldtfx? ; d:ofx?sf hl6ntf / ; ldfsf ; s]s xg\

© of]c]0f l-8l- (Organisation for Economic Cooperation and Development) bzx?sf]lj sf; ; xfof ; ldt]f/ ul/jl lq]f/0f @))_ sf]nflu tof/ kl/Psf] lj sf; ; xfof ; ldt l]l]bzg]df cfwf/t5 . ljZj a\$; c0t/fli6 db] s]f / ; eQm/fi6; 3lo lj sf; sfoqmd ; xt @ j0f bzx / o]f]f]l ; 3 lj sf; ; xfof ; ldt]f ; b:o xg\

; gV (() sf bzssf]cf/0eb]v]k]b]e]f] ePsf]axbnlo
k]hft]q]n]ax; Wos hgtfsf]:y]ltdf s]n gu0o ?kdf
; wf/ Nofpg ; Sof]. ; j f k]fo, gful/sx?sf]clwsf/ /
:t/ ; ; Rgdf kxk, sfggl / Goflos k]ffnldf ; x/f
tyf ; xofu]sf] kl/k]l6h:tf lj ifodf ePsf lj sf; n]
k]hft]q]s]f] k]g:y]f]k]g]df hf\$ lbgx?sf 0R5f cfsfff
kl/k]lQ{xg ; s]gg\

/fli6 :t/df l]qut gllt / sfg]g]df ePsf]lgdg :t/sf]
; e]hg / To; u/L lj sf; ; fe]b]f/x?af6 ePsf]lgdg
:t/sf]; xofu]n]c]fly\$ j [4s]nflu jftfj /0f ; h]g
ug]ul/Psf k]f; x?; / hg; Wofsf]jofks efunf0{k]n]0bf
xg]lj sf; sdh]f] xg k]l]of]. o; sf]clt]l/Qm /fli6
:t/df :ki6 ?kdf /fhgl]ts c7f]s]f]sdl /xof].
h; n]ubf{ul/al sd ug{glltut ; wf/ / sfoqmdx?
k]e]f]sf]l ?kdf ; #fng xg ; s]gg\ ; /sf/n]x]n; fn}
u]ld]of l]q]df ; dtf / ul/alsf ; d:of Gog]s/0fsf]
d]f]b]dsf] ?kdf eld ; wf/ sfoqmd nfu"u/\$f]5 .
; /sf/l vr{ 36fpg / sd{f]l]t]q]df sfo]l]ftf /
vhf]k]s]f]j [4s]nflu lghfd]l ; j]df k]g ; wf/sf]
y]ngl ul/Psf]5 . ol b]j ; l]q]x?df lj]le]g l]lxt
:j]y]f] / ckof]t l]g]z]g, sdh]f] c]gludg / o:t}
v]n]c]6o ; d:ofx?n]h/f]uf8]s]f]h]ol sfoqmdx?sf]
sfo]f]j og k]f sdh]f] ePsf]k]f0]5 . j t]f]f]g d]cf]f]bl
lj b]f] / ; s]6s]n]lg cj:y]f]n]k]g tl s/f]x?nf0{a9]f]f
lbPsf 5gV o; nf0{; Zf; g]s]f]c; km]tf / To; sf]
km]M :j ?k u]la g]k]f]n]s]f]u]l]al cem a9]s]f]s/f]nf0{
5\$}?kdf x]l]g: k5{.

hg; Wof tyf To; sf] cWooog

; g\))! sf]h]gu]f]g]fcg; f/ g]k]f]n]s]f]hg; Wof @ s/f]f]
#) nfv k]u]s]f]5 . hg; Wofsf]w]j]efu cyf]f]j]o:sx?
d]w]o]s]l]j * &U hg; Wof u]ld]of l]q]df a; f]f; ub\$.
c]67]f]p]g j 6f gu/k]f]n]s]f]x?sf]hg; Wofsf]7]h]f]c]z]g
u]ld]of l]q]df /x]f]f] . g]k]f]n]s]f]hg; Wofdf !% j if]f]l]gsf
s]f] s]f]l]x?sf]; Wof -sl/j \$# k]l]t]z]t_n]c? ; Wofnf0{
l]h]t]f]5 / l]ge{t]f]s]f]cg]k]f]t)=*# /x]f]f]5, o; n]of]

b]v]f]p]5 ls !)) h]g]f sfd ug]p]d]j]sf d]f]g; x?n]of]
; d]x]e]b]f aflx/sf *# h]g]f d]f]g; nf0{k]f]ng]k]f]f]of
ug]k]b]5 . o; n]el]j ios]f]d]f]g]l]o ; f]f] lj sf; / ul/j]l
36]f]p]g]sfo]f]f] k]l]t]sh c; / kb\$. hg; Wofsf]c]fsf/
/ ; /R]g]f]s]f] l]g]w]f]0f ug]l]t]g]j]6f t]j]x?d]w]o]g]k]f]n]d
a; f0{; /f0{P]p]6f k]f]v t]j]s]f]k]df /x]f]f]5 . c]f]t]l/s
a; f0{; /f0{l]x]d]f]n]l / k]x]f]8 l]q]x?af6 t/f0]f] / z]x/l
u]ld]of l]q]x?alr xg]u]f]f]5 . w]j]g]k]f]n]l o]j]f]x? d]f] dl
/ c:y]f]ol s]f]d]s]f]n]flu e]f/t]k]m]h]f]g]e]P]s]f]h]j]c]t]//fli6
a; f0{; /f0{k]l]g d]x]j]k]f]x]b]u]0{x]f]f]5 . To; u/L w]j]
c:y]f]ol s]l]f] d]h]b]x? k]l]g e]f/ta]f6 g]k]f]n] c]f]p]g]u]5]g]
c:y]f]ol a; f0{; /f0]f] x]f]n]s]f] j if]f]df l]g]dg ; l]k]o]Qm
s]f]d]s]f]n]flu t]j]f]d]h]s -k]j]l{P]l]z]of, b]l]f]0]l P]l]z]of /
d]w]o]k]j {P]l]z]of_ h]f]g]k]j]l]Q k]l]g a9]b]f]5 .

j]f]l]f]f] \$ @#&U sf]j [4b/; u}b]l]f]0f P]l]z]of]d]f g]k]f]n]s]f]
hg; Wof a[4b/ k]f]l]s:t]f]g]k]l]5 ; a]p]6]b]f p]Rr 5 . s/lj
e]f]f]5 hg; Wof ; /sf/l c]f]s]8f c]g; f/ l]j B]f]no h]f]g]p]d]j]
; d]x - ^-!%_ l]eq kb]5]g\ p]r]f]0]t / d]f]dl c]t]n]
g]k]f]n]n]f0{t]l]g d]v]o jftfj /0]l]o l]q]df lj e]f]hg u]f]f]f] M
l]x]d]f]n, k]x]f]8 / t/f0{. b]l]f]0]f]d]f /x]f]f]t/f0]f]f]p]h]f]p
e]l]d]n]g]k]f]n] e"e]f]u]s]f]f]@#U l]q] c]f]u]6]f]f]5 . s7]f]
jftfj /0]l]o cj:y]f] /x]f]f]l]x]d]f]n]l l]q]df hg; Wof k]f]t]n]f]
/x]f]f]5, h]x]f]d]f]f]g; x? \$,*&& d]l]6/e]b]f d]l]y]s]f]p]r]f]0]f]
a; f]f]f; u]5]g]. t/f0{/ l]x]d]f]n]l l]q]s]f]j]l]r]d]f /x]f]f]
k]x]f]8 l]q]n]e"e]f]u]s]f]f]@#U l]q] c]f]u]6]f]f]5 . o]f]l]q] Ps
c]f]k; d]f c]f]j]4 /x]f]f] k]x]f]8, p]Rr k]x]f]8, p]k]l]o]s]f] / g]bl
a]j]l]x?z]f]f] ag]f]f] c]k]7]o]f]f] l]q] x]f]. k]l]k]f]u]t ?kdf
l]x]d]f]n]l / k]x]f]8 l]q]s]f] h]g]t]f]s]f]a; f0+; /f0]f]j]u]6]t]j]o]s]f]
?kdf t/f0{/x]l c]f]P]s]f]5 . x]f]n]o; l]q]df \$*U hg; Wofsf]
a; f]f]f; /x]l c]f]P]s]f]5 .o; f]j]x]g]f]s]f]d]v]o s]f]o]f] b]l]f]0]f]s]f]
/f]d]f]p]j {f]e]l]d, /f]d]f]k]j]w]f/ / ; #f/ J]o]j:y]f] g]x]f].
hg; Wofsf]a9]b]f]r]f]k]s]f]s]f]o]f]o; l]q]df l]z]l]f]n]u]f]o]t
; f]d]f]l]h]s ; j]f]s]f]n]flu 7]h]f]b]j]f]j /x]f]f]5 .

pQ/-blIf0sf] j ftfj /0f0o Ifq? % j 6f k} {klZrd
lj sf; Ifq?df# k}nPsf 5g\k}f{rn, dWbdf-rn,
klZrdf-rn, dWb klZrdf-rn / ; b/ klZrdf-rn_ .
dWb kxfl8 Ifqdf cj:l:yt sf7df8f}pkTosf ; fdfotof
c6o !% j 6f Ifqlo 0sf0?e6bf Hofbf zx/ls/0f /
lj sl; t lj z]ftfx?n] k}ys b]v65 . k}zf; slo
b]6sf]faf6 g}kfnf0{&% lhNnf?df lj efhg ul/Psf]
5, h; dWb]# lhNnf? sf7df8f}pkTosfleq /x}f
5g\ k]o} lhNnf0]lj le6g ; Wofdf uf] lj sf; ; ldl
/ gu/kflnsf?df lj efhg ul/Psf] 5 . xfn -dfr{
@)}_ g}kfnf h}df #, (@ ufP]j sf; ; ldl / !
dxfgu/kflnsf / \$ pk dxfgu/kflnsf; lxt %*
gu/kflnsf 5g\

clw/fhos] \$@Ü e"efunf0{bu6 elg65, h; df @@
lhNnf? /x}f 5gV !#Ü hg; Wof /x}f} . s7lg e"
agf, s7lg kx, lgDg ; #f/ ; lj wf -; 8s / b/
; #f/ nufot_ nf0{bu6 egl kl/efliff ul/Psf} . sd
hg3g]j n]ubf{w}hgtfsf]lj Bfnof? nufot ; /sf/l
; j}df 6og kx# /x}f} .

g}kfnf sDtdf klg #% hghflto / #^ hftsf]; dx
/x}f} h; n]dft}fifsf]kdf #^ efiff / yk}eflifsx?
Af]b5g\ g}kfnl efiff ; Dks}f]efiff / /fi6«efifsf]
?kdf k}v :yfgdf /x}f} . of}%)Ü hg; Wofsf]dft}fif
xf]/ c6o w}f}b]f] f]efiff xf].

#- lzIff / dfWolds lzIff

j t}fg dfWolds lzIff k}ffnl lgDg dfWolds, dfWolds
/ pRr dfWolds u/l # pk-Ifqdf affPsf] 5 /
loglx?n]qmdzll^*, (-!) / !!-!@ slffx? ; d}f}f
5g\ . of]; Argf !((# b]v nfu"ePsf] 5 . lgDg
dfWolds / dfWolds :t/lo lzIffnf0{dfWolds lzIff
; xofu sfoqmdsf]dVo rf; f}f] Ifqsf]?kdf klxrfg
ul/Psf] 5 .

dfWolds lj Bfno lzIffdf lj ut b0{bzsd f pln}ylgo
k}lt ePsf] 5 . dfWolds lzIffsf] kx#df g6slo
?kdf j [4 ePsf}, hf]lgDg dfWolds tx ^-* slff_
df #e\$Ü , dfWolds tx -(-!) slff_ df !@)Ü df
ePsf] b]v65 . Tolt xbf xb} klg kx# / lzIffsf]
uof:t/ ce} klg 8/nflbf] rbf}lsf]?kdf /x}f} .
k}ylds txd ; xh}b]vg]egf/s]cgkft !*Ü sf]
eP tfklg vb egf}cgkft &@Ü dfq /x}f}5 . lgDg
dfWolds txd ; xh}b]vg]egf/s]cgkft %&Ü
/x}f} / vb egf}cgkft lgDg dfWolds tx /
dfWolds txd qmdzll #!Ü / @!Ü /x}f} . lj ut
j ifx?df ul/Psf k}ltsf]afahb klg c}kntf]cem}klg
g}knsf]sh hg; Wofsf]%)Ü klg ; flf/tf xfl; n ug{
; s}f]5g} . \$

dfWolds lzIffsf nlox?

lgDg dfWolds lzIffM lgDg dfWolds lzIffsf]dVo nlo /fi6« k}ft6qdf lj Zj f; ug] / ; fdf]hs tyf k}f]ts
j ftfj /0f0o lhDd] f/kl}t ; hu /xg]gful/s tof/ ug}xf]. of]tx k}/f ug]lj Bforyl? c}kntf lj rf/x? cleJoQmug; Sg]
:j t6g, kl/>dl, :j f:Yok}t ; hu / c; n g}ts rl/qsf]xg]jck]ff ul/Psf]5 .

dfWolds lzIffM dfWolds lzIffsf]dVo p2]o clyf lj sf; df of}ubfg k}ofpg ; Sg]/fli60 /l}t/j fh, ; f:s[ts /
; fdf]hs ; Dkb / k}ftfl6qs dWb / df6otf; # kl/lrt ePsf]; lfd / :j :y gful/s tof/ ug}xf]. lj Bforyl?n]:ki6; #
lj rf/ cfbfg-k}f]f ug] / j }flgs k}gx?df ; r} /xg; Sg]xgk5{ ; hgzlntf, ; xofu, :j t6qtf / d}xg]l xgkgs]/df hf}f
lb0Psf]5 .

-lzIff tyf v}hsb d6qnosf]glitut sfuhftx?df cfwl/t_

k}f{rn, dWbdf-rn, klZrdf-rn, dWbklZrdf-rn, ; b/klZrdf-rn
\$ t}ofx? cloyf pln}y ul/Psf]af ax} ; g!(((sf xg\lzIff tyf v}hsb d6qno @))!_

dflwdf-rn / k}f{rn lqsf zx/l l Bfnox?df cfoqsf] ebf l Bfylx?sf] kl'tzt pRr /x\$] 5 . To; u/l 5fqx?sf]kl'tzt ufdlof lqdx?dfebf zx/l lqdx?df pRr /x\$]5 . lxdfnl lqdf dflwolds txsf l Bfylx? d]o]@#Ü #)Ü 5fqx?_ zx/l lqdx?df /x\$ 5g\ kxf8l lqdf @#Ü l Bfylx? zx/l l Bfnox?df clwog ub5g\#&Ü 5fqx?_ eg]t/f0{lqdf @!Ü l Bfylx? #5Ü 5fqx?_ zx/l lqdf clwog ub5g\ sf7df8f)pkTosdf ; æbf a9l cgkft cyff %%Ü -\$#Ü 5fqx?_ l Bfylx? zx/l lqsf l Bfnox?df clwog ub5g\

ol tYofsx?n) ebf]ns c6t/lqdlotf, n)ustf, ; fdlhs / clyf; dXsf]cwf/df pln)vglo lsl; daf6 km/s b)fpb5g\ kfylds :t/s] egf6f 5fqx?sf] kl'tzt \$ / lqdg dflwolds txd f pglx?sf]egf6f] kl'tzt \$! /x\$]5 . lzlfss]tx; 6)n]Es c; dfgt klg a9]ju5{. z]f; ; xelutdf u/la / wgl alr 7hf]vf8n /x\$]5 . gkfn hljg :t/ ; j fof -(^_ df wgl ju\$ sf s6lx?sf]kfylds txd xg]egf{ lng] ; e]jg u/ljx?sf6bf b]a/ a9l / dflwolds txd o:tf ju\$6 xg]egf6f bz uoff a9lsf]km/s b]v65 . ; xelutsf]b/ lqlo cwf/df klg km/s b]v65,gkfn]xdfnl k6df / ; b/ klZrdf-rn lqdf a:g]hgtf? ; æbf ; l]w]j dv ; dXdf kb5g\ . To; sf/of lzlfdf kx#n0{; wf/ ug{dflwolds lzlf pk-lq l] sf; sf]k6v p2]o xf] . ; l]w]j dv ; dXsf l Bfylx?sf] ; wof l Bfylx? l Bfno k6fn]sf]tlnf] txf6 dfl]n]f] txd pSn6f 36b.)hf65 . Toxl s/f zfl/l s ?kdf ; l]w]j dv -ckfE_ l Bfylx?sf]xsf ; d] nfu"x65 .

l Bfnox?sf]lqlo l] t/0df klg c; dfgt]ylt b]vPsf]5 . xfn -dfr{@})_ lqdg dflwolds txsf &@^ l Bfnox? /x\$ 5g\eg]dflwolds txsf \$,) *@ l Bfnox? /x\$ 5g\ lqdg dflwolds tx rnf0/x\$ l Bfnox? b0{k6s ; lrs] ul/65g\ Psk6s lqdg dflwolds / csf]k6s dflwolds l Bfnosf]kdf . xfn pRr dflwolds lzlf ; ldl t -kl/ib_ df btfePsf pRr dflwolds l Bfnox?sf] ; wof s/la &%) 5 .

gkfnf km/s km/s ; Argf ePsf l Bfnox? /x\$ xgfn] lqdg dflwolds / dflwolds l Bfnox?sf slff sf]fx?sf] ; wof :yfglo lq f]rt lgsfox? / ; dbfox?sf] cfj Zostdf cwf/ /x] nlrnf]of]hgf k6fg ug]sl; dn] lqwf0f ul/Psf x65g\ . lxdfnl lqdf !,() kxf8l lqdf !^,%) t/f0{lqdf !@,)^\$ / sf7df8f)pkTosdf !,!!# slff sf]fx? /x\$]cgdfg ul/Psf]5 .

Ps bzsleqdf dflwolds lzlf k6fg ug]lghl l Bfnox?sf] ; wof ^!* af6 a9] @,!)# kl\$]5 . lghl l Bfnox?df hfg]5f / 5fqx?sf] ; wof l] sf; lq, ebf]ns lqsf]cwf/df km/s km/s /x\$]5 . o:tf]legtf lqdg dflwolds txd k}f{rnf @%Ü -\$#Ü 5fqx?_ b]v ; b/ klZrdf-rn lqdf ##Ü -@%Ü 5fqx?_ /x\$]5 . Pp6]tx ebf]ns lqsf]cwf/df klg lxdfnl lqdf !*Ü -\$#Ü 5fqx?_ b]v sf7df8f)pkTosdf %@Ü -\$^Ü 5fqx?_ legtf /x\$]b]v65 . dflwolds txd o:tf]legtf]ylt k}f{rnf @^Ü # (Ü 5fqx?_ b]v # (Ü -@5Ü 5fqx?_ / lxdfnl lqdf @#Ü #)Ü 5fqx?_ b]v sf7df8f)pkTosdf %%Ü -\$#Ü 5fqx?_ /x\$]5 .

lqdg dflwolds txsf tfnld]lzlf]sx?n!) j if]j z4 lzlf / @ j if]dl>t cyff\ fwf/of z\$]f6ts / clwfkf tfnld u/l h0df !@ j if]lzlf k/f u/\$]xg] kb5 . lqdg dflwolds txsf ax; wos lzlf]sx?n]o:tf b0]j if{ lqej g l] Zj l Bfnosf]sg]soDk; df latfP/ k]l0tf k6fokq tx k/f ub5g\ dflwolds txsf w]h; f]tfnld k6t lzlf]sx?n] c]k6f] z?sf] tfnld lqej g l] Zj l Bfnoaf6 k6t ub5g\ . dflwolds lzlf]sf]lqdg of]o lzlf]s a6sf]nflu tfnld]lzlf]sx?n]ls # j if] j lP8= j f # aif]j lP=j j lP:; l-s]slff ; fy}o; kl5 Ps aif]j lP8= k/f ug]k6]x65 . xfn lzlf k6df k]z ug]clwsfz lzlf]sx? tfnld ck6t 5g\ ; g\ !(((df lqdg dflwolds txd k9fpg]e\$,^(^ lzlf]sx? -h; df !^,\$% tfnld ck6t_ lyP / dflwolds txd !(!*-%,\$&& tfnld ck6t_ lzlf]sx? lyP . dflwolds txsf clwsfz lzlf]sx? c:yfol /-j f c]z s ?kdf clwfkf/t 5g\

\$= ; d: of / rɔfɪlx?

4. ISSUES AND CHALLENGES

lzlf kffnlsf ; d: ofx?nf0{lzj a\$; \$6/ kg/fnf\$g -ljzj a\$ @)! , dflwolds lfgsfaf/df lzlf tyf vjhsb dGqfno 8flg8f ljznjof (due @))! , pRr : tl/o ; ldt sfxfn\$fkltj dg -lzlf tyf vjhsb dGqfno, @))_ / lzlf tyf vjhsb dGqfno Plzofnl ljsf ; a\$sfjdfwolds lzlf ljsf ; ofhgkq @))! _df : ki6 ; u klxrfg ul/Psf\$. lzlf kffnlsfjsofb lftsfjznjof / ; d: ofsf klxrfgx?n] lzlf kffnl ; \$6df /x\$] s/f kltlj djt ub\$g\ kltj dgdf klxrfg ul/Psf rbfjlx?df ; flf/tfsf]gdg : t/ / z]fs pknllw, lzlfdf cfo ; dx / ; fdlhs ; dx?sf]c ; dfg ; xeflutf, kffnle/Lgk9f0bfjxf]ofpg/ k9f0f5f\$y]k?sf]pRrb/ , >d ahf/nf0fokoQmgxg]gdg : t/sf]zlf sfju0f: t/ ; dfj z ul/Psf 5g\

dfly pln]y ul/Pefbf 68sf/f ; d: ofx?df M

- k9fpg] hgZlQm cJoJl:yt 5, af/Daf/ /fhgllts/0fsf] lzsf/ xg] / ckofit tflnd jf ljgf sbj}tflnd g}oflotfafx\$sf]j ifosf]clwofkg ug] h:tf s/fx?n] lzlf sf] u0f: t/ lgdgsf]lsf] xguPsf]5 .
- kf7oqmd clt afljmf]5 . o; n]lj Bfyl\$]lj ljw cfj Zostfnf0{kltlj djt ub\$.
- ; fdbflos lj Bfnof? ; dbfosf]dxlj k0f: ff]sf]kdf bljvg\$] ; \$f ; /sf/L : j fltj sf lj Bfnof? h:tf bljv65gV ; fdfio?kdf ; fj hlg\$ lzlfdf hgtfsf] ; xofu]sf] cefj 5 . cfly\$ lbuff]g / u0f: tl/o clwofkgsf] ; lgzrttfsf]nflu ; /sf/L ; xfotf klt lj Bfnof?nf0{: yfglo ; xofu ckofit bljv65 .
- wgl kl/jf/sf afnaflnx? / cfknf afnaflnx?sf] nflu .c; nl lzlf rfxg]kl/jf/x? ; lj wflj dv / clt lj klg kl/jf/sf afnaflnx?nf0{ 5f\$ lghl lj Bfnodf ; g]xbf ; /sf/L ; xfotf klt lj Bfnodf k9y]k?df ; lj wflj dv / 5fxfx?sf]pRr cgkft x65 . o; n]ubf}b0fj ul6 z]fs kffnl sfod e} ; dbfo / ; Dk0f{g]k]nd}c; dgtfsf] : ylt axu0ff xbf]f65 .
- kzfut tyf g]tj oflotfsf] u0el/ sdl ePsf] lzlf kffnldf yk?kdf ; a}txsf ; a}sd{f/Lx?ssf] af/Daf/ ; ?j f / lzlf P\$ / lgodfj nldf kl/j t\$ klg kb\$g\ . c6o s/fx? ; f; f}o; n] glltsf] sfof] og klf sdhf\$ e}lzlf kffnldf g}jed / vf8n ; hgf ePsf] .

- lzlfdf ul/gkg] ctofj Zos ; wf/ / kl/j t\$ sfof] ogf nflu 6]f lbg ; d; ; fj hlg\$; ff ; fdulx? ctoft} ; lldt dfqdf dfq pknllw 5g\
- lzlf P\$ -; ftf; ; zfv]g_ sf]kdf /x\$]sf]sg\$ c6o lfgsf sfg\$ lj z]f u/L : yfglo : jfoZf; g P\$, @)%% ; u d]h vfg]vfnsf]5\$.
- lh0d]f / / ; ff]x?sf]x: tft/0fdf cfwl/t lj s]bls\$; /sf/sf] plbodfg kffnl ePtklg o; df lzlf kffosf nflu lzlf tyf vjhsb dGqfno / lzlf lj efuh:tf lj s]bls\$; : yfx? ; u ; d]o gePsf] ; fy}cfj Zos ; : yf tyf ltgsf sd{f/Lx?df lzlf sf] lj s]bls\$ Joj : yfkg gllt sfof] ogf nflu cfj Zos lfdt lj sf; ug]sg}sfodmd gePsf] .

lj Bfno, Toxf\$ lzlf, lzlf0fsf]u0f: t/ / hlj g j Q ; f k7\$sd\$] ; fble\$tsf ; Da6wdf ; dbfosf]vf; } ljzj f; j f e/f] f kf0Pg . o; sf clt/Qm lj klg / ; lj wf lj dvx?d]w]w]h ; f]j Bfno hfg]cj ; /af6 al6rt 5g\eg]wf/0ff klg lj Bdfg 5 . j t\$fg P; -Pn=; l= sf] plt0f{kltztn]@))! df #!_ lg/fzf 5fPsf]5 . Pp6f lj s]bls\$ Joj : yfkslo v\$sd f lj Bfnof0{ ; dbfodf knsf]g] ; jndf ; u7gfids tyf Joj : yfkslo tK/tfsf]cefj nf0{bl6out ug]xf]eg] ; dbfo? Is t k}tfj af/]cgle1 5g\ ; wf/sf nflu pglx?n]sg} cfzf /fv\$ 5\$g\eg]s/f yfx kfg Tolt uf/f]k\$.



¿j tdfg gltx?
5. CURRENT POLICIES

%! j tdfg glltut p2fox?

u/lal 36fpgjs/fnf0gkfnstfzfk-rj ilf6 ofhgnj/li60 lj sf; sfklyldstfdf /fv\$frj5 . /li60 lj sf; sfj
cfj Zostfsfnflu pkoQm uOf: t/lo dflwolds lzlf sfj : tf/sfj p2foxn]klg u/ljl Golgs/Of ugjs/fnf0{
dflwolds lzlf gllt sfjs b]j Gbdf g)/fv\$frj5 . ofjs/fnf0gkfnl lzldf b]vk/\$fb0j6frgfrjlx?df ; dflxt
u/\$frj5 . tl xg'wof: t/£; lxt & dtf £sf]oj: yf .

.bzfrjhgdf lzlf sfj nflu glltut p2fox gfd d: ofb
kqn]gkfnf ax'-cfoflds rl/qsfl/ul/alnf0{ : jlsf/
ubx'cufl8 a9y ul/al / ul/al Golgs/Ofnf0{laleG
glltut p2fox? dfrk'wof lbg]kbfjg u/\$frj5 . o; }
d: ofb kqsfl'cfw/df, / /li60 lzlf cfofu -! (@_ ,
gj) ofhgf - lzlf lfrsf p2fox?_ ; a\$fnflu lzlf
/li60 ofhgf sfj; Gbed of]b]g ; ls65 ls u/la 3/
kl/jf/x?sf]nflu xfdln]p]ny u/\$f % j 6f lfdtfx?sf]
; Da6wdf atdf / k]tflj t glltut p2fox? / lzlf sf
sfoqmdx?sf lj z]ftMdfwolds lzlf sfj k]of j f ck]of
kbfj /xg\$. To; sf] c]tl/Qm ol p2fox?n]hft,
hftl, wd{/ gkfnf a; f]f; sf]cfw/df lk5l8Psf /
; ljwf ljdv ePsf lnE / ; dxsf cfj Zostfx?nf0{
; af]g u5g %

dflwolds lzlf sfj nflu ; xofu sfoqmd tof/ ug{bzfrj-
k-rj ilf6 ofhgf b: tfjh lzlf sfj bl36fng ofhgf
p2foleq lgdg s'fx? ; dfj z ul/Psf 5g'w

- lj Bfno :t/df lzlf sfj]oj : yfkg ug/ ; fr' h6fpgdf ; fdbflos ; xeflutf / crlu]kl/rfngdf a[4 .
- lzlf Joj : yfkg, ofhgf / cgludgsf]lj s]b]s/Of .
- dflwolds lzlf df vr\$frj efa68f - ; /sf/L sfj, : yfglo ; fr, 5faj [0 ; lxt z'nsx?_ .
- lzlf sfj; fr' h6fpg' / lzlf pkn]w u/fpgdf lfrlo lj lj wtfnf0{df6otf .
- lghl ; yfx?sf]lgo6qOf nufot ; yfut / z]f]s Joj : yfkg k]ffnldf r':ttf / ltlx?sfj; j nls/Of .

dflwolds lzlf tyf ul/jl Golgs/Of

dfgjlo lfdtfx?M klyldsf lzlf k'f ug]; a]nf0{dflwolds lzlf pkn]w u/fpg]Aoj : yfn]pglx?sf]kx'F eP; Dd
lj z]fu/l ul/a ; dxsf]dfgjlo lfdtfx?sf]a[4 ug\$. cfw/et / klyldsf lzlf fefbf cufl8sf]lzlf sfj]Aoj : yfn]ul/a
hgtsf] : jf:Yosf]-lg/f]w]ds : jf:Yo x]r]fx_ ; Da6wdf hfu/Of llofpg\$ / To; w/L P8; \Dalw r]gfn]h6db/df
ue(wfgsf]b/df sdl dfrk'wof klgtolts}; xofu ug\$.

cfly\$ lfdtfx?M Jofj ; flos ; sfo; lxtsf]dflwolds lzlf nflu ul/lj kl/jf/nf0{/fd] u lzlf xg] Hofbf blf / cem
p]kfbgdhs >d zlQmsf]efu a6g]df\$ k]bf ug\$. o; n]cfo / pkef]usf] : t/nf0{; w/ ug\$.

/fhgllts lfdtfx?M dflwolds lzlf nflu : yfglo / s]b]lo ; /sf/L ; yfx?, Gofokfnstf cflbsf ; Da6wdf gful/sx?sf]
clwsw/ / lhD]f]l]sf]a[Q/ hfu/Of ofhgfdf 6]f lbg\$.

;fdl]hs-; f]s[ts / ; Af0ff]ds lfdtfx?M dflwolds lzlf sfj ; a]nf0{; dfj i6 ul/g]gllt'x?n]ck]of j ?kdf
; fdl]hs ?kdf lk5l8Psf / ck]lh\$; dxsf dfj; x?sf] : t/ / k]ti7fdf of]b]bf k]ofpg\$. cfo / pkef]u : t/ a9f]bf,
lj z]ftM u]ldOf lfrdf cema9l p]k]bs cfly\$ ul]lj lwx?nf0{; ud agfpgsf ; fy ; fy)cfly\$; \$6, k]s[ts k\$fr / c]o
cgdfg ug]; lsg] : ylt axg ug]; Sg]lfdtdf klj j [4 ul/g'k5{

- lj Bfnof?sf]uof: t/sf]; wf/sf]nflu lj Bfnodf cfwf/t Joj :yfkq lj sf; klfnsf]of]hg / sfof] og .
- zlf]s ; :yfx? / zlf]s Joj :yfkq ; :yfx?leq dfgj lo ; zfwg lj sf; lfdt / uof: t/df ; wf/ .
- ; dbfodf cfwf/t l; Sg]kffnlx?sf]lj sf; .
- ; r]gf j [4 / ; flf/ tf cleofgx? .
- lzlf Joj :yfkq / klfosf] nflu ; r'gf / ; #f/ klj lwsf]a9bf]kpfu .
- aflnsf, czOm / lj klg j u\$ f nflu lzlf pknAw u/fpg]sfddf ; sf/flds sf/afxl .
- gful/s ; dfh / lghl lfg; E a9bf]; fenh/l .

%@ glltut jftfj/Of

dflldls lzlfdf ; :yfut Joj :yfkgsf]lj sf; lj leq zlf]s gllt, kl/j ltf /fhgllts kl/bz'o tyf kzf; lgs ; Argfx?df lglxt lj ljw lsl; dsf kpfj / t]j x?df cfwf/t 5 . o; sf]sf/Ofn]Psf]t/ glltx? tyf gllt thof alr / csf]t/ sfoqmds]l8hf0g tyf sfof] og alr ; fdh:osf]cejf /xg uPsf]5 . t; y{ ; :yfx?sf] lj sf; / cEof; / pk-lfg]leq ltlgx?sf]Joj :yfkgnf0{ cfsf/ / dfu]zq ug]; ; ut /Ofn]lts kl/slkgsf] cejf /lx /x\$]5 .

klhftqsf]kg:yfkgfkl5 ; Dalwt lgsfosf]kzf; gsf] l:yltdf pln]ygo ?kdf kl/j t'g ePsf]5g . gllt thof, sfof] og ; k/lj]fOf / dlfosgd fpglx?sf] s]b]o eldsf /lx/x\$]5 . Jofkstf ; fj h]lgs lhDd]f/l efj, kf/blz'f, kpfj sfl/ tf jf blftf tkn]sf]cleofg c; dfg / cflzs /xg kl\$]5 .

xfi; n ul/Psf]pkn]Aw ; lldt ePsf]h]g]kfn leqaf6/ kjf; l g]kfnlaf6 dfq ge]g]kfn]sf lj sf; ; fenh/x?af6 / c't/f]6g gful/s ; dfh ; u7gx?af6 ; d] ; :yfut ; wf/ / kl/j t'gsf nflu bj fj kl/x\$]5 . ul/j l 6olgs/Of ug{lzlffsf]dx]j kOf{eldsf /x\$]s/f o; bj fj k5fl8sf]dx]j kOf{t]j xfi] . ; dtfdhs, kxF of]o / uof: t/lo dflldls lzlf p]kfbg ug]f]nflu

; :yfut ; fwgsl]clej [4 / lj sf; ug]cfj Zostf o; df ; kmtf xfi; n ug]cfj Zos kg]dx]j kOf{s/f xfi] .

lzlf, lj s]b]s/Of / ; zf; gsf] lfg]df ; g\ () blv kl/De ePsf ; wf/x?n]o; lfg]df yk uxg ulx/f] / d]ns ; u7gf]ds / ; :yfut ; wf/sf nflu cf; Gg cj ; /x?sf]lglZrt 9f\$ftkn]nu\$ 5g\

; :yfut lfdtsf nflu glltut jftfj/Of k]tt / to ug]; Da4 glltut b:tfjh / sfg'gd fgd]n]vt b:tfjh / sfg'g ; dfj z 5gW bzf]k-rj ifl'g of]hg, d]l]osf]ng vr{ ; Argf, /fli6e lj sf; d-r lfg]sf]zlff ; Dalw b:tfjh, lzlf P'g -; ftf; zfwg, :yfglo :j fo0 zf; g P'g, !(((, k]vfgd]qlsf] c]l]lftdf /x\$]f] lj s]b]s/Of sfof] og / cgludg ; ldt]sf k]t]j x? .

gllt ; Dalw b:tfjh / sfg'gn]/fli6e :t/df lhDd]f/ lgsfox? alr ; lldt ; d]j o / k/fdz{dfq}b]y/fpg] ePt]f kl] ltlgx?n]lzlf Joj :yfsf]lj s]b]s] k]ffnl / ; zf; gsf]lglZrt ; wf/ tkn]sf ; du]kj [0 bzf]5g\ :yfglo lj sf; d]qfno, /fli6e of]hg cfof]u, cy{d]qfno / lzlf tyf v]hsb' d]qfnox? ol kl/j t'gx?nf0{ kj 4g ug]df cu]fl gfosx? xg\



sfggn]cyf\ :yfglo :jfoQ zf; g Pq / lzlf Pq
-; ftf); zfwg_ b]h]:j fldTj, lhDd]f/lej, ; [t]x?sf]
kqfj sf/L ; bkofu Pj +yfglo ; [t] kl/rfngdf lj z]f
hf] lb}o; df k}6 ?kn]; dfhsf]a9L ; xeflutf xg'
kg]s/f k}6 kf/}f]5 . t/ lzlf -; ftf); zfwg_ Pq /
:yfglo :jfoQ zf; g Pqdf ul/Psf]lj s]b]s/Ofsf]j sf;
Psgf; sf 5qg'of]s/f k}6 5 . :yfglo lj sf; dGqfnoaf/f
g]Tj ul/Psf]lj s]b]s/Of ; wf/ klqmsf]; DaGwdf
s/f ug]xf]eg]lj s]b]s/Of sfof]og / cgldg ; ldt]n]
lgDg lnvt s/fx? t?}t sfof]og ul/g' k5{eG]
s/}sf]j sfnt u/}f]5 M

- lhNnfut cfj lws of]hgdf j flif} / cfj lws z]fs
of]hgx? :j]st u/L ; dfj } ug]
- lj Bfnof?sf]Joj :yfkG ; ef/ ; #fng ; k/lj]fof,
cgludg / lgodsf]k]ofk}
- lj Bfno / lzlfssf]b/abbl :yflkt ug]lhDd]f/Lsf]
k]ofk}
- /fli6 dfu]g}zgx? cg' f/ lzlfssf] 5gf} /
lgolQmsf]k]ofk}
- lj Bfno Joj :yfkG ; ldt]sf]lfdtf clej [4 ; fy]
ltglx?sf]lgoGqOfgdf clej [c ug]
- lzlf ; DalGw tVof], e]t]sk]w/f/sf]:t/DalGw ; Pgf
tyf lj Bfnof?sf]cfly} Joj :yfkG; DalGw clen}x?
cBfj lws /fVg]tyf ; wf/ ug]

- lzlfssf] l]qdf u}; /sf/L ; w7gsf sfoqmdx?sf]
; dGj o, kg/fj n}sg / lgoGqOf]
- lhNnf:t/lo k/lifx?sf]Joj :yfkG / lg/LfOf ug]
sfof]k]ofk}
- lj Bfno Joj :yfkG ; ldt]sf]lfdtf clej [4 ug]
- z]fs ; fdul / cG lj Bfnout cfj Zostfsf nflu
lj Bfno lzlf Joj :yfkG / ; [t] kl/rfngsf]
Joj :yfkG k]ofk}
- lj Bfnof]; xof]ysf nflu ; dbfof?sf]kl/rfngl
- lj Bfno Joj :yfkG ; ldt, uf] lzlf ; ldt, lhNnf
lzlf ; ldtx? leq kl]lgw]j sf]lgodaC ; Argf]
- e]t]s lgd} / cG lj Bfnout ; wf/x?sf nflu
lhDd]f/lx?sf]k]ofk}

lzlf Pq ; ftf); zfwgeGbf ol dfu]zgx?n]lzlfnf0{
:yfglo lgsfodf k]ofk} ug]s/fdf w]}hf] lbPsf 5g\
lzlf Pqn] :yfglo ; dbfof?df lj Bfnof?sf] nflu
clwst/ hj fkb]ltf lglxt u/fpg] sfo{ Argf leq
clVtof/Lsf] Gog k]ofk} ; lxtsf] lj s]s/Of b}p
kl]tj 4tf /fv}f]k}f0G5 .





^=dfWolds Izlff ; xofu sfoqmd
6. SECONDARY EDUCATION SUPPORT
PROGRAMME

^! dflWolds lzIff ; xofu sfoqmdsflglltut vfsf

dflWolds lzIff pklfqsfl; du|glIt jf lj sf; p2Zoo /fli6o lj sf; cfj Zostf ; xfpbfuOf: t/lo lzIff lj : tf/ ug{ xfl. k|t't p2Zoo xfl; n ug{bzfk-rj ifl6 ofhgfd pNny ul/P emgkfnslj sf; sfljofkst/ kflyds nlo /fli6o lj sf; sflflu kflydstf k|t ul/al Gogls/Ofsf pbZoo k|ttdf ; xofu k'ofpg'xfl. dflWolds lzIff pklfgleqsf; xofu klg dflWolds lzIff lj sf; ofhgfd k|t't ; fdfGo p2Zoox?df g)cfwfl/t xg5 .

- k7g kf7gsf :t/x? nufot, dflWolds lzIffsf] uOf:t/ j [4 ug]
- dflWolds lzIffsf]/fli6o cfj Zostf; fcsf; fblestf kJ 4g ug]
- dflWolds lzIff pk/ vf; u/l 5fqf / lj k6g hghflto ; dxsf afnafnssfl] kxFdf ; dfg ; xeflutf ; lglZrt ug]
- dflWolds lzIff pk-lfqsfl] cftl/s / jfxa bj} sfoqlltfsfl]j [4 ug]

dflWolds lzIff ; xofu sfoqmdf, ol p2Zoox? tlgj 6f cft/j tl{pbZoox?sf] ; dxdf k|t't ul/Psf 5g\W

kxF±; dtf, uOf:t/ / lfdtf . t] fl] ; dxn]klxnf bOf 6f ; dxnfO{w}xb; dd ; xh agfp5 . tl p2Zoox? tn pNny aS; fx?df k|t't ul/Psf5g\W

^@ uOf: t/ / ; fblestf

lzIffsf]uOf:t/ / ; fblestfdf ul/g] ; wf/n]dflWolds lzIff clWog ul/xsf lj Bfylx?df / cfudl kF j ifleq kflydsaf6 dflWolds lzIfftkm(hf6)u/sf lj Bfylx?df dfq}k6fj kfg{xfl}g . o; n]lzIffsf]; lldt ; Da4tf / sd pkfb0tf /xsf] 7f6g] u/sf lj k6g ; dbfosf cleefj sx?df ; d} k6fj kg5 . uOf:t/ / ; Da4tfsf] ; wf/ kxFdf ; wf/ ug]cfj Zos zt{xfl} t/ of]kofft zt{eg}xfl}g .

dflWolds lzIffsf glltut p2Zoox?

uOf:t/ / ; fblestf

- /fli6o cfj Zostf k/f ug]; lfl6o Pj ±yfglo lj le6gtf cgsh xg]u/l kf7oqmdsfl]lj sf; .
- ; a)dflWolds lj Bfnof?df kf7oqmd l; sfpq blf lzIffsf]egf]ltglx?sf]k6fj sf/l pkoqly .
- k|to5 dflWolds lj Bfnodf dflWolds kf7oqmdsfl]cfj Zostf k/f ug]kofft uOf:t/ / kl'df0df kf7o ; fdu]sf]pknAwtf .
- lj Bfnodf dflWolds lzIffsf]uOf:t/ ; lglZrt ug]; Sg]lj Bfno Joj : yfkg .

kxF±; dtf

- kflyds lzIff k/f ug]; a)nfO{dflWolds lzIffsf]Joj : yf kxFof]o agfpg].
- hft, wd{hft, :yfg j f eflts c; lj wfsf]cfwfl/df lsgf/f nfu5f pk]lftj u{nufot ; dhhsf ; a}u{x?sf]cfj Zostf k|t lj ldat ug]dflWolds lzIffsf]pknAwtf .
- afnsf -5fqf_ sf 5fqfj f; ; Da6wl cfj Zostfx? k/f ug]dflWolds lzIffsf]Joj : yf .

; ±yfut lfdtf

- dflWolds lzIffdf ; ±yfut Joj : yfkgf ; a)txdf a9l ; xelutfdhs k4ltsf]lj sf; .
- lj Bfnof]cfj ZostfnfO{/fli6o gllt; E / /fli6o ; ±7gx?sf]1fg / lfdtfnfO{lj Bfnof]cfj Zostf; E ldnfpg lj s]bls] ofhgf th}f / Joj : yfkg kffnlsf]lj sf; .
- dflWolds lzIff Joj : yfkg / ; ±7gsf ; a)klfx?df ; zf; gsf l; 4ft / cEof; x? sfod ug].
- pkoQm tx / uOf:t/sf]dflWolds lzIffsf nflu cfly5 ; fl} pknAw u/fpg kofft xg]u/l s]bl}o / lhlnf Pj ±yfglo ; fl}x?af6 pknAw /sd /xsf]; fl} cfwfl/ sfod /flv/fvg].

dflwolds lzlf sf]uof: t/ / ; fiblestf kj 4g ug]dvo
dvo glitx? b]foadfl]hd 5gM

- :yfglo ; dbfosf]cfj Zostf / /fli60 cfj Zostf
bj k]t ; b]gzln xg] cfwlgs lsl; dsf] /fli60
kf7dqmdsf]lj sf; tyf pQm kf7dqmd cllbfkgsf]
nflu cfj Zos kg] ; sf0 ; fdu]sf]Joj :yf .
- sg]klg 7fpf]lj Bfnosf lj Bfylx?sf lfdtsf]glZrt
; dodf lj Zj ; glo / lgZklf hffsf nflu /fli60 :t/sf]
k/Llf / dlfosg k]ffnsf]lj sf; ug].
- ; lj wflj dv kf7eld / zf/ll/s tyf l; sf0 ckEtf
; lxtsf lj Bfylx?sf]cfj Zostf cg?ksf]; klZlft
clek]t tyf l; h]gzln cllbfkg sfo]nsf]lj sf; .

xnfs]l:y]tsf]; Gbedf j t]dfg ; d:ofsf]; fdgf ug{
ckgf0g]k]os lgtlsf]kl/rrf(lg]d]gfg; f/ 5 M

**^@= kf7dqmd lj sf; dNlofsg /
lzlf0f ; fdu]x?**

j t]dfg cj :yf / ; d:ofx?

xfn g]k]nsf ; a]lj Bfnos?df clgj fo{/fli60 lj Bfno
kf7dqmdsf]sfof]j og ul/Psf]5, t/ :yfglo tyf l]qlo
lj lj wtsf nflu kf7dqmdsf]l]q Hofb); lldt 5 .

lzlf d]q]sf]c]l]l]ftfd /x]sf]/fli60 kf7dqmd kl/ib]h]
kf7dqmd lj sf; sf nflu glttut v]sf pknAw u/f0{
kf7dqmd ul/g]kl/j t]g :j]ls] u5{. ; f]kl/ib]df
lj Bfnosf lzlf, lj Zj lj Bfnosf k]l]bfks / lzlf
tyf v]hsb d]q]no dftxtsf lj 1 / k]lj lws
lgsfox?sf]k]l]glw]j /x]5 . /fli60 kf7dqmd x/]s
kf] j if]df ; fgf] :t/sf]kl/j t]g / bz j if]df 7hf] :t/sf]
kl/j t]g ug]; d] glt /x]sf]5 . kl/ib]sf]; lr]fnosf]
?kdf ; d] sf]d ug]ol tyf c]o glt d]f]z]g]sf

cfwf/df kf7dqmd lj sf; s]b]h]s]lf ! b]lv !) ; D]dsf
nflu kf7dqmd, kf7dk':ts tyf c]o z]l]fs ; fdu]
lgdf] ug]sf ; fy}lg]h]tj/n] p]k]l]bt tyf l]g]d]f
; fdu]x? k]g :j]ls] u5{.

kf7dqmd lj sf; ug]sfo]df b]x]fosf ; d:ofx?af6 cj /f]v
klg uPsf]5 M

!= kf7dqmd / cll]og cll]bfkg cEof; x?df ; wf/ ug{
ul/Psf k]p]; x? k]l]y]ds ; /f]sf/j]fnx?sf]; lldt
; xelutfd] w]h] ; f]s]b]b] :t/d]ug]ul/Psf]k]f0]5 .
kf7dqmd lj sf; tyf kg/fj nf]sg / lg]d]g dflwolds
/ p]Rr dflwoldsalr ; fdb]los sfo]x?sf ; Gbedf
glttut ; fdf-h:o x/f0{x]sf]5 .

@= kf7dqmd kl/j t]g]sf]k]f/-k] f/ clt c]oj]l:yt 5 .
sg]sg]l:y]ltdf t :j cll]og ul/g]kl:tsfs]e/df
sfo]z]fnx?sf]nx/}r]N5 . h]h] :tf eP t]klg ol
sfo]z]fnx?df s]lf !) af]x]sf lj ifout lzlf]sx?sf]
g t Ps?ktf g k]of]; xelutf g)/x]sf]x]5 .

#= xfn kf7dqmd df / kf7dk':tsn] rfx]sf cll]bfkg
pk]fud / lzlf]sx?n] k]f] ; j]df cll]bfkg u/]sf
lj ifox?af6 s]slt / s; /l l; s]e]g]s]falr sg]
; D]g w 5]g eg]klg x]5 . tyflk dflwolds lzlf
lj sf; Psf0x? -; B] af/f ; -r]lnt k]f] j]f]sf]n]g
kf7dqmd x?df To:tf]; fcl]h:o k]n]f k]5{.

\$= kf7dqmd n]cf]g]e]f]f ; s]t, k/Dk/f / :yfglo
c]ly]s c]wf/ ePsf w]h] ; f] h]ftlo / h]gh]ftlo
; d]x]x?sf lj lj w cfj Zostf]x?nf0]b]l]6 k]f]of]b]g .
csf]s]/f dflwolds kf7dk':tsnf0{n]E]s, h]ftlo /
h]gh]ftlo b]l]6]sf]n]k]l]l]f] ug]k]k]p]; x? eP t]klg
n]E]s b]l]s]f]sf]; d]j z]nf0{ ; s]l]rt?kn]x]l]5 .
k]n] :j?k kf7dk':tsx?df cj wf/0ff]ds cy]f]v]df
le]gtf k]f]5 . o; j]fx]s lzlf lzlf / t]f]lndn]
n]E]s h]gh]ftlo / h]ftlo ; j]fnx?nf0{ /f]sf/ g/f]v]
ePsf]h]ol lj ifoj :tx?nf0{lzl]fsx?n]pl]rt?kn]
; D]x]fn]g]e]g]s]/fd] yf]d]f]q c]zf /f]v]g ; ls]5 .

%= lj Bdfg Psn kf7dk:ts k0ffnln]u0ffdstfdj [4
ubg lsgls o; n] kf7oqnd k9fpg] s/fnf0{sd
dxTj lb65 . kf7dk:ts]pTkfbg / lj t/0f k0ffnldf
/x\$ f sdl sdhfjlx?sf]sf/0fn]ubf{kf7dk:tsx?sf]
; du|cefj pTk6g xg uPsf]5 .

^= k0f0fn]s]b]yfp5 eg]sd]z]lfsx?df dfq s]lfsf]f
tyf lj Bfno dNofsgsf w]j]lfq]x?df ; j n of]ubfg
k]ofpg ; Sg] ; lk 5g\ / vf; u/L s]ff sf]fd
dNofsgsf] eldsf / cEof; ; Da6wdf pglx?sf]
1fg ; lldt 5 .

gllut cjojx?

b]xofsf sfo? u/] dWolds lzIff ; xofu sfoqmdn]
ol ; d:ofx?sf]; fdgf ug{; 3fp k]ofpg5 M

!= s]ff ! b]v !@ ; Dd ; dfj z ug] / vf; vf;
kf7dqndsf tjx?sf]j]sf; ul/g]cfwf/lznfsf ?kdf
/x\$ f l; 4ft; ; Argf / pkfudx? ; d] ; dfj i6
/li6 kf7dqndv]sf ; Argf]j]sf; ug] / lj ifout
kl/j t6sf nflu pkoQmb: t:j h lgdf0f ug].

@= k0f]ustf{u]x]s k]f / ; /f\$]j]fnfsf]; xeflutfdhs
lj Zn]f0f]f kf7dqnd k0ffnldf ePsf kl/j t6x?sf]
k/L]f0f ug].

#= lz]fsx? ; E]sf]; fem]f/l]df k6fj sf/L kf7dk:tsx?
lj sf; ug].

\$= lz]fsx? ; E]sf]; fem]f/l]df s]ff sf]f dNofsgsf
lj lj w tl/sfx? nufot k6fj sf/L cl]ofkg lgb]zsf
lj sf; ug].

%= ; ds]fl ; dx ; Gbedf k6fj sf/L ?kdf cfbg k]f]gsf]
d]l]bdaf6 l; sf0 k] 4g ug]lj ifout lz]fs ; 3x?sf]
lj sf; ug].

^= lj Bfno l]q]e/ g]kf7dqndsf]j]oj :yfk]g, k] f/0f /
sfo]j]og ug]kf7dqnd lj sf; s]b]sf]l]d]tf lj sf; ug].

^# k/L]ff k0ffn]sf]lj]sf;

j t6fg cj :yf / ; d:ofx?

s]ff * sf]; qnd0fsfnlg lj Gb]sf]c]f]odf ln0g]lh]n]f
:t/lo k/L]ffx? ; :y]f]kt 5g\ . t/, lh]n]f k/L]ff
; ldl]tsf]d]l]bdaf6 k]o\$ lh]n]fn]:j t6g ?kn]cf-
cfk]og lj Bfnox?sf nflu k/L]ffsf]of]hg] / ; #fng
ub]5g\h; n]ubf{cj Zol]efj l?kn]u0f:t/ lgo6q0fsf
; d:ofx? pTk6g xg uPsf 5g\

k/L]ff lgo6q]ssf] sfof]hoaf6 ; #flnt kj]zsf
-P; -Pn=; l= k/L]ffsf]; fd]l]hs, c]fy\$ / /fhgl]ts
dxTj p]n]y]glo ?kdf o; sf]z]j]fs d]lo / k]lj lws
u0ffdstf]efb] a9l 5 . ty]lk cl]ksfnlg / d]l]bd]fnlg
?kdf o; sf]j]g]k]nl lz]ff k0ffnldf ; %l]ft :yf]g /x\$ f /
x]n o; n]j flif\$ sl/j !&),)) k/L]ff]x?nf0{; dfj z
ug]u/\$f] . lj]utsf s]x] j if]x?df k/L]ffdf lg]xt
/x\$ f s]x] k]lj lws sdl sdhfjlx?nf0{w]bfg lb0Psf]
lyof] / u0f:t/df ; w]f/sf ; s]x? k]g b]v]Psf 5g\

gllut cjojx?

; du|k/L]ff k0ffnldf ; w]f/ Nofpg, ; /sf/n] tl]g 6f
d]Vo d]Vo kl/j t6g ug] M

!= s]ff * sf]k/L]ffsf ; Da6wdf, k/L]ff lgo6q]ssf]
sfof]hon] % j 6f l]q]lo lgb]z]gfn]ox?df k/L]ffsf]
lgw]f]0f / d]l]of]sg ug]sfo{s]b]l]s]t ug] / k]z]gkq
lgdf]f, ; Dk]bs, d]l]of]sgstf{tyf u0f:t/ ; Da6w
; k/l]j]fsx?sf nflu k0f{sfo]j]lw / t]fnld sfoqmdx?
pk]n]w u/]pg] . -ty]lk k/L]ff eg]lh]n]f k/L]ff
; ldl]tx? dfk]k]k/L]ff ; #fng u/L :yf]glo :t/d]
pQ/kl:tsf hf]Fl g]ba/ lb0g] .

@= P; -Pn=; l= k/L]ffsf k]z]gk]x?sf]db]f]sf]n]flu ; %l]ft
db]f ; lj w]fsf]j]oj :yf u/L ; #fng ul/]flvg] .

#= k/L]ff lgo6q]ssf]sfof]hon]cu]h]sf]d]f]vs k/L]ffdf
; w]f/ z]f/l]s ck]E lj B]f]x?nf0{; lj w]f k]f]g tyf
:t/ lgw]f]0f k]s]b]fnufot lj Bdfg k]]zsf -s]l_ .
k/L]ffsf ; w]f/x?sf]; b]9]s/0f tyf lj :tf/ ug] .

^\$ lzlfz lzlf / ljsf;

^\$= j tdfg cj: yf / ; d: ofx?

lgDg dflwldz lj Bfnodf ofljo lzlfz xgsf] nflu
lj Bfyl{?n] P; Pn=: l= kf; ul/; s;kl5 yk b0{ j if{
clwog u/} pRr dflwldz lj Bfnosf] lzlf ; sfotk{sf]
oflotf xfl; n u/l pRr dflwldz kdforkq kkt ugkb5
j f lzlfzf: q ; sfo lqej g lj Zj lj Bfno -j f ; Da6wg
kkt j f cflus Sofdk; x?_ af6 kj lortf kdforkq tx
j f sglj ifodf pRr dflwldz kdforkq pQlofj f kj lortf
kdforkq tx pQlof{ugk5{ / To; kl5 !} dlxg] tflnd
k'f ugk5{/ dflwldz txd f k9fpg sglj klj Bfyl{
pRr dflwldz kdforkq pQlof{ul/; s;kl5 tlg j if]
j l-P8= j f j l-P= / Ps j if] j l-P8w/ \$f] xgk5{.

ol ; a}kl/Des lzlfz tflnd sfif{?sf] uof: t/ ckoft
5 / Joj xf/df w}h; f] lj Bfnosf] gofFlzlfzsf] n]
s; /l l; sfpj] egl] tflnd gkfPsf eP tflkl al-P= j f
al-P; 3 l= l8ul u/\$f gofFlzlfzsf? egf{ug{kfyldstf
lb65g\ al-P8= / kj lortf kdforkq txsf kf7dqmdx?
a9l dfqdf ; flit s / clt aflj emf 5g\ eg] slffsf]
7hf] cfsf/n] ubf{k] rg lj lwã/f lzlfz ugk5f lj slk
x5g . o; n] ubf{slffsf] fdf kfej sf/l 9un] pkoft
ug{cfj Zos kg] Joj xfl/s ; lkaf/] lj Bfyl{?nf0{sg}
cfwf/ kdfg ul/bg . clwog k'f ug]b/ Hofb}o5 /
z? egf{sf] s] n @%U n] dfq kdforkq; lxt oflotf
xfl; n ub5g\

; g\ ((\$ blv dflwldz lzlfz lj sf; sglb/ o; sf @%
j 6f dflwldz lzlfz lj sf; 0sf0x? g)g] kndf dflwldz
lfqdf ; j fsfnlg tflnd kdfg ug] gsfosf] ?kdf /xsf
5g\ ; fy; kf7dqmd lj sf; sglb] tyf k/lif lgo6qssf]
sfofhon] klq ; do ; dodf 7hf]: t/sf] k] f/ tflnd
; #fng ug] 5g\ o; cj lwdf dflwldz lzlfz lj sf;
0sf0x?n] !#.)) e6bf a9l lgDg dflwldz lzlfzsf] nf0{
Ps dlxg] tflnd sfif{lbPsf 5g\ k}t't tflnd o;
cl3 lb0Psf] sg] sfif{e6bf Hofb} pRr uof: t/sf] ePtf
klq cgldg / ; xof] sf] sdl / lj Bfnosf] leq] j Bdfg
c6o cj /flx?sf] sf/Ofn] ubf{o; sf] kfej ; lldt
xgk5f] 5 .

ljutsf !} j if{sf] cj lwdf lzlfz pkoft -v6fpg]
koffnl ; -rfng gePsf] cj : ydf w/h; f] cofljo /
tflnd ckkt JolQmx?nf0{c: yfol ?kdf lzlfz lgoQm
ug{lj Bfno / lhNnfx? aflb eP . xfn, ; fj higs /
; fdbflos lj Bfnosf] df (&#* kof{?kdf ck] lzlfz
lgDg dflwldz lzlfzsf? / \$*^& kof{?kdf ck] lzlfz
dflwldz lzlfzsf? ePsf] cgdfg 5 . c? yk @(((
lgDgdflwldz / !#%@ dflwldz lzlfzsf? -dflwldz
lzlfz lj sf; 0sf0x?df_ sg] g sg] lsl; dsf] tflnd
ln0{cflz s tflnd kkt lzlfz agsf 5g\ xfnqf, >l
% sf] ; /sf/n] elj iodf Ohfht kkt ug{lzlfzsf] n]
xfl; n ug{kgl oflotf / tflndsf] Joj : yf ug] / lj Bdfg
; a} lzlfzsf] cfufdl kfF j ifeq Ohfhtkq ln0; Sg'
kg] j f cj sfz lng' kg] gog lgodfj nl agfPsf] 5 . t/
% j if{sf] ; dofj lwnf0{xdf of] sfd Tolt ; lfn] blvbg .
csf] s/f of] Joj : yf s; /l sfotf] og ug] egl; Da6wdf
cm] Dd klq : ki6 ?kdf lgo6 ePsf] 5g .

lj Bfnodf lzlfzsf? cfkng] kfej sf/ tfsf ; Da6wdf
w] } cj /flx?sf] ; fdg ub5g\ . o: tf cj /flx?df
pglx?sf] cfkng] tflnd / ttk/tfsf] sdl, lgDg: t/sf
; lj wfx? ; flt] sf] sdl / lgDg: t/sf] lj Bfno Joj : yfkg
cflb ; dfj 3 5g\ s;kl cj : yf?df, lzlfzsf? : jo+
cfkng] sfdklt klj 4 5g\ V slf sf] fdf lgoldt
?kdf pkl: yt x5g\ j tdfg koffnldf, lzlfz tyf
lj Bfnosf] hj kmb] l tfsf ; fy} lzlfzsf] nf0{ dflNn]
txsf] lhDd] f/l tyf Joj : yfkgdf kl/ t u/fpg] Joj : yfsf]
cejf 5 . lj lzi6 : yfg / eldsf ePsf] k] wfgc wofksn]
kltdf; s] n ? @)) kfpj] j tdfg tna : s] n] sfo{
; Dkfbg / lhDd] f/lnf0{e6bf pd] sf cfwf/df kkt
cgej nf0{k' : s] ug] blv65 .

lgDg dWolds lzlf sx?sf] !#=\$Ü / dWolds
lzlf sx?sf] *#Ü dfq dlxf lzlf 5g\ / tldWb]
cfwfebf a9l sf7df8f)pkTosfleq ; j]f/t 5g\ ; lj wf
lj dv ; dxx?sf]pRr cgkft /x\$]eql klxf ul/Psf
rf/ lhNnfs lzlf sx?sf]gdgf ; j]f]fn]*#Ü lzlf sx?
dfq ol ; dxx?af6 cfPsf]byfof. bj) ; dxx?sf]of]
sh Gog kl|tl|w|j ; du|zlff kffnldf /x\$]c; dtfsf]
kl|t|j Da x| / o; nf0{lj lebg txd x|g]ugk5{

vf; u/L ; DkOf{f]qdf ol ; d:ofx?df bl|6 k%ofpg]Ppöf
lg/t / ; lqno lgsfo gxgfn]zlffsf]lj sf; / tln dsf
lj ifodf glt lgdff ug]s/fx?df Ps?ktf / ; fah:osf]
cejf 5 .

glltut cjoix?

ol ; d:oftkn{bl|6 k%ofpg]dVo dVo glltx? b}fo
adflnd 5gM

! = k] { j]fsfng kj } z tln dsf]uof: t/df ; wf/ Nofpg,
lj Bdfg tln d sf]k? / tl/sfx?sf]kg/fj nf\$g
u/L ; e] tMkl/dflh k f7dqnd / tln d ; fdul; lxt
gofPs j if]k}z fut sf]k ; #fng ul/g\$.

@ = ; j]fsfng tln dsf nflu lj Bfnof0{lj zif ahö
56öf0{-dlxf tyf ; lj wf]j dv ; d}sf]/fhuf/lnf0{
k] ; flxt ug]lgw|/t dfkb08 cg; f/_ dfusf cfw/df
56öf k7öfzsf tln d k}fg ul/g\$. p]gt ; f]s|b|
/ dWolds lzlf lj sf; Psf0x?äf/f tln d k}fg
ul/g\$. To; df lgoldt ?ksf]tln d cfj Zostfsf]
lj Zn]föfäf/f ; j]fsfng tln dsf]lj ifoj :t' ; dfj }
u/L sf]k? agr0g]5 .

= xfn cklzllft lzlf sx?n]sfoqmdsf]cGto; Dddf
gofF) dlxg]; j]fsfng tln d k}fokq sf]k{k/f
ul/ ; s\$]xgkg\$. t/ lj utsf cgej / lj Bdfg
offotfsf]klg lx; fa xg]c\$ kffnldf -qm]86 l; i6d_
sf]lj sf; ul/g\$.

\$ = sfoqmdsf]kyd !@ dlxgfeq ; #fngdf cfpg]zlfs
lj sf; sf nflu /fli6ö lzlf lj sf; kl/ib\$]u7gsf]
dWbdaf6 lzlf sf] tln d lj sf; ug\$ nflu
kl/dflh k ; #yfut ; #rgsf]Joj :yf xg\$.

% = lj Bdfg ; j]fsfng tln d ; #yfx? eg\$ /fli6ö
lzlf lj sf; s|b| dWolds lzlf lj sf; s|b|/ b/
lzlf s|b|xg\

^ = lzlf-; j]sf]lgoöq0f lj Bfno :t/d]hNnf lzlf
sfof]osf]lg/lif0f / /fli6ö :t/sf lgb}gx?sf]
cfw/df lj sl; t ul/g\$.

& = lzlf sx?sf nflu gof]a|Q ; #rgsf]lj sf; ul/g\$, h;
cftu k g]t]kg ; d]sf lhDj]f/L, buö :yfgd clbfg
afkt / dlxfnf0{pkoQmeQf lb0g]Joj :yf ul/g\$.

^% kx| / ; dtf

^%# l ; sf0sf]jftfj/0f

j t}fg cj:yf / ; d:ofx?

gkfnf ul|d|of, clj sl; t / cltsd ; lj wf ; DkGg
lf]x?df lgDg :t/sf / ckof]t e]ts ; lj wfx? klg
pkn]awsf]:t/ Hofb}öög u/fpg]sf/s tlj xg\

dh\$sf ul|d|of lf]x?df 5l/P/ /x\$] cgbfg k|t
lj Bfnof?dWb]clwsfz lj Bfnof? klyds lj Bfnof]
?kdf :yflkt ePsf lyP . :yfglo dfusf] kltsöf
:j?k, ol klyds lj Bfnof? lj :tf/}gDg dWolds /
dWolds lj Bfnodf kl/0ft xB}uP . t/ ; xl kl/sMkgf
/ lj Qlo Pj +c|ö ; f]x?sf]sdln]ubf{lj Bfnof?sf]
e]ts ; lj wfx?sf]lj sf; k5f8 k}of. rlxg]5fgf,
66k}ö\$ / e]s\$] e]öfn, kNnf lj gf 9f\$ - o:tf]
l:y|tdf /x\$] clwsfz lj Bfnof? /u/f]g / dd k
; Def/lj gf hl0f[cj:yfdf 5g\ . k}f]uzfnf j f
k:tsfnof? Hofb}sd 5g . w}]lj Bfnof?df :j R5,
k}ok kfgl j f kof]t ; /; kn]0sf]; lj wf, vf; u/L s}lx?sf
nflu, 5g . xfn lj Bdfg lj Bfno ej gx?dWb]sDtldf
klg %)Ü ej gx?sf]kg:yfkg ug]k]cgdfg ul/Psf]
5 . kl/0f]dt Mlj Bfno k]f]f/ ; #rgf ; /sf/sf]nflu
dVo rf; f\$]s/f xg kl\$]5 .

o:tf]l:ylt l; hgf ug{w}]t]jx?sf]xft 5, hf]tn
lb0Psf 5g\

- 7hf dd£ / gofFgdf[fsf nflu 5bdf0Psf]ckof[
lj sf; ah£sf ; fy]cj Zos kl//xg] gu0o dfqfsf]
-cj t£_ ah£ .
- lj Bfno / ; dbfo alr]sf]; Da6w 5b6gn]; dbfon]
lj Bfonf0{ ; /sf/l cfly£ ; f]oQm ; :yfsf]?kdf
lng]u5{.
- gofFlgdf[fsf] thgdf dd£ ; Def/sf] sfd ug{
; dbfo ; du]?kdf clgr5s .
- ejgsf] gofFlgdf[/ kg:yfkg]sf] lhNnf lzlf
sfof[osf ; e]f]sx?af6 ckof[£ ; k/lj]f0f .

cfwf/e't tyf kfylds lzlf sfoqmd c£tu£ kfylds
lj Bfnox?sf slffsf]fx? lgdff ug]sfoqmd lzlf tyf
v]hsb d[cfnon] sfof[og ul//x£f] 5 . xfn; Dd,
w]h; f]; lawfetu]l kfylds lj Bfnox?df dflwldz slffx?
/x£f]eP tflkg, dflwldz lj Bfno txd] lj Bfno lgdff
/ kg:yfkg]sf]kg sfoqmd 5g . s]l ; lqno lj Bfno
Joj:yfkg ; ldtx?n] u]; /sf/l ; :yf, c£t/f]60
u]; /sf/l ; :yfx?sf]; xofu]df /fd] lj Bfno ejgx?sf]
lgdff u]£f 5g\ o; n]koff[£ ; dyg / ; k/lj]f0f
; lxt :yfglo of]ubfgaf6 s] ug{ ; lsb] /x£ e£g]
b]yfp5 . tyflk, o:tf lj Bfnox?sf]; Wof sd 5 /
Toxfdd£ ; Def/sf]; d:of eg]oyfj t]5 .

glltx?

plnyglo ; Wofsf lj Bfnox?sf]ef]ts kj f]f/ ; Argfsf]
clej [4 dflwldz lzlf ; xofu sfoqmdsf]Pp6f d]vo n]o
x] / of]lzlfs tyf kf7dqnd lj sf; / ; :yfut lfdt]
lgdff]sf nflu bl3£fnlg ; wf/ ug{; xofu ; dyg h6fpg
l56f]xfl; n ul/g]Pp6f pkn]Aw x].

of]ef]ts kg:yfkg b0{lqdx?df s]b£t xg£ M

-!_ slff sf]f ; lj wfx?sf]kg:yfkg -; wf/_ /

@_ sfof 5fqj f; sf]Joj :yf .

bef]oj ; ; a]lhNnf?df lj :t£ kg:yfkg]sf]sfd ug{
; f] kof[£t xg]; e]j gf gePsf]h] dflwldz lzlf ; xofu
sfoqmd c£tu£ kj f]f/ ; Argf gj]s/0fsf] clwssfz
efu ; -; fgf ; wf/sf sfd ug{; dbfox?nf0{; lfd agfpg
^% lhNnf?nf0{; lldt ; xofu lb0g£ / clt ; lawf
lj dv lhNnf?d]w]bz lhNnf?df Wofg s]b£t ug]
pkfuddf cfwf]/t xg£ . ol bz lhNnfdf sfoqmd
; :fng ug£f]pb]o ; Def/ tyf ; wf/sf]k££of lhNnf
tyf ; dbfodf cfwf]/t :j fld]j df lj sl; t ug{; lsg]
s/f b]yfpg' x]. lglZrt 9fFf / s/f/ sfof[og
cgludgsf]Joj:yf; lxt s/f/ ug]k££bfnf0{d2t k£ofpg
k]lj lws ; xofu k£fg ul/g]5 .

ef]ts j ftj /0fsf]; wf/ To:tf lj Bfnox?df s]b£t
xg£, hxf]M

- lj k£g ; dx?af6 j f plny]glo ; Wofdf lj BfyL{/x£f
j f lj Bfno hfg]pd] k]£f hg; Wof d]w]lj Bfno
ghfg£f] pRr k]tzt /x£f ; dx /x£f] :yfgdf
lj Bfno /x£f]5 .
- lj Bfno hfg]pd] ; dxsf lj Bfno ghfg] 7hf]
k]tztdf s]lx? klg kb£g\
- lj Bfno ; wf/ of]hg] tof/ ug]lfdt] ; lxtsf]lj Bfno
Joj:yfkg ; ldt / ufp]zlff ; ldt /x£f 5g\
- ; k/lj]f0f c£tu£ kj f]f/ ; Argf sfoqmdsf]
Joj:yfkg ug]lfdt] lj Bfon] b]yfpg ; S5 /
lj Bfno ; wf/ sfoqmdsf]dflwldaf6 ; du]lj Bfno
lj sf; ug[k]ta4 5 / lj Bfnosf]ef]l dd£ ; Def/
sfo£f]nflu ; Dem]f ug{tof/ 5 .

; fy}ddt ; Def/sf]nflu :yfglo clyf ; f]sf ; Dalwdf
sg)klg zt{gtf]sg]eP tfklg ; dbfox?nf0{cfknyf]
; f]sf] ; ldfleq /x/ ; Argfsf]ddt ; Def/sf nflu
ofubfg ug{clek/vt ul/gf . ; sf/flds :yfglo
ofubfgn] wj}lj Bfnox?alr sf]sf] kfej kmhpg
; xofu ugf .

dflwlds lzlf ; xofu sfoqmdsf]k|tt cjoj ddt
; Def/ ug]klj lwsx?nf0{tflnd / ; Gbe{dfu}zq
pknAw u/pg cfwf/et klyds lzlf sfoqmdsf
cgejx?df cfwf/t xg]kpf]ug ugf . of]cj oj dflwlds
lzlf ; xofu sfoqmdn]xft xflg] ; f] ; 3g lfgx?
dwb}sf]Pp6f lfg xg} / ; du|sfoqmdsf]sfof] og
tkn(nhfg]Pslst / /fd/l dhvfg]sfozhl cj nlag
ug]cj Zostfsf] sf/0fn] ubf{o; n] sfoqmd ; 3g
lhnfx?df wj}cj oj x?sf]sfof] og /0fgltx?df a9l
dfqdf kfej kfgf .

^%@ kxh ; DalGw cGo ; df: ofx?

j tdfg cj: yf / ; d: ofx?

ckfE / ; lj wlfj dv ; dxsf / vf; u/l dflwlds lzlfssf]
bl6sf]faf6 ; lj wlfj dv / pk]ft ; dxsf dlxfsf
cj Zostfx?nf0{wfg lbg]vfnsvf; pkfox?af6 pRr
uof: t/lo clbog j ftj /of k[7k]ft xgk5{ ol gltut
pkfox?n]b}fosf ; /f}x?df klg bl6 k}ofpg' k5{ll

- kf7dqmdf ; Ddfg gul/Psf ; fFs[ts / ; fdflhs
dNonf0{cfb/ u/f} / k/Dk/fut hljg lgj fkdvl
cyfGqdf ; mlg hftut clk; Wos / cflbjf; l
hg; Wof; E kf7dqmd ; Da4 gePsf]7flgPsf]5 .
- hghfto clk; Wos afnaflnsf]z]fs cj Zostf
; dfof]hg ug{lzlf]sx? Gog ?kdf ; fwg ; DkGg 5g\
- ; fdflhs?kdf ; lj wlfj dv lj Bfylx?k|t lzlf]sx?n]
; s/flds / bof ; xfgelt]sf]efj k}zq gug]
u/f}atf0Psf]5 .
- w]h; f]lk5l8Psf ; dbfosf]dVo efff g]kfnl xfo]g,
t; y{-; fg]afnaflnsf slf]sf]f]sf kj rg / clo
s}fsnk abng / cljefj sx? ckl/lrt efff

cfknyf afnaflnsf]l; sf0df ; xofu ug{c; dy{
5g\lgDg dflwlds lj Bfno kj z ug]afnaflnsf]
nflu of]s/f sd ; fblef xfhf lsggeg]kfFj if{
dffysf afnaflnsf]n]g]kfnl efff]d]lgZrt txsf]
wf/f kjflxtf xfl; n ul/; s}f xg ; S5g\ . t/
pglx?sf cljefj sx?n]pglx?sf]lzlf]d]k|olf
?kdf ; xofu ug{g; Sg]cj: yf eg]/lx/xg} .

- sfg}af6 lgflwt ePtf klg, s}l hftnf0{cem]klg
c5}sf] ?kdf ln0G5 . o:tf 3/klj/f/sf afn
aflnsf]n]0{dgj} flgs / zf/ll/s ?kdf lj Bfno
kj z ug{/ 6o}fl/onh:tf lj Bfno aflx/sf c6o
; fwg / ; lj wdf kxF xgaf6 j l-rt ul/G5 . 5f}f]
; dodf ; ej xg g; Sg]o:tf]oj :yfsf nflu j }flgs
pkfudx? g}ckgfp' k5{.
- cljefj s tyf dlxf lj Bfylh]cfknyf]xflh/lk|t
9Ss xg / ; /lft dx; ; ug{pglx?sf]3/ glhs
dflwlds lj Bfnox? ; he xg cj Zos 5 .
5fqx?sf] 5fqj f; sf] nflu Pp6f kfej sf/l
sfo{ hfn -g} s{ lj sf; ug{lzlf tyf v}hsb
d}qfno lzlf lj efu c}tu}sf dlxf lzlf zfvf
/ cfwf/et klyds lzlf sfoqmdalr ; fdn]f/l
lj sl; t xg c}ofj Zos 5 .
- lj Bfnodf aflnsf]sx?sf]egf{k?if clws} tyf k?if
k}f]gclwofksx?sf]gsf/flds wf/0ff, c; xfp}f]
kf7dqmd tyf c:j :Yo lzlf0f j ftj /0foQm ; Dk0f{
k}ffnle/ Joft n}Es c; Gthgt]sf]r}qmf0{tf}g
lj z}f sfoqmd; lxt dflwlds txdf clt ; fg] ; Wofdf
sfo{t dlxf lzlf]sx?n]ef]u/x}f ; d:ofx?k|t
Wofg s}b} xg h?/l 5 . dlxf lzlf]ssf]sf}f
k}ffnl :j o}dfq u}cl0f tyf bu} lj Bfnox?df
pglx?sf]k|t]glw]j df ; wf/ Nofpg]5g} . -k}of}
klyds lj Bfnodf Ps hgf dlxf lzlf] /xg]
klyds lzlf gltsf cgejx?af6 of]sygnf0{
yk an ldn}f 5_ . of]glts sl/j Ps bzs
cl3b]v nfu"ePsf]ePtf klg *)})^ lj Bfnox?df
cem]klg dlxf lzlf] 5g}g\

^ g]kfnslzlf tyf v}hsb d}qfnosf] :yfut lj Zn]0f, ldg axfb/ lj i6 / :6k} sf/gl, hhf0{e})! .

; fdgtf, kxF / u/lal nllft :jlsf /fli6 glltx?
lhNnf jf :yfglo :t/df klpMnfu"ul/Psf 5gg\ / o;
s/fnf0{dflwolds lzlf ; xofu sfoqmdf b?kdf lj rf/
kfofpg / vf; u/l kyd r/0fdf a9L ; 3g sfoqmd
; xofusf nflu lhNnfsf]5gf ug{cfj Zos 5 .

glltut cjojx?

dflwolds lzlf ; xofu sfoqmdh]bxfosf s'fx?sf]JoJ :yf
u/L kxF; Dalw ; j fnnf0{lj zif ?kdf wofg lbg5 M

! = 5fqj [Q -kfzfs, k':ts / zNs afktsf] lj Qlo
JoJ :yf_ / lglzNs j [Q . pkoSttfsf]dNofsg /
5fqj [Qsf]eQnfgl ug{tftf/sfx? vf; u/L To:tf]
5fqj [Q lk5l8Psf ; dxx?klt nllft ePsf]s/f
; lglZrt ug{dxtj kofxg]x65g\ lsgeg]; lj wllj dV
; dxx?sf]cf>o lh-z=sf/ uf-lj =; x? gjePsfn]
5fqj [tsf nflu oflotf / o; sf]lj t/of dfkb08x?
nllft ; dxd sf]b? xg]u/L lgwf[0f ug{cfj Zos
x65 .

@ = :yfglo efffx?df k':ts, pks/0f / lzlf tflnd,
0ltxf; / ; Da4 JoJ; flos s0fsnfk -pbf/0fsf]
nflu kzkfng_ nufot dVo kf7dqnd afx/sf :yfglo
?kdf lgwf[t klfx?sf nflu /fli6 kf7dqnd ; Argfleg
tT:yfglo lj ifoj :t0f cfwfl/t ; xfos kf7dqndsf]
JoJ :yf . t/ , lj Bfno ; dbfox?n]klg o; :yfglo
5gf0sf]vr{afkt ofubfg lbg]ck]ff ul/Psf]5 .

= dlxf tyf c6o lk5l8Psf ; dbfosf ; b:ox?nf0{
kzdfdf kj z ug{pkl/t ug{zlfs lzlf sfoqmdx?sf]
dflwbaf6 clt/Qm; xofu . kj {j]fsnlg tflndsf
nflu lb0g]cfly\$; xofu vf; u/L ol ; dxx?klt
nllft xg5 .

\$ = dlxf, tNnf] hftsf lj Bfyl? / lj zif zNfs
cfj Zostf ePsf lj Bfyl?sf]cfj Zostf cgshsf]
r]gfdhs tflndsf]JoJ :yf kj {j]fsnlg / ; j]fsnlg
tflnd kf7dqndleq}ug] of]bl3\$flng gllt xf]
h; n]o:tf]vfn]hgZlStsf]dflwbaf6 goffzlfxs?
v6fpg]sfd ePk5 dfq kof]kltk]m lbg5 .

% = vf; u/L s7lg / bu0 lj Bfnof?df sfd ug]
lzlfxs?sf nflu clt/Qm clwofkg eQf / cfj;
; ljwf . lzlfssf]egf{/ pglx?nf0{v6fpg] ; 0qsf
bl6sf]faf6 klg eQf pknAw u/fpg]JoJ :yfnf0{
xlg' h?/L 5 . :ki6tM lzlfxs?sf]kb:yfkgf ug]
sd s]b]sf] JoJ :yf ckgfpg]xf]eg]lzlfxs?nf0{
bu0 :yfgdf hfg clt/Qm; lj wfx? lbg'h?/L 5 .
clt/QmeQnf0]j [Q ; Argfsf]kgd]ofsgsf]efusf]
?kdf xlg'k5{. lzlfxs?nf0{3/kfos lfgdf /Vg]
csf]dVo pkfosf]dfu0f lfglo s]b]x?df dfq
lzlfssf]tflnd lbg]JoJ :yf cj /Vysf]?kdf /x\$]f\$.

5fqj [Qsf]JoJ :yf afx\$ ol ; a]glltut cjojx? kyd
kxF j ifeq ; a]& lhNnfe/ sfof]og u/fpg ; Sbf]
k0f; ul/g5 .

**^ ^ ; #yfut JoJ :yfkf /
lfdtf lgdff**

j t0fg cj:yf / ; d:ofx?

dhfdf lzlfssf]k0f]sf/L ; zf;gsf nflu >l % sf]
; /sf/n]; g\ (&! df glltut sfo{Argf ckgfof]. ; f]
glltsf cfw/et cjwf/0ffx? lyPM -!_ lzlf d0qfno
gllt lgdff; ; k/lj j]f0f / cgludg sfo0f ; nlg xgk5{/
@_ jf:tlj s sfof]ogsf]lhDf lfglo / lhNnf txd
lj s]b]sf] xgk5{. tbg?k, lzlf d0qfnosf]kgM ; u7g
u/L lj :tf/ ul/of]. s]b]lo lzlf ljefu vf/lh ul/of] /
; a}kF lj sf; lfgx?df lfglo lzlf lgbz]gnof?sf]
:yfkf ul/of]. ofhg th0f tyf JoJ :yfkdf lhNnf
lzlf clwsf/nf0{d2t kfofpg]pb]on]&% j 6}lhNnfd
/x\$] lhNnf lzlf sfof]ox?nf0{lhNnf lzlf s]b]sf]
?kdf :t/ j [4 ul/of]. lhNnf :t/df lj Bfnof?sf]kz; lgs
/yby ug{Pp6f JoJ :yfkf ; Argfsf]l; h0f ul/of].
JoJ :yfkf ; #fng ; ud agfpg goffzlf P0 tyf lzlf
lgodfj nl nfu"eP .

k|tt glltut sfo{ /rgrf uxof u/xfjtlg bzs e} Sof].
; a}txsf ; #yfx?sf]JoJ :yfk slo ; lfdtf ; b? ug{
; g\ (&! kl5 w)dxlj kofkφgx? eP . lzlf d6qnosf]
hgziSt b0k6s kg{ /rgrf ul/of]. lzlf lgodfj nlsf]
; ft k6s ; #fjvg eof]. s|blo txd f z]f]s hgziQm
lj sf; s|b| b/ lzlf s|b| dflwolds lzlf lj sf; s|b|
cgfkrf/s lzlf s|b| h:tf gofF; #yfx? :yflkt eP .
lfqlo txd f kfylds lzlf tfnd s|b|x?sf] :yfkf
ul/of]. pk-lhNnf:t/lo txd f sxl dflwolds lzlf
lj sf; 0sf0x?sf] :yfkf / ; f] s|b|x?sf] ; hgf ul/of].
efjl ; #yut lfdtf lj sf; ; lxtsf lj le6g 7hf z]f]s
cfof]hgxf?sf]sfof]j ug ul/of]. t/ ol ; akl/j t6x?sf]
afahb ; du]JoJ :yfkf kofnrx? cemkg sdhf] 5g\
/ loglx? alr ; f6h:osf]sdl 5 .

lj Bfno :t/

; fj hgs lj Bfnodf lzlf sf] JoJ :yfkf sdhf] /
ckefj sf/l 5 . o; l:ytsf]sf/s tj sf]?kdf lj le6g
sf/ofx? cl3 ; fg]ul/Psf]5 . oldw|lj Bfno txd f
clwsf/sf]sdl Pp6f kφv sf/of dflg65 . lzlf sx?sf]
lgoIQm / a9jf lhNnf lzlf clwsf/Laf6 xg] /
lzlf sx?sf]dlofsg k]omcgkl:yt xg] ; k/lj]fsx?sf]
xftdf /xg] ePsf]h] c; n lzlf snf0{k/:sf/ lbg] /
sfd gug] lzlf snf0{b08 lbg] sg} klw clwsf/
k]vqf]wofksnf0{5g} .

krf; k|tzte6f a9l lj Bfnox?df lsfzln lj Bfno
JoJ :yfkf ; ldt gePsf]s/f clwogn]byfPsf]5 .
lzlf sd(f/l kzf; g tyf cfly6 JoJ :yfkf dg} sg}
xft gxg] ol ; ldtx? clwsf/lj xg ?kdf sfo{
ul//x6f 5g\ lzlf P6sf] ; ftf; #fjvgn]o; l:ytnf0{
; RofPsf]5g} t/ ; >l % sf] ; /sf/n] :yfglo txd f
-lj Bfno / ÷jf ufHj =; = / ÷jf lhHj =; = df Psdl6
cgbfg lbg]gllt ckqfPdf lj Bfno JoJ :yfkf ; ldt n]
pNnyglo ?kdf a9l uxg eldsf vlg ; Sg] s'/fsf]
; s] ldn6f]5 .

lhNnf :t/

w]; wofdf lj Bfnox? ePsf lhNnf?df sxl sd(f/lx?
yk ug]sfd afx6 lhNnf lzlf sfof]nosf]JoJ :yfk slo

lfdtf a9fpg sg} klw pNnyo kφTg ul/Psf]5g} .
; k/lj]fsn]Hofb]sd dfqdf lj Bfnosf]e6of u56V
lj Bfno JoJ :yfkf dgf pglx?sf] eldsf ; ldt 5 .
sfo6V ; f] s|b| lxtsf]lj Bfno e08 -Sn:6/_sf]
cj wf/0fddf lj Bfno ; k/lj]fsx?sf]ckllft eldsdf
af/Daf/ ePsf]kl/j t6af6 cfF klw uPsf]5 .

lzlf tyf v]hsb d6qnon]:yfglo :j foQ z; g P6sf]
efj gf; lxtsf]lj Bfnosf k]htfl6qs lhNnf JoJ :yfkf sf]
dxlj nf0{:j lsf/ u/xf]5g} . lzlf P6sf] ; ftf; #fjvgdf
lhNnf lzlf ; ldt sf]ju7gdf ; wf/ Nofpg]kφTg ul/Psf]
5 t/ o; n]Jo:tf ; ldt nf0{: Nnfxsf/sf]eldsf dfq
lbPsf]5 .

/fli6e :t/

lj utsf tlw bzsx?df z]f]s JoJ :yfkf dgf tlw 6f
dVo lj sf; x? ePsf]k065 . klxn] lfqlo lgb6zgf nosf]
dxlj qmdzmlf0f x6]hfg' . lzlf tyf v]hsb d6qnon]
lfqlo lgb6zgf nox?nf0{ sg} klw dxlj kof{ clwsf/
k]ofof]hg jf kφfg u/6} . Jo; sf]lj kl/t, lzlf tyf
v]hsb d6qno gllt lgdff ug]c]k]v]k]fylds sfdnf0{
Tofu] sfoqmd sfof]j ogdf a9l dfqdf ; #lg eof].
bf] f] lzlf tyf v]hsb d6qnosf]; #7g JoJ ; flos
jf k]lj lws d6qnosf] :j?ksf] xg' xf] . ; Dal6wt
d6qnosf clwsfz clws]x? lzlf kzf; g ; dx
-sfb/_ df kb6g\ csf]zAbdf, lzlf d6qno c6tu6f sf
k]om ; a}clws]x?n] ; /sf/l ;]df kj6 ug{cl3
sldtdf al-P8= l8u] ul/ ; s6f x65g\ t] f] dflwolds
lzlf lj sf; s|b| b/ lzlf s|b| z]f]s hgziQm lj sf;
s|b| kfylds lzlf sf]nd s|b| dflwolds lzlf lj sf;
0sf0{/ ; f] s|b|x?h:tf szn / blf ;]f kφfg ug]
; #yfx?sf]pTklQ . ol ; a}cfof]hgfsf ; x-pTklfbg xg\
h; nf0{sg}sg}; dodf cfk]v]j u7gsf]p2]o cg; f/
sf]sfd ug{cfj Zos ; lk / ; f]sf] ; d] sdl xg]
u/xf]5 .

; g\(((df sllp :t/df lzlf lj efus]:yfcg ul/of.
o; n]cfkng]sfofnsf]b0j ifdf tyf klyds lzlfdf
cfwf/e't klyds lzlf sfoqnd bf] r/Of sfof] og
ug{Vofg sllp: u'of]/ Jofks ?kdf díldís lřnf0{
afix/ /Vof]. lzlf lj efun]/li6 lzlf Joj :yfcg
křfnldf kf/šf]křf]sf]dNofsg ug]a]hf cem]ePsf]
5g . 8lgz lzlf lj Zj lj Bfnoaf6 ul/Psf]; :yfut
lj Znřofn]t?&t}; wf/ ug{kq]sxl lřx? OlEt u/šf]
5 . -pkn]wsf]dxndf tn pln]y ul/Psf lřx?_ .

glltut cjoxx?

lj Bfno :t/

:yfglo txdf ckgf0g]dVo gllt křfgllbfks / lj Bfno
Joj :yfcg ; ldt]sf]lj Bfno Joj :yfcg ug]clwsf/sf]
lř / sfo{blftf b]řfosf dNbdaf6 a9fpg' xř]M

- sd{f/l / lj Bfno ahřsf]Joj :yfcg ug]; Dalw
křfgllbfkssf]clwsf/df j [4 ug]
- křfgllbfksnf0{ lj Bfno Joj :yfcg ; ldt]křt
hj fkb]l agfpg]/ křfgllbfkssf]dNofsg ug] Bfno
Joj :yfcg ; ldt]sf]cfkřf/s eldsf j [4 ug]
- ; fdbfos sf]f kl/rfng / vr{ug]lfdtf nufot
; dbfos] křt]glwsf] ?kdf lj Bfno Joj :yfcg
; ldt]nf0{clwsf/ ; Dkř agfpg]
- křfgllbfks tyf lj Bfno Joj :yfcg ; ldt]=ufřzlf
; ldt]x? b] řf0{ clt/Qm k7gk7g / sf]rEsf]
dNbdaf6 ; 3g sfoqnd ; řfng xg] klxnf] bz
lhNfx?df ; dyg ul/Psf ol gofřhd]f/x?nf0{
an kl]vřnsf cfkřf/s třnd křfg ug]
- lj Bfno ; wf/ ofřgf thřf / sfof] og křc-sf]
; lfdtf clej [4 ug].

; fy} lj Bfno Joj :yfcg ; ldt, uřřzlf ; ldt /
uf=j =, / lh=j =, = lhNf lzlf ; ldt / lhNf lzlf
sfof]oalr hj fkb]l]tf :ki6 kf/g'k5{h; df b]řfosf
s/řx? :ki6 ?kdf bl]vg' k5{.

- ol sf]řx?af6 křt ; xof]df s/f/df sfd nufpg]h:tf
sřfnsf]kř?; d] sfoqndsf]křf/Of / >l % sf]; /sf/sf]
sf]ř / hj fkb]l]sf]nflu 5gř ul/Psf]; eř.

- zřfs :t/=sfo{; Dkřbgsf nflu hj fkb]l .
- uřřzlf ; ldt / lhNf lzlf ; ldt]n]zřfs
ofřgf thřf, cgludg / dNofsg nufot ; řgfsf]
k] f; Dalw lhDd]f/l .

j třfg ; dodf, lzlf tyf vřsb dřqno / :yfglo
lj sf; dřqnoalr sfg]l / j řf/s klfd bl]vPsf]
leřgtřnf0{bl]6ut ubf{pkoQm křwřx? lřwf{Of ug{
s7lg 5 . of]sfoqnd]ol s/řx? nufot ef]l sfof] og
/Ofgllt lřwf{Of ug{>l % sf]; /sf/nf0{dbs křgř .

lhNf :t/

lhNf :t/sf]dVo gllt b]řfosf sfd ug{lhNf lzlf
sfof]o / lhNf lzlf ; ldt]sf]lfdtf / Joj :yfslo
eldsf clej [4 ug{xř]

- gofřzřsx?sf]b/ačbl nufot /sdsf]lj lřgfřg
; Dalwdf k/fdz{lbg} ofřgf agfpg]
- lj Bfno ; wf/ ofřgf; Dalw dNofsg ug] /
t; Dalwdf k/fdz{lbg}
- gofřlj Bfno ejg tyf ddř ; Def/ cfofřgfsf]
cj l:ylt ; Dalwdf k/fdz{lbg}
- zřfs Joj :yfcg ; řgf křfnlsf] tVofř ; řng,
k/lřf, clen]yg / křt]řg
- Joj :yfslo třnd / ; xof] cfofřgf ; řfng ug{
3Dtl -dřřf0n_ ; dřx? u7g ug]
- lj Bfnosf]; du]; dlff ug]
- sxl sfoqnd sf]řx?sf]Joj :yf ug]
- lhNf lzlf ofřgf tof/ křg].

o; af6 lhNf lzlf sfof]osf sd{f/l]sf nflu yk}
dfux?sf]l; hřf xgř / sfoqnd]ol sfdx? ; Dkřg
ug{sd{f/l]nf0{; lfd agfpg 7f] třnd / ; fdulx?
pkn]w u/fpgř . ul/al / lzlf]sf]dřkb08sf]cfwf/df
5řgPsf lhNfx?sf]; řlaf6 !) j 6f kl/Des sfoqnd
; wg lhNfsf]rog ug]sfd] ol ult]lw ; řfngsf
nflu ; Dalw lhNf slt ; lfd / třk/ 5 eřg]s/ř
Hofb]dx]kř{xč5 .

l; sf0nf0{lbuf]/ bl/nf]agf0{; :yfut lfdtf ; b0 ug{
sfoqmd cj lwe/ gkfn lghfdtl ; jf lgodfj nlsf
Joj : yfx? cgs h xg]u/l sfoqmd cftuf lhnf lzlf
sfoqosf klzllft sdf/lx?nf0{axn /Vg]s/fdf lj sf;
; femf/x? lzlf tyf ; :sft dcfno; E ; xdt x05g\

lfqlo :t/

o; txsf]dvo gllt lfqlo lzlf lgbz'gfnox?nf0{rf/] 6f
lfq'x?df lzlf lj efusf] kfej sf/l sfoq'j ogsf/l
lgsfosf]?kdf lj sf; ug{x'f]M

- k/lffsf]th'f tyf To; sf]u0f: t/ lgo6q0f
- vf; u/l lj Bfno :t/df lj z'f lzlf sf]lg/lif0f
- lj Bfno / lhnfut ofhg'f th'f s'fnsfx?df /
ef]ts ; lj wf ; wf/sf lfq'f lfqlo 3ldt ; xofu
6fh'x?sf]kl/rfng
- dflwlds lzlf lj sf; 0sf0x? / ; f] s'bx?nf0{
; xofu ug{lfqlo dfi6/ klzlf sx?sf]Joj : yf .

; fy} dVofnodf k'z ug{k']lj Qlo / Joj : yfkslo
; 'rgf=hfgsf/lnf0{ ; dli6ut ?k lbg lfqlo lzlf
lgbz'gfnon]; efJo s'f]sf]?kdf / cftl/s n'f'k/lif0f
6fh'x?sf]cfwf/sf ?kdf ; d] sfd ug{; S5 .

cfonhg'sf lj le6g cjo'j s'fnsfx?n]ol lfq' tyf
c6o lfq'x?df lfqlo :t/df lfdtf lgd'f ug'5g\hxfF
lgZrt txsf]cy'f'6qsf]j'f oftoft sl7gf0'f]sf/0fn]
lgbz'gfnox?af6 sfd ubf{/fli60 sfoqmd Joj : yfkgdf
blftf xfl; n xg'5 .

/fli60 tx

/fli60 txsf]dvo gllt lzlf sf]lj sf; / kf70qmd
d'nofsgdf ; mlg lgsfox?sf]olQm; uttf k'p4g ug{/
lzlf tyf v'hsb dcfno= lzlf lj efusf]lfdtf lj sf;
ubf{dlbfj lws Joo v'fsf sfoqmd; E h'f]3Psf pkoSt
/fli60 lzlf / lj Qlo ofhg'f th'f'f; mlg xg'xf].

lj z'f kl'ofhg'sf nflu u7g ul/Psf tby{lgsfo /
ltglx?nf0{b0g]c'bz'n]; :yfut s7f]tf l; h'g' ePsf]
5 . ol lgsfox?sf]cf]r-To / c'bz'x?sf]; d; fdlostfsf

nflu b/f]; xdt xg h?/l ePsf]s'/f dflwlds lzlf
; xofu sfoqmd :jlsf/ ub5 o; sfoqmdn]o;
olQm; uttfdf ; kmntfs]nflu lge' gePsf gllt tyf
s'fnsfx? lj sf; ul/x'f]5 t'klg >l % sf]; /sf/n]
o; lfq'df ul/Psf] k'p'ldf s'x' lgZrt cjo'j sf
s'fnsfx? lge' /x'f]s'/f :jlsf/ ug'k'5{.

ofhg'f th'f' cjo'n]vf; u/l z'f]s Joj : yfkg ; 'rgf
s'f]b'f6 k'f't d'f]h / c'bfj lws t'Vof' k'ofu u/l
lj Qlo / c'ly'6 kl/b'ox? p'k'6g ug' / lj s'lk'sf]j'Zn'f'of
ug'lf'fdtf lj sf; ug{h'f] lbg'5 . To: t}ofhg'f th'f'nf0{
j'f:tl]s z'f]s gllt / c'f'of; x? -p'bf'x/0fsf]nflu,
lzlf sf]lgolQm ; j'f p'kofu lj Bfnosf nflu 60'g'td
lj B'f'yl-{z'f]s cgk'f' k'f't ; r] u/f'p'g' k'5{.

lzlf sf]ljzlf, kf70qmd / z'f]s Joj : yfkgdf pRr tx
-df:6; {/ lj B'f]f'lw sfoqmdx?_ sf]p'ln'yglo ; w'of
pkn'Aw u/f0g]5 . /fli60 Joj : yfkg'sf ; 6'be'f'f dflwlds
lzlf ; xofu sfoqmdsf]pkn'Aw cf-c'k'nyf ; :yf'x?df
klzllft d'vo d'vo sdf'f/lx?sf]axfnl -ydf]ldf_ lge'
/xg'5 / sdf'f/lx?nf0{nfdf]c] lwsf s'f]f'x?df k9f'p'g'cl3
o:tf ; d'nb'f'l k'q'x?sf]c'f]Zostf kb'5 . c'f'w'f'et'
tyf k'f'y'ds lzlf sfoqmd b'f]f]r/0fsf]; Da6wdf lj sf;
ul/Psf]df'g'j ; z'f'wg lj sf; ofhg'f]sfo{ 'f'ng leq
o:tf]lfdtf lgd'f'f]sf]lj sf; ul/g'5 .

How to get the
best of both?

**7. IMPLEMENTATION STRATEGIES
WITHIN A SECTOR APPROACH**

&= dflwolds lzlfdf glttut ; fdh: o

oyfy{f, dflwolds lzlf ; xofu sfoqmdleq k0f; fdh: o ; lhn} u xfl ; n ug; lsg]kltkmn x0g eGg]s/ /
: jlsf/ ugk5{ tyflk, of]s/ f dwo: t/ p2]osf]?kdf / sfoqmdsf]sfof]ogsf ; a]k]fx?leq lj Bdfg / xg]
cleGg t]j sf]?kdf / xgk5{ dflwolds lzlf ; xofu sfoqmddf ; fdh: o xfl ; n ug]kg]r]g]n]clwoogsf]
jftfj / of, lzlf lzlf / lj sf ; , kf7dqmd / dNofsg tyf ; :yfut Joj : yfkg / lfdtf lgdfofdul/g]j leGg
x: tlfkx?nf0; fdGh: o k0f(9uaf6 ; Daf]vg ug]kg]b]v]fp5 . o ; r]g]n]nf0{tlgj 6f cfofd}sf]dflwodaf6
; Daf]vg ug; lsg5 M

glttut ; d]o eGgn]lzlffsf]lfdg glt th0f ug]
lj leGg ; :yfut tyf Joj : yfkslo k0ffnlx?nf0{Ps; fy
sfd ug{nufpg'xf].

glttut Ps?ktf eGgn]gltt lj z]fx? cftl/s ?kdf
lj /f]wefifk0f{gePsf]s/f ; lgzrt ug{/ lgw]t
glttut p2]o, o ; ; b]e0f gkfnf ul/al Gols/Of,
xfl ; n ug]s/f; G afleng]glttx? x6pg'xf].

glttut ; ; ut cemcl3 hf65 . o ; df ul/al Gols/Ofsf]
; dli6ut p2]o / a9l lj lzi6s] lfdg p2]ox? b]a
xfl ; n ug]bzftkm]p6dv ; fef sf0; h0f ug] ; /sf/l
lj efu / lgsfox? Ps csffn0; z]st] ug]glttut
sfox?sf]qmda4 k44g ; dflj i6 x65 .

dflwolds lzlf ; xofu sfoqmdsf nflu ol tlgj 6}
cfodx?sf]k]kt dxlj k0f{5 . o ; sf nflu b]fosf
k]gx?nf0; Daf]vg ug]kg]x65 M

!= s]dflwolds lzlf ; xofu sfoqmdsf nflu k]tlj t
; n]gtf sfoqmdx?sf]alrnf Ps csf; ; Da6wdf
; d]o sfod ePsf]5 <

@= s]ol x: tlfkx?n] sfoqmdsf] ; dli6ut glttut
p2]ox? / ul/jl Gols/Ofsf p2]ox?nf0; 0Qm
?kdf sfod /fv]f 5g\

#= s]k]tlj t dflwolds lzlf ; xofu sfoqmd / lzlf
lfdg leqsf c6o pk]fx?df ; #flnt sfoqmd /
cf0fhgx? alr Ps?ktf 5 <

\$= s]glttut p2]ox? tyf lgo]nt x: tlfkx?,
sfof]og / ofglttx? nufot lzlf lfdg tyf c6o
lfdg?alr ; ; ut 5 <

tlg j u]f glttut p2]ox?- kxF / ; dtf, u0f: t/ /
; f]ble]tf tyf ; :yfut lfdtfd hf8 lbg]pk]lfd ; awl
; dli6ut pkfo ckgfP/ klxnf]s/f xfl ; n ug; lsg5 .
x: tlfkx?nf0{leGg leGg s/]sf]?kdf sfof]og,
; k/lj]f0f / dNofsg ul/g]leGg leGg sfdsf/af]lsf]
?kdf wofg lbg'x6g . sfof]og, ; k/lj]f0f / dNofsgn]
pglx?sf]klxrfg / cu| / u/fpg]-pk_ lfdg gltt
p2]ox? k]tlj ldat ug]k5{.

sfoqmd l8hf0]sf tlgj 6f k]fx?n]To: tf]pkfonf0{
bluf]agfpg pln]vglo ?kdf of]ubfg lbg; S5gM

! = sfoqmdsf] ; dotflnsfleq ul/g]j leGg ; n]gtfsf
sfoqmdx?sf]r/Of lgw]f]Ofn]sfoqmdsf] ; du| ; d]j odf
of]ubfg lbg ; S5 . pbfx/Ofsf]nflu, lzlf sx?sf]
tfnld / o ; sf] ; do ; fl/Ofn]f0{ kf7dqmdsf]
kg/tj n]f]g / gof]z]f0f ; fdulx?sf]pkn]awtfnf0{
hf8g]sfo{.

@ = lgo]nt dflwolds lzlf ; xofu sfoqmdsf kyd
k]f j ifx?sf nflu k] ; xdt ; dfgk]lts ?kdf
lj lgo]ng ul/g]lj lQo k]f?ksf]k0f] . sg]gof
lj sf ; ; fef]f/n]dflwolds lzlf ; xofu sfoqmdf
efu lnPd] klg of]dx]k0f{x6g} .

= s]lo, lhn]f / lj Bfno ; fdbfo txx?df lzlf
lfdg] ; #7g / Joj : yfkg]k]gu]g]sf nflu ; xofu
k]f]g u/] .

ol pkfox?n]pk/fQm kZg @ / # af6 JoQm ul/Psf
; /f\$ /df klg bl6 kfofpg]5g\ x/\$; n]lgtfsf
sfoqndsf pknAw / pklfqt p2Zox? xfi; n ug{
; 3fpg] lj lQo kf?ksf] kofu clej [4 ug{ vflg]
sfofj] ogsf]:ki6 ofhgfn]gkndf lzlf lfqdf Pp6f
; j n lfq pkfuds]lj sf; df dWblds lzlf ; xofu
sfoqndsf]ofubfnf0{clej [4 ; d] ug{k5{.

glltut ; fdh:osf nflu cft/ lfqt cfjZostfnf0{
Wofg lbg c6o pkfox?sf] ; d] cj ndag ug{k5{.
glltut b:tfjh / sfgb bjof gkndf dVo dVo
lfqx? alr ; fdh:osf]:ki6 ?kdf sdl 5 . dfgj
lj sf; pQ/bfot]sf]lj sdbls/ofsf ; Da6wdf j tdfgdf
of]s/f lj zifu/l :ki6 5 / lzlf lfqdf hit :ki6
c6oq o:tf]; fdh:osf]cej blvbg . glltut ; fdh:osf]
sdl tkm[bl6 kfofpg]lhDj]f/l lzlf tyf vjhsb
d6qno, :yfglo lj sf; d6qno / lj sdbls/of sfofj og
/ cgludg ; ldtdf lgxlt /x\$F . ; f]nlo xfi; n ug{
dWblds lzlf ; xofu sfoqndm]j Bdfg gllt ; bnfj x?
tyf sfggdf cfwl/t e)sfofj og / lj t/Ofsf ; a}
txx?sf nflu ; u7g / Joj :yfkq ; Argf, tof/ ug{
k5{h; n]lj le6g k]tfj x?df ; Dafjw lj sf; cfsfhsf
Jokst/ efjg k]tlj lDat u5{.

&@ ofhgfn thdf / Joj : yfkgsf]lj sdbls/of

lj Bfno txd fWblds lzlf ; xofu sfoqndsf p2Zox?
xfi; n ug{f lglDt cfknf lj Bfnof?sf] ; wf/ ug{
lhDj]f/l lng lj Bfno tyf ltsf ; dbfof?nf0{clek]/t
ug{; fdbflos lj Bfno ; wf/ ofhgfn]k]k kofu ug{
; /sf/n] k]tfj u/\$f] 5 . o; n] To:tf] sfo{ Argf
pknAw u/fpg\$, h; c6tu\$ lj Bfnof?nf0{cfknf]
eldsf To:tf] :yfgsf] ?kdf k6M xfi; n ug{; xofu
ul/65,hxF, dbfosf cfknf afnafnsfn] lszf]j :yaf6
ofj :yfdf kj z ubfub]h]jgsf nflu rfxg]b]6sf]f,
lfdtf / ; lk xfi; n u56\ . clj efj s, lzlf s /
; b:ox?sf]k]o\$; dbfon]cfknf]lj Bfno ; wf/ ofhg
thdf u/l cfknf]kl/slkqf to ug\$g,h; n]lj Bfno
; wf/sf s]fsnfkx?nf0{lgb]zt ug\$. o; n]; dbfonf0{

cf-cfknf :yfglo lj Bfnof? pk/ a9l lgo6qOf / :j fldTj
k]fg u/l lj Bfno tyf lzlf sx?sf] ; dbfok]tsf]
lhDj]f/l efj gdf; d] j [4 ug\$. t/ dWblds lzlf
; xofu sfoqndsf] sfofj og /Ofglltsf] ?kdf /x\$F]
lj sdbls/ofnf0{ lj Bfnof0{ w]6ebf w]} lhDj]f/l
; dbfonf0{lbq]s/f] ?kdf dfq} x\$; lsb\$. o;
s/fnf0{x6fpg, lzlfdf cj ndag ul/Psf]lj sdbls/ofsf]
/Ofglltnf0{k]ofk} j f clgodg To:t}c6o /Ofglltx?
af6 :ki6 ?kdf cnu /Vg]k5{ h; n]y]f]j f w]dfqsf]
lgo6qOf j f lgod; lxt ; f]x? j f ltsf]pkofu dly
6og clws/ ; lxt lhDj]f/lnf0{tnlt/ k]ofofhg u5{.

lj sdbls/ofsf]glltn]:yfglo ; dbfof?sf]cfknf]lj Bfno
pk/ clwstd pRrt/ :j fldTj l; hgf ug{k5{hf]a9l
k6f]sf/l, blf / pQ/bfot] Joj :yfkq tkm[el]ts g]ls/Of
pk/ dfq]ge0{ :yfglo ; f]x?nf0{ltglx?sf] sfdff
w]6ebf w]}pkofu u/fpglt/ lgb]zt xg}k5{.

tfklg, Gofgs/Of bluf]xg] / bl3\$flng ?kdf o; n]
ul/j l lgg f/Of ug]xf]eg]o:tf k]fflndf cfwl/t xgk5{
h; n]; fdbflos / lj Bfno txd /x\$F Joj :yfklo /
k]tlglwdhs ; :yfx?nf0{hlnf / /li6o :t/sf ; :yfx?
; u hf\$g]5, hxf]gllt thdf x65, sfoqndsf]klxrfg
/ l8hf0g ul/65 / h; sf] dWbda6 k]5 uP/ ol
sfoqndx?sf] sfofj og ul/65 . ctm dWblds lzlf
; xofu sfoqndsf]sdb]lj 6b\$] ?kdf /x\$F]lj Bfnof0{
gllt thdf / sfoqnd sfofj ogsf]lhlnfut / /li6o
k\$6f; 6 hf\$g] ; :yfut k]kx?sf] klxrfg ug{ /
cfj Zos lfdtsf]clej [4 /-j f lj sf; ug]f 65glo 5 .

gkfnslf]j sf; sf nflu ; wf/of /ofgltsf]?kdf lj sŷbls/ofnf0{
lj lelg ; /sf/l tyf bft[sŷfnsfkx?af6 k4g ul/Psf]
kf0Ptflkg lzIff / dflWolds lzIffsf]lj sŷbls/of gofF
xnf; fnŷf]glltut lj ifo xfl; t; y{lzlff Pj -; ftf; zflwg
/ lzIff tyf vhsb dŷfnosf glltut b:tfjhx?af/f
dvl/t lj Bfnox? ; dbfonf0{lkntf{lbj}sf/df lb0Psf]
hŷfnf0{dflWolds lzIff ; xoflŷ sfoqmdsf nflu sfofŷj og
/ofglit; E Pslsŷ ug{cltg}dxlj k0f{5 . o; n]glltut
p2Zox? / zflŷs lfŷsf cfj Zostfx? cg; f/ lj Bfno,
lhNnf / /fli60 txd f cfj Zostfx?sf]klxrfg ugk5{/
To; sf ; fy; fy;cŷo lfŷx?df lj sl; t e}xŷf gllt tyf
sfoqmdx?; E ; fdh:o xgk5{.

-dflWolds_ lzIffsf]lj sŷbls/of kŷffnldf lj Bfno /
lhNnf Pj +/fli60 txx?df lfdtfsf] ; ŷŷls/of ug{
cfj Zos kgŷ . klŷŷ txf ; :yfx?n]cŷo txf
; :yfx?sf lfdtf / kŷfj sf/Ltfnf0{a9b?}kdf kljtj Dat
ugŷg\ :yfglo txd lj Bfno ; wf/ ofhgfsf]thŷf /
dflWolds lzIff ; xoflŷ sfoqmdsf nflu j flifŷ /ofglit
sfofŷj og ofhgfsf] thŷf, lqj iflŷ dWofj lws vr{
; Argf / /fli60 :t/df k-rj iflŷ ofhgxf?df ; nlg
kl/:kl/stfdf of]s/f a9l dŷqdf bŷg ; ls65 .

o; lj sŷblsŷ kŷffnlfnf0{ofhg thŷf / sfoqmd xfl; n
ug{Joj :yfk gdf lgj fl{-t ; /sf/sf ; :yfx? tyf zflŷs
lfŷsf ; :yfx?n]; xofql e}sf d ug{h?/L 5,Mvf; u/L
kŷfgrfŷbks / lj Bfno Joj :yfk ; ldltn]lj Bfno ; wf/
sfoqmd dfknt lj Bfno Joj :yfk ; ldltn]lj Bfno ; wf/
sfoqmd dfknt lj Bfno Joj :yfk ; ldltn]lj Bfno ; wf/
lzIff ; ldltn]lhNnf lzIff clwsf/l / lhNnf lj sf;
; ldltn]lhNnf lzIff ; ldltn] / lhNnf sfoqmd dfknt\
lj Bfno / lhNnfut ofhgxf?sf]thŷf g}k|tt sdfs
nflu ; :yfut kl?k xgŷ . t/ o; sf]nflu Jofks
dŷqdf tflnd / ; xoflŷsf]cfj Zostf kgŷ . olt dŷq
xfŷg, kŷffnl sf lj lelg ; u7gfids stfŷ?sf cf-cfknŷf
clwsf/ / lhŷd]f/l sf]; demsf]:ki6 lj sf; ugŷf ; fy;
; a}; /fŷf/j nfx?nf0{; lrt ug{kŷg]cfj Zostf kgŷ .

/fli60 txd f, dflWolds lzIffsf]lj sŷblsŷ kŷffnl sf]
ofhg thŷf / Joj :yfk gdf ; xoflŷ lfdtf clej f4
ug{tIsfng p2Z o /fli60, lhNnfut / lj Bfno ; u7g
/ zflŷs ofhg thŷf / lj Bfno Joj :yfkgsf]lj sŷbls/of
kŷffnl sfofŷj ogsf nflu lhŷd]f/ sŷf/l sf nflu tflnd
stfŷ?, lzIff ; fdfull tyf pkoQm lgbŷzsf tyf dfu{
lgbŷzgx?sf]lj sf; sf]Joj :yfk ug{zflŷs hgziSt
lj sf; sŷblŷ sf] lfdtf lj sf; u7 xfl; n ul/gŷ .
; fy}zflŷs hgziSt lj sf; sŷblŷf]j :tfl/t eldsdf
To:tf stfŷ? / tflnd ; fng ug{; lfd klzlf sx?sf]
tflnd kl ; dŷj z xgŷ . kŷlŷds lzIffsf nflu o:t}
lfdtf lj sf; ug{tkntf]rfn"cfwf/et kŷlŷds lzIff
sfoqmd bf] fŷf]pkfo /fli60 lzIff lj sf; sŷblŷf]of]
eldsf :jlsf/ ul/; l sPsf]5 .

&# dflWolds lzIff ; xoflŷ sfoqmdsf] sfofŷj ogdf r/Ofa4tflM Ps /ofglit

sfoqmd eq glltut ; fdh:osf]nflu dflWolds lzIff
; xoflŷ sfoqmd cŷtuŷ ul/g]; Dk0f{sŷfnsfkx?df
; fdh:o Nofpg' kgI/ sfoqmd sfofŷj og ug{to
ul/Psf ; :yfut kl?kx?n]/fli60, lhNnf / lj Bfno
txdf lj lelg ; :yfx?nf0{; Jf pknŷwu/fpgsf]lgldt
Pslsŷ kŷffnl eq Nofpg' kgIxc5 . dflWolds lzIff
; xoflŷ sfoqmd df ; afŷ/l kŷlŷdstfsf]?kdf /xŷf]
u/ljl ŷolgs/of ug{cfj Zostfdf dflWolds lzIffsf]
Joj :yf / kxF kŷpg]lfdtf bŷdŷ lgxt c; dŷgtfsf]
klt/rŷ ug]; ŷŷqsf]?kdf ul/g]nlo lgwf{ofnf0{
sfoqmd df pkoŷl ug{kŷg]s/f ; d]; ; dflj i6 5 .

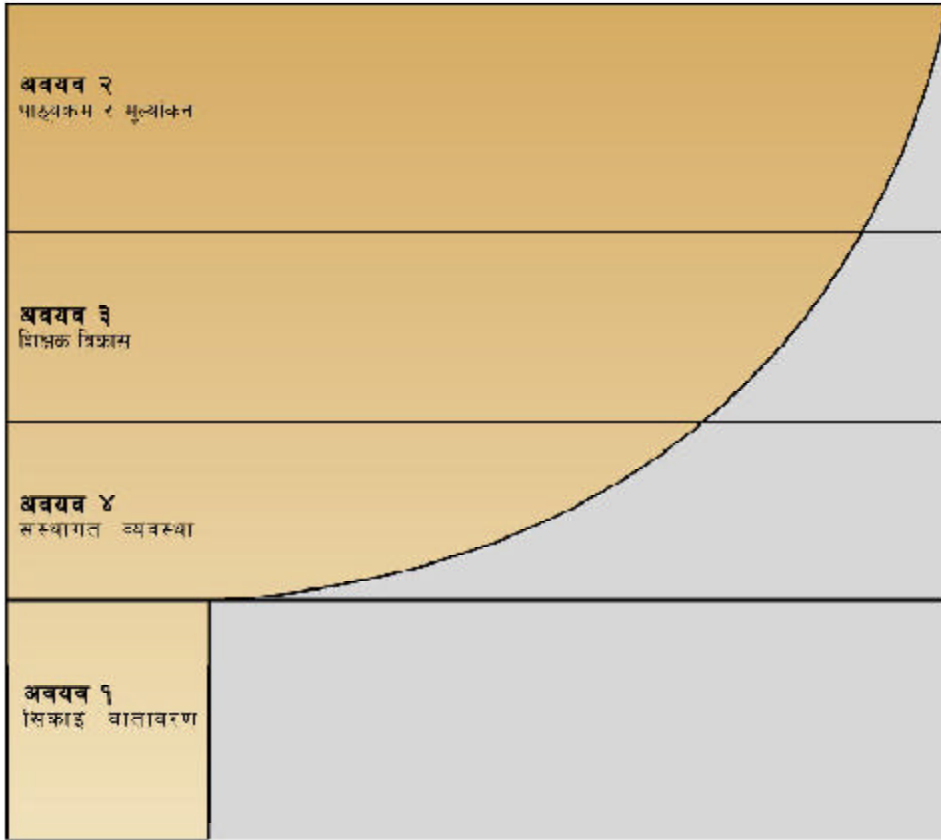
& zflŷs hgziSt lj sf; sŷblŷf]bŷs}lhŷd]f/l kŷPsf]/ lzIffsf]lj sf; df klz lzIffsf]lzIffsf] lhŷd]f/ pklnt]txsf]lgsfosf]?kdf lj sf; . ePsf]
; beŷf o; sŷblŷf]o{; e}t lzIff lj sf; sf]/fli60 ; :yfg egl kŷlŷdrfs/of ul/gŷ .

t; y{ dflldds lzlf ; xofu sfoqmdsf] sfofj] ogn] gkfnf ; a}dflldds lj Bfnof?sf nflu ; wf/ ; ud agfpg vfljg]/fli60 pkfud / a9l ul/jL/x3f lhNnfx?df u/lj ; dbfo / pglx?sf dflldds lj Bfnof?df klj]/ pglx?nf0{; xofu ug{vfljg]a9l sllbs[sfoqmd tJ bj hf0{; dfofhg u5{. s}l dfqdf nlo lgwf{0f ug{ kg]cfj Zostfn]vf; u/L ul/j lhNnf / ; dbfof?df cfj Zos pNnyglo lfdt clej [4 ; lxtsf ; an sfof{ds offhg thdf klfni; lxtsf lj Bfno / lhNnfut txd ; yfut ?kdf sfoqmd ; fng ug]cfj Zostf ; d: kltj]Dat u5{. kg:yfk]g / gofFgdf]fsf nflu kyd r/0fdf pknAw cfly\$; f: ; lldt ePsf]s/f klj :jlsf/ ul/Psf]5 .

/fli60 txsf ; :yf / ; u7gx?sf]dfllddaf6 lgb]zt t/ a9bf]:yfglo ; xelutf / bfo/f j f sfofj] og xg] s}fsnfkx?sf] ; a}&% j 6)lhNnfx?df kfj /xg\$. To; u/L, lj Bfno / lhNnf txd Joj :yfslo / offhg thdf s}fsnfkx? ; Da6wL tfnld kofsh / cledivs/0f sfof{fnfx?sf]klj kyd kfF j ifsf]/fli60 bfo/f xg\$. tyfk, effts kg:yfk]g, gofFslffsf]fsf]lgdf]f / 5faj [0 nufot c6o clbog jftf]/0f ; Da6wL s}l s}fsnfkx?nf0{bz lhNnfx?df / Toxf7x3f dflldds lj Bfnof?df kyd kfF j ifdf r/0fa4 ?kdf pRr dxTj lb0g\$. ol lhNnfx?nf0{sfoqmd ; 3g lhNnf elgg\$. .

तलनसुगुड! = माहयडडक शलकुषा हडुडु डडडु डडडु डडडु

अडडडु
तथुडु
खडडुडडु



१० डडुडुडडु

६ॡ डडुडुडडु

To:tf]sfoq̄mdd sfoflŷ og ug]lhnlnf kzf; gsf]lfdtf
j f tK/tfsf]dNofsgaf6 k[7k]lft lzIff tyf ul/a
; 6 ; Dal6wt ; f'sfsx?sf cfwf/df o:tf lhnlnfx?sf]
5gf6 ul/gf5 .

tyflk 8fou]d ! df byfOP h:t}; a}cj oj x?sf]sxl
dfqdf ; a}lhnlnfx?df /fli66 bfo/f xg5 . pbfx/0fsf]
nflu ; a}&% j 6}lhnlnfx? dflWolds lj Bfnosf lj Bfno
Joj:yfkg ; ldtx?sf nflu lj Bfno ; wf/ of]hgfsf]
tof/L ; Da6wL tflndsfl]Joj:yf xg5 eg]k]Dedf bzj 6f
lhnlnfx?sf nflu a9L ; 3g ; xoflŷ pknAw u/f0g5 .
&% j 6}lhnlnfd dflWolds lj Bfnox?nf0{clwbogsf]
j ftfj /0fdf ; wf/ ug{ ; -; fgf]cfly6 ; xfof pknAw
u/f0g5 eg]kg:yfkgfsf nflu bzj 6f lhnlnfx?nf0{
pNnyglo /sd pknAw u/f0g5 / gofFlgdfbz
lhnlnfx?df ; ldt /xg5 .

sfoq̄mddsf]blufkgn / ; kmtfsf]nflu cfj Zos ; :yfut
k]k :yflkt u/L /fd] k/] ; b]9s/0f ug6f nflu
kf0nl6E j f r/0f 566fpg]sfd lj z]f u/L dxTj kOf{
xg5 . vf; u/L, o; n]b]xfosf s'/fx?sf]Joj:yf ug5 M

■ lj Bfno Joj:yfkg ; ldt, upf]j sf; ; ldt, upfF
lzIff ; ldt, lhnlnf lzIff sfof6, lhnlnf lzIff
; ldt / lhnlnf lj sf; ; ldtx?sf nflu tflnd /
; xoflŷ pknAw u/fpg]; 3g sfoq̄mddsf]dflWoda6
lhnlnf / lj Bfnox?df lzIffsf]lj s]bls]t of]hg
th6f / Joj:yfkgdf lgj fl-t :yfglo ; /sf/sf
; :yfx?sf]Psls/0f .

■ efl]ts ; lj wfx?sf]hlof]f/, lgdf / dd] ; ef/sf]
lhd]f/L j xg ug]lj Bfno Joj:yfkg ; ldt, upfF
lj sf; ; ldt / upf]zIff ; ldtx?nf0{clwstd
; lj wf / ; xoflŷ .

■ lj Bfno ; wf/ sfoq̄mddsf]dflWoda6 ; d:of klxrfg
u/L k]tt ul/Psf lj Bfnosf cfj Zostfx?; 6
; dbfonf0{cfj 4 ug]cem a9L Psls]t pkfud .

■ lj Bfno ; wf/ sfoq̄mdd, z]l]fs Joj:yfkg ; f'gf
k]ffnlut tVofs / c6o tTj x? lhnlnf lzIff of]hg; 6
Psls]t ug]cfj Zos gofF, lk / Joj xf/x?sf]lj sf;
ug]lhnlnf lzIff sfof]onf0{clwstd ; xoflŷ .

■ sfoq̄mddsf]o; yk ; 3g tTj leq gofFlhnlnfx?nf0{
klg Nof0g]x]ef efjL kg/fj nf6g ; lxt :yfglo txsf
lj le6g x:t]f]kx?sf]k/Lf0f, ; k/Lj]f0f / dNofsg .

& \$ dflWolds lzIff ; xoflŷ sfoq̄mddf lbufkgn

dflWolds lzIff ; xoflŷ sfoq̄mdd sfoflŷ og /0fgltn]
blufkgn cfoddf hf6 lb65 / blufkgsf c6t/; Dal6wt
tlg lsl; dsf s'/fx?df dxTj lb65 M k]lj lws, ; :yfut
/ lj Qlo blufkgn .

■ k]lj lws blufkgn]fli66, lf6lo, lhnlnf / ; fdbflos
lj Bfno txsxx?df k]lj lws / Joj:yfkslo
sd(f/lx?sf]u]el/ ; dx :yflkt ug]cfj Zostf
a6nfp5 .

■ ; :yfut blufkgn]vf; u/L lj Bfno ; dbfo / lhnlnf
:t/df ; nlg lj le6g ; 7gx? dfq ge]pk-lhnlnfut
:t/df ; fl] s]b]x?, / pk/fli66 :t/df lf6lo lzIff
lg6]gino h:tf dflWolds txsf ; 7gx?sf ; Da6wdf
k]ofof]nt eldsf, lhd]f/L / clwsf/x?df hf6
lbg]Pp6f ; fdh:o / a]b sfg6l, lgo6q0fsf/L /
; :yfut sfo{ /rgf :yflkt ug]cfj Zostf a6nfp5 .

k]lj lws / ; :yfut lfdtf lj sf; ug]pNnyglo
k]lj lws ; xfof]sf]of]hg ul/Psf]5 . sd(f/l]sf]
oyfj t axfnl, blf Joj:yfkslo sd(f/l]sf]lgoQm
/ oyfj t axfnl nlo xfl; n ug{; kmtf k]kt ug{
lb0g]k]lj lws ; xfof]sf nflu k]z]t? xg\ k]lj lws
; xfof]sf]dfqf dflWolds lzIff ; xoflŷ sfoq̄mddf
; nlg ; :yfx?df lgxt sd(f/l]sf]tx / Joj:yfkslo
blufkgn]df a9L dfqdf lge{ /xg5 .

- lj Qlo blufkgn]gkfindf lzlf lfqs]lj sf; clws dfgdf jfx ; xofudf lge{ /xsf/ kof{kof{t /fli6e lfqut lj Qlo ; ft xfl; n ug{nfdf]; do nllg]tYo klitj Dat u5{. lgoldt / cgdfg ug{ ; lsg] cfwf/df /sdsf]lj lgothg ubf{/ lgsf; f lbbf ckgr0g] cEof; / sfo]j lwx? to ug{ cfj Zostfd klg o; n]hf8 lb65; h; af6 lj Bfno tyf lhNnf lzlf ofthgix? lj sf; ug{; ud xg5 . lj Bfnox?sf] kg:yfkg, dd{ ; Def/, clbogsf] jftj/Of / lzlf0f Joj :yfd ; -; fgf ; wf/ h:tf tTj x?sf]; ft pknAw u/fpg]:yfglo ; dbfox?sf] klTj 4tf o; sf]Ps clelg tTj xfl.

; mlgtfsf sfoqmdx?sf] ; k/lj JfOf, cgludg / dlfosg tlg 6]sl; dsf blufkgsf nflu dxTj kof{ s/f xg5g\ lj Bfnonf0{sfoqmdsf]s]b]sf]kdf /flvPsfh]lhNnf / /fli6e :t/sf ; yfx?n]lj Bfno txd ul/g] s]psnfkx?nf0{ ; xh agf0{To; df ; xofu pknAw u/fpg]kgx65 . vf; u/L, lj Bfnosf] e]t s hlof]f/, lj Bfno ; wf/ sfoqmdsf]tof/L / sfo]j og, lhNnf lzlf ofthgsf] th8f, lj Bfno ; wf/ sfoqmd / z]lfs Joj :yfk ; 'rg k0ffnla6 pknAw u/f0Psf ; 'rgsf]; dflj i6tf, dfuaf6 ; #flnt ; ft]sf] afBknfB k0ffnlsf] cgludg -pbfx/0fsf]nflu, ;]fsnlg lzlf tfnd / ; ft JoIQmx?sf]sdfs/afx_ sf nflu lgo]ht lj lelg tfnd sfoqmdx?sf c]tl/Qm ; xofu / ; ldtfsf] cfj Zostf k5{.

&= j flif5 /Ofglts sfo]j og ofthg

glutt ; fd-h:o ; lglZrt ug{lj s]bls] Joj :yfk / ofthgsf]p2]o xfl; n ug{/ sfoqmd ; 3g bzj 6f lhNnf? / /fli6e bfo/f alrsf]; Da6w nufot rf/j 6f cjoj x?sf]Psls/Of ; lglZrt ug{dflwolds lzlf ; xofu sfoqmd sfo]j og klqmfaf6 ; #flnt / nlrnf]xg' h?/L 5 . cfwf/e't tyf klyds lzlf sfoqmdsf]bf] fl r/Ofdf kofu ul/; lPsf]j flif5 /Ofglts sfo]j og ofthg th8f k]k -df]n]l6_ n]k]tt s/f xfl; n ug{

dflwold pknAw u/fp5 . o; n]dflwolds lzlf ; xofu sfoqmdleq lj Bfno ; wf/ ofthg / lhNnf lzlf ofthgdf lge{ ofthg th8f]sf]k58f ; /lft ug{; S5 . lzlf lfqlaq o; n]lfqJofkl pkfo tkn(n]h]g]sbdnf0{; xofu ug{ S5 . >l % sf]; /sf/sf]axQ/ lj sf; ofthg th8f]df o; n]dflwold lws vr{; Argf / k-rj ifl8 ofthgix?nf0{ ; xofu ug{ S5 / To; /L ; /sf/sf]; du]lj sf; nlox?df dxTj kof{; xofu k]ofp5 .

j flif5 /Ofglts sfo]j og ofthg j flif5 sfo]j og / ah8 tof/ ug5f nflu Pp6f cfwf/ xg5, h; af6 pklfqleq lj lelg txsf / sfoqmdsf]sfo{ Argf leq lhDd]f/L k]Psf lj lelg ; u7gx?n]dflwolds lzlf sf nflu cf-cfkn]sf]sfo]j og / ah8sf]lj sf; ug5g\ ol ofthgix?n]j flif5 /Ofglts sfo]j og ofthg, lhNnf lzlf ofthg / lj Bfno ; wf/ sfoqmdx?sf] cfwf/df sfoqmdsf]sfo]j og ; /lft ug5g\ j t8fg ; dodf, lj :t] sfo]j og s]bls / bft]; dxsf lgsfox?alrsf] 5nkmsf]kl/Ofdf xfl. lhNnf / lj Bfno#; fdbflos :t/sf]; mlgtf w]; ldt 5 . lhNnf / lj Bfnox?sf] clwstd ; mlgtfsf nflu ofthg th8f k58fnf0{ n]Aofpg' / ofthgix?sf]cfj Zos qmda4tf xfl; n ug/ pglx?df lgs6 ; d]o xg' cfj Zos x65 . j flif5 /Ofglts sfo]j og ofthgsf] ofthg th8f k58fsf] nflu lj Bfno ; wf/ sfoqmdx? lj Bfno :t/df k]to5 j if{ ; 8]a/, cS6f]a/df / To; sf nuQ]lhNnf lzlf ofthg ; lxt tof/ e} s]sf]xgk5{.

dflwolds lzlf ; xofu sfoqmdsf]th8f / sfo]j ogdf j flif5 /Ofglts sfo]j og ofthgsf]k]k] sfoqmdf c]t/-bftf / >l % sf]; /sf/alr ; d]o ; lglZrt ug{dxTj kof{; fwg xg5 . ; fy}j flif5 /Ofglts sfo]j og ofthg k58fn]sfoqmdsf]sfo]j ogdf Nofpg]nlrnf]gfn] e]l bftx?nf0{thg]ds ?kdf ; lhn} 8 sfoqmdf k]z ug{; lhn]agfpgk5{. ofthg] sg s/f plny ug{dxTj kof{x65 eg]j flif5 /Ofglts sfo]j og ofthgn] dflwolds lzlf ; xofu sfoqmdnf0{; du]kdf ; dflj i6 ug5, gls 8flg8f / Plzofnl lj sf; a]sf]st]af6 ; #flnt tTj x?sf ?kdf dfq .

* = c j o j x ? s f] l j j / 0 f

8. COMPONENT DESCRIPTIONS

dWolds lzIff ; xofu sfoqmdsf tlGj 6f pkl fquT gllt p2Iox?sf]kpllt xfl; n ug{cfj Zos ePsf]egl
klxrfG ul/Psf sPfsnfkx?df lGdGlnlvt cjoJ x?sf ljj /Ofx? cfwfl/t 5g\ sPfsnfk ; DalGw rf/j 6f
l fqux?nf0{S}xl uxg t/Lsf n]j rf/ kfoPbf, a9L lJ lzli6sE ; 1d sPfsnfkx?eGbf dVo dVo sPfsnfkx? jf
sfoqmdx?sf]txdf Wofg s]GbE ul/PsfE . kYd p2I0. ; du]sfoqmdsf]vjsf k|t t ug{x]h; df sG]l fquT
sfoqmd pkfuds nflu cfj Zos ; :yfut k\$Pp / sfoz]hldf lG/Gt/ dxTj lb0G5 .

bf] f] sfoqmdnf0{cflyE ; xfoTf pknAw u/fpg ; mlg
; 0Qm lJ sf; ; femP/x?sf cf-cfknyf lJ lzli6sE
cfj Zostf-ztE? xE5g\veG]s/f : jlsf/ ul/PsfE .
xrn dWolds lzIff ; xofu sfoqmdklt k|ta4 b0fbt [; :yfsf cfj Zostf? k/f ug{56E}; xofu b: tfj Jhx?
tof/ kfl/Psf 5g\ . sfoqmd pkfud; E cGsh xG] u/L, ol ; xofu b: tfj Jhx?df j OfG ul/Psf sPfsnfkx?
dWolds lzIff ; xofu sfoqmdsf] dh b: tfj Jhd
cfwfl/t 5g\ . k|t t ul/Psf ; xfos sPfsnfkx?sf]
; Wof / Itgx?sf]k|ttsf]t/sf / Itgx?sf]cgludg
/ k/Lf0sf ; DaGwdf ul/Psf]lj : tE j OfGdf leGtf
kf0G5 . cf-cfknyf ; xofu b: tfj Jhx? Ps csfE
gaflePsf]s/f ; lGZrt ug{kP0g ul/Psf]5 .

***J cjoJ PSM I; sf0sf]jftfj /Of**

lj Bfno :t/

ul/jl / n]as nlo nufot lhNnfut klydstf? /
; du]glltut sfo{ Argfcg; f/ lhNnfs]ahPaf6 lb0G]
clt/Om]lj Bfno cgbfGsf nflu u]x0 xG ; wf/sf of]hg
-lj Bfno ; wf/ sfoqmdsf]cusf?kdf_ lj Bfnox?n]tof/
ug]ck]ff ul/Psf]5 . lj Bfno Joj : yfkg ; ldtx?n]
lj Bfnosf] k0E{kdf ; wf/ ug{/ lj Bfnosf eff]ts
; wf/sf sfoE? ug{lhNnfs]ahPaf6 /sd k|t ugE]
nflu ufpF]j sf; ; ldt / ufpF]zIff ; ldtx?; E]sf]
; xofu]df ; wf/sf k|t]fj x? tof/ ug]ck]ff ul/Psf]5 .
ol lgsfox?nf0{; lDkPsf lhD]f/lx?sf]kl/k|t{oy]6
dfqdf x] \eGgsf nflu ; dtf lj in]f0f ; lk tyf ckfE
lj BfylE?sf ; d: ofx?k|t ; d] ; r] u/fpg]n3'-of]hg
tflnd kPfg ul/g]5 .

:j o-pkef]m]x?alr ddt; Def/sf]cfj Zostfsf ; DaGwdf
r]g]sf]lj sf; ul/gE / ddt; Def/ sfoqmdsf]thE]
sfof]j og / dNofsg ug]lj Bfnodf Joj : yfkg ; ldt k|t
hj fkn]xl ddt; Def/ ; ldt]sf]u7g ul/gE .

lhNnf :t/

sIff ^ b]v * ; Dd kfl/Des ?kdf hfE lbE]dWolds
lzIff u]clOf hg; Wof / ; lj wflj dV hg; Wof nufot
; aE] nflu kxFof]o agfpg]clGtd nlo /x\$F 5 .
t/ , j tE]fgdf, z]f]s ; :yf / lj Bfnox? clwsfzt M
zx/L l fqudf s]blt 5g\hx]fw]h]f0{lghl l fqudf] lzIff
; Jf pknAw u/f0Psf]5 . lj BfylE?sf] ; fg] ; Wofsf]
sf/Ofn]ubf{buE l fqux?sf : yfglo hgtfx? dWolds
/ pRr dWolds txsf lj Bfnox? : yfkgf ug] : y]tdf
5Gg\ t; yE /sf/L kP; x?sf]Wbfg vf; u/L tl l fqux?df
s]GbE xG\$. lhNnf?df kG: yfkgf /-j lf : tf/sf
nflu lj Bfnox?sf] 5GfE ug] sfd lj Bfno ; wf/
sfoqmdx?df cfwfl/t e]lhNnf lzIff sfof]o / lhNnf
lj sf; ; ldt; E]sf]; dGj odf lj kG; dX / l fqux?nf0{
; xofu ug]f]li6E : t/df tof/ kfl/Psf u]x0df dfkb08
k/f u/L ; DkG ul/gE . dlxnf lzI]fsx?nf0{; 7lft
a; f]f; sf]JoJ : yf ug]lj Bfnox?sf]5GfE ugE nflu
To: t)dfkb08x?sf]lj sf; ul/gE .

sI]fsf]f / z]f]fnosf] kof]t ; lj wf gePsf
lj Bfnox?sf kl/ ; /df cfj Zostfcg; f/ lj lGof]hg ul/g]
tlGj 6f leG leG lsl; dsf sI]fsf]f l8hf0gx? 5g\
kG: yfkg]sf nflu pkoQm: t/x?sf]lj sf; ug{dfuEzE]
?kdf dWolds lzIff bl3E]ng of]hgdf p]n]vt
Gogtd ztE?sf]kPfu ul/gE . hLff]f/ / cG; wf/
k\$P]sf] ; k/lj]f0f ug{/ ef]l sfoqmdsf nflu
lhNnf: t/df lfdtf lGdf]f ug{ cGt/f]6E / /f]li6E
k]lj lws ; xfoTsf]pkofu ul/gE .



* @ cjoj b0M kf7dqmd lj sf;
dNofsg / cWofkgsf ; fdullx?

lj Bfno :t/

/fli6 kf7dqmd vfsleq :yfglo dfu k/f ug(kf7dqmd,
kf7dk:ts, slfss7f cft/sf / ; x-sfnsfkx?sf]
rogf nflu lj Bfnox?nf0{sxl lj sNkx? lb0g5g\

k/vfgfWbks / lzlfss?nf0{lb0g}tfnlddf kf7dqmdsf]
kg/fj nfg / k/Llf0f; E ; Dal6wt lfdtfx? ; d] ;
dfj i6 xg5g\ :yfglo txd kf7dqmd lj sf; k56fnf0{
k[7krf0f ug[k4ltsf]lj sf; ul/g5 .

/fli6 kf7dqmd sfo{Argf lj sf; k56fleq kfo5 lhNnf
kltlgldhs :yfgx?df tby{-c:yfol_ kf7dqmd d-rx?
/flvg5 . o:tf d-rdf cljefj s, ufpfj sf; ; ldtsf
; b:o, lzlf / ; dbfosf ; b:ox?sf]kltlgldj /xg5 .
kf7dqmd lj sf; df gful/s ; dfhsf]sg):yfg gePsfh]
o:tf lsl; dsf d-rx? w}]dxlj kof{x65g\ . lj Bfno
kf7dqmdaf afns tyf dlxfsf]R5f, cfj Zostf / dNlox?
; dfj i6 ug5f nflu :yfglo hg3gTjcg; f/ hghftlo
cNk; W6sx?sf]kltlgldj klg ; lglZrt ul/g5 .

/fli6 kf7dqmdnf0{:yfglo cfj Zostf; E cfj 4 ubf{
lj Bfno ; wf/ sfoqmd tof/Lsf] Pp6f cuf] ?kdf
lj Bfnox?n]kf7dqmd, dNofsg / klzlf0f ; fdull /
tfnld nlox?sf]klxrfg ug5g\ kf7dqmdsf]sdtdf
!) blv !% kltzt efun]:yfglo kl/l:ylt kltlj ldat
ug5 . gful/s ; dfh -u}; /sf/L ; :yf; ; dbfodf
cfwfl/t ; #7gx?_ ; E sf] ; xofun] kf7dqmdsf]
sfof]ogdf d6t kfofpg5 . ol nlox? xfl; n ug{
; 3fpg lzlfss?n]cfkth]cfj lt{-ahf-ahfdf ; #fng
e0{xg} tfnld lng rfxsf lfgx?sf]klxrfg ug5g\
tnld lng]lbgf]afBkrfBsf]cfwfl/df lj Bfnox?n]
dNobds lzlf lj sf; 0sf0{/ ; ft s]bx?nf0{pglx?nf0{
tnld pknAw u/fpg cg/fv ug5g\

slfss7fdf kofu ug5f nflu oyfyk/s lzlf dNofsg
ofhgx?sf] lj sf; ul/g5 . lzlfss?nf0{n]us
; jfnx?df bl6 kfofpg, ; a}afnaflnsf]dNofsg
ug{hft j f hftut ?kdf pk]lft afnaflnsf / ckE
afnaflnsf kys j f lj zif l; sf0 cfj Zostf]afv
ug{ ; Sg] / To; klt ; jHgzln agf0g5 . slfss7f
leqsf]dNofsg / cftl/s k/Llffx?sf]th6f, Joj :yfk
/ sfof]ogf nflu lzlfss?nf0{lhDd]f/ agf0g5 .
l; sf0sf]:t/ / u0ffdstfdf j [4 ug[x]eg]o:tf]
lhDd]f/Lsf]lj sf; cTofj Zos 5 . gofRkf7dk:ts /
lzlf lgb]zsfdf slfss7fdf ul/g] slfss7f
dNofsgnf0{ a}j ifox?alr / ; du]dNobds lzlfdf
tfbdo xg]u/L kf7dqmd; E cfj 4 ug]:ki6 hfgsf/L
; dfj i6 xg5 .

lzlf saf6 ul/g] slfss7f dNofsgdf ; 3fp kfofpg
lgDg dNobds lj Bfnox?df kf7dqmdcf cfwfl/t lg/t/
dNofsg ofhgf / pbf/ kbflgtl kffnlsf]cfj Zostf
5 . lj Bfnosf] kf7dqmdleq hljgdhs ; lkx?sf]
dNofsg pk/ klg lj rf/ ul/g5 .

lhNnf :t/

; Rgf ; sng ug{5nkmn ug/ :yfglo txsf d-rx?df
; sng ul/Psf cfj wf/0ff=bl6sf]fx? pk/ lj rf/ lj dz{
u/L /fli6 txd l; kll/z ug{lhNnf :t/df c:yfol
d-rx?sf]klg :yfkf ul/g5 . lhNnf lzlf clwsf/L /
lhNnf lzlf ; ldtsf ; b:ox?n]o; cEof; df ; dgj o
ug5g\ . lhNnf:t/sf d-rsf ; b:ox?df cljefj s,
:yfglo gTj j u{gful/s ; dfh ; #7gx? Pj #lhNnf
lj sf; ; ldtsf ; b:ox? ; d] ; dfj z xg5g\
slfss7fdf ul/g] dNofsg Pj +cftl/s k/Llff lng]
lhDd]f/L lzlfssf] xg5 eg] slf * / kj lzsf
-P; -Pn= ; l_ k/Llff ; #fng ug]lhDd]f/L lhNnf k/Llff
; ldtsf]xg5 .

lhñnf lzlf sfofñoaf6 ul/g]lhñnf :t/sf]lgoldt
zñfs Joj :yfkq ; Þgf kðffnln] :j tñ lzlf sx?sf]
lj ifout afBkñfB, kf7ðqmd, lzlf s lgb]zsf /
kf7ðk:tsx?sf]pknAwtf ; dñj i6 ugñ . lhñnf:t/lo
j flifð ofñgf kððdf ; dñj ð u/fpgsf]nflu ; Hñk
; Þgf ; Íng ug]sfof]lhðdñf/l lgnf/0f ug]sfof
; ðfut lfdtf lgnf sfof]cñtuñ lhñnf lzlf
sfofño?sf]kg/; Argf ug]sðdf tñ]sg]5 . lhñnf
lzlf clwsf/lzf] ; k/lj]f0f cñtuñ ; k/lj]fs / ; ð
JolQm?n] k/df0ffds / u0ffds ; k/lj]f0f tyf
dñofsg tyofsf] ; sng ug]sfof]0f; xh agf0f; ðf]
; dñj o ugñ\ kñfgñbks / lzlf tñddf slfsf]f
cg; ðgf / kl]t] ðg lbg] tl/sfx? ; dñj ; dñj i6
xgñg\ kf7ðqmd lj sf; sðbñ]k]oð kñf kñf j ifðf
kf7ðqmdsf] ; du|kñf] sf]dñofsg ; ðng ugñ .

lfñlo :t/

siff * sf]k/lffsf]u0f:t/df 7f] ; wñ/ ugñ nflu,
lfñlo lzlf lgb]ðgnox?df lfñlo k/liff sfofño?sf]
:yfkq ul/gñ / To:tf sfofño? siff * sf]lfñlo
k/lffsf]u0f:t/sf]nflu lhðd]f/ xgñg\ k]l]zsf
k/lffsf]h:t); dfg kð]tsf lhñnf k/liff ; ldtx?sf]
pkofñ u/l ltglx?n]lhñnf l:yt sfofño? dñkñ\
sfd ugñg\

lfñlo kf7ðqmd lj sf; sðbñ]kf7ðqmd kg/fj nñsg
; ldt]sf]dñofsg ð; k/lj]f0f ug]lgsfosf]kdf /xg]
eldsfñf0f; bð u/l ; ðfut ul/gñ .

/fli6e :t/

lj Bfnodf cñwñ/t sðfsnfkx?sf]dñwðaf6 j tðfg
kf7ðqmdsf] sfof]ognf0f ; bð]s/0f ug] sðdf
kf7ðqmdnf0f{cBf]lws u/l kg/fj nñsg ub]hfgkg]
cfj Zostf 5 . o; sfoqmdsf nflu ; du|lhðd]f/l
kf7ðqmd lj sf; sðbñ] lgnx /xgñ . t/ sfof]og
; Dalñw sðfsnfkx? / vñf l; sf0 lgb]zsf Pj ðzlf
; xoft ; fdulx?sf]lj sf; eg]/fli6e, lfñlo, lhñnf /
lj Bfno txdf ugñh?/l 5 .

o; sðfsnfk ; ð; ð]kf7ðqmd lj sf; sðbñ]siff !
bñv !e ; Ddsf]/fli6e kf7ðqmd ; Argf]lj sf;
ugñ . o; df b:tfjñ / slffsf]f txdf j tðfg
kf7ðqmdsf]j ðb clbog ; dñj ð xgñ . lgnf dñwolds
/ dñwolds txdf of]sðfsnfk kl5, /fli6e txdf lfñlo,
:yfglo / nñs ; /ðf/x?nf0f{dñwgh/ /fv l dVo dVo
lj ifox?sf]kf7ðqmd tof/ ul/gñ . t/ cño lj ifox?sf
; Dañwdf, vñsdf plñnvt /fli6e?kdf tñ]sPsf
pknAw? xñ; n ugñ; 3fpg ; Sg]vñsf kf7ðqmd /
kf7ðk:tsx? 5gñ ug]lj snk lj Bfnox?nf0f{b0gñ .
/fli6e kf7ðqmd vñsfsf]lj sf; Jofks xgñ / xñ
5nkn e]xñf lj leñg ; j fn=lj ifox? o; df ; dñj ð
xgñg\ o; df cño s/f sf clt/Qm]lgnf s/fx? ; dñj ð
xgñg\ lzlf0f]efiffdf nrstf, hljgdñs ; lk lzlf,
JolQmut cfj Zostf ; xñpñ Jofj ; flos sfoqmdx? ,
; dñj ð xgñ]lj ifox?sf] ; wof, ; Þgf ; ðf/ kl]lw / vf;
vf; cfj Zostf ePsf lj Bfylx?sf kf7ðqmd ; Dalñw
cfj Zostfx? .

xñ Sofñk; df clbog/t lj Bfylx? nufot bz siff
kl5 b0f] if]sf]f{clbog ug] ; Dk0f]lj Bfylx?sf nflu
pkoQm kf7ðqmdsf]lj sf; sf nflu o; cEof; n]Pp6f
vñs ; dñj pknAw u/fpgñ .

/fli6e kf7ðqmdsf] vñsleq /x] / lj Bfno tyf
lzlf sx?; ð ; xsfof]ub]kf7ðqmd lj sf; sðbñ]lgnf
dñwolds, dñwolds / pRr dñwolds slfsf]f]x?df
kñfñ ugñ nflu pkoQm zñfs ; fdulx?sf]lj sf;
ugñ . o:tf ; fdulx?df kf7ðk:tsx?, lzlf sx?sf
nflu lgb]zsf -lj :t] JofVof ; lxtsf] kf7ðqmd
; fdul; dñ_, lzlf ; xofñ ; fdul, / lj Bfylx?sf]
pkofñsf]nflu clt/Qm kf7ð / ; ð ; fdulx? ; dñj
; dñj ð xgñg\ . lj 1fg; Dalñw pks/0f, >Job]o /
cño slffsf]f l; sf0 ; fdulx?sf nflu Doflr-É sf]f-j f
; fdul pknAw xgñ .

dfly plnly ePenhJ Bfno :t/_ slff ^ bly !) ; Dd
slffsf]df ul/g]lzlfssf]dNofsgdf ; wf/ ul/g\$ /
lj Bfnodf ul/g]dNofsg Joj :yfdf ; wf/ NofOg\$.
lj Bfnodf cfwfl/t dNofsgsf nflu kf7dqnd lj sf;
s]bdf :yfkf ul/g]gofFij Bfno dNofsg OsfOsf]
dNbdaf6 ; du]lj Bfno cfwf/df Pp6f gdyf k/Llff
sfoqmd agfOg\$.

kf7dqnd lj sf; s]b]cBfj lws lj zif lj j /Of ul]8sf]
lj sf; ug\$ / k/Llff lgoqssf]sfof]on]lqlo ; Argf
dfknt slff * sf]k/Llffsf]uOf:t/ kl/dOfsf]lgoldt
?kdf cgludg ug\$. k/Llff lgoqssf]sfof]on]lqlo
clws]x?sf nflu tflnd sfoqmdx?sf]lj sf; ug\$ /
lzlfxs?sf nflu tflnd sfoqmdx? lj sf; ug{lfqlo
sfof]onfO{; xofu ug\$. dlxf clws] / klzlfsx?nfO{
k] ; flxt ug{; sf/flds sfd sf/afxl ul/g\$. dlxf
; m]gtf ; xh agfpg pkoQm9udf tflndsf] ; Argf,
; do / ; fmg ul/g]:yfg to ul/g\$.

k/Llff lgoqssf]sfof]on]k]l]zsf k/Llffsf]uOf:t/
/ ; fmgdf xfl; n ul/; lPsf kmfObfx?nfO{; b\$ /
lj :tf/ klug\$ / lj s]b]s] ; Argfx?nfO{; b\$ agfp\$
hfg\$. ol k\$]fx?sf] Pp6f efusf] ?kdf, k/Llff
lgoqssf] sfof]on]k]l]zsf k/Llffsf ; a}klfx?sf]
lqj ifl6 kb/fj n]sg ug\$. k/Llff k]ffnl / ; :yfx?sf
; a}txx?df dlxf kl]lglw]j df /x\$]c; GthgnfO{
; wf/ ug{lg/Gt/ ?kdf s]b]s] ; eQmkof; x? kof]gx?
ul/g\$gV kb/fj n]sgdf n]Es e]efj ; Dalw ; jfn
klg ; dfj] xg\$.

kg]Mcledvls] / ; b\$ kf7dqnd lj sf; s]b]k]kf7dqnd
lj sf; , kf7dqnd Joj :yfkf / kf7dqnd lj t/Osf nflu
Pp6f Psls] ; lfd lgsfosf]Joj :yf ug\$. kf7dqnd
lj sf; s]b]c]k]kf7dqnd sfdcf cema9L z]fs lj z]f1x?
; fw/Of]of]lj Bfno lzlfxs? / vf; u/L dlxf lzlfxs?
; d] ; dfj] ug\$.

/fli6 kf7dqnd / dNofsg kl/ifb]sf]u7g ug{/fli6
kf7dqnd s]b]s] ; b\$]s/Of / lj :tf/ ul/g\$ / o; n]
slff ! bly !) ; Dd kf7dqnd / dNofsgsf lj ifox?; E
; Dalwt ; a}gltx?sf nflu lhD]f/l j xg ug\$.
/fli6 :t/df lj Bfno lg/Llffnosf]:yfkf ul/g\$.

***# cjoj tlg]lzlf lzlf tyf ljsf;**

lzlfssf]lzlfssf]uOf:t/ / blftdf ; wf/ Nofpg /
slffsf]df cem a9L k]f]sf/l l; sf0 ; lgZrt ug{
dWolds lzlf ; xofu sfoqmdh]k]ffnlsf ; a}txx?df
lzlf tflnd /Of]lt / s]f]snfx? ; dfj] u/\$]5 .

lj Bfno :t/

Pp6f dfaaf6 k]/t cfj t\$ -af/Daf/ e]xg] lzlf
tflnd k]ffnlsf]lj sf; ul/g\$. o; sf]; e]g lj Bfno
; wf/ sfoqmd dfknt]xg\$ / lj Bfno tflnd of]hg
o; sf]Ps cle]g cu xg\$. vf; u/L, lj Bfnodf sfo{t
lzlfxs?sf]; Wofsf cfwf/df, k]o\$ lj BfnofO{tflnd
cj lwsf]j flif\$ s]f] lj t/Of ul/g]nlo /x\$]5 . t/
To; /L s]f] lj t/Of ubf{lj Bfnosf]cj :yf, dlxf
lzlfxs?sf]; Wof, kxF / ; dfgtdf ; wf/ Nofpg nlo
lgw{Of ug{ pkfox?sf]sfof]og ug{]sfof]lj Bfnon]
k]t u/\$] ; kmntf ; d]nfO{b]out ul/g\$. sg
lzlfxs?n] tflnd lng]/ s; n]sgdf efung]e]g]
s/f lj Bfnon]g]lgw{Of ug\$.

o; afx\$, ; a}k]f]gn]Wofksx?n]clgj fo]k]fflOfs/Of]knt
n]hg]lj Bfno Joj :yfkgsf ; Dalwdf Pp6f 5\$]tflnd
k]t ug\$g\ o; tflnddf lj Bfnosf b]fosf klfx?
; dl]g]5g] z]fs ; k/lj]fOf, :yfglo ?kdf cfwf/t
kf7dqnd lj sf; , sdcf/l Joj :yfkf, ;] / lj Qlo
Joj :yfkf, ; fd]hs / ; fdb]os r]gf, k]f; g,
lj Bfno ; wf/ sfoqmdx?sf]; xelutfd]hs of]hg /
lj sf; . sfoqmd cj lwdf lzlfxs?sf nflu pglx?sf]
blft / pQ/b]lo]j df cfwf/t gof]of]otf / tnadfg
t]sg\$ / b]lo]j / eQf t]g]lhD]f/l k]f]gn]Wofks /
lj Bfno Joj :yfkf ; ldltsf]xg\$.



dlxnf / ; lj wlfj dV ; dxf6 lzlf sx?sf]lgolQndf
j [4 ug(lj zif sbdx? rflngf g\ o; sf nflu pQm
; dxsf kl|t|glwx?nf0{ k|f; } fsnlg lzlf sf tflnd
k|f|f|kq c|tu|f lj Bfno ; wf/ of|hgdfk|f k|f|Des
lzlf sf tflnd lbg sf|f k|ffnl nfu"ul/gf / tflndsf]
nflu @)) j 6f 5faj [0 k|f|g ug[Jo] : yfsf]z?jft
ul/gf . ol lj zif sbdx?nf0{cfwf/e't tyf k|fylds
lzlf sfoqmd bf] [r/0fsf]c|sf]kdf /xsf]dlxnf
lzlf zfvf, lzlf lj efuaf/f ; -rflnt sfoqmdx?; E; E]
; -rflng xg]u/L ; d|j o ul/gf .

o; txd ; j f k|f|g / tflndsf]k|f]sf]cgludg ug[
sfo[lj Bfno / o; sf]lj Bfno Jo] : yfkg ; ldl|t d|f|k|f|
lj Bfno ; wf/ ; ldl|ts}; du|cgludgsf]efusf]kdf
; #fng ul/gf .

Ihlnf / Ifqlo : t/

lj Bfnon]cfk|f] lzlf snf0{lbg rfxsf]tflnd 5gf6
u/k|l5 Ihlnf lzlf sfon]e)) hgf >f] Jo|Qmx?
dfk|f tflnd k|f|g ugf hg xfn sfod /xsf >f]
s|b|x? / dflwldsf lj Bfno ; xfof sf|f d|f|k|f|
k|f|t gofF; lj wfx?sf] cfwf/df lj sl; t ul/gf g\
dflwldsf lj Bfnos?nf0{ltglx?sf]c|sf/, cj|:ylt /
b/l|sf cfwf/df % b|v !) j 6f; Ddsf]; d|xdf ; u|7t
u/L x/\$; dxsf]nflu Ps >f] s|b|: yfkgf ul/gf g\
; a>f] s|b|x? gofFej gdf gxg ; S5g\ dflwldsf
txsf s|x >f] s|b|x? cfwf/e't tyf k|fylds lzlf
sfoqmdsf >f] s|b|x?nf0{lj : tf/ tyf dd|f ; ef/ u/L
tyf yk >f]x? h6f0{ j f sg} 5flgPsf] dflwldsf
lj Bfnosf]slf sf]fnf0{>f] ; fwg lbnf0{tyf dd|f
; ef/ u/L : yfkgf ug; lsgf . gofFej g cfj Zos kg|
7fp|f To: tf]ej g xtf sfod /xsf]dflwldsf lj Bfno
; E]lgd|f ul/gf, h; n]slf sf]f / tflnd slf
b|sf]sfid ug; sf] \ o; n]k|f|df gcfpg]ej gx?
agf|f]n]h|f]h|f]vd sd ubf . o:tf >f] s|b|x?sf]
j f:tlj s cj|:ylt / ltglx?df ug[kg]dd|f ; ef/sf]
j f:tlj s cj : yfsf af/df Ps ; ef|otf c|b|og ; #fng
ul/gf .

cf|f]hs lj Bfnosf]Ps lzlf sn]>f] k|f|wssf]kdf
sfod ugf t/ x/\$ e|08 -Sn:6/_ leq kg|lj Bfnos?af6
5flgPsf p|sf dh klzlf sx?af/f tflnd ; #fng ul/gf .

ol dh klzlf sx?nf0{k|f]fnlg?kdf sfo{t Ifqlo dVo
klzlf sx?n]dflwldsf lzlf lj sf; 0sf0df tflnd k|f|g
ugf g\ ol Ifqlo klzlf sx? Ifqlo txd sf|t lj zif
xg\ Joj ; flos lj zif bnsf]Ps c|sf]kdf /xsf
Ifqlo txd sf|t ol klzlf sx?sf] sfo{; Dalwt
Ifqleqsf lj lef g dflwldsf lzlf lj sf; of|hgdf
; -rflnt tflndnf0{; xofu k|f|pg' x|f]. lj Bfnodf
; dosf]qmd; E]ablng]cfj Zostf? kl|k|t|f]nflu
gofFk|f7dqmd / kf7a ; fdul lj sf; df ol klzlf sx?
; #lg /xgf g\ oBlk lj Bfnonf0{ cfj Zostf k/\$f
lj ifodf ; Dalwt lj Bfno : j o+ #lg /xl sfo{x? ugf
efg]ck]ff ul/Psf]5 . x/\$ dflwldsf lzlf lj sf;
0sf0, 0sf0 k|f|vaf/f Joj|:yt xgf / ltgsf]
sfo[lj j /of kl|j|t|f ; Gbe4f|f0{ d|f]u/L kg/fj n|f]g
ul/gf g\ >f] s|b|f ; #flnt tflndsf]uof:t/; Dalw
cgludgsf]nflu lzlf sf|f|o=dflwldsf lzlf lj sf;
0sf0 k|f|v / Ifqlo dVo klzlf sx?sf]eldsf : ki6
k|f|Jo] : yfkgf] v|sf tof/ k|f/gf .

of|otf tyf l|dtf clej [4; Dalw tflnddf ; dtf|k|f|
kx|f agfpgsf nflu dflwldsf lzlf lj sf; 0sf0 ; h|fnf0{
Psls|f tyf lj : tf/ u/L lj Bfno ; d|xdf cfj 4 u/L
dflwldsf >f] s|b|yfkgdf ; xofu k|f|ogf . Jo] : yfkg
ug; lsg]cf; kf; sf -kx|f_ Ifq|? ; d|f] !) j 6f yk
dflwldsf lzlf lj sf; 0sf0x? agf0gf g\ ltglx?
j f:tlj s cj|:ylt ; ef|otf c|b|ogkl5 dfq]lg|Zrt
xgf . ; a}dflwldsf lzlf lj sf; 0sf0x?df dlxnf
klzlf y|f]sf]nflu c|nlu}cfj f; lo k|f|w ldnf0gf .

dflwldsf lzlf lj sf; 0sf0 d|f|k|f| k|f|fut p|gl|t; E
; Da|c dflwldsf >f] s|b|x?df tflndsf]; #fng tyf
uof:t/sf ; Da|wdf cgludg ug|lh|d]f/l Ihlnf lzlf
sf|f|osf]xgf .

/fli6e :t/

lzlf lzsf; ; Dal6w gltx? tof/ ugI; e6qx?nf0{; b9
kfgk{ofhgsf]nflu lzlf Joj :yfk tyf ; d6j o ; ldltsf]
eldsfnf0{l j :tf/ ul/g5 / of]lgsfo kl5 uP/ /fli6e
lzlf lzsf; kl/ibh]w7}dxTj kOf{lgOf6x? ugI/ gofFgllt
lqdf lhDd]f/ /xg5 . sfoqmd cj lwdf /fli6e lzlf
lj sf; kl/ibh]w7}dxTj kOf{lgOf6x? ugI/ gofFgllt
lgwfOf ug5 M-s_ sfd / lhDd]f/lnf0{k/:sE ugI{gofF
kOfnl lzsf; ugI{zlfssf]j Q lzsf; / tnj dfgsf]gofF
; Argfsf]Joj :yf ugI -v_ kl/Des lzlf tlfndnf0{
; wf/ ugI/ -u_ blf lzlf sx?sf]nflu cgdltkq kOfg
ugIe6g]k|tflj t sfoqmdsf ; Da6wdf yk lgOf6x? ugI

lzlf sf; a)lqdf ; jfsnlg lzlf tlfnds]k6fj sf/l
sfof]ogsf]nflu xfn sfod /x5f z]lfs hgziSt
lj sf; s]b6x{dWolds lzlf lzsf; s]b6]b/ lzlf s]b6h:tf
; :yfx?sf] ; :yfut tyf klj lws lfdtf clej l4 ugI
kb5 . o ; afx5 tl ; :yfx?n] ; #fng ugI{sfoqmd /
lqmfnsfkx?sf] ; du|?kdf k6fj sf/l Joj :yfk h?/l
x65 hg To:tf ; :yfx?sf] ; lDd>0faf6 xfl ; n ugI
; l65 . ctM z]lfs hgziSt lzsf; s]b6h] ; j flr
lgsfosf]?kdf ; du|Joj :yfgsf]bflotj axg ug5 /
; f]lcg?k o ; nf0{; b]9s/Of ul/g5 . of] ; :yf ; j fsnlg
lzlf klzlf0f sfoqmdsf]lj sf; tyf Joj :yfk ugI
lhDd]f/ /fli6e lgsfosf]?kdf /xg5 .

dWolds lzlf lqdf dflj pln]vt ; :yfut vfsdf
b0{dVo s/fx? /xg5gM kyd, >f] s]b6x?df sfof]og
ul/g]af/Daf/ ; #fng xg] tlfndx?sf]k4lt lzsf;
u/l gd6fsf]?kdf sfof]og ugI/ kl/Des kf7dqmd
/ ; fdullj sf; sf] ; lglZrt ugIklzlf sx?nf0{k|zlf0f
lbg] / lhlnf lzlf clwsf/lx?nf0{pglx?sf] eldsf
; Da6wdf ; r] u/fpg] s/f ; lglZrt ugI bf] fl]
lzlf sx?n]cgltdtkq lngkg]klj wfg kl/kl't6f nflu
; j fsnlg lzlf klzlf0f kOf0fkq lj sl; t ugI/ xfn

of]otf gku5f c:yfol lzlf sx?nf0{of] tlfnd kOfg
ugI. of]kf7dqmd 5f6f]cfjzlo tlfnd, b/ lzlf /
lj Bfnoleqsf]lqmfnsfk; d]sf] ; d6j ofds :j?ksf]
xg5 . o ; sf nflu cflzs ?kdf tlfnd kOf lzlf,
\$% jif{pd] gf35f lzlf / nfd]cgej ; ufn5f
lzlf sx?nf0{; xlnot lb0g5 / kf7dqmdsf]s]l efu
56 lb0g5 . glltut dflndfx? o ; sf]nflu ul/g'kgI
z?cftsf]nflu cfj Zos kg]s/fx?, bz dlxg] ; j fsnlg
tlfnd kOf0fkq kf7dqmd cflbsf ; Da6wdf o ; dVo
b: tjjh]sf]bkf g=^-\$ df pln]y ul/Psf] -vf; u/l
glltut Joj :yfsf] ; rL, k6*, df pln]vt .

/fli6e lzlf lzsf; s]b6f] ; :yfut lfdtfnf0{cem
lj sl; t ul/g5 h; n]ubf{o; n]tlfnds]lqdf, tlfnd
; fdullsf]lj sf; , sfof]hs cg; wfgsf]z?cft, cgludg
/ dNofsg h:tf w7]6j ; flos lsfnsfkx? z?cft ugI
; S5 . vf; u/l /fli6e lzlf lzsf; s]b6nf0{; a}k5f/sf
; j fsnlg tlfnd kOf; x?sf]k6fj sf/l/tf cgludg ugI
; du|bflotj xg5 . o ; ; b6df g]kn clw/flho/ slf
sf]7df lzlf sx?sf] sfo{ ; Dkfbg / Joj xf/sf]lj :tE
clbog ugIkl/Des sfoqmd ; #fng xg5 . of]clbogn]
elj iodf sfoqmdsf]k6fj sf/l/tf dNofsg ugIcfw//yfsf]
?kdf sfd ug5 . lzlf sf ; DkOf{lqdx?df plQs)?kdf
b]vPsf n]Es e6efj sf]l:yltnf0{b]66at u/l o:tf
clbogx?sf]th6f / sfof]ogdf n]Es ; j]hglzntfnf0{
; fj wfgk] \$ Wbfg lb0g5 .

lzlf tlfnd; Dal6w ; a)sfoqmdx?sf]cwf/sf]?kdf
kOfu ug5f]nflu /fli6e lzlf bltf tyf /fli6e lzlf
tlfnd kf7dqmd lgb]zsf]lj sf; sf]nflu /fli6e lzlf
lj sf; kl/ibh]sfo{kl/De ug5 . /fli6e lzlf lzsf;
s]b6]ol ; fdulx? lzlfzf:q ; sfox? ; 6sf] ; xof]udf
; Dk6g ug5 / loglx?df n]Es r]gf, ckE afnafnsfsf
cfj Zostfx?, ; r'gf tyf ; #f/ klj lwsf]kl/ro / slf
sf]7fleqsf]dNofsgsf sfox? ; dj z ul/g5g\

bzf)k+rj ifl6 ofhgdf dWolds lzlf sf ; fblef
txsf] nflu cfj Zos kgI Gogtd zlf sf oflotf sf
clt/ Qmsldtdf !) dlxg] lzlf sf tflndsf] cfj Zostf
af/ \$f] 3f] foff ; dfj z 5 . o ; sfoqmd cj lwdf lzlf
zf: qdf !) dlxg] k] 6 ulh P6 l8knf] sf ? kdf kl/ Des
lzlf sf tflnd sfoqmdsf] lj sf ; / z? cft ul/ g\$.

lj lelg lzlf sf tflnd Soffk; x? -; fj hlgS / lghl bj }
sf] nflu s8f dfkb08x? / vl / flie6 lzlf sf kl/ ifb'af/ f
lj sl; t / lzlfzf: q ; sfoaf/ f sfof] og u/ f0g\$.
lzlfzf: q ; sfo; E cfj 4 ; :yfx? af/ f lb0g] tflndsf]
u0fsf]: t/ nf0{ cgludg ug] sfo\$] nflu ; d] hj fkb'xl
xg\$g\ o; sf] k] k] t sf] nflu / / flie6 lzlf sf lj sf;
s] b- lzlf sf ; j f cfof] df cfj Zos kg] df g] lo tyf
s] ko6/ lfdt f lj sf; u/ l cgdlt k] k] t lzlf sf x? sf]
cleny ; Joj : yt ug\$ f nflu Pp6f sfoq] hs k] f] nlsf]
Joj : yf ul/ g\$.

z] f sf Joj : yfksx? sf] tflnd; E ; Da4 / flie6 lzlf sf
kl/ ifb'af sfoq? nf0{ ; :yfut tyf Joj ; flos? kdf w] }
; b] gofF ; :yfnf0{ x: tft/ Of ul/ g\$. o ; :yfn]
k] vfg] w] fksx? sf nflu lj Bfno Joj : yfkgdf k] f] ofkq
k] f] nlsf lj sf; tyf z? cft ug\$. elj iodf k] vfg] w] fksdf
a9j f xg] ; a] k] lzlf sf x? n] golQmsf] P] sj if] eq of] k] f] ofkq
kf0 ; s\$] xgk5{ / xfn sfo{ t k] vfg] w] fksx? nf0{ of]
k] f] ofkq k] k] t ug\$ % j if\$] ; dofj lw lb0Psf] 5 . gofF
; :yfnf0{ o; sf] : yfkgf tyf sfo\$] ; #fngsf] nflu
kl] j lws tyf cfly\$; xfof lb0g\$.

dlxnf tyf ; lj w] j dv j u6f6 lzlf sdf xg] l golQmsf]
l: yltf ; w/ Nofpg lj z] f kxn? ul/ g\$g\ h: t] k]
kl/ Des lzlf sf tflnddf s] f] k] f] nlsf] z? cft ug]/
o: tf j u\$ f k] t lglwx? d] lb] e)) hgfnf0{ 5fj] Q ; lj wf
lbg]. ol lj z] f sbdx? nf0{ lzlf lj efusf] dlxnf lzlf
zfvf - cfw/ et tyf k] y] ds lzlf sfoqmd bf] r/ ofsf]
Ps efu_ dfkm' e0/ x\$ f p: t} sfoq? ; E ; d] j o u/ l
z? ul/ g\$g\

; Rgf tyf ; #f/ klj lwsf] Jofks k] f] usf] nflu tof/ l
: j? k lzlf lf] qdf s] xl kl/ Des sfoq? ul/ g\$g\ v/
x/ \$ lj sf; lf] qdf Pp6f sf b/ n] % j 6f lzlf Soffk; x? df
; Rgf tyf ; #f/ klj lw s] b] : yfkgf ul/ g\$ h; af6
p] k] flbt : gftsx? dWolds lzlf s] ko6/ s] b] x? / - j f
d] qfnosf ; Rgf klj lwsf sfoq? ug{; lfd xg\$g\

* \$ efu rf/ M ; :yfut Joj : yfkg /
lfdt f lgd] f

lj Bfno : t/

lj Bfno : t/ df Joj : yfkg ; w/ ug] M] lj Bfnosf]
lgldQ k] vfg] w] fks 5gf] sf] nflu j : tut tyf lj j \$ k] of{
cfw/ x? lj sf; ul/ g\$g\ o: tf cfw/ df z] f sf of] of,
tflnd / of] of k] k] t lzlf sf sf] kdf p; n] u/ \$] sf d
c] lbnf0{ ln0g' kb\$. 5gf] ubf{ dlxnf k] t
; sf/ f] ds w/ of / x\$] xgk5{ . lj Bfnos? nf0{ lj Bf] l{
; wof / lj Bfnosf sfoqmdx? sf] cfw/ df tlg ; dxdf
af] B] k5{ k] vfg] w] fksn] k] fpg] eQf lj Bfnosf] k] f/ df
klg cfw/ t xg\$. szn / of] o k] vfg] w] fksx? k] fpg
g; lsg] bl' l] f] x? sf] nflu lj z] f eQf lb0g\$.
k] vfg] w] fksnf0{ lzlf sf x? sf] sfo{; Dkfbg d] of\$ g ug]
clwsf/ xg\$ / p; n] z] f sf ; k/ l] f sf] eldsf lgefpg'
k5{ . lj Bfno Joj : yfkg ; ldltnf0{ k] vfg cl] ofkssf]
d] of\$ g ug] clwsf/ xgk5{ . o; sf nflu pglx? n]
pkoQm tflnd k] fpg\$g\

k] vfg] w] fks, lj Bfno Joj : yfkg ; ldltnf0{ ul/ f] lzf
; ldltsf nflu Joj : yfkg tflnd sfoqmdx? lj sl; t
ul/ g\$g\ o; c] tu\$ lj Bfno ; w/ of] hg] sf] tflnd
klg k5{ . lj Bfnosf d] vo d] vo sd{ f/ lsf] nflu lb0g]
tflnd klg o; df ; dfj z xg\$.

* ; Dk] f(tflndx? k] f] nlsf hg; S} txsf lzlf sf x? ; Joj : yfksx? / - j f Joj : yfksx? sf] ; b] e] f ePkg ltlgx? df lzlf tyf Joj : yfkgdf n] us ; d: ofx? /
n] us lj Zn] ofdf tflnd ; d] ; dfj z 5g\ .
(dWolds lzlf of] hg] sf] ; b] e] f df g] lo ; f] lj sf; of] hg] sf] ; Da' wdf 5nkm ubf{ of] : j] lsf/ ul/ P] sf] 5 ls df g] ; f] lj sf; of] hg] sf] s] b] k] g 5nkm
j] k] t l] qut ; b] e] f ul/ g' k5{ / s] t] t] d k] g cfw/ et tyf k] y] ds lzlf sfoqmd c] tu\$ sf] j t] f] g s] ds] ; b] e] f ul/ g' k5{ .

lhlnf :t/

lhlnf lzlf sfofhosf]; a;fut / sfoqt ; wf/M
lhlnfdf sfd ug[blf g;[tj u\$fi kl/sNkgf / sfoqfem
ughf0{; d;[lj rf/ u/l lhlnf lzlf sfofhox?df cem
oflo sdf/f/x? k7f0g5g\lhlnf txdf lzlf sf]kfej sf/l
ofhgf tyf Joj : yfkg ug\$fnflu lj z;[hf\$ lbg]; Gbedf
lhlnf lzlf ; ldt sf]ofhgf; Dalw sfo{ug{tyf lhlnf
lzlf zfvfsf sdfs]cgludg tyf dNofsg ug\$fnflu
Ps ofhgf clws; lgoQm ul/g\$. lhlnf lzlf zfvdf
dlxnfno{f]huf/l / tflnd lbg]s/hf0{; sf/fds b[6a]
x]/g\$.

lj Bfnosf ; dXsf]nflu ; k/lj]fs k7fpg]kpf]hgsf]
nflu lhlnfx?nf0{ : yfglo lfd f]efhg ul/g\$ /
pglx? Toxfk7f0g5g\

lfqlo :t/

lfqlo lzlf lgbzgfno ; wf/ ug lfqlo lzlf
lgbzgfnox?nf0{/fli6e ?kdf tof/ kl/Psf tlg dVo
lfqsf sfo? k/f ug\$fnflu ; wf/ ul/g\$g\ -s_
ofhgf, cgludg, dNofsg / lg/lifof -v_ lzlf
tflnd tyf lzlf Joj : yfkg -u_ k7f0qmd, dNofsg /
k/lif . ol sfo? ug\$fnflu lfqlo lgbzgfnox?nf0{
yk >f; ; fwg / sdf/l pknw u/f0g5g\

/fli6e :t/

xfnf] sdf/l lgoQm kffnlnf0{ sdf/l sf]
tflnd / lghsf]sfd; E cfj4 u/l ; wf/ ug
lzlf tyf v]hsb dGqnon]dfgj >f; lj sf; ; Dalw
gllt tof/ ug\$ / dWolds lzlf sf]cfj Zostfnf0{
dfgj >f; lj sf; u? ofhgdf ; dfj z ul/g\$. o;
glltn]; a;fx?df tflnd cfj Zostsf]klxrfg, bzleq}
/ bz afx/ lbg'kg]tflndsf]k\$fi/ ; Dalw hfgsf/l,
tflnd kkt sdf/l v6fpg]ydf]t ug]/ k6s k6s
; -rfng ugkg]/ kgtf]ul tflnd af/]; lglZrtf
ugk5{. yk tflnd cfj Zostf klxrfgsf sfo?
ul/g\$g\ Itgsf lg:sif]dWolds lzlf sf]nflu dfgj
>f; lj sf; u? ofhgfsf] yk lj sf; sf] nflu dfu{
lgbz ug\$.

lzlf ;]f ; dX -sB/_ , lzlf0sf]kg:yfkg ug
lzlf tyf v]hsb dGqnon] z]fs ;]f lzlf0f
; dXsf]sf8/nf0{kGm ; -rfng ug{/ kfylds lzlf
tflnd s]b,] z]fs hgziSt lj sf; s]b/ b/ lzlf
s]b,] dWolds lzlf lj sf; s]b\$ /f-k-lätlo >f]; Ddsf
kx? lzlf ;]f -lzlf sf JoQm? lgoQm u/l kkl't{
ug]gllt lng\$. ol ; a;fx?df Joj ; flos klzlf sx?
/Vgsf]nflu o; f]ul/Psf]xf]. z]fs ;]f ; -rfngdf
cPkl5 dGqnon]tl kbx? lglZrt ; dofj lweq klt{
ug]gllt lng\$. ol kkl't\$fnflu dlxfx?nf0{; lfd
/ k]; flxt u/fpg ; sf/fds sfo? z? ul/g\$g\
dGqnon]/f-k= t]lo / lätlo >f]sf sdf/f/x?nf0{
tlg efudf lj efhg ug\$mas; j u{-kz; g / lg/lifof_
av; j u{-k7dqmd / dNofsg av; j u{-lzlf lj lw-
clwfg_ . xfn /f-k= t]lo >f]df ck]ff ul/Psf]
Joj : yfkslo bltfnf0]j rf/ ubf]j -P8\ : t/sf]k9f0df
k] z kfg]of]otf tyf cfw/ ckof]t 5g\ dGqnon]
z]fs ;]fsf /f-k= t]lo >f]sf ; a}kx?df k] zsf
nflu Gogtd z]fs of]otf PdP8\ -PdP\ / Ps jif]
tflndnf0]lgw]of ug\$.

z]fs hgziSt lj sf; s]b\$]Joj:yfkg tflnd
lfdt ; wf/ ug z]fs hgziSt lj sf; s]b\$nf0{
o; n]v]g]dx]j kof{eldsfnf0{Wofgd /fv] tflnd
kof]h agfpg / tflnd ; #fng ubf{; dtf, n]s
r]gf; fy ; #fng ug{; Sg]val ePsf blf klzlf sx?sf]
; dXaf/f ; ; lhht ul/g\$. o; df jf: t]s ?kd}tflnd
slf ; #fng ug]; Sg]kof]t ; Wofdf /f-k-lätlo >f]sf
klzlf sx? xg\$g\ xfn lgd]f e0/x\$]dfgj ; zfwg
lj sf; ofhgdf dWolds lzlf sf]s/fnf0{klg ; dl]g\$
/ o; sf]sfof] ogn]/fli6e lzlf lj sf; s]b\$nf0{; lfd
klzlf ; lxt ; ; lhht ug\$. /fli6e lzlf lj sf;
s]b\$]pRr txsf klzlf sx? kof]fnlg s/f/lo cfw/df
lgoQmug; Sg]Joj : yf ldnf0g\$.

JoJ:yfkg tflnd sfoqnd tof/ kfg/ nfu"ug
dlnon}xnf)epsf cllwogx?sf]cfwf/df dlnono /
o; sf ; xofu lgsfox?sf]tflnd cfj Zostf klxrfg
ugI s/f kf/De ug. /fli60 lzlf lj sf; sllw
Pp6f cllwof lws JoJ :yfkg tflnd ; r'gf kffnl / Pp6f
bl36fnlg / cllwofnlg tflnd offhgf tof/ kfg h; df
zllw sd(f/lx?nf0{lb0g] tflnds]k\$ / / kl/df
pNny xg. . o; n]tflnd ; yfx?sf]klxrfg ug /
tflnd ; fng ugI; xsfo\$]kffnlsf]; d] pNny
ug. . kfwg cllwofsx?nf0{tflnd lbg]dflwolds lzlf
lj sf; 0sf0, >f: sllw/ lj Zj lj Bfno Sofdk; x?; E
; d]; xsfo{xg.

; r'gf tyf ; f/ kffnl df ; wf/ ug ; r'gf tyf
; f/ klj lw sf]JoJ :yfkg, sfof] og / cgludg ugI
sfo{zlff lj efu leq}xg / lj leq ; yf / ; 3x?df
; r'gf tyf ; f/ klj lwsf dVo sllw lj 6b'xg5g\ lzlf
tyf vhsb dlnon]; r'gf / ; f/ kffnl nf0{pirt
; r'gf tyf ; f/ klj lw kffu u/l cfwgsls/Of ug.
; f/ kffnl ; wf/sf]nflu /fhkqfst clws[x?nf0{
; r'gf tyf ; f/ klj lw tflnd lbg]JoJ :yfn0{sfof] og
ug. . lqlo lgbz'gfnox?af6 sllw sfof]odf /
sllwaf6 lqdx?df ; r'gf k7fpg l8lh6n kffnl nf0{
lj sl; t ul/g. / :t/lo 006/g\$]kffuaf6 ; r'gf /
; f/nf0{; lqotfsf ; fy kff; flxt ul/g.

**lzlf tyf vhsb dlnono / o; sf ; xofu lgsfox?sf]dfgj ; zfwg lj sf; sf]:yft dlnofsg
ugI/ tflnd sfoqnd nfu"ug** lzlf tyf vhsb
dlnon]cfkny]JoJ :yfkg / kzfut sd(f/lx? tyf
; xofu JoJ :yfkg tyf tflnd klzlfoklt nllft
dflwolds lzlf sf cfj Zostfnf0{dfgj lj sf; ; zfwg
lj sl; t ug. . dfgj lj sf; >f]n]cfkny]offhgf
lzlf tyf vhsb dlnofleq / aflx/sf tflnd ; yfdf
; dtf lj Zn]of / gllt lgdof nufotsf dflwolds lzlf
tflnd tyf JoJ :yfgsf dxlj kff(lqdx?df pRr:t/lo
tflnd klzlf ptkfbg ugI sfo\$; dfj z ug.

o; df dflwolds lzlf, lzlf klzlf / zllw
kzf; sx?nf0{k}]fsfng tflnd lb0{tflnd kffg
ugI; yfx?sf]lfdtf a9fpg]vfnf sfo\$ / ultlj lwx?
; dfj z xg5g\ dlnofns]dfgj lj sf; ; fwg lj sf;
offhgf dflwolds lzlf / cfo lzlfj b\$ nflu k}]fsfng
tflnds]uof:t/ ; wf/ ugIcu klg ; dfj z xg.

**lj Bfno lg/lif / ; kl/j]f0sf]gofkffnl nfu"
ug** /fli60 txdf lj Bfno lg/lif kffnl thf u/l
nfu"ug{h?/l blw.

gllt lgdof [M dlnon]/fli60 lzlf kl/ib\Dalw
lj wps k z u/\$]5 / of]gllt lgdof]; j r lgsfo
xg. . o; ; yfnf0{cfly\$ tyf klj lws ; xofusf]
dflwofaf6 glltut cg; lwdf ; xofu k7of0g.

dlnofns]agf Msxl cllwogx?n]dlnofns]xnsf]
agf]df sxl ; fdfw km]abn Nofpg' kgIcfj Zostf
cfl]ofPsf 5g\ h:t} xnsf]agf]df lzlf tflnd
; Dalw gllt lgdof tyf offhgf thf]sf nflu sg}
zfvf jf 0sf0 5g. ; yfut tyf sd(f/l tflnd
zfvfn]/fli60 lzlf lj sf; kl/ib\$]; lrjfnof]?kdf
sfo{ug{k5}.

lzlf ljefusf]; yfut agf ; wf/ ug lzlf
ljefusf]:yfkg sl/a b0{j if{cl3 ePsf]xf]. o; sf]
; fng; Dalw cllwog]xnsf]JoJ :yfkg ; r'gfdf
sxl kl/j t' ubf{o; sf]JoJ :yfkg blftdf j l Nofpg
; l65 e6g]by]fPsf]5 . sxl zfvdf sfof]a9l /
sxl df sfd cku ePsf]j t'fg cj :yfnf0{lj rf/ ubf{
lj Bfno lzlf JoJ :yfkg ; wf/ ug\$]nflu o; lj efusf]
kg; {f'gf ug{h?/l blw. kg; {f'g\$]dVo sfo{
eg\$]cfwf/e't tyf kff]ds lzlf / dflwolds lzlf
lj sf; nf0{Ps}7f'p' Nofpgsf]nflu lj efuleq Psls]
lzlf dxzfvf :yfkgf ug{xf].

(=dfWolds lzI ff ; xofu sfoqmd

JoJ : yfkg / ; #7g

**9. SESP MANAGEMENT AND
ORGANISATION**

dflwolds lziff ; xofly sfoqmd lziff l fgleqsfl pkl fqllo sfoqmd xfl o; sfoqmdsf]bl3sfing p2]o pkl fqllo sfoqmd k0f?k0f l fqlut sfoqmdtkm(cema9l ; du}fdhs ?kdf hfg'k5{e6g]xf]. o; sf]nflu sfoqmdsf] cfoflhg / Joj : yfkgnd]d6qfnosf]xnsf]Joj : yfkg tyf ; :yfut lfdtdf cgfj Zos bjfa xflNg' / cgfj Zos dfu /Vg'xbg .

- o; sf]nflu bxfosf s'fx? k}tj ul/Psf]5 M
- ; e] eP; Dd xnsf ; :yfut / Joj : yfkgf ; e6qnf0{g}k0f] ug{k5{.
- lfdtflj sf; sf]nflu nllft sfoqmdx? ; Dalwt ; :yfx? / Itgsf Joj : yfkg ; /rgf leq ; -rfn ug{k5{.
- lziff; Dalw c6o pkl fqlsf ; :yfut / Joj : yfkgdf lj Bdfg ; e6qsfl]bf]xfl]kgnf0{x6fpg'k5{.
- bkrf &-\$ df ul/Psf]5nkm adfl]hd ; u7gfids / Joj : yfkg ; xofly ; :yfut ?kdf, klj lws ?kdf / cfly\$?kdf lbuf]xg' k5{.

(= sfo{ Dkfbg ug]lgsfo

dflwolds lziff ; xofly sfoqmdsf]sfo{kfnsgsfo lziff tyf v]hsb d6qfno xg\$ / lziff lj efunf0{sfoqmd sfofl]ogsf]hd]f/l lb0g\$. lziff lj efusf]dxflgbz s sfoqmdsf]klg lgbz s xg\$ / sfoqmdsf]Joj : yfkg klf alnof] E lziff lj efusf nufot z]l]fs hgztst lj sf; s]b] dflwolds lziff lj sf; s]b]k7dsf lj sf; s]b] / k/liff lgo6qf sfofodf lglxt /xg\$. of]s/f l fqlut sfoqmd pkfud cg?k 5 / o; sf]p2]o gofF; :yfut ; e6qsfl] : yfkgf ul//xg' gk/f] \e6g] xf]. sfoqmd sfofl]ogfnf0{ol lgsfox?sf]lgoldt sfofl]hg / ; fd]fo bl]gs Joj : yfkg ultlj lwx?df Psls] ul/g\$. o; k\$ / xfn e0/x\$; e6qx?nf0{g}; d6j ofids tyf ; du}fdhs 9un]k0f] ul/g\$. .

(@ dflwolds lziff sfoqmd sfo{ Dkfbg af\$}

sfoqmdsf]bl3sfing /ofgl]ts Joj : yfkg dflwolds lziff sfoqmd sfo{ Dkfbg af\$]hd]df /xg\$ h; nf0{xnsf] sfoqmd sfofl]og ; ldltaf6 lj slzt ul/Psf] xf] / hg cfwf/et tyf klyds lziff sfoqmd bf] fl]r/ofsf] /ofgl]ts Joj : yfkgkl]t p0/bfol 5 .

xfnf cfwf/et tyf klyds lziff sfoqmd sfoqmd sfofl]og ; ldl]t bxfosf ; b:ox? adfl]hd ul7t 5 M

- lziff ; lrj -c]blf_
- ; lrj , /fli6 of]hg cfofl]
- ; lrj , cy{d6qfnosf
- ; lrj , sfgg tyf 6of d6qfno
- ; lrj , cf]f; tyf efl]ts of]hg d6qfno
- dxfn]f lgo6qssf]sfof]o kdlv
- lziff lj efusf dxflgbz s -; b:o ; lrj_
- cf]Zostfcg; f/ cfdl6qt ; b:ox?

o; ; b:otdf bxfosf adfl]hd yk ul/g]5 M

- ; lrj , :yfgo lj sf; d6qfno

cfwf/et tyf klyds lziff sfoqmd bf] fl] r/ofsf] sfoqmd sfofl]og ; ldl]tsf]a]sx?nf0{lj : tfl/t u/l dflwolds lziff sfoqmd sfo{ Dkfbg af\$} sfo{ ; flx?nf0{klg ; fd]h ul/g]ePsf]5 .

(# dflwolds lziff ; xofly sfoqmd Joj : yfkg ; ldl]t

dflwolds lziff ; xofly sfoqmd lqmf]snfx?sf] ; d]l] cgludg / o; df ; fl]g lj leig lgsfox?alr ; d6j o ug]bflot] sfoqmd Jo: yfkg ; ldl]tdf /xg\$. o; sf] u7g lgo6qf; f/ xg\$ M

- ; x; lrj, ofhgf dxzfvf, lzlf tyf vjhsb dlfqno
- dxflgbzs, lzlf ljeu
- lgbzs, dflwlds tyf prr dflwlds lzlf dxzfvf, lzlf ljeu
- sfof/l lgbzs, zjfs hgziSt lj sf; sdb|
- dxflgbzs, kf7dsd lj sf; sdb|
- lgoqqs, k/lif lgoqof sfofho
- lgbzs, b/ lzlf sdb|
- lgbzs, dflwlds lzlf lj sf; sdb«
- ; x; lrj, :yfglo lj sf; dlfqno .

cfwf/et tyf kfylds lzlf sfoqmd kfljd P8ef0h/l
6ld clk, sf kdv klj lws ; Nnfxsf/ / efjl lzlf
sfoqmd ; xotf sfofho? nufot c6o bft[; :yfsf
kltlgw?nf0{koj}fssf?kdf cfdlqof ug{; lsg5 .

Jo :yfg ; ldltsf]dvo bflotj j flif sfoqmd tyf
ah; lxt xnsf]cfwf/et tyf kfylds lzlf sfoqmd
br] r/ofs] flif /ofgllts sfofj og ofhgfs]9ff; E
ldNbf]Nbf] flif /ofgllts sfofj og ofhgfs]tof/ldf
; xotf kfofpg/ ltlx?sf]sfofj ogsf]kpltsf]dNofsg
ugxf] o; sf c6o sfoqmd]sfoqmdsf lj leig pkc]oj
klfx?sf]r/0fa4tfsf]kg/fj nfg, lfx? / c6t lqlo
sfoqmdleq glltsf]; fd+o:o / c6o sfoqmd Jo :yfg
cfj Zostf; Dalw sfoq? /xsf 5g\

lgs6 elj iod}ol Jo :yfgsf sfoq?nf0{lzlff lqsf
c6o pklfqlo sfoqmdx?, vf; u/l cfwf/et tyf kfylds
lzlf sfoqmdf Psls ul/g h; cg?k k/s k/s
kfylds / dflwlds zvf ePsf] j flif /ofgllts
sfofj og ofhgfnf0{kzf; slo tyf sfoqmd sfofj ogsf
cfj Zostfcg?k Psls ul/g . o; afx sfoqmdsf]
Jo :yfgnf0{lzlff tyf vjhsb dlfqno / lzlf ljeusf]
Psls lzlf dxzfvdf kofkdf ; dflxt ul/g .

(\$ lzlf sfoqmd ; xofu sfofho

dflwlds lzlf ; xofu sfoqmdsf]; d6j o / blgs
Jo :yfgnf0{lzlff sfoqmd ; xotf sfofho -nufot
kof_ af6 ; xofu kfof0g]5 . o; sfofho]kdv
dvo klj lws ; Nnfxsf/ xg / kof sfofho]sdcf/l
g]o; sf sdf/l xg]g\ dflwlds lzlf ; xofu
sfoqmdsf] kzf; slo cfj Zostf k'f ug{cfj Zos
k/df yk sdf/l ; dt /lv ; lsg .

lzlf sfoqmd ; xotf sfofho]lzlf ljeu / lzlf
tyf vjhsb dlfqnosf]ofhgf Jo :yfg dxzfvfnf0{
Jo :yfg ; ldltsf]tknf6 j flif /ofgllts sfofj og
ofhgf / j flif sfofho]tyf ah; tof/ kfg; xofu
kfofpg .

(\$= klj lws ; xofu

klj lws ; xotf # ksf/sf xg]gM -s_ bl3sfing
; Nnfxsf/x? -v_ ; :yfut ; Da6wx? / -u_ lj zj1
k/fdz]ftfx? . xfn gkndf /xsf lj 1x? tyf ; lfd
; :yfx?nf0{o; df ; mlg u/fpg kfyldstf lb0g .
o; sf cfwf/df aflx/l klj lws ; xotf slit rfx65
elg]s/f]lgwf(0f xg . cfwf/et zt{s]xf]eg]
klj lws ; xotfnf0{; Dalwt klj lws tyf kzf; slo
lgsfo?df Psls ul/g / klol ; ds lfx? dflk
dfq of]; flnt xg . ; fy); a)bl3sfing c6t/fl60{
klj lws ; Nnfxsf/x?nf0{pglx?sf ; ds lfl ; u7gx? ; u
; fy /flvg . o:tf ; Nnfxsf/x?sf]blgs sfo{klj lws
; Nnfxsf/ / pgsf ; ds lfl / pgsf cfwf]zfvfalr
:jls sfo{ofhgfx?cg?k rlv]gV klj lws ; xofu
sfofj /of lj :t?kdf plnlvt o; cg; f/ sfoqmd
Jo :yfg ; ldltn]:jls lbPsf ; dflw l; 4fxt?
cg?k sfo{ug]g\

!)=dfWolds lzI ffsf]cfly\$

kIf -; fjt_

10. FINANCING OF SECONDARY
EDUCATION

dflWolds lzIff ; xoflū sfoqmd Ps ; /sf/L sfoqmd xñjñ; nfo{z?sf]r/Of-% j if{df qmdzll Plzofnl lj sf;
a\$sf]COf / 8flg8fsf]cgbfgâf/f ; xoflū ul/Psf]5 . ; /sf/L sfoqmdsf]kdf, dflWolds lzIff ; xoflū
sfoqmdsf]x/\$ j if{sf]; du|>f]sf]9frf dflWofj lws vr{vfsfsf dflWodaf6 lgwif{Of ul/g]5 . o; nfo{ /sf/ /
; fembf/x?alr dflWolds lzIff ; xoflū sfoqmdsf]nflu ; ds lfln]ug]vr\$]dfqsf ; DaGwdf xg]; Demf]fx?âf/f
dfu{bzg klf]t xg]5 / sfoqmdsf]cfly\$ cj : yidf sg)cg\$H kl/j tñ e0jfc? ; fembf/x?n]yk /sd Joj : yf
u/\$]sf/Of sfoqmdsf]ahñ yk xg cfpdf klyldstf qmdâf/f lgwif{Of ul/G5 .

cjoj / vr{n]yf -j : tut / lj ifout j lu\$ / Of_ sf] ;
cfwf/df tof/ ePsf]sfoqmd gdñfn]o; sfoqmdleqsf
lqmfnsfksf lñqdf >f]x?sf] klf/Des lj lgoñhg]sf]
Joj : yf u5{ o; n]j flif\$ /Ofgllts sfoq]og ofñhg
klqmfdf lj sf; sfoqmdsf lj : tñ lqmfnsfks?sf]
>f]sf]9fFsf]Joj : yf u5{. ahñsf]9fFf kññ{c; e;
geP klq o; sf]nflu Plzofnl lj sf; a\$sf]cf]krfl/s
; xdlr rfx65 / of]Ps nfd]; do nflu]kzf; lgs
klqmf xñ]. ahñsf lj ifoj : tx? kof]t ?kdf km]lfnf]
kf/] tof/ kfl/Psf 5g\ -nu kññsf]; Hñt tñ x?df
cfwf/t_ h; af6 j flif\$ /Ofgllts sfoq]og ofñhg
klqmfdf{kz : t nlrnf agf0{sfoqmdsf]kl/Def ofñhg
ul/Psf ebb km]s kg{; Sg]lqmfnsfks?sf]; 6ls tx
/ k\$[t lgwif{Of ug]; ls65 . rf/ efudf ; dfgkflts
?kdf u/\$]sf]sf]lj efhgaf6 sfoqmdleqsf]glltut
klyldstf bzñ6 / sfoqmddf yk sf]f klf]t ePdf ol
dxij kof{sfoqmd Joj : yfkgf]xltof/ agb5g\

/sf/sf]ahñ kññnl cg' f/ dflWolds lzIffsf]Joj : yf
lgoldt ahñ / lj sf; ahñ dfkñ ul/Psf]5 . COf /
cgbfgnf0{ ; /sf/L of]ubfg /sd ; lxt lj sf; ahñ
leq /flvPsf]5\ dflWolds lzIff ; xoflū sfoqmdsf
tlg]6f ; fembf/x?sf]of]ubfgnf0{tflnsf g+! df k|tt
ul/Psf]5 M

!)= sfoqmdnf0{cfly\$; xoflū hñfpg]tf]tl/sf

- sfoqmddf vr{ugI\$; eñj t tl/sfx?df lj rf/
ul/Psf lyP M
- l_ xfnf]cfwf/et tyf klylds lzIff sfoqmd bf]ñ]
r/Ofsf]j]f:sñ kññnl -dVo nufgl sfoqmd_ nfo{
klylds / dflWolds txd] lj : tf/ ugI.
- _ dflWolds txsf]nflu cnlu]ñf:sñ vr{kññnl : yfkgf
ug]t/cfwf/et tyf klylds lzIff sfoqmd bf]ñ]
r/Ofsf]xax' tl/sf ckgf0g].

tflnsf !M dflWolds lzIff ; xoflū sfoqmdsf]ahñ -cdll/sl 8n/ !) nfvdf_

>f]	lj bñl dbf	:yfglo dbf	sh dNo	k tzt
Plzofnl lj sf; a\$ -COf_	#=@\$	@^&^	#)=)	\$)
8flg8f -cgbfg_	^)=%	@#=(%	#)=)	\$)
dVo nufgl sfoqmd sf]fx?sf]?kdf	!=(&	@!&#	@#=&)	
k olf vr\$]kdf	\$)=*	@=@@	^=#)	
/sf/)=)	!\$=*#	!\$=*#	@)
sh	(=@(^%=%\$	&\$=*#	!))

-#_ 8flg8f / Plzofnl lj sf; a\$ s} xfnst kl?ksf] cfwf/df ; dfgf/t / ?ksf]vr{kffnl lj sf; ug].

-\$_ ; dfgf/t/ vr{hbfpg]kffnl / ; feni nlyf kffnlsf] ld>0faf6 j 0f{ s/ k\$[tst]cnlu}tl/sf lj sf; ug] t/ of] cwf/et tyf kflyds lziff sfoqmd bf] f] r/0fdf kpfly ul/Psf sfoqj lwx? ebbf kw/s xg].

kflyds lziff pklfqs]sfoqmdn]sfof]j ogsf]; du| lh0d] f/l lziff lj efun0(lbg)/ dVo nufgl sfoqmd af:s\$:yfkf ug]sfoqmdsf]tl/sf ckgfPsf]5 . wj} bftfx? dVo nufgl sfoqmdlebb afx/ /x\$ 5g\ t/ klg pglx?n] lfgut of]hgfd cknqf lqofsnfkx? ; d\$ 5g\eg]dVo nufgl sfoqmdleq}/x\$ 8flg8f h:tf bftfx?n]sxl /sd kl0lf ?kdf vr{hbfpg]u/l ; -; fgf sfoq?sf]vr{hbfpg]nrstsf]j ftj /of tof/ kf5g\.

lfgut sfoq?sf]bll6sf]faf6 Plzofnl lj sf; a\$ / 8flg8fnf0{; a\$bbf af65lgo kl?k dVo nufgl sfoqmd j f af:s\$ kffnl pkoQmb]v65 . dflwolds lziff ; xofly sfoqmdsf] dh b: tfj h]n] sfoqmdsf] Joj :yfkf / ; :yfkgsf]nflu ; feni sfoqffnl to ug\$. To; u/l, ; dliff 6f]h / dlnofsg ug]nufotsf ; eQm?kdf bft [lgsfox?n]ug]lqofsnfkx? ; d] dflwolds lziff ; xofly sfoqmdsf]dh b: tfj h]d cwf/t xg]gV dflwolds lziff lfgdf kj z ug]c6o bftfx?nf0{; d] ; fxl ; feni sfoqffnl ckgfpg kfl; flxt ul/g\$.

dflwolds lziff ; xofly sfoqmddf ; mlg xg rfxg]bft [lgsfox? cknq}JolQmut cfj Zostsf sf/of af:s\$ kffnl pkoqly ug{c; dy{ePdf sfoqmd / o; sf] of]hgfileqs]nrstfn]tgx?sf]/sdnf0{; d] dflwolds lziff ; xofly sfoqmd sfoqffnl leq ; dfj z u/fpg d2t ug]cfzf lnPsf]5 . o; n]bft [lgsfosf pklfq leqsx:tlfkx?nf0{glitut Ps?ktf ; d6j o / tbfldo kbfq ug\$.

vr{ug]tl/sf dlwof]lw kg/fj n\$sgsf] sllbo tj xg\$ hg bf] flj ifsf]c6odf ul/65 .

!)@Plzofnl lj sf; a\$, 8flg8f / >l % sf]; /sf/n] dflwolds lziff ; xofly sfoqmdnf0{cfly\$; f] hbfpg]; eGqx?

k]olf cfly\$; f]

cwf/et tyf kflyds lziff sfoqmd c6tu\$ b0]6 cfly\$; f] hbfpg]; eG kpflydf llof0g]5g\ 8flg8fsf] /sd -cdl/sl 8n/ ^e nfv @) xhf/_ sf]sl/j @!U hg dflwolds lziff ; xofly sfoqmdsf]sh vr{/sdsf]sl/a *U x65, nf0{cwf/et tyf kflyds lziff sfoqmdsf] kl0lf ; f] hbfpg]; eGaf/f kj fx ul/g\$ h; nf0{lziff sfoqmd ; xotf sfoqoaf/f vr]lgsf; fln0{vr}ul/65 . o; k\$[sf] cfly\$; f]nf0{/sf/n] 8flg8fsf] cgbfg af/f ; xofly rfx\$ wj}h; f]klj lws ; xotfnf0{; xofly ug]f kpfly ul/g\$. sfoqmdsf]vr\$]; -; fgf kl vf; u/l tfind / sfoq vr\$]nflu ; d] sfoqmd ; 3g ?kdf nfu"ePsf !) lhlnfd vr{/sd pknAw u/f0g\$. ol /sdx? dflwolds lziffsf]nflu ; /sf/sf]ah0df s; /l kl]l]Dat ePsf 5g\egl xg]cfj Zos 5 .

dh nufgl sfoqmd -af:s\$ j f ; x-lj Qlos/of_

sfoqmdsf]sh vr\$]w]h; f]efu-em08}()U_ nf0{ af:s\$ kffnlsf]sf]faf6 kj flxt ul/g\$. hg Plzofnl lj sf; a\$ sf]; dk0f{C0f, >l % sf]; /sf/sf]oflybfg / 8flg8fsf]sf]sf]clwsfz /sdaf6 ; x-lj Qlos/0fdf xg\$. af:s\$ sf] lj Bdfg ; /sf/l lgod adf]hd ; flnt xg\$ t/ b]fosf]km]abnsf ; fydf M

-s_s]f] ; #fngMdxnlyf lgo6qssf]sfof]on]lhlnf

sf] tyf nlyf lgo6qs sfof]o dfkn lziff lj efun/ cfj Zos k/af z]fs hgZlSt lj sf; sllb]h:tf sllbo sfoqf/l ; :yfx?n] vfh\$]f] dflwolds lziff ; xofly sfoqmdsf]lj z]f vftdf dflwolds lziff ; xofly sfoqmd sf] :ygf/t/of ug\$. z?sf]lgsf; fnf0{r]f]f]ug{>l % sf]; /sf/sf]Pp6}>f] ; s]f] c6tu\$ dfq sf] lgsf; f ul/g\$.

pk/fQm ahð lgsf; f rðfl; s ?kdf ; :yfx? áf/f
kjfgdflgt sfoðflhg / ; Dalwut gub kjfx / lzlf
lj efusf dxflgbzsf] ; xdlit ePsf]cg?k ul/gð .
kyd / bf] fl]rðfl; s lgsf; fsf ; Dalwdf ut j ifsf]
rfn"ahðsf]^ efusf]! efu a/fa/ lgsf; f ug]; fdflo
kþng nfu"ge0{; xdt ePsf]sfoðflhg / kjfgdflgt
gub kjfx cg?k ul/gð . t] fl]rðfl; s lgsf; f ahð
kl]ta4tfsf]cfwf/df art /xg cfPsf]/sd jf ; ftf]-
dlxgdf xg kl]sf]sh vrðf]/sd dWb]hg yf]xG5,
; fxl cfwf/df ul/gð .

lzlf lj efu=dxflgbzsn]klxnfl/ To; kl5sf rðfl; s
lgsf; fx?nf0{cfj Zostfg; f/ lgsf; f ln0{ dxfn]v
lgoqssf]sfoðnosf vftdf æk] fl]lgsf; fæ ul/lbgð .
kyd rðfl; s] cfj lwdf ol sf]sf]lgsf; f cflyð
j ifsf]z?sf]cj lwdf ahð kfl/t ePk15 jf t]sfn
kfl/t gePklg kZ]sl vr]lj wðs kfl/t ePk15 lb0gð .
lzlf lj efunf0{/sd vr{x}ug]x/\$; :yfsf] ahð
kl]tj 4tf ; dod}tof/ kf/l sf] tyf n]v lgoqssf]
sfoðno / lhlnf sf] tyf n]v lgoqssf] sfoðodf
k7fpg]lhDd]f/l xgð .

-v_ n]v / vrðf lj j /Ofx?Mxfnsf] ; /sf/l kðffn
cg?k vrðf] lj j /Of x/\$ d]xgf tof/ kf/l kZ
ul/gð . o:tf vrðf lj j /Ofnf0{clGtd rðfl; sdf
afxð -dflysf]cgR5ð xg]f] ; fl]vegð]cfwf/sf ?kdf
ln0g] 5ð . bf] fl]rðfl; s lgsf; sf] ; lglZrttfsf]
nflu kyd tlg d]xgfsf]vrðf]lj j /Of / clGtd rðfl; s
lgsf; fsf]nflu kyd ; ft d]xgfsf]vrðf]lj j /Of kZ
ug{k]gð . xfn]sf] ; /sf/l lgod cg; f/ sfo{; Dkfbg
ug]lgsfox?n]bf] fl]rðfl; s lgsf; f ; lglZrt ug{
ut j ifsf]n]vfk/Llf0f kl]tj ðg / kyd rðfl; s vrðf]
lgsf; fsf]nflu cfGtl/s n]v k/Llf0f lhlnf kl]tj ðg
-sf] tyf n]v lgoqssf]sfoðnoáf/f ul/g] kZ ug{
kgð .

dWolds lzlf ; xofu sfoqmdsf /sdx? Pp6f dfq
ahð pkzlfð dfk] lgsf; f lb0gð / o; nf0{cfo
sg}klg /sdsf]lgldQ]kðfl] ug{kf0g]5ð . vrðf
lj j /Ofx? tlgj 6}; femf/x?sf] ; xdltcg; f/ sfoqmd
ahð / nuk] -!* p4Z0; Dalw abfx?_ / !@ j 6f

vrðf kðf/sf n]v ; s]df pln]vt ePsf lj :t]f
ultlj lw ; Dalw cj oj x?sf cfwf/df ul/g]5 . n]h/
x?sf]Pp6}; ðn]Pp6f vrðf]lj j /Of tof/ kfg; xofu
ugð . o; n] dxfn]v lgoqssf] sfoðno / lzlf
lj efunf0{ rflxPsf] yk lj inZ0ffids n]v]sf] Pp6}
pkzlfð yk ; f/fz ul/Psf] ; r]gf / tlgj 6f ; /sf/l
vrðf]lx; fa ug]abfx? tna, ; jf / kfl lgdf]fx?sf]
Joj :yf ugð .

-u_n]v k/Llf0f lzlf lj efun]x/\$ sfo{; Dkfbg
ug]lgsfoaf6 ; Dk0f{cflyð j if{e/lsf]vrðf]lj j /Of
r]v]d]xgfsf]cGto -cyfð cflyð j if{; d]kt ePsf]
b0{d]xgflq_kf0; Sgk5{ lhlnf lzlf sfoðno]bPsf]
vrðf]lj j /Ofnf0{sf] tyf n]v lgoqssf] sfoðno]
7ls 5 egl kðff0ft ug]k5{. c7f/f]-d]xgfsf]cGto
; Dd dxfn]v lg/Llfssf]kl]tj ðg k0f{xg] u/l kGwf]
d]xgfsf]cGto; Dddf Plss] -Psd16_ /sd lgsf; f
ul/gð . k0f{?kdf n]v k/Llf0f ul/Psf]lx; fa ad]fpg'
kg]Plzofnl lj sf; a]sf]cfj Zostfnf0{o; ; do
t]lnsf] ; dð]f]5 .

-3_ ; fn tdfdl vftfsf]l:yltl; fdflo kþngcg; f/
sfo{; Dkfbg ug]lgsfosf]vftf cf-j -sf]cGtodf /f]sf
/vl kðfl] gePsf]/sd lhlnf sf] tyf n]v lgoqssf]
sfoðodf lkmtf{k7fpg]ul/65 . Ans cgbf]sf]kdf
/xðf vftfx?nf0{/f]sf ul/bð / sf]sf] afð k}f
; d] lkmtf{ug{k]bð . t/ j tðfg lgod tyf kþng
cg; f/ ; sf]fx?nf0{s6[ug]k5{/ afð /xðf /sdnf0{
csf] ifsf]ahð kl]tj 4tfaf6 36fpgk5{ ctMdfWolds
lzlf ; xofu sfoqmdsf]eQmflnf0{xfn]sf] ; dodf Ans
cgbf]sf]kdf ln0lbbf s]l kn0bf ePh: tf]b]v65 .
t/ vr{gePsf]afð /sdnf0{cuf]8 n]hg lbg]xf]eg]
j tðfg l:yltnf0{k]g/fj nf]ðg ug{ ls65 .

ctM o:tf] kþngnf0{cflyð cgzf; gs] ?kdf sfod
/Vg]; emj ul/65 . t/ o; ztðf 7ls cfufd j ifsf]
kyd rðfl; s lgsf; fnf0k0f{lgsf; f eðf kj] dxfn]v
k/Llfssf]sfoðno]jfxð n]v k/Llf0f k/f ug]k5{eGg]
s/fn]kðfl] t ug{x]ðg .

-a_ ; enjx?sf] ; f/ ; HkMaf:sð sf] ; #fng kf?kn] bxfosf] km]abnsf s/fx? ; Dalwt cgbfg / COf ; Dem]fdf ufel kflnt ; /sf/L lgodx? / Joj xf/nf0{ ckgfpgf M

-!_ ; #bn]ahð jf k]sl vr{lj wðs kfl/t u/xf]rf/ sfo{lbq ebf l9nf]gu/L ; a} ; femf/x?n]dxn]yf lgoqssf]sfof]onf0{ ; xdt ePsf]j flif\$ /ofglts sfof]og of]hgf tyf jflif\$ sfoqmd tyf ahð cg' f/ tyf gub kjfxsf]kj]gdfg cg' f/ z?d} ahð pknAw u/fpg]5g\

-@_ j flif\$ /ofglts sfof]og of]hgf / gub kjfxsf] kj]gdfg cg' f/ kyd / bf] fl]rðfl ; s lgsf ; f lbef sfoqmd ; #fng ug]vftdf lgsf ; f lb0g\$.

-#_ lzlf ljefun]kðv sfo{-rfng lgsfosf] ?kdf ahð -kZsl vr{lj wðs_ kfl/t ePsf] sfo{lbgleq ahð klta4tf tof/ kfg]s/fsf] ; lglZrttf ug\$.

-\$_ lgsf ; f lbef lj sf ; ahðsf]nflu >l % sf] ; /sf/sf] >f]sf] ; s]fí cftu\$ lgsf ; f lb0g\$.

-%_ sfoqmd ; #fng ug]vftdf ahð kfl/t ePsf] -/÷j f k]sl vr{lj wðs kfl/t ePsf] @! sfo{lbq leq ahð lgsf ; f gePdf, dxn]yf lgoqssf]sfof]no / lzlf ljefun]j sf ; ; femf/x?nf0{9nf0sf]sf/of af/ðfl lnltv hj fkm kZ ug\$.

-^_ dfly plnlvt ; do tflnsf cg?k vftf tof/ kf/L n]yf k/Llfof ul/g\$.

-&_ cfly\$ tyf lj Qlo kf?ksf]cf]rfl/s ; dlff vf ; u/L lj s]b]s/ofdf ePsf]k]ltsf ; GbedfdWolds lzlf ; xofu sfoqmdsf]bf] fl] if\$]c]fosf nflu of]hg agf0Psf]dlwof lw ; dlffdf ; dfj Z ul/g\$.

lj sf ; a\$ / 8flg8fn]lbPsf]qmdzMCOf tyf cgbfg / elj iodf sg}cfo bftfn]lbg] ; xofu /fzl kg\$g\ ol sf]fx? ; /sf/L ahðsf]efu ePkg s]n lj sf ; sfoq?df dfq vr{ug{kf0g\$. o ; sf clt/Qm dfly g}p]n]y/ eP cg' f/ 8flg8fn]dWolds lzlf ; xofu sfoqmdnf0{ u/xf]sh ; xofu /fzlsf]em08}!Ü k]oIf ?kdf lb0g] Joj :yf ul/Psf]5 . dlwofj lws vr{- ; Argfsf]d:of]bf -hgj /L @)}@_ cg' f/ bz]k-rj iflð of]hgf cj lwdf dWolds lzlf -^ blv !) slff / To ; ; E ; Dalwt lzlf tflnd_ / cgkltkqsf]Joj :yfsf]nflu /fli6 ahðsf]k]tflj t lx ; fsf]!Ü x65 egl cgdfg ul/Psf] 5 . o ; k]tflj t efudf -kFL_ lj sf ; / ; fwf/of ba} tkn\$ vr{- ; mlg ul/Psf]5 .

>l % sf] ; /sf/, Plzofnl lj sf ; a\$ / 8flg8fn] ; g= @)}@ sf]dlw ; Dddf dWolds lzlf ; xofu sfoqmdcf nufgl ul/g]kl]tj 4tf cg?k bxfosf]ahð afBknfBnf0{ ; jlsf/ u/xf 5g\ tflnsf @ n]dWolds lzlf ; xofu sfoqmdsf rf/j 6f zlif\$sf]nflu cgdf]gt vr\$]j j /of b]yp5 . pQm rf/j 6f zlif\$?df tjx?df b]y0Psf] k]tzt ljefhgn] ; f] sfoqmdleq lb0Psf] glltut k]yldstfnf0{ ; s] u/L dWolds lzlf ; xofu sfoqmdsf clt/Qm lbg ; lsg]c? ; xofu /fzlsf] nflu dxj k0f{cfwf/ b]yp5 . tlj 6]klf ; xdt eP/ u/xf vr{- Dalw !@ j 6f n]yf ; s]x?nf0{cg' ; Fl- ! df lb0Psf]5 . loglx?n]sfoqmdsf]z?df lb0g]cgdf]gt afBknfB b]yp5gV To ; kl5 j flif\$ /ofglts sfof]og of]hgfsf] ; e]q / of]hgf klqmfleq kj Z ub5g\ oxif Wof]lbg'kg]s/f s]x]eg]rf/hg bl3\$flng cft/fl6 k/fdz]ftfx?sf]tna / cfo vr]f0{ahðdf ; dfj Z ul/Psf]5g . loglx? dV0 nufgl sfoqmdnf0{lb0Psf] cgbfg ; xofu j f k]oIf cfly\$; xofu /sdecbf af]x/ / dfly 5g\

!)#dWolds lzlf ; xofu sfoqmdsf]ahð afBknf8

dWolds lzlf ; xofu sfoqmdsf]sh ahð lzlf]sf] sh /fli6 ahð / vf ; u/L dWolds lzlf]sf]ahðsf cfwf/df xnsf] ; Argfcg' f/ ; fwf/of / lj sf ; ahðdf ljefhg u/L lgwf{of ul/g\$. lj sf ; ahðleq Plzofnl

tlfnsflp cgdflgt ahp -cdl/sl 8n/ !) nfvdf_

cjoj]	lj bzl dbf	:yfglo dbf	sh dNo	k tzt
s= cfwf/e't nfut				
!= l; sf0sf]j ftfj /of)=! *	@^=!&	@^=#%	#%
@= kf7dqnd / dNlofsg	!-%&	^=%)	*=)&	!!
#= lzlfz lzlf, lj sf; / Joj :yfkq	\$=)&	!#=-)	!&=-)&	@#
\$= ; :yfuf Joj :yfkq / lfdtf clej [4	!-%&	&=\$#	(=)	!@
hldf	&=#(%#=#)	^)=\$(*!
v= ek / cfpqj!	! =)	&=#((=)#	!@
u= Jofh*)=*))=))=*)	!
3= s/ dx; h#)=)	\$=%!	\$=%!	^
cfofhgfs]sh nfut	(=@(^%=%\$	&\$=*#	!))=)

!= Plzofnl lj sf; a\$nf0(eftz ek|/ cfpqj/ dlo ek|/ cfpqj/s]sf]c|t/ rfx65 - eftz ek|/ cfpqj]cfw/e't vr6]u cgdflgt ul/Psf]5 eg]dlo ek|/ cfpqj]lj bzl tyf :yfglo vr6]e\$U sf]kdf cgdflgt ul/Psf]5 . 8flg8fn0(ahp]sf]nlu o:tf]s]sf]cj Zostf kbq, t/ dloa[4sf]; dfofhg ldnrg kzf: lgs ?kdf yk /sd lj lgofhg ug{; S5 . Plzofnl lj sf; a\$sf]ahp 9Ff k|tj|dat ug(eftz / dlo ek|/ cfpqj/s]sf]c|t/nf0{cg; lrt ul/Psf]lj :t[vr6? / cfly\$; xofu ; Dalw ofhgdf b]vPsf]5 .
 @= Plzofnl lj sf; a\$nf]COf nufgl ug]s/f; 6 ; Dalwt .
 #= ; /sf/ af/ eStfgl ul/Psf].

!)-\$cfly\$ lbufkgsf klfx?

!)-\$= cfly\$ 9frf

cfw/e't tyf kflyds lzlf sfoqmd bf] flj/Of c|tu{ ; /sf/n]sh ; /sf/l vr6]f]!%Ü lzlfdf nufgl ug|/ lzlf ahp]sf]!%Ü aflfj :yf lj sf; / cglkr|/s lzlf nufotsf cfw/e't tyf kflyds lzlfdf nufgl ug|cfly\$ 9Ff adfl]nd sfd ug|k|tj 4tf ; /sf/n] JoOm u/\$f\$. dly plnly eP cg?k dlbfj lws vr{ vfsf d; flj -hgj/l, @))@_ n]!) cf]ofhg cj lwdf sh lzlf ahp]sf]!%Ü dNlWds lzlfdf vr{ug{k|tfj u/\$f\$. ; fwi/Of / lj sf; b@}vr{u/ o; b: tjlh]n] cfw/e't tyf kflyds lzlfdf #Ü lj lgofhg ug{k|tfj u/\$f]5 . dNlWds lzlf / cfw/e't÷ kflyds lzlfdf{ dlbfj lws vr{vfsf]aklydstf k|ft sfoqmd leq /v/\$f]5 . cfly\$ j if(@)!÷)@ df sh ; /sf/l vr6]f] !\$=!Ü lzlf ahp tflsPsf] lyof] -j flif\$ /oflgt sfofj og ofhg, dfr(@))@ d: ofbf .

cfw/e't tyf kflyds lzlf sfoqmd]cfkly]ahp]sf] *)Ü lhlnfx?nf0{56dPsf]5 . dlbfj lws vr{vfsf

@))@_n]#)Ü ahp a]nj]l sfof zlif\$df lj Bfnodf vr{ug|/ sl]b|t/df yk nfut !)Ü eGb a9l xg glbg]/ lhlnfdf !%Ü eGb a9l xg glbg]l|t ckgfpg' kg|; emj lbPsf]5 . af8k]sf ol l; 4f6t dNlWds lzlfdf ; d] nfu"xb\$g\

!)-\$@ lj Bfylj [4sf k] flkOf tyf c|tl/St vr{; DalGw k| flkOf

klxn]tof/ kfl/Psf]dNlWds lzlf lj sf; ofhg, @))! n]egf(b/ j [4 -/ vf; u/l kflyds txsf]a[4df a9b] uPsf] ; qmd0sfnl b/_ , cftl/s bltf -vf; u/l kg/fj [Qsf]dfq_ / lzlfz lj Bfyl{cgkft h:tf dVo dVo klfx?sf]cfw/df yk}; fl]sf]cj :yfx?sf]lj :t[JofVof ul/Psf]lyof] . ; a}eGb lg/fzfhgs gltut cj :yfn]klg ; g\ ((& b]v @))& sf]cj lwdf egf&f &@Ü j [4 xg]/ dNlWd cj :yfdf *#Ü n]a[4 xg]; efj gf b]vPsf]lyof] . lzlfz lj Bfyl{cgkftsf]; du/ c; ofj t a[4nf0{##Ü sf]sd cgdflgt b/df /vbf klg dNlWd :t/sf]cj :yfdf ; g\@))& df yk !!,))) lzlfz cfj Zos k5g .

lzlf l j Bfyl{cgkftnf0{l:y/ ?kdf /x\$}7f6bf klg
-sf7df8f)pkTosf / c? 7fp5f]; dfofhg ubf{ yk
!&,) lzlf -^!Ü a9_ cfj Zos kb5g\ !(((sf
vrdf klg ; /sf/nf0{kltj if{yk cgdflgt @ s/f\$
*) nfv 8n/ cfj Zos k5{ o; sf]cy{yk xg cfpjg
; a}lj Bfyl{nf0{ /sf/l lj Bfnodf k7f0g]xf]eg]yk
lzlf0f vr\$]nflu dfq; g\)) sf]thgdf @))&
sf]ahdf !#*Ü a[4 x65 . lghl lj Bfnof?df egf{
a[4 ; g\!((#-!(((-%Ü sf]cj lwdf /x\$}; /x
/x65 e6g] cgdflgt ubf{ klg o; n] yk !,*^,))
lj Bfyl{nf0{dfq wf6g ; S5 h; af6 ; /sf/l txd tna
lb0Psf s3n #,)) yk lzlf sd xg ; S5g /
cltl/Qm vr{nf0{kltj if{e s/f\$ #) nfvdf dfq emf{
; l65 . ; ftj; zflvgdf lj Bfnof?sf]sfqgl xj; otdf
klg klj t6 ug{k}tfj ul/P cg?k uldl0f lj sf;
sf]f s/ / lghl lj Bfnof lzlf snf0{cgdltkq lng'
kg]h:tf Joj:yfx? xbf{lghl lfqsf]a[4 ; ej xg]
b]v6g .

dWb]j lws vr{vfsdf pNn]vt >l % ; /sf/sf]cgdfg
cg; f/ ; xh]b]vg]egf{b/ ; g\@))@ sf] %Ü sf]
thgdf ; g\@))& df ^%Ü xg]b]v65 . o; n]@))&
; Dddf yk @) nfv dfq egf{xg]b]vfp5 . lghl lfqdf
xg]a[4nf0{dfly elgP adf]nd cgdflgt ubf{k]g yk
%,@) lzlf / ! s/f\$ #) nfv #) xhf/ 8n/ yk
vr{nflg]b]v65 .

pk/fQm tYof{x?n}cf]t lj Bfyl{0sf0\$}cfj [ts u}
tnal vr{Dalw s/fx? lgdof{ug{ yk slf sf]f
a9fpg cltl/Qm kflut vrdf yk j [4 x6g e6g]
cgdfg u/\$f 5g\ dWblds lzlf lj sf; sfoqndn]
klt lj Bfyl{6ogtd vrdf a[4nf0{l; kmf/; u/\$f]5 .
zx/l lfqdf l; km6 kffnlaf6 slf sf]f]sf] yk
cfj Zostfnf0{sd ug{; lsg]eP tfklg o; sfoqndn]
slf sf]f]v lzlf ; wof; Dddf a[4sf]cgdfg u/\$f\$.

!)\$# dWb]j lws vr{vfsf] >f] cfj /of
; g\@))@ sf]dWb]j lws vr{vfsn]sh ; /sf/l cfj t\$
lzlf ah6 ; g\@))@# sf]!! c/a \$(s/f\$?k6fF
-\$ s/f\$ (@ nfv b0{xhf/ cd]v/sl 8n/_ af6 a9]
; g\@))\$-)% df !# c/a () s/f\$!) nfv -!*
s/f\$ % nfv cd]v/sl 8n/_ kl]cgdfg ul/Psf]5 .
dWb]j lws vr{vfsdf k}tfj ul/P cg; f/ bz]f]hg
cj lwdf dWblds lzlfdf ah6 lj lgo]hg a9b]h]f]g\$
e6g]cwf/df ul/Psf]u0fgn]6ogtd cgdflgt b/nf0{
lj rf/ ubf{k]g lzlf sx?nf0{rflxg]cltl/Qm vr{; d6g
; d] kof]t gxg]b]v65 .

lj sf; -kfl_ ah6 -lzlf sf ; a}tx / lqofsnfknf0{
; d6g]lj lgo]hg_ df >l % sf]; /sf/sf]of]vbg ; g\
@))@# sf] *) s/f\$ -! s/f\$ \$ nfv cd]v/sl
8n/_ af6 a9]; g\@))\$-)% df ! c/a !@ s/f\$
@) nfv ?k6fF-! s/f\$ \$% nfv &) xhf/ cd]v/sl
8n/_ kl]cgdfg 5 . dfly tlnsf ! df lb0P cg?k
dWblds lzlf ; xofu sfoqndsf] % j if]cj lwleq sh
; /sf/l of]vbg ! s/f\$ \$* nfv %) xhf/ cd]v/sl
8n/ xg\$. cwf/et tyf kfylds lzlf sfoqnd /
pRr lzlf c6tu\$ lb0g]cfzf ul/Psf]of]vbg klg
o; df yk ul/g' k5{. o; n]dWb]j lws vr{vfsf
; fdf6o cgdflgsf kln6bf? jf:tlj stdf cwf]v/t 5g\
e6g]cgdfg u5{.

lg:sifdf e6g' kb{5f]g lzlf cgkftdf slf sf]f]sf]
k6f]vdf 7hf]a[4 gx6f; Dd egf{b/sf]nlo cg?ksf]
vr{wfgsf]nflu ; /sf/ P\$N}; lfd xg ; Sg]; e]j gf
b]v6g / To:tf]a[4 xg]; e]j gf klg 5g . o; f]xg
uPd] lzlf sf]u0f: t/ ; wf/sf]; e]j gfnf0{g/fdf]wSsf
nflg]b]v65 . ctM dWblds lzlf ; xofu sfoqndn]
sfoqndsf]b]v6g]nflu lbg]of]vbg]dVo lj z]f]t
:yfgo / ; fdbflos of]vbg]n0{pNn]y]glo ?kdf a9fpg]
/ kffn]sf]b]v6g clej [4 ug]xgkb5 .

!)-\$- : yfglo lgsfoaf6 ; xofu

yk >fj ; fwg h6fpgsf]nflu ; eflj t / dxlj kOf{>fj
egsf : yfglo ; /sf/sf lgsfoaf? gu/kfnsf, lh-j =
uf-j = x? xg\ s]n cf} t @U dflld ljb; lxtsf]
cf]t/s /fh: j >fj cf} t?kdf *U dfq ePsf clwsfz
lh-j = x?sf]clfy\$ cj :yf boglo 5 . uf-j = -sf]:yit
ck]fist sxl /fd]5 t/ w})/fd]5g . cf]t @%U / ^U
dfq a9g ; Sg]b]v65 . %* j 6f gu/kfnsf leqsf]:yit w})
/fd]5 lsgg]/fhZj sf] &U :yfglo /fhZj :j ?k p7f0b}
cfPsf]5 . t/ gu/kfnsfn]; fdlhs sfoqndf ug]vr{
loglx?sf]sh vr\$]f]U dfq /x\$]5 .

:yfglo ; /sf/sf] /fhZj >fj]sf] cfwf/af6 yk >fj
h6fpg]; eflj gf ; lldt /x\$]f\$. h: t}pbfx/0fsf]nflu
yk dflldds lzlfssf]nflu dflj b]y0P cg; f/ !
s/f\$ ## nfv cd]sl 8n/sf nfut ; g\ ((* = ((df
%* j 6f gu/kfnsfn]cf]t/s ?kdf k]t u/\$]cfo
e6f b0{u0ff a9l xg kg]x65 .

t/ sxl lf]x?af6 pln]y]glo ?kdf ?kdf :yfglo s/af6,
vf; u/l lj Qlo ; xofu k]t cgdflgt :yfglo /fhZj /
sf]f / k6fj sf/l /fhZj kl/rfngaf6 yk >fj h6fpg
; lsg]b]vPsf]5 . o; sf]nflu dflldds lzlf ; xofu
sfoqndn] :yfglo lj sf; d6qfnosf] lgs6 elj iod}
lj sl; t / sfoff] og xg nfu\$]f]:yfglo ; /sf/ ; xofu
sfoqnd; f] glhs}/x] sfd ug{k5{.

!)-\$-% nfutdf ; xeflutf / cleefj sn]
ltg]zNsaf6 c; hl

lzlf -; ft]f; zfl]g. P6n]k]fylds lzlf kOf{?kn]gl]zlls
xg]/ dflldds txd nfut ; xeflutf / nfut c; hlsf]
/ofglit ln0g] pln]y u/\$]f]5 . lzlfdf kxF a9f0{
; dfgtf sfod ug{/vr\$]f]cefj df s; h]klg lzlfaf6
alr t xg'gk/f] e6qsf]nflu o; P6n]ul/j / ; lj wflj dV
; dxnf0{nlift 5fj]Qsf]Joj :yf ldnfPsf]5 .

dflldds lzlf ; xofu sfoqndn]nfut ; xeflutfsf
/ofglitx?nf0{lj le6g ; dbfo / cfly\$; fdlhs ; dx
; Dd lj :tf/ u/l gd6f of]hgf agf0{lzlf P6]sf]efj gf
cg?k 5fj]Q sfo\$]sf]Joj :yfsf]nlf lng\$. o; n]
dflldds lzlf ; xofu sfoqndsf]k]yd kfF j if\$]cj lwdf
; 3g sfoqnd nfu'ePsf !) lhn]ndf / c6o ^% lhn]ndf
; d] 5fj]Qsf]nflu k]olf ?kdf nufgl ug\$.

!)-\$-^ ; fdbilos ; xeflutf

lzlf P6]sf]; ft]f; zfl]gn]lj Bfno Joj :yfk ; ldltaf6
; rfng xg]; fdbilos lj Bfnosf]cj wf/0ff cufl8 NofPsf]
5 h; sf sxl ; b:ox? lgj flr t / sxl dgl]gtxg\$g\
; /sf/sf]elldsf o; df kl]j lws ; xoft lbg]/ j :tut
cfwf/df cfj Zos >fj pknAw u/f0lbg]; Dd xf. o; af6
dflldds lzlfdf ; dbfosf]; f6f]f/l / :j fldlj sf]efj gf
hfu] xg\$ e6g]lj Zj f; ln0Psf]5 . lj Bfnodf s]b6p
Joj :yfkgnf0{nfu" u/fpg, a9l dfqdf Itglx?nf0{
:j foQt f k6fg ug] ; fdbilos lj Bfno lj z]nf0{a9l
p0/bf0lj lbgf nflu Pp6f :ki6 kl/efliff lgo6q0fs/l
; 66qsf]cfj Zostf kb\$. lj Bfnonf0{; zQmagfpg
/ cleefj s tyf :yfglo ; dbfosf ; b:ox?sf]elldsf
a9fpg lj Bfno ; wf/ of]hgf klqmf z? ul/g\$.
lj Bfnon]tof/ u/\$]f]lj Bfno ; wf/ of]hgfnf0{ /sf/n]
klg cf]zs ?kdf ; xofu ug\$. efl]t s ; lj wfsf]lj sf; df
; dbfosf]of]bfgnf0{dflldds lzlf ; xofu sfoqndn]
klg cfzf u/\$]f\$. ; dfg ; xofu ; lglZrt ug{Pp6f /
sd pknAw u/fpg]z6 leq nfutsf]!)U blj \$)U
; xofu e0{lb065 egl cfzf ul/Psf]5 .

!)-\$& cfGtl/s blftfdf clej [4 ug]

dflwolds lzlff lj sf; sfoqmdn] cftdf lj Bfyl{f0{
dflwolds lzlff -sg} slff gbxf{f0{!} slff ; Dd_ k/f
ug{ (j if{ nflu / s} n #) U dfq cg'tl0f{ge0{!}
slffdf k05g e6g] blyfPsf] 5 . o; /l bxf]f/gdf w]}
sf/0fx? eP tfklg ; aegbf dxTj k0f{sf/0fdf lzlf0f /
l; sf0sf]lg0g: t/ nufot sxl xb; Dd !} slff ; Dk6g
u/kl5 sg}cj ; / blygfs]cefj klg o; df lh0d]f/
5 . -o; n] dflwolds lj Bfnodf pkl: yt xg' eg\$}f]
; aegbf sd; n lj snk x]e6g] blyv65_ .

pOm sfoqmdn] klt lj Bfyl{0sf0{nfut lj lgo]hgs]
; /sf/l vr0f sl0tdf @%U j [4sf]l; kmf/; u/\$f\$,
hg u} tnal sfo0f nuf065 . t/ lj Bfyl\$}f] cft
rqmf0{^ j if0f emf/} ; /sf/n]rqme/Ldf klt lj Bfyl{
? #,\$) . - \$ \$ 8n/_ ; Dd art ug{ \$5 e6g] of]hgn]
blyfPsf] 5 . o; n] lj Bfyl{egf{a[4sf]nflu u} tnal
sfo\$}eStfgl ug{; xofu ug\$.

dflwolds lzlff ; xofu sfoqmdn] ; /sf/nf0{zNssf]
; Argf lgwf{0fdf ; xofu ug{ \$5 h: t} cleefj sx?nf0{
zNssf]rsf]cyk]g bxf]f]k]gfaf6 arfpg / bxf]f]Psf
j ifx?df P\$sf; L zNs j [4 / h; n] Bfno ; wf/ of]hgdf
bxf]f]f]k]gfsf] ; d: ofnf0{ /rgf]ds ?kdf Wofglbg]
lj Bfnox?nf0{ k/: s]t ug\$ e6g] cg'dfg 5 .
pbfx/0fsf] nflu ; 3if{t lzlf sx?nf0{ ; xofu ug{
lj Bfnosf] ; do bly afix/ Snax? ; #fng ug{ -; fgf
; xfp0f /sdx? pknAw u/fpg' .

!)-\$* lghl lfqsf]zlffaf6 ofubfg

lzlff ; ftf); zfwg Pq]n]lj Bfnonf0{ ; yfgsf]?kdf
lj sf; ug]cj wf/0ff NofPsf] 5 . ; a]ghl lj Bfnox?nf0{
; yfg?kl lj Bfnox?df ?kftl/t ul/g\$ h; nf0{sdklg
Pq cyjf u7l c6tu\$; #fng ul/g\$. ; a); yfg
lj Bfnox?n]pglx?sf]sh c0bfglsf]!%U uf]d0f lzlff
lj sf; sf]df h0df ug]kg\$ / o: tf]/sdnf0{p7fP/ af8knf8
ug\$]nflu ah0 ; Argf leq Joj : yf agf0g' kg\$.

!)-\$(dflwolds lzlff ; xofu sfoqmdsf]
lbuflkgf ; DalGw lg: sif{

xfnsf]; dodf ; du| ; /sf/l dWofj lws vr{v}sf egf{
cgdfgx? cfly\$ lbuflkgfsf] bll6sf]faf6 sxl a9l /
cjf: tlj s dflwolds lzlff ; xofu sfoqmdsf]; du nloeq
klg j flif\$?kdf kg/fj nf\$g ug]u/l /flvPsf 5g\

kyd r/0fsf !} lhlnf hxff; Sg]j ftj /0f l; h0f ug{
w]}; wf/ ug{k5{ltgdf afx\$ dflwolds lzlff ; xofu
sfoqmdn] lfdtf clej [4sf ; Da0wdf cToflws ofubfg
ug{rfx\$}5g . o: tf j [4x? u/lj td lhlnfx?df ug{
k5{hx]fDflwolds lzlffdf kxF lgs}; lldt 5 . csf]
zlbdf dflwolds lzlff ; xofu sfoqmdn]; dtfsf]kxFnf0{
pl0s}Wofglbg lb65 , hit lfqnf0{; Dk0f{kxF lb065 .

dflwolds lzlff ; xofu sfoqmdn] : yfgo ; /sf/x? /
; dbfox?af6 / cleefj sx?af6 pglx?sf]e0nigl ug{ Sg]
lfdtf cg; f/ lzlff tyf v]hsb d6qfno dfknf\
/0flgtx? th0f u/l cfly\$ klfnf0{lbuflkg lbg
e/kb]b3\$fnlg cfwf/ lgdf0f ug{dxTj k0f{eldsf v]lg\$.

!!=hfjvd / cgdfigx?

11. RISKS AND ASSUMPTIONS

!!# zflGt ; /lffsfj]:ylt

sfoqmdsfj; a)Egbf dxTj kOfp2]o ; /sf/sf]zlff ; DaGwl sfoqmddf ul/j dVl klfx?nf0; xofu ug] ; b) tNoipg]/x\$]f5 . o; s]tftko; sf0sfj]ftfj /of ; wfg]bzdf dllwolds lziff ; xofu sfoqmdsfj]wofg vf; u/L ; aeGbf lk5l8Psf lhNnftkm{xg'kb5 . o; sf ; Da4 klfx?n]tl lhNnfx?df sfoqmd z? g]xg g; Sg]jf dllwolds lziff ; xofu sfoqmdn]c]knyf]sfd ; DkGg ug]Egbf cufj ; f]7fpf 5f]l lx8g'kg]cyj dllwolds lziff ; xofu sfoqmdn]; mlgtfs]sfoqmd k'f gu/L Toxfaf6 lg; sgkg] ; e] tf o; sfoqmd c]tu] algPsf e]ts ; Argfx?sf]lft lj ; g]kg]klg xg; S5 .

dllwolds lziff ; xofu sfoqmdn]vf; u/L lzifs, kf7dqnd tyf ; ayfut ; Argf h:tf s/fdf w]j]x; fan]/fi6xofk ?kdf sfo[ub5. sfoqmdsfj; Argfd dxTj kOf]kl/j t]x?sf] ck]ff /Vg]x]eg]ol s'fx?sfj; fkl]ft dxTj af/]lhNnf :t/lo ol ; a]klf af/]ny]hnyf ug'kb5 .

!!@ lfdtf

lziff tyf v]hsb d]qfno / lziff lj efun]x]n klylds lziffsfj; xofu]sf]nflu cfwf/et tyf klylds lziff sfoqmd bf] r]r/of nfu"ul//x\$]f 5g\ o; af6 ; /sf/ ; dif k]lj lws ; xfof]sf]nflu 7hf]dfu j [4 ePsf]5 / s]l cj :ydf sdf/L ; wof yk ug]k/\$]f5 . sfoqmdsf bl3\$fnlg lfdtf clea]p ug]p]ob]onf0(x]oEdu]g]x]eg] dllwolds lziff ; xofu sfoqmdn]c]o dfux? yk ug] .

o; sf]nflu ; /sf/n]c]o kl/of]hg]lt/ sfoq]em a9l gePsf ; ds]lfx?sf]klxrfg u/L cfo]hg] cj lwe/L pglx?nf0{j t]f]g kbd}ydf]l u/L /Vgk5{ . ; fy} d]qfno / ljefu txdf cfwf/et tyf klylds lziff sfoqmd 6]hl; E lgs6 ; xofu :y]k]g ug]k5{o; f]jug\$]f t]tko{lf]ut Pj #hNnfut ; d:ofx? vf; u/L j flif\$ sfoqmd /ofgl]ts sfoq]og of]hg] tyf d]w]j lws nufglx?nf0{cfwf/et tyf klylds lziff sfoqmd tyf dllwolds lziff ; xfof] sfoqmdsf ; Nnfxsf/x?n a/fa/] wofg lbp]g'e]g]s]/fsf]; lglZrt ug'x]f. lhNnf txdf cfwf/et tyf klylds lziff sfoqmd c]tu]sf]lj Bfno ; wf/ sfoqmd kl]q]of / dllwolds lj Bfno ; xfof] sfoqmd c]tu]sf]lj Bfno ; wf/ sfoqmd kl]q]of w]j]d]l]bfh]Nbf 5g\To; h]t]lnd ; fdul]; Gbe{/ dfu]z]gnf0; De] eP; Dd cg]j Zos ?kdf bf]x]f]gkg]u/L / en]Ssg] vfnsf]xg glbg]u/L Ps]k\$]f/n]agf0g' k5{.

kg/fj nf\$g 6]hl]n]j l/i7 ; /sf/L clwsf/Lx?n]w]j}; do lbg' kg]s/fdf h]f] lbPsf 5g\ ; e] eP; Dd cfwf/ et tyf klylds lziff sfoqmd /dllwolds lziff ; xfof] sfoqmdsf]kg/fj nf\$g Ps]k6s ul/g' k5{/ Ps]k\$]f/sf] kg/fj nf\$gsf]s]d]d] /x\$]f ; l]nfxsf/ tyf k/fdz]k]ftx?sf] pkofu u/] p]l sfdnf0{bf]x]f]ofpg' kg]l:ylt /f]l Ps?k lg:sif[Pj +; e]mf] x? lg:sg]agfpg' kb5 .

!!# cfly\$ lbuf]kgf

dllwolds lziff lj sf; cfo]hg]n]lo lnP cg?k dllwolds lziff lj :tf/nf0{x]nsf]/ el]iosf] cfly\$ cj :yfsf] kl/b]zodf x]f]{>L % sf] ; /sf/n] lbuf] agfpg ; Sg] b]j]w]g . d]w]j lws vr\$] cgdfgx? vf; u/L lj sf; ah]sf] ; Gbe]f c:j fef]j s ?kdf pRr /x\$]f 5g\ctll d]w]j lws lziff ; xofu sfoqmd d]w]d:t/nf0{d]w]j lws cfly\$ j:f:t]j stf; E d]h v]g]u/L sfoqmdsf]lj :tf/nf0{ bl3\$fn; Dd lbuf]xg]u/L agf0Psf]5 .

ox]f]g/ wofg lbg' kg]dxTj kOf{s/f s]x]f]eg]; /sf/n] lziff lj sf; ah]zaf6 dllwolds lziff ; xofu sfoqmdnf0{ c]knyf] of]ub]g k]ofpg ; Sbg] . o; n]/fli60 txdf sfoqmdsf dxTj kOf]klfx?sf]sfof]ogdf s6]f]l No]p5 . o; n]cfo]hg] c]tu] t]lnd k]k]t u/\$]f lziff; DaGw sdf/f/lnf0{/f]huf/ldf sfod u/L /Vgsf]nflu ; /sf/sf] lfdtdf ; d] sdl No]p5 .

cfofhgfdf ; /sf/n]cfkny]efudf k/3f]/sd nufgl u/3f]
5 / sfoqndf sg}sdL ePdf ldnfpg sfoqndx? alr
kfyldstf lgw{0f ul/Psf]5 e6g]s/fx?sf]; lglZrt ug3f]
lgltd lgoldt ?kdf ; Da4 ; /3f/jfnfx?sf]5nknmsf]
cfj Zostf kb5{.

!!\$ lj s6bls/Of ; DaGwdf km/s km/s / kl:t:kwL{ lj rf/x?

lj s6bls/Ofsf] klqrof kl:t ; /sf/ kl:tj 4 5 . t/
lj s6bls/Of eg3f]d6qfnox?af/f ; j]f k6fg ug]s/fdf
dfq lj s6bls/Of x]f]f :yfglo ; /sf/nf0{clwsi/ / b]loj
lb0{:yfglo :t/df ; j]f k6fg ug]sl; dsf]lj s6bls/Of
x]fe6g]af/3f ; /sf/ leq}km/s km/s lj rf/x? 5g\
:yfglo :jfoQ zf; g P6 / lzlf ; ftf; zfwg P6j rdf
Ps cfk; df ; fd-h:o 56 e6g]s/f h6gs/ldf cf0; s3f]
5 / ol le6gle6g k4ltsf]lardf tfndh. Nofpg]sfo{
z? x6]cj :ydf 5 . o; df ; d6j osf]cefj / ; e]lj t
kl:t66atfn]sfoqndf lj le6g klfx? vf; u/l sfoqndsf]
lhNnf:t/lo klfsf]sfof]ogdf sf]fnf0{pkoSt ?kn]
kj flxt ug]sfof]clg ; :yfut k6; Argf / kl/j t6
; Da6wL s/fdf sl7gf0 Nofpg6 .

lzlf ; j]f k6fgdfcfj Zos lj s6bls/Of klqrodf :yfglo
:t/df ; lqmo ; xofu k6ofpg6 / lhNnf lzlf sfof]hon]
uf-lj=; =lh-lj=; =6 cem a9L lgs6tsf ; fy sfd
ug6g'e6g]wf/0ffd of]sfoqnd cfwfl/t 5 . sfoqndsf]
kyd kfF j if6]cj lw; Dd slDtdf !) kf0n6 lhNnfdf
lgoldt ; dodf a7s a:g]lhNnf lzlf ; ldltx? v8fug]
sfo{7xg6 / z]lfs sfoqndnf0{; f] h6fpg ; xotf
k6ofpg]5 .

!!% ; du|/fhgllts cl:y/tf

lzlf ; /sf/sf] klxnf] kfyldstf leq kb6 . To; f]
ePtfklg ; /sf/leq]fhlgllts cl:y/tf 5 h; n]j sfz6
kfyldstfnf0{pN6fkfN6 u/f0lbg ; S5 . kl/0ffd:j ?k
d6qlx? cyj f pRr kb:y sdcf/lx? abln0/x65g\to; n]
sfoqndsf]; du|lbzflgb6g}abl6g ; S5 / lg/t/tts]
dfu(g)allEg ; S5 / ; :yfut sfo6f]; e6gf klg wldng
; S5 . tyflk cfh; Dd rflx+pk-; lRj tx; Dd eg]
k|6?kn] sfo6f]lg/t/tf /x3f]5 / of] sfoqndsf]
cj lwe/ of]sfod /xg' kb6 .

Jofj xfl/s txdf ; xotf kj flxt ug]sfof]0{x8xfn /
cg6 cj /fwx?n]k6flj t ug6l ; xofu e6g]s/fnf0{
nlrnf] kf/fn]kl/rflnt ug'kb6 .

!!^ egf{ tfInd / x7kij/ ; DalGw dldnf

sdcf/l3f]; du|kl/rfng d6qfno, lj efu / ; :yfux?df
clt pRr /x3f]5 . 8lg; lzlf lj Zj lj Bfnon]; g\
e)!) df ; #fng u/3f]Pp6f ; :yfut lj Zn]f0fn]cf]6fP
cg; f/ j flif6 sdcf/l kl/rfng lzlf tyf v]hsb
d6qfnodf \$@U / /fli66 hgZlSt lj sf; s]b6f %*U
/ ; ?jfsf]cf]ft tx ^ e6bf a9L /x3f]5 . sdcf/l/nf0{
pglx?sf]k6df /Vg]; Da6wdf ; /sf/af6 :ki6 kl:tj 4tf
JoSt geP; Dd sfoqndnf0{c86fpg]/ o; sf]pknlwfnf0{
; lglZlrt ug]; :yfut lfdtf / :d/Of lgdff]sf]cfj Zos
tx sfod ug]; e]j gf flOf eP/ cfp5 .

dWblds lzlf sfoqndsf]k6f]gnf0{; km agfpg ; j]fsf
; a)txdf blftk]6 sfo{ug]bnsf]lgdff] ug'kb6 .
o; sf]lgldQ vf; u/l h]7tfsf]s6h]e6bf kl; :yfut
lx; fj n]tflndx?sf]cfof]hg ul//xg' kb6 .

hft hftlsf]j ifodf p7g]; d:ofx? klg dWblds lzlf
; xofu sfo6f]sf]; m]lgtf leq kf/L ; dWf6g ul/0g'
kb6 . o; df ; xeful tyf k6fos b6}klf ; dflxt ug'
kb6 .

cfknyf]3/ ePsf]lhNnf jf sf7df8f)pkIosf aflx/
v6f0Psf lh=; =c= nufotsf w}}sd{f/lx? lgoldt
?kdf cfknyf]sfd ugI:yfgdf /x5g\ecg]tYo :jL\$Psf]
5 . dWolds lzlf ; xofu sfoqmd / cfwf/e't tyf
klyds lzlf sfoqmd bf] f\$]; km sfofj ogsf]nflu
lhNnf lzlf sfofox? cfj Zos sd{f/ln]oSt xgkb5
/ lgtlx?n]:yfglo :t/df lzlf Joj:yfkg ug{; lfd
ePsf]s/f b]fpg' ; Sgkb5 . cfj Zos k/dib; sf nflu
lh=j=; =? dfk{t ePklg :yfglo txd}slDtdf lghfdtl
sd{f/l\$]k/s kb:yfkgf ug\$]nflu sd{f/l egf{
ugk5{.

!!& hf]vdsf]; f/fz

j tdfg ; Gbedf of]Ps w}}hf]vdk0f{sfoqmd xf].
/fhglts / ; /lff l:ylt w}}lau\$ 5g\cy{6q /
; du|; fj h]gs ljQ sdhf] 5gV ; :yfut lfdtf
sdhf] 5g\ cfwf/e't tyf klyds lzlf sfoqmdn]
lzlf tyf v]hsb d6qno, cy{d6qno, dxn]yf
lgo6qssf]sfofo ; dl l]Qlo of]hg, n]yf k/Ll0f /
lfdtf clea[4sf]lx; fj n] lgs} s8f dfux? k|tt
u/\$]5 / o; lj ifodf cem] klg lzlf tyf v]hsb
d6qnon]sg]k]ts6f]JoQmu/\$]5g . tlnsn]\$ j 6f
dVo hf]vdsf]; e]j gf / k6j sf]; Hkt ?k enlsp5 .
h; nf0{pRr=pRr j f dWbd pRr u0fgf ul/Psf]5 .

h]ePtf klg lj s[bls/of kl]tsf]/fhglts ; dyg,
cfwf/e't tyf klyds lzlf sfoqmdn]NofPsf]gf]f]
ult / sfoqmdsf]lfgut ; xsfo\$]; e]j gf ubf{; du|
lfgdf lbuf]lj sf; sf]nflu cj ; /sf]9f\$]f vhfPsf]5 .
o; sf]nflu ; /sf/, Plzofnl lj sf; a\$ / 8flg8fn]
kl/Des sfo\$]?kdf / sfofj og r/0fsf]z?df b]fosf
lj ifodf sfo{ug\$gW

!= ul/al ; u ; DaC dfkb08sf]cfwf/df !) j 6f gd6f
lhNnfsf]5gf6 ugI/ tl lhNnfnf0{; xofu k7ofpg
g; lsPdf cf0kg]cj:yfsf]pNny ugI.

@= z?df gd6f lhNnfd / kl5 /fi6kofl ?kdf k6j sf/L
lhNnf sfofox?sf]; h6f ugI/ sd{f/lx? /Vg].

#= bl36fnlg / cNksfnlg kl]j lws ; Nnfxsf/x?sf]
ef]ts 7]f6f ; dsllf sd{f/l\$]klxrfg /Vg].

\$= ; dsllf sd{f/lnf0{pglx?sf]kbf axnl ugI/
sfa' aflx/sf]l:yltdf km]g'kg]sd{f/l km]I.

%= cfwf/e't tyf klyds lzlf sfoqmd bf] f\$]bft[
; dXaf6 ePsf]of]vbfgsf]klxrfg u/L elj iosf]lfgut
lj sf; -cy{ n]ustf ; u7gsf]nflu tIk / xg]

^= cfwf/e't tyf klyds lzlf sfoqmdsf]cj wf/0f
/ nufgl -h:t}lj Bfno of]hg / z]f]s hgzlSt
lj sf; s[bl] u h:t}u/L tfnd] sfod ugI.

&= ; fem lfgut of]hg -vf; u/L lj wfno ; wf/ of]hgfsf]
k6w Pj -cgludg ugI.

*= dWolds lzlf ; xofu sfoqmdnf0{cfwf/e't tyf
klyds lzlf sfoqmd; 6 ; Da4 u/L lgsf ; /\$f/
jfnx?sf]j flif\$ cgludgsf]Joj:yfugI.



!@= sfoqmdsf]cgudg
12. PROGRAMME MONITORING

; Da4 klfx?n]; eQm?kdf j flif\$?kdf dflwlds lzlf
; xofu sfoqndsf]ofhgf thdf, cgudg / kg/fj nfg
ugfg\.
j flif\$ /ofgllts sfofj og ofhgf thdfsf]Ps efusf]
?kdf j flif\$ cfwf/df ; du|p2]ox?, pknAwlx?, j flif\$
sfoqndsf nlox?sf]kg/fn]sg ul/gf\$.

lqge/df >fj kl/rfngsf kefj sf/l ; ferf >fjx? lj sf;
ug]p2]on]j flif\$?kdf ; du|vr{klqmf? kg/fj nfg
ul/gf\$. dflwlds lzlf ; xofu sfoqnd ; f'sf'x?
gkfn] xfn} lj sl; t u/\$f] .; a\$] nflu lzlfll
; f'sf'x?; E cfj 4 ul/Psf 5g\h; n] ; /sf/nf0{
kfylds / cfwf/et lzlf]sf]cgudg ug{; lhnf]x65 .

qm; ⇄	kfylds lzlf; DalGw ; f'sf'	dflwlds lzlf; DalGw ; f'sf'
!=	kl/ldes afnofj :yf lj sf; sf]nflu ; xh)bl]vg]egf{b/	
@=	kl/ldes afnofj :yfsf]cgej ePsf slff ! df kj z ugI gj kj zlsf]kltzt	
#=	; xh)bl]vg]sh cfpj]b/, slff Pssf gj kj zlx?nf0{ ^ j if\$]cf]rfl/s kj z pd]sf cfwf/df hg; Wofsf] kltztdf dfkg ugI.	
\$=	vb egf{b/, kfylds slffsf ^ j if\$]gj kj zlx?nf0{ ^ j if{pd]sf]sh hg; Wofsf]kltztcg; f/ .	
%=	; xh)bl]vg]egf{b/ kfylds txd f egf{ kfylds lj Bfno pd]sf]sh hg; Wofsf]kltztcg; f/ .	lgDg dflwlds txd f ; xh)bl]vg]egf{b/ lgDg dflwlds lj Bfno pd]sf sh hg; Wofsf]kltzt cg; f/ dflwlds txd f ; xh)bl]vg]egf{b/ dflwlds lj Bfno pd]sf sh hg; Wofsf]kltzt cg; f/ .
^	vb egf{b/ kfylds lj Bfno pd]sf sh lj Bfno pd] sf afnafnsf] kltztdf	vb egf{b/ lgDg dflwlds lj Bfno pd]sf afnafnsf]j f: t] s egf{- lgDg dflwlds lj Bfno pd]sf sh hg; Wofsf]kltzt cg; f/ . vb egf{b/ dflwlds lj Bfno pd]sf afnafnsf] j f: t] s egf{- dflwlds lj Bfno pd]sf sh hg; Wofsf]kltztcg; f/ .
&=	kfylds lzlfdf ; fj h]gs vr{-s_ sh /fli6 ptkfbg kltzt cg; f/ -v_ klt JolQm sh /fli6 ptkfbg kltzt	dflwlds lzlfdf ; fj h]gs nufgl -s_ sh /fli6 ptkfbgsf]kltzt ?kdf -v_ sh /fli6 ptkfbg klt.JolQmsf]klt]j Bfyl{kltztsf]?kdf
*=	kfylds lzlfdf ; fj h]gs vr{- lzlfdf sh ; fj h]gs vr\$]kltztcg; f/ .	dflwlds lzlfdf ; fj h]gs vr{-s_ kfylds lzlfdf ; fj h]gs vr{-lzlfdf sh ; fj h]gs vr\$]kltztcg; f/
(=	t]sPsf]z]fs oflotf ePsf kfylds lj Bfno lzlfssf]kltzt .	t]sPsf]z]fs oflotf ePsf dflwlds lj Bfno lzlfssf]kltzt .

qm; ≠ kfyldslzlf; DalGw ; Ysf	dfWblds lzlf; DalGw ; Ysf
!)= /fli6 dfkb08adflnd k9fpgsf]nflu ofljo kdfloft kfylds lj Bfno lzlfssf]kltzt .	/fli6 dfkb08 adflnd k9fpgsf]nflu ofljo dfWblds lj Bfno lzlfssf]kltzt
!!= lj Bfyl{lzlfscgkft	lj Bfyl{lzlfscgkft
!@= slff ! / % df bxf]ofpg]b/	slff ^, * / !) df bxf]ofpg]b/
!#= slff % df afsl /xl sfod /xg]b/	slff * df afsl /xl sfod /xg]b/ slff !) df afsl /xl sfod /xg]b/
!\$= slff % sf]blftsf]sf]0lkn; P06	slff * a/fa/sf]lfdtf xg] slff !) a/fa/sf]lfdtf xg]
!%= l; sf0sf pknlAwdf ; wf/ gkfnl uloft ; fdlhs cWbog	l; sf0sf pknlAwdf ; wf/ gkfnl cWbhl lj 1fg uloft ; fdlhs cWbog
!^= !%-@\$ j if{pd} ; dxsf hg; Wofsf]; flf/tf b/	; fdlhs cWbog ; jf:Yo, hg; Wof / jftfj /0f
!&= !% j if{pd} ; dxsf hg; Wofsf]; flf/tf b/	
!*= n]Es lj e] kl/ ; Ys -k?if / dlxf ; flf/tf b/alr_ !%-@\$ j if{alr !% j if{pd} ; dxsf]hg; Wof	
dfWblds lzlf ; xofu sfoqnd ; wf/ k]qmf sf ; Ysf]x?	
!= dGqfnoeq /fli6 lzlf lj sf; kl/ibV kOfsfnlq ; do lbg]of]hgfsf/x? ePsf]; lrjfnosf]u7g	
@= lzlf lj efusf]kg; (7g	
#= z]fsg hgziSt lj sf; s]b«dfWblds lzlf lj sf; s]b / b' lzlf s]bhf0{Ps}7pEf uflePsf]	
\$= dfWblds lj Bfnodf lj Bfno ; wf/ of]hg : yfkgf ePsf]	
%= lj Bfno ; wf/ of]hgfsf cwf/df lhNnf lzlf of]hgfsf]lj sf; ul/Psf]	
^= dfWblds lzlf ; xofu sfoqnd sf]nflu j flif\$ /Ofglts sfot] og of]hg lj sf; ul/Psf]	
&= kfylds / dfWblds lzlf sf]nflu Pp6]j flif\$ /Ofglts sfot] og of]hg lj sf; ePsf]	
*= vr{ug[k]ffnlsf]j flif\$ kg/fj n]sg z? ul/Psf]	
(= lj s]b]s/Of sfq]df, vf; u/l lhNnf txsf ; yfx?sf ; DaGwdf, Ps?ktf k]k ul/Psf]	
!)= lhNnf txsf ; yfx?sf]jeldsf t]g]lgodfj nlnf0{nfu"ul/Psf]	
!!= l]qlo k/liff sfot]o ; dj z ug{l]z-]g= ; b] kfl/Psf]	
!@= l]qut lzlf lzlf glt : j]st ul/Psf]	
!#= lzlf ; j]f sfb/ l; hg ul/Psf]	
!\$= kf7]sd lj sf; s]b]f lj Bfno dNof]g 0sf0 agf0Psf]	
!%= /fli6 kf7]dqm / dNof]g kl/ibaf6 /fli6 kf7]dqm ?k/]f : j]st	
!^= dGqfno, lj efu / ; DalGwt ; yfx?df ; Ygf tyf ; f/ klj lw ; Dks{l]Gb"; yfut ul/Psf]	

dWblds lzlf ; xofj sfoqndsf ; Da4 klfx?âf/f
; eQm?kdf jflif\$ cfwf/df offhgf thdf, cgludg /
kg/fj nf\$g ul/g\$.

j flif\$ /ofgllts sfofj og offhgf lj sf; ug[sfo\$
Ps efusf]?kdf ; du|p2]ox?, pknllwx? / j flif\$
sfoqndsf nlox?nf0]j flif\$?kdf kg/fj nf\$g ul/g\$.

lfqleq ; feif / blftfk] \$ >f] kl/rfng ug{/ lj sf;
ug{ du|vr{ugk]ffnlnf0]j flif\$ cfwf/df kg/fj nf\$g
ul/g\$.

The SESP will be jointly planned, monitored and reviewed on an annual basis by the stakeholders.

The overall objectives, outputs and annual and program targets will be revised on an annual basis, as part of developing an Annual Strategic Implementation Plan.

The overall funding modalities will also be reviewed on an annual basis, with the intention to develop common and efficient means of resource mobilisation across the sector.





!#=dfWolds lzI ff ; xofy sfoqmd
sfoqf -@))#_

13. LOG FRAME FOR SESP (2003)

<p>cftj t{-alrsf_ p2jox?</p> <p>l= ; fj hlgd dflbids lj Bfnosf] udf: t / / ; fible\$tdf ; wf/ ugI</p> <p>e= afnsf / ; lj wfj]dv tyf ul/a ; dx / lhlnsf lj Bfy\$fnflu lj zff hfb} ; fj hlgd dfj=df= kx F ; wf/ ugI</p> <p>#= slllo / lhlnf: t/lo zllfs ; yfx?df / ; fj hlgd lj Bfnos?df ofhgf / Joj : yfksf]lj slllt Joj : yfdf cfwf/t e0{ ; yfut lfdtf / Joj : yfksf]lj sf; ugI</p>	<p>sdfs]nlo</p> <ul style="list-style-type: none"> ▪ ; g e)) & ; lddf ; fj hlgd lg=dfj =sf]sh egf{ b/nf0(%%Ü af6 ~%Ü df / ; fj hlgd dfj =sf] sh egf{b/nf0(%%Ü af6 %Ü df kfofpg] ▪ ; fj hlgd lg=dfj = / dfj =df ; g e)) & * _ ; lddf afnsf] ; xeflutfnf0(\$) Ü af6 %) Ü df af4 ugI ▪ ; g e)) * ; lddf ofhgf a4 cfwf/ /yf cllboogsf cfwf/df hfto cllk; wos, ul/ / lj zff cfj Zostf ePsf / ckfE lj Bfy\$df] ; dfgkflts cfwf/df ; xeflutf j [4 ugI ▪ ; a]lj Bfy{v; u/l afnsf hghfto cllk; wos / ul/a lj Bfy{k?sf]nflu ; fj hlgd dflbids zllfs pknllwx?sf]pnllyglo ?kdf ; wf/ u/l ; f] sfod ugI ▪ dflbids lzlfss]nflu j flif\$ /ofglts ofhgf / j flif\$ sfof]hgf tyf ahø 	<p>hfF ugIdflb</p> <ul style="list-style-type: none"> ▪ zllfs Joj : yfkg ; r'gf kflnlsf]tYofI ▪ kfej cllboog ▪ zllfs Joj : yfkg ; r'gf kflnlsf]tYofI ▪ kfej cllboog ▪ zllfs Joj : yfkg ; r'gf kflnlsf]tYofI ▪ kfej cllboog ▪ k/lif lgotqssf] sfofno j flif\$ t'ofI ▪ kfej cllboog ▪ j flif\$ /ofglts sfof]og ofhgf tyf ▪ j flif\$ sfof]hgf tyf ahø 	<p>hf]vd / cgdfg</p> <ul style="list-style-type: none"> ▪ pkoQmPgh sfgg lgotf j f ; zllvg ugI ▪ ; /sf/nlj sllls/Of; Dalow Pgh sfgg nfu"ugI ▪ ; /lffsf] : ylt n]jufpF / >f] sll]txsf lqmfnsfkx? ug{ tyf ; lsh ; fdbfos ; xeflutf hõfpg atwf gkfofpg] ▪ kofit ; /sf/ /sd kflt xg]
<p>cjojx?</p> <p>l= l ; Sg]Jttfj /of</p>	<p>pknllw</p> <p>; wfI/Psf]l ; Sg]Jttfj /ofklt zllfs ?kdf ; lj wf]j dv ; dx, hftio cllk; wos / afnsf?sf kx F ; dtfdhs ?kdf a9fpg]</p>	<p>hfF ugIdflb</p> <p>-ultlj lw j f pknllw af6 xfovg_</p>	<p>ul/al / n]Es ultlj lwx?nfo{ ; a]txdf k]flxt ugI</p>
<p>lqmfnsfk</p> <p>l= l ul/a ; dbfo / lhlnfdf ; fj hlgd dfj =sf]kg; yfkgf / ; wf/ ugI</p>	<p>; 3g sfoqmd ePsf !) lhlnfdf !%) lj Bfnosf] kg; yfkgf</p>	<p>zllfs Joj : yfkg ; r'gf kflnlsf]tYofI</p>	

<p>!e afnlsf ; lj wllj dv j u{/ hflto cllk; lws j u\$ s0fs0 / l; sf0\$flj zlf cfj Zos.tf ePsf afnafnlsfklit nllft sfogmdsfclloda6 ; dfg kx F lj sf; ug1</p> <p># % j 6}hlnfsf df=j=df ; dbfoad cfwl/t lbuffddt sfogmd lj sf;</p>	<ul style="list-style-type: none"> pk/0mf ! j 6f sfo0p ; 3g lhlnfdf afnlsf, pkllft tyf ul/a lj Bfyl{/ l; sf0sf lj zlf cfj Zostf / ckEtf ePsf lj Bfyl0(%)) j 6f 5faj 0Sf]loj :yf % j 6}hlnfsf ; fj hlgd df=j=nf0; fdfio ddt vr\$fl]loj :yf ^% lhlnfdf afnlsf, pkllft tyf ul/a lj Bfyl/ l; sf0sf lj zlf cfj Zostf / ckEtf ePsf lj Bfyl0(#),)) 5faj 0Sf]loj :yf ; 3g sfogmd ePsf ! lhlnfdf ! dlnx lzllsf cfj f; sf]loj :yf !) j 6f lkm8/ 5faj f; fnt0{dlnx lzllsf cfj f; df abllg lzlfs cfj f; df ! j 6f slff sf7f lns lqdt0f ; 3g sfogmd ePsf ! lhlnfdf lkm8/ 5faj f; / 5faj f; slffsf7f &% lhlnfdf !e% hgf dlnx lzllsfsf]nflu a:g loj :yf ; g%) * ; Ddaf #%Ü ; fj hlgd df=j=df ddt sf] nflu ah0sf]loj :yf <p>!wfl/Psf]/ ; f6ble\$ kf70qmd, kflj lws ?kad ; wfl/Psf]dllof g / ; lhn}kfp g ; lsg]z}lfs ; fduj</p> <ul style="list-style-type: none"> /fli6 kf70qmd ?k/yfnt0/fli6 kf70qmd kl/fibj áf/f : j lsf u/f0(e)) \$ sf]ollb; Ddaf k\$flzt ug1 kf70qmd lj sf; sl0h}e) j 6f gofkk70qmd lj sf; ug1 	<ul style="list-style-type: none"> lhlnf lzlf offhgf lhlnf lzlf offhgf, lj Bfno ; wf/ offhgf / lj Bfno e00f n}S l;yt, ul/al / cy}loj :yf; Dalw c}llog cfoflx? j flif\$ /0fglts sfog] og offhgf 	<ul style="list-style-type: none"> e)) # sf]z?; Ddaf ; 3g sfogmd ; #fng xg]!) d}llo}e lhlnf/ lj zlf ; dbfosf]5g0sf cfw/ / 5g00 lglzro ug1 lhlnf / pklhlnf txsf ult lj lw ; -rfngaf ; /lff loj :yfn]afwf gk0fpgj lj sl0blt ; /sf/ ah0 ; /lff xg] ddt ; e/sf]nflu ; dbfoad cfw/ t nflu ; xeflutf /0fgltx? 	<ul style="list-style-type: none"> n}S c; dfgtf / ul/al 36fpgj ult lj lw ; a}lsofnsfkd ; -rfint
<p>e= kf70qmd / d}llof g</p> <p>lqnofsnfk</p> <p>e} slff ! bljv !e ; Ddsf]/fli60 lj Bfno ?k/yf tof/ kfg1</p> <p>e0 slff ^ bljv ! ; Ddsf]gof kf70qmd k9/fj nt\$g / lj sf; ug1</p>				

<p>@# gofFK7ðqmdadfljhd k9fpgsf] nflu lzlf sx?nfo{tflnd lbg]/ ; xofju ugI</p>	<ul style="list-style-type: none"> gofFK7ðqmdaf cfwf/t lzlf s tflnd ; tdu lj sf; ugI gofFK7ðqmdcg; f/ lj sl; t / kðfju ul/Psfjk/lif vf; u/l dlnrfng, hflto cllk; wos / ul/a lj Bfylsf]; ðbeñfo{lj rf/ ul/ kl/dlflht k7ðqmdaf : yfglo cfj Zostf / rfxgf ; djf ð ugI 	<ul style="list-style-type: none"> k7ðqmd lj ifosf sfožfnfsf clený k\$flzt k7ðqmd, invt, k7ðk:ts, lzlf s lgbžsf k\$flzt tflnd ; faull 	<ul style="list-style-type: none"> /flíó k7ðk:ts tyf dllorf g kl/ífbaf6 k7ðqmd ?k/yf : j l st k7ðsð lj sf; s[ðh] lj sf; sfof]nsf /fng/ pknllwsvju0r: t/ sfod /fng] ; /sf/sf]; r'gf tyf ; r'f/ klj lw gutklit klta4tf ; /sf/ / k7ðsð lj sf; s[ð]lj Bfno dllorf g 0sfo{ v8f ug{klta4 5g\ pko0m; wofdf sdf/l ; lxt lf]lz=g- :yfkgf ; ug{; /sf/ klta4 5 klj t'gsv]nflu hg; dyg sfod k7ðqmd u0f: t/ ; wf/ /flíó kfyldstf e0/xg]
<p>@\$ gofFK7ðqmdadfl cfwf/t zllfs ; fcfuix? lj sf; , p'kfbg / lj t/0f ugI</p>	<ul style="list-style-type: none"> k7ðqmd / ; fcfuix?ljgdffdf lj zllf cfj Zostf / ckfE lj Bfylsf cfj Zostfnfo{lj rf/ k'ofog] :kí6 ; r'gf tyf ; r'f/ klj lw lj sf; of]hgfdf cfwf/t gofFK7ðqmdaf ; r'gf tyf ; r'f/ klj lwnfo{kfyldstf lbg] 	<ul style="list-style-type: none"> ; r'gf tyf ; r'f/ klj lw sfof]hgf lj Bfno dllorf g 0sfoaf6 clený =kl'tj ðg :yfglo cllbog=k'efj cllbog lj sl; t, k\$flzt / lj Bfnof0{lj t/l/t k7ðk:ts sf]; wof sfoqmdsf sfulht k7ðsð lj sf; s[ðsf] lfdtdf ; wf/ j líifsf /0fglts sfof] og of]hgf- j líifsf sfo{of]hgf tyf ahð 	<ul style="list-style-type: none"> gofFK7ðqmdadfl cfwf/t lzlf s tflnd ; tdu lj sf; ugI gofFK7ðqmdcg; f/ lj sl; t / kðfju ul/Psfjk/lif vf; u/l dlnrfng, hflto cllk; wos / ul/a lj Bfylsf]; ðbeñfo{lj rf/ ul/ kl/dlflht k7ðqmdaf : yfglo cfj Zostf / rfxgf ; djf ð ugI k7ðqmd / ; fcfuix?ljgdffdf lj zllf cfj Zostf / ckfE lj Bfylsf cfj Zostfnfo{lj rf/ k'ofog] :kí6 ; r'gf tyf ; r'f/ klj lw lj sf; of]hgfdf cfwf/t gofFK7ðqmdaf ; r'gf tyf ; r'f/ klj lwnfo{kfyldstf lbg] s lff cf7sf]kl/lifsf]u0f: t/ ; wf/ ugI/ kl]zsf k/lifaf6 k'ft u0f: t/otfnfo{; b'ð ugI k/lif lgofof sfofno / líqlo sfofno?sf] k/lif ; r'fng lfdtt ; wf/ ugI ; 'liff 5kfvfgsf]; yfkgf /flíó k7ðsð tyf dllorf g kl/ífbaf6 lfdstf lgodáf/ : yflkt xg] k7ðsð lj sf; s[ðdf k'efj sf/l lj Bfno dllorf g 0sfo : yfkgf xfnsv kfylds / dñlids slffx?nfo{ld; fo{ k\$fg lfdtt lj sf; ugI k7ðk:ts kg/fj n'fg, pl'kfbg / lj Bfnodf cfl't{ k7ðsð lj sf; s[ðsf]lfdtt ; wf/
<p>@% lj Bfyl{dllorf g / k/lifsf] blftf tyf u0f: t/ ; wf/ ugI</p>	<ul style="list-style-type: none"> xe]lutfdhs k7ðqmd lj sf; sf]nflu k7ðsð lj sf; s[ðsf]lfdtt ; b'ð ugI 		

<p>#= lzlfz lj sf; lqnofsnik</p> <p>#= gllt, /ofgllts ofngf / lzlfz tñndsfjoj : yfkgstair ; dñjo ; xrt lzlfz lj sf; sfj nflu Pslst ?x/yrsf]lj sf; ugñ</p> <p>#= ; wñ/psf] ; jñ k]z lzlfz tñnd / dñudf cñwñ/t ; jfsfng tñndaf6 ; fj hñgs dñwlds lzlfzsf]lñd0 ofño lzlfz zñm]lj sf; ugñ</p> <p>#= ; fj hñgs dñwlds lzlfzdf dxnf lzlfzsf / ; lj wñlj dv j ušf lzlfz 7hñj; wəsf yk ugñ</p> <p>#- \$ lj zñ cfj zostf / dñj =sf ; r'gf tyf ; fñ/ klj lw lzlfzsf]uof: t / ; ldnfñ0{ lj sf; ugñ</p>	<p>lzlfz lzlfz, lj sf; / Joj : yfgsf nflu ; xofju : slst Joj : yf</p> <p>Ps ; jñr lzlfz tñnd ; :yfsf] : yfkgf @) # sf]cñfo; dñdf /ñl6 lzlfz lj sf; kl/ñbsf] : yfkgf</p> <p>dñwlds lzlfzsf]biftf kxrfg ugñ/ pglx?nñ0{ lbg'kgñtñndñ0{; ðñl cg?k lj sf; ugñ ldnfpg] -lzlfz tñnd kññ0kq, kl=ñl=8l=; l0=</p> <p>lzlfz tñnd k7dñqd lj sf; ugñ/ kñflzt ugñ</p> <p>goffk7dñqdñf lzlfz zf:q ; sfosf dñf/lññ0{ tñnd lbg]</p> <p>@% j 6f dñwlds lzlfz lj sf; 0sfññ0{cku8 ugñ / !% j 6f dñwlds lzlfz lj sf; 0sfñ0 : yfkgf ugñ</p> <p>dñwlds eldtsf @) > ðñ slbsf]l; hñg ; g@) * ; Dddf !%) dñwlds lzlfzsf]lñd</p> <p>dxnf / ; lj wñlj dv j ušf]nflu !#) lzlfz tñnd 5fçj [Qsf]Joj : yf</p> <p>lññ0 Sofñk; x?df kñf j 6f ; r'gf tyf ; fñ/ klj lw slbx?sf] : yfkgf</p> <p>@\$) kñ {jfsfng kñz lfyññ0{; r'gf tyf ; fñ/ klj lw gđğf tñnd</p>	<p>tñnd cfj zostf lj zññ0f klñt j ðgç?</p> <p>lzlfz biftf; ðalw klñt j ðg</p> <p>Pğ sfgg lgn0f / /ñl6 gñttkq</p> <p>k/fdzñtt [klñt j ðg</p> <p>lzlfz tñnd ; r'gf kñññs]cleny</p> <p>cgudg tyf dñofñg klñt j ðg</p> <p>lzlfz tñnd ; :yfñ6 tñnd clený</p> <p>lzlfz Joj : yfkg ; r'gf kñññl</p> <p>vi/b clený</p> <p>lzlfz Joj : yfkg ; r'gf kñññl</p> <p>; r'gf ; fñ/ klj lw lzlfz tñnd ofngf</p> <p>/ñl6 lzlfz lj sf; kl/ñb\vdg6 -cleny_</p>	<p>; a)lqnofsnikdf nñ's eñefj / ul/al 6oğls/of; ðalw ult lj lwññ0{kj flxt ugñ</p> <p>dñqno ; jfsfng lzlfz tñnd ; :yfx? Pslst ugñ{klta4</p> <p>sdf/l lgn0m/ kbdf sfod</p> <p>tñnd Joj : yfkg tyf ; dñjo ; ldt=zññfs hgzišt lj sf; slb]goffzlfz ; fñrgsf nflu klñta4 5</p> <p>:yfglo : t/df tñnd lbg] sfoññ0{; /lff çj : yfñ6 sg} çfñ çfñbğ .</p> <p>; /lff l; y]trñ]lgn0f ult lj lwññ0{ afwñ kñofpñğ</p> <p>dxnf lzlfzsf / ; lj wñlj dv j ušf lzlfzsf] ; wəf a9fpg ; /sf/ klñta4 5</p> <p>lzlfz lññ0f lzlfz tñnd lgsfoç? /xgl5g\</p> <p>lzlfz olbog / lghl j Bñon] goffgñt / Joj xñ/ ; j]sf/ ugñ</p>
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<p>\$- ; :yfut lfdttf / Joj :yfkq</p> <p>lqndfnk</p> <p>\$- ; fj higs dfj =sf]blys Joj :yfkq / ; :fng ; wf/ ugI</p> <p>\$- ; fj higs dfj =sf]b3fing /0glt s ; fdrlos Joj :yfkq ; wf/ / lj sf; ugI</p> <p>\$# ; fj higs dfj =sf]Joj :yfkq ug{lhlnsf]lfdttf lj sf; ugI</p> <p>\$- \$ díllalds lzlf ; xofu sfoqndn0;glt, ofhgf / sfofj ogaf0 Ps lfql0 sfoqndsf?kaf lj sl; t ug{/ flí0:t/sf zllfs ; :yfx?sf] ; Argf / lfdttf ; wf/ lorfpgI</p>	<p>lj sblt ofhgf / Joj :yfkq k0ffndf cfwfl/t e0f]Bfnosf] ; :yfut lfdttf ; wf/ ugI</p> <p>díllalds lzlf /0glt ofhgf / ah0 Joj :yfn0{ j flif /0glt sfofj og ofhgf=:j flif sfo{ ofhgf tyf ah0 klfndf kfgI</p> <p>:g@) \$; Dddf j flif /0glt s ofhgf / j flif sfofj tyf ah0 k4it z? ugI</p> <p>lzlf lj efun0{kq{ w7t ugI</p> <p>zllfs hgzt lj sf; kl/ib\$]kq; /feg ugI</p> <p>/flí0 lzlf kl/ib\$]sfgg adflnd :yfkq</p> <p>kfwflbfs, lj Bfno Joj :yfkq ; ldt =ufj = ; lhlnf lzlf ; ldt = lh = j = ; sf nflu Joj :yfkq tfnd sfk ; fdul / kl:tsf tof/ kfgI</p> <p>; a)kfwflbfs?sf nflu /flí0 tfnd sfoqnd</p> <p>; 3g sfoqnd ePsf ! lhlnsf ; a); fj higs dfj = / ^% lhlnsf w]h; f]; fj higs dfj =x?n] JoI0mut ?kaf lj Bfno ; wf/ ofhgf tof/ kfgI</p> <p>; 3g sfoqnd ePsf ! lhlnsf ; a); fj higs dfj =sf / ^% lhlnsf w]h; f]dfj =sf lj Bfno Joj :yfkq ; ldtx?n0{tfnd sfoqnd</p> <p>sfoqnd ; 3g lhlnsf ; a)/ ^% lhlnsf w]h; f] ufj = = sf nflu cledvis/of sfk{</p>	<ul style="list-style-type: none"> j flif /0glt sfofj og ofhgf=:j flif sfofj tyf ah0 tof/ kfgI díqno tyf cftu\$; a)gsfosx?sf] ; # rgrds ; ?k -cu0f]ld P0 sfgg kl/t ugI ; zllvg ugI k\$flzt tyf lj tl/t xft]k] :tsf / tfnd ; fdulsf kltx? ufFtyf lhlnf: t/sf tfndx?sf]nflu k\$flzt tfnd ; fdulx? k\$flzt xft]k] :tsf / lj t/t ; wof tfnd kft kfwflbfsx?sf] ; wof tof/ ePsf lj Bfno ; wf/ ofhgsf] ; wof cedvis/of ul/Psf lj Bfno Joj :yfkq ; ldt, ufj = ; lhZ = ; / lhJ = ; sf] ; wof lj Bfno ; wf/ ofhgsf] u0ffds ; e]for 	<ul style="list-style-type: none"> ; a) sfofj :df ul/al / nif s ult lj lwn0{r: t kfgI ; /sf/ lj lefg lfqdf lj s0bls/of glt ; f dhvfg/ k/s sfggx?sf]gdwdf nllg bnut /fhglt s áán] :yfglo ; dbfosf] ; xelutt kfij t gxq] díqno / lj efu lj Bfno ; wf/ ofhgf / lhlnf lzlf ofhgf cfwfl/t lj sblt ofhgf klfndf ; b0 agfpg klta4 x65g\ díqno / lj efu lfql0 lzlf lgbzgfno?n0{ ; b0 kfg{ kl]j 4 5g\ díqno cfk0f / lj efun0{ kg ; 0f7t ug{klta4 5 lzlf ; wf/n0{ ; /sf/n] kfwflbfs?sf] ; wof pklfql0 ; :yfut lfdttf lfdttf ug{dífnosf]klta4tf / ; xofu
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<ul style="list-style-type: none"> %% lhlnfsf lh=Z=; = ; b: ox?nfo{tflnd k77dqnd %% lhlnfsf lh=J=; = ; b: ox?nfo{cledvls/0f k77dqnd ; g@)& ; Dddf ; a)lhlnfdf lhlnf ofhgf clws[tsf]lgoQm ; g@)& ; Dddf ; a)lhlnfdf lhlnf lzlf ofhgf tof/ sfoqnd ; 3g lhlnf / c? lhlnfdf cfwf//yf ; eZ? lqlo lzlf lqzgfnsf: ki6 eldsf : yfkgf u/l pkoQm sdtfl egf{ ; g@)) # sfjllb; Dddf dflblds lzlf nfo{dfgj >f] lj sf; ofhgfdf ; dfj z u/fpgj ; g@)) \$ sfjllb] Dddf cguog / dlooflg ofhgf nfo{cltd ?k lbg] @) # df cfwf//yf clbogdf cfwf/t e)kfej clbog z? ug1 ; r'gf tyf ; #f/ klj lwsf]bfoj ; lxtsf dlo kb -: yfg_ klxrfg u/l pkoQm clwsfx?nfo{ 066/gf ; lj wf pknw u/fpgj ; g@)) # sfjclto; Dddf Pp6f ; an n]s ; xofj zfvf -dlnf lzlf zfvf_ sf: yfkgf @) \$; Dddf /fli6: t/sf]lj Bfno lg/lifof kffnl z? ug1 lj zñ lzlf kl/ifoN] ; g@)) \$ sfjllb; Dddf : ki6 cuþz{qlt lgdfñ ug1 /fli6 ; #yfx?; B ; #yfut sfoqnd ; Da6w : yfkgf ug1 	<ul style="list-style-type: none"> lhlnf lzlf ofhgf / ahf uf=; = ofhgf / ahf kg/fj n]sg 6fhlsf] kljtjbg fz=lg= clbog kljtjbg fz=lg= clený Jo: yfkg tflnd ; r'gf kffnl clený 066/gf kffnl clený 	<ul style="list-style-type: none"> dqfno lzlf ; Jf sfb/; #7g_ kg: yfkg nfo{; dyg u5{ lzlf fñsf sdtflx?sf nflu Jo: yfkg tflnds] Jo: yfnfo{ kg; 67t ug{/ klyldstfdf /N/g dqfno klta4 5 kfej sf/l j Bfno lg/lifof] dflbdat6 : t/ ; wf/ ug{/ /sf/ klta4 5 zñfs Jo: yfkg ; r'gf kffnl] wf/nfo{ci3 a9fpg ; /sf/ b9 5 /sf/ l; sf]lj zñ cfj Zostf epsf / ckfE lj Bly[6f] rfxgf / cfj Zostf kl/kl't\$ nflu klta4 5 dqfno ; a)txsf lzlf ; #yfx?eq / ltgx?alr ; r'gf tyf ; #f/ kffnl ; wf/ ug{ klta4 5
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!\$=sfogj og tflnsf

14. IMPLEMENTATION SCHEDULE

sfófj og tlnsf		glit, ofhgj / k/ldes lqmfsnfkx?		sfófj og	
		@)# @)\$ @)% @)^ @)& @)*	@)# @)\$ @)% @)^ @)& @)*	@)# @)\$ @)% @)^ @)& @)*	@)# @)\$ @)% @)^ @)& @)*
@=)	kf7ðqmd / dlnoflg				
@=)!	sfff ! b]v !e ; ððsfj/flið j Bfno kf7ðqmd ?k/yf				
	:jbžl tfind				
	lj bžl tfind				
	sfožfnf				
	clbrog				
@=)@	kf7ðqmd kb/fj nřsg gjls/of tyf lj sf;				
	clbrog				
@=#	lz lfs kf7ðqmd rřgf clejř				
	; řgf tyf ; řřf/ klj lw lj sf;				
@=\$	zřřs ; fduł				
	lj zřř cfj Zostf				
	lgðg dñwlds				
	dñwlds				
@=%	lj Bfył{dlnoflg / k/lřřsf]uof: t / blřřf ; wř/				
	lj Bfno dlnoflg křřřnl				
	sfff cf7sf]k/lřř				
	lřřžg= sf]nflu ; fj křgs lgdřř				
	P: Pn= l= k/lřř				
@=)^	/flíð kf7ðk:ts / dlnoflg kl/řbšř:řfkřf				

stofjog tlnsf	gllt, ofhg / klldes lqmfsnfkx?	stofjog
#=) lzlf lj sf;		@)# @)\$ @)% @)^ @)& @)*
#=! lzlf lj sf; sfjnlj Psist ; #rgsfj lj sf;		@)# @)\$ @)% @)^ @)& @)*
#=@ ; fj hlgd dMolds lzlf sfjnlj blf lzlf zlf sf; ugI		@)# @)\$ @)% @)^ @)& @)*
lzlf ; j k j z t find		@)# @)\$ @)% @)^ @)& @)*
dfudf cfmf/t lzlf t find		@)# @)\$ @)% @)^ @)& @)*
lzlf ; j fsfng lzlf t find		@)# @)\$ @)% @)^ @)& @)*
; j fsfng t find ; lj wf ; wf / - ; fj hlgd lqdf		@)# @)\$ @)% @)^ @)& @)*
e0/x\$ dMolds lzlf lj sf; 0sf0nf0{cku\$ ugI		@)# @)\$ @)% @)^ @)& @)*
gofdfMolds lzlf lj sf; 0sf0 lqdf ugI		@)# @)\$ @)% @)^ @)& @)*
dMolds >ft sllj ; hgj		@)# @)\$ @)% @)^ @)& @)*
/fli6 lzlf t find ; #yfgsfjnlj gofF; lj wf		@)# @)\$ @)% @)^ @)& @)*
#=# dlxf lzlf / ; lj wf lj dv ; dxsf lzlf sfj; wf a9fpgj		@)# @)\$ @)% @)^ @)& @)*
#=\$; rgf tyf ; #f/ klj lw lzlf t find		@)# @)\$ @)% @)^ @)& @)*
% lqlo Soflk; df ; fj hlgd lqdf sfoc		@)# @)\$ @)% @)^ @)& @)*

sfofj og tlnsf		gult, ofhg / k/l/Des lqmfnsfkx? ■		sfofj og ■			
		@)#	@)\$	@)%	@)^	@)&	@)*
		@# \$! @ # \$! @ # \$! @ # \$! @ # \$! @ # \$	@) \$	@) %	@) ^	@) &	@) *
\$=)	; :yfut lfdtt / Joj :yfkq						
\$=!)	; fj hfgs dfHj=sf]bfgs Joj :yfkq / ; #fngdf ; wf/						
	!) IhMnfdj Ij Bfno Joj :yfkq ; ldltnf0{; j bZl tflnd						
	&% IhMnfdj Ij Bfno Joj :yfkq ; ldltnf0{; j bZl tflnd						
	!) IhMnfdj kMfgMbfksnf0{; j bZl tflnd						
\$=@)	Ij Bfnosf]; fdbflos Joj :yfkq; Dalw b3&fng /Ofgults Ij sf; ; wf/						
	!) IhMnfdj ufHj =; = tflnd						
	&% IhMnfdj ufHj =; = tflnd						
\$=#)	; fj hfgs dfHj= Joj :yfkqdf lh=Hj =; = lfdtt Ij sf; ugI						
	lh=Hj =; = tflnd						
	dlZg/L -pks/of_						
	; j f/L ; fwg						
\$=> \$	/fli6@ ; :yfX?sf]ofhg / sfogj og lfdttf ; wf/						
	kYd, bfj fl/ t j fl>Mfs lzlf cMws/lx?nf0{; j bZl tflnd						
	Ij bZl tflnd						
	ZMfs hqzIst Ij sf; s]b\$] ; :yfut ; b0]s/of						
	; r'gf k0ffnl						

