



सर्वोच्च
>d
; 7g

; dXdf cfwf/ t ufdL0f ; 8sx?sf]ddt ; Def/



cjwf/0ffTds lgbIzsf

;dXdf cfwfl/t ufdL0f ;8sx?sf]ddt ;Def/

cjwf/0ffTds lgbIzsf

Serge Cartier van Dissel

c6t/f6 >d ;u7gsf]gknl:yt sfoffo
/fhuf/ dhs nufgl sfofp -0{cf0{cf0{kl=

k|tlnlk clwsf/ © cGt/fi6α >d ;#7g @))(

k|yd ;#s/of @))(

cGt/fi6α >d ;#7g;# l|ZjJofkl k|tlnlk clwsf/ dxf;lGwsf]k|f]sfh @ cGtu{sf]k|tlnlk clwsf/ 5 .
h]xf], ;# ;l'r t ul/g]v08df sg}clwsf/ lagf o;sf ;fgf c#x? kg|| k|f]zt ug{;lsG5 . o;sf]kg||
k|f]zg jf cg]fbsf]clwsf/sf nflu cGt/fi6α >d ;#7g k|f]zg -clwsf/ tyf cgdlt_, cGt/fi6α >d
sfofno, CH-!@!! h|pf @@, l:jh/NofG8nf0{b/vf:t ugk5{jf pubdroit@ilo.org df 0dh ug{;lsG5 .
cGt/fi6α >d sfofnon]To:Tff b/vf:tx?nf0{:jfut ub5 .

kg|| k|f]zgsf clwsf/sf nflu btf{ePsf k'tsfnox?, ;#yfx? / cGo k|f]ustf{?n] of] p2Zosf nflu
pglx?nf0{lb0Psf] 0hfhtkqsf cg';f/ o;sf] k|tlnlkx? agfpg ;S5 . tkf0sf] b|zdf kg|| k|f]zgsf]
clwsf/sf]nflu www.ifro.org j|;f06 x|xf] \.

CARTIER VAN DISSEL, Serge

;dXdf cfwf//t ufdLof ;8sx?sf]dd{-;Def/ - cjwf/Offds lgb|Zsf

cGt/fi6α >d ;#7gsf]g|kn l:yt sfofno tyf /fhuf/ dhs nufgl sfo\$| -0{cf0{cf0{k|=, cGt/fi6α
>d ;#7g, @))(, \$) k|7

k|f]zg tYof\$df cGt/fi6α >d ;#7gsf];'tLs/of

;#Qm /fi6<3n]cEof; u/;cg';f/ Ps?ktf ePsf]cGt/fi6α >d ;#7gsf k|f]zgx?df k|f]u ul/Psf gfd /
;fdulx?sf] k|t|tn] b|zsf] l|f]sf] jf Onfsfsf] h]h:tf] ePt klg Toxf\$| clwsf/lx?sf] sfghl cj:yf
;DaGWL cGt/fi6α >d sfofnosf]sg}klg wf/Off JoQm ub5 .

x:tfif/ ul/Psf n|y, c|loog / cGo of]ubfgx?df JoQm ul/Psf wf/Offx?sf] lhDd]f/L kOf{?kdf n|ys;#
;DalGwt xG5 / ToxfHoQm ePsf wf/Offx?nf0{k|f]zsn];dyG u/;f]x5 .

sg}sfofno jf Jofkl/s pTkfbgx? jf k4ltx?sf] ;Gbefnf0{cGt/fi6α >d sfofnon];dyG lbPsf]eG]
cy{lbb| / sg}klg l|z]f sfofno, Jofkl/s pTkfbg jf k4ltsf]pNn|y ug{5l6Pdf To]c:jLs[t sf];\$]
xf]g .

cGt/fi6α >d ;#7g k|f]zg tyf o;;Da2 l|B'tlo n|vg ;fdulx?, dVo k'ts laq||fx? jf l|leGg b|zsf
:yfglo cGt/fi6α >d ;#7gsf sfofnox? jf ;#cGt/fi6α >d ;#7g k|f]zg, cGt/fi6α >d sfofno,
CH-!@!! h|pf @@, l:jh/NofG8af6 k|kt ug{;lsG5 . gofFk|f]zgx?sf];'tL lglzNs ?kdf dfly pNn|vt
7|ufg jf 0dh 7|ufg pubvente@ilo.org af6 k|kt ug{;lsG5 .

xfdf]j|;f06 x|xf] \|| www.ilo.org/publns

g|kndf dlb|t

ljifo;Tl

kl/ro !

!= ufdlof ;8ssfjdd{-;Def/ @
 !=! ;8s lflos/of @
 !=@ ;8s dd{-;Def/ \$
 !=# gkfindf dd{-;Def/sf kpf/x? ^

@= ;d\df cfwf/t ufdlof ;8sx?sfjdd{-;Def/ &
 @=! dd{-;Def/ ;d\ &
 @=@ ;d\df cfwf/t dd{-;Def/ ultljwx? &
 @=# pks/ofx? ;7lffTds ;fwg tyf ;fdfulx? !!

dd{-;Def/ ;d\sfju7g !#
 #! ;d\sfj cfsf/ !#
 #@ ;d\ ;b:ox?sfj5gf !#
 ## dd{-;Def/ ;d\sfj btf{ !\$
 #\$ dd{-;Def/ ;d\sfj tfnd !%

\$= s/f/ Joj:yfkg !*
 \$=! kpzgsgj cfwf/df s/f/ !*
 \$=@ dd{-;Def/sfj s/f/ !*
 \$=# dd{-;Def/ sfdsj ofhg !(
 \$=\$ dd{-;Def/ sfofjlg/Llf0f @)
 \$=% eQmfgl @!

%= dd{-;Def/ ;d\sfjnfut / ljQlo ;xfotf @#
 %=! ;d\df cfwf/t dd{-;Def/sfjnfut @#
 %=@ ;d\df cfwf/t dd{-;Def/sfj ljQlo ;xfotf @\$

kl/lzi6x?
 kl/lzi6 ! ;d\df cfwf/t dd{-;Def/ ultljwx? @(
 kl/lzi6 @ pks/ofx? tyf ;7lffTds ;fwg #)
 kl/lzi6 # s/f/ gdbfsfj pbfx/of #!
 kl/lzi6 \$ sfofjhgf gdbfsfj pbfx/of #%
 kl/lzi6 % dd{-;Def/sf ultljwx?sfj ;dfofjhgf #^
 kl/lzi6 ^ kpzgsgf ;T sx? #&
 kl/lzi6 & lg/Llf0f kmf/d #*

kl/ro

of]lgbzsf] ;dXd cfwfl/t ufdlof ;8sx?sfjdd{-;Def/sf]af/uf c jwf/Offx?sf]kl/ro lbG5, h;n] ; -;fgf dd{x?af6
ljleGg ;8sx?sf] ;fdfo ;kmf ug[sfd blv lnP/ ;8ssf]5p5pdf a:g]af] ;Gbfx?n]agfPsf]dd{-;Def/ ;dXsf]kf/Des
;8s ;wf/ sfo{ ;Dd ;dGsf] 5 . o;n] ;8ssf ljleGg tJx?n] /fd/L sfd ul//xsf] 5 eg] ;lgZrt u/] , cem uDel/
;d:ofx? gcfcf] \eGgsf nflu ; -;fgf dd{x? u/f0{ ;8snf0{cem ;bP ug{cfwf/eT ;7lffds pkfox?sf]lgdf u/]
;8sdf uDel/ lfltx?nf0{/fsg]nlosf ;fy gkfnsf] ;8sx?sf nflu lskmfotl dd{-;Def/nf0{nfu"u/fpgsf nflu Jojxf]/s
tl/sfx? leqfpg]nlo /fvf] 5 . ljsf ;sf] ;dodf p2Zo egf] lhnf ljsf ; ;ldtsf] k}f / dfj ; +fwgsf] ;beGf
sd ;sd nfut/ ToxF ;dodf ufpf u/lax?sf nflu /fhuf/L / cfDbgl lbg]u/L bl3sfng ?kdf ufdlof ;8sx?nf0{/fd]/
plrt c j:ydf /fv] kffnlsf]lgdf ug{x} . of] g} ;a} ;dG] dd{-;Def/ /ofglt xfg, / o;nf0{kl/Offddlv agfpg
cfjlws ?kdf zfv]g dd{-;Def/x? af6 k/f ug{kG]xG5.

gkfndf ;dXsf] dd{-;Def/sf] cfjwf/Offnf0{ ;g\@)) (df cGt/f6 >d ;#7gn] ljsf ; u/] k/Lifof u/]xf] . of]
c jwf/Offnf0{ol ljleGg kl/jz?df k/Lifof ug]p2Zosf nflu gkfnsf b0{lhNnf /fd5fk -kx8_ / wlgf -t/f0{ df of]sfo
nfu"ul/Psf]lyof] . x/] lhnfdf ljleGg u0fsf]b0{k/Lifof ;8sx? 5f]gPsf lyP . k/Lifof ;8ssf]sh nDaf0 !)# lsnf]d6/
lyof] h;df uen u/] / sRrL af6f]bj}lyP . x/] ;8ssf nflu dd{-;Def/ ;dX agf lyP, h;n]\$(hgfnf0{/fhuf/L
lb0Psf]lyof] / ;g\@)) (sf]d]/ l8 ;a/sf]alrdf s/la (,)) sfd ug]lbgx?sf]lgdf u/]lyof] .

;duf ;8ssf]c j:yf cG jifx?sf]thgdf w]/ /fd]ePsf] / jifsf w]/lbgx? ;8s uf8Lx?sf nflu vhf /xsf] s/faf6
k/Lifofx?n]c jwf/Off ;kmn ePsf]kpfloft u/] 5 . lfltsf] /fpyd / ; -;fgf dd{x?sf sf/of k's zfv]g dd{-;Def/sf]
cfjZostdf sdl cfPsf] 5¹ . ufdlof ;8sx?sf]nufglnf0{gofHgdff, ;wf/ / kg:/fkgdf nufpg] jtf]g k] [Q / plrt
cgkftdf /fpyddhs / zfv]g dd{-;Def/sf]nflu lgbzt 5 eg] ;lgZrt ug]sfd ce} klg dVo afwfsf] ?kdf /xsf] 5 .
ljz]fu/L of]lgbzsfdf elgP h; /L lskmfotl /fpyddhs dd{-;Def/x?nf0{kfyldsls/of u/] dfq ufdlof ;8sx?sf nflu
pknAw nufglsf] ;Dk0f] lfdtf kft ug{ ;lsG5 / cfwf ebf a9L ufdlof ;8s ;kfndf df/ hfg g;Sg]ljifdjQ lgdf-
lf]os/of-kblgdfnf0{/fsg ;lsG5 .

;8s lgdfdf ;fdlxs dd{-;Def/nf0{cem /fd/L aen] of]lgbzsf] 5f]s/Ldf ufdlof ;8ssf]lfos/of / dd{-;Def/sf]
ljleGg klfx?sf af/uf / gkfndf dd{-;Def/sf]kpf/x?sf af/uf 5nknn u/] ; ? u/] 5 . To;kl5 o;n] ;fdlxs dd{-
;Def/sf]kl/ro lbg yfN5 / To;kl5 ;dXd sfd ug]sf] km0bf, pglx?sf]lhDd]f/Ldf kg]sdx? / pglx?n]kpf] ug]
pks/of / ;fwgx?sf af/uf AofVof u5{ . t] ;cllofon]ol ;dXx?nf0{s ;L agfOG5, ;dX ;b:ox?nf0{s ;L rlgG5, / dd{-
;Def/ ;dXsf nflu cfjZos btf / tfindsf af/uf hfgsf/L kpf] u5{ . rfy] cllofon] kpf]sf cfwf/df ul/g] s/f/sf]
c jwf/Offsf]kl/ro lbG5s/f/sf Joj:yfkgx?, s/f/sf]plrt b:tf]hsf]cfjZostf, dd{-;Def/sf]sdfs]of]hg / lg/Lifof, /
dd{-;Def/sf ;dXnf0{lbg kg]eQmfglsf af/uf JofVof ub5 . clGtd cllofo ;fdlxs dd{-;Def/sf]nfut / ljQo ;f ;
;DalGwt 5, / o;df nfu]ljleGg nfutx? / ljQo ;f]sf]af/uf lj:t] hfgsf/L lbG5 . clGtd efun]pknAw sf]fsf]plrt
efu, ljz]fu/L of]lgbzsfdf pNn]vt h:t]/fpyddhs dd{-;Def/sf nflu, ;8s dd{-;Def/df lgbzt xbk5{eg] s/f
;lgZrt ug{kG]dfly atfOPsf]dVo afwfsf]af/uf klg JofVof ub5 .

of]lgbzsf ljz]fu/L lhlj ;x?df lgbzt 5 lsgls ltgx? ufdlof ;8s ;kfnsf nflu dVo lhDd]f/ ePsf]xgfn]ltgx? g}
of] tl/sf nfu"ug]dVo lgsfo xf] . oBkl of] tl/sfnf0{c? lgsfox?n] klg nfu"ug{ ;\$5g\ h:t}ufj ; jf ufdlof ;8s
cfot]hgfx? . To;h]oxf]hlj ; elgP tfklg s/f/sf lgsfox?nf0{klg hgfoPsf]xf] .

¹ ælgj/sÆ ;Def/nf0{gkfndf kpf] ul/g] æ/fpyddhsÆ ;Def/ ;Æ em]Ssg xB] . oxffof] zAb lfl e0 ;skl5 To;sf] dd{- ug]
ultljwdf nilft zfv]g ultljwx?sf]ljkl/t ;8sdf -cem_ a9L lfl /fsgd nilft dd{-;Def/ ultljwx? kl/eflft ug{kpf] ul/Psf]
xf] .

!= ufdlof ;8ssjdd{-;Def/

g\kndf cgbflgt #),))) lslu ufdlof ;8sx? /x\sf 5g\hxfclwstd sRrl af6fj/x\sfj 5 / pNn\vglo dfqsf ;8sx?df ufen ul/Psfj ;tx /x\sfj 5 -ufdlof ;8ssj s\l ;fgf efudf dfq sfnfkq nufOPsfj 5 . l\ut s\l jif{b\jv :yfglo clwsf/Lx?sf nflu -lhlj ; / uflj ;_ sfjfsfjkl/Offd a9b}u0/x\sfj sf/Ofn]x/\sf lbg ufdlof ;8ssjndaf0 al9/x\sfj 5 . Toj sfjfsfj 7hfj efu eg] gofFufdlof ;8sx?sfj lgdffdf nfutxb] u/\sfj 5 . csfj tk\{dd{-;Def/sfj sdfs sf/Ofn] ufdlof ;8ssj ;hfn 5l/tfj?kdf lflos/Of e0/x\sf 5g\ h;d\llo]s]n cfwf hlt ufp5f ;8sx? uf8l rNg ;Sg]l:yltdf 5g\ . ofj dd{-;Def/sfj sdl lg/t/ e0/Xofj eg] ;8s lflos/Ofsf sf/Of ;DklQsfjgiz r\B]g}ufdlof ;8ssj ;hfn df xbj sh nfut a/fa/ xg ;S5 . ofj c\lofon]To ;h] ;8ssj lflos/Ofsfj k4lt / lflos/Ofsfj k4lt nf0{I9nf] agfpg] jf /f\g] lskmfotl tl/sfsf ?kdf dd{-;Def/sfj eldsf af/d\ 5f\ps/Ldf JofVof u5{/ to ;k\5 g\kndf 56bfOPsf dd{-;Def/sf k\sf/x?sfj af/d\ JofVof u5{.

!=! ;8s lflos/Of

;dosfj q\dddf l\jz]fu/L kfgl / uf8lx?sf sf/Of ;8sx?sfj lflos/Of x\5 . kfgln] ;8ssj ;txdf, ;8ssj lsgf/dfd, / ;8ssj cfwf/df klg lflos/Of ug{ ;S5 / ;8ssj e\jts ;Argdf klg lft k\ofpg ;S5 . ofj ls t e\lflos/Ofsf sf/Of x\5 h;df ;8ssj t\jx? auf0G5g\ / e\jts ;Argfx? lv0G5g\ jf Toj]l:y/Ls/Ofsf sf/Ofn] klg xg ;S5 h;df ;8s / e\jts ;Argfsfj cfwf/x? kfglsfj k\sfj sf sf/Of sdhf] x\B] h\5g\ . uf8lsfj ;Gbe\df, uf8lsf 6fo/x?sf sf/Ofn] ;txsfj t\j sf lftsf sf/Of lflos/Of xg]u5{h;n] ;8ssj cfwf/ c/lift x\5 / uf8lsfj ef/sf sf/Ofn] ;8ssj ;tx lau\5 h;n] ;8sdf lns, v\N8fv\N8L agfp5 / ;8s 56bfP5 . ;8ssj lftsf ol b0{sf/Ofx?n] Ps csf\nf0{pQ]ht agfp5g\ lsgls kfgln] sdhf] agfPsfj ;8s uf8lx?af6 laubsf nflu ;Dj]hgzn x\5, / To ;}u/L uf8ln]lauf/\sfj ;8sdf kfgl ;/lft tl/sfn]a\lg ;Sb\g h;n]ubf{e\lflos/Of / kfglsfj]l:y/Ls/Of a95 .



;8ssj ;txsfj e\lflos/Of



;8ssj lsgf/dfd ePsfj e\lflos/Of



uf8lx?n] agfPsfj lns



uf8lx?n] agfPsfj v\N8fv\N8L

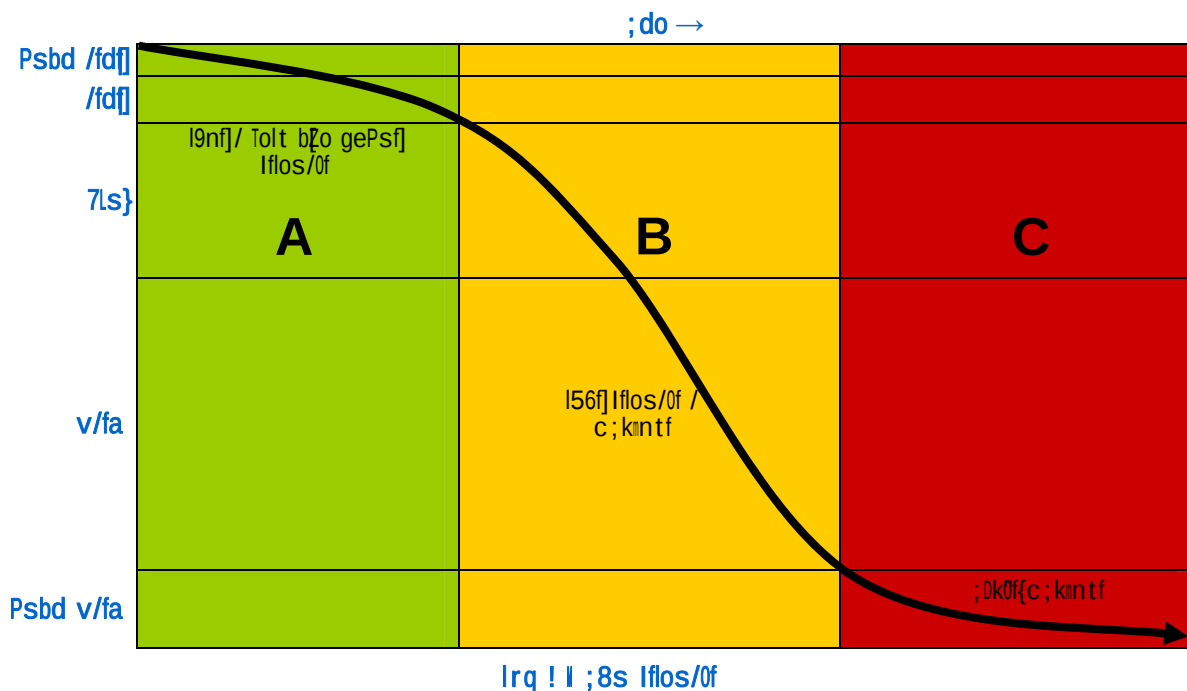


kfgl hdsfj7pff agsfjns



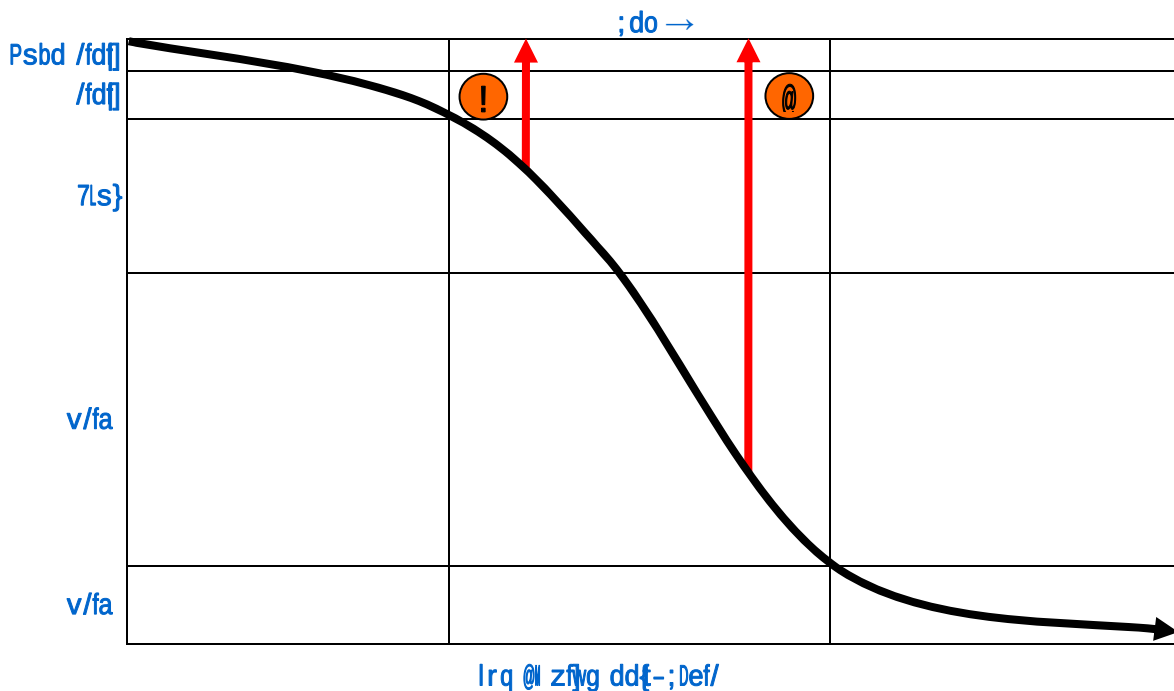
v\N8fvN8lx?df hdsfj kfgl

;8s Iflos/0f klxn]cln l9nf]xc5 / Tolt b\zo klx xB / o;n] ;fdfco dSsfpg] / k6fpg]u5{/ ;8ssf] ;tx / lgsf;
k\ffnldf ;fdfco Iflt k\ofp5 -tnsf] ufk\sf] r/Of s_ . cnluuPsf ;-;fgf c;k\ntfdf q\lds j[4sf afjhb ;8ssf
pkefDrfx?n]Iflos/0fnf0{Tolt Wofg lbBgg\ . To ;sf]kl/0ffd:j?k of]r/Ofdf Iflos/0fsf]hfF gePsf]xbg ;S5 h;n]ubf{/fd]
jf 7ls}sf]c j:yfaf6 ;8s Iflos/0f xB}hf5 . of] ;dodf ;8ssf]cfwfl/ e]ts ;8s ;Argfsf cfwfl/x? kpf]jt xg yfn]k5
Iflos/0fsf]ult a9b}hf5 -r/Of v_ . of]ljz]fu/L aq\tf / hn lgsf;sf]k\ffnlsf]Iflos/0fsf sf/Of ;/lft ?kdf kfgl 6f9f
gnluPsf sf/0fn]kfgln]ubf{xc5 , hg ToxF/Lx/x5 / e]flos/0f u/fp5 , h;n] ;8snf0{Iflt k\ofp5 / sdhf] agfp5
uf8lx?af6 xg]xfglsf nflu ;Dj]lgzn agfp5 . ;8ssf]Iflt of]r/Ofsf] ;?jftdf :yfglo ?kdf dfq l;ldt ePsf]h:tf]
b]vP tfklg k?} ;8s sdhf] l:ylt df guP;Dd of] ;DkOf{ ;8sdf k\N5 . ;8ssf]l:ylt Ps k6s sdhf] ePk5 uf8lsf]
dfqf sd xB}uPk5 / ToxFflos/0f xgsf nflu s\l af5 gePk5 Iflos/0f sd xB}hf5 -r/Of u_ . ;8ssf]Iflos/0fn]ubf{
ofqf ug] ;do / nfuta95 / c\Todf ha ;8s uf8l rNg}g ;Sg]ePk5 offtoft ;DkOf{tl/sfn]agb xg ;S5 .



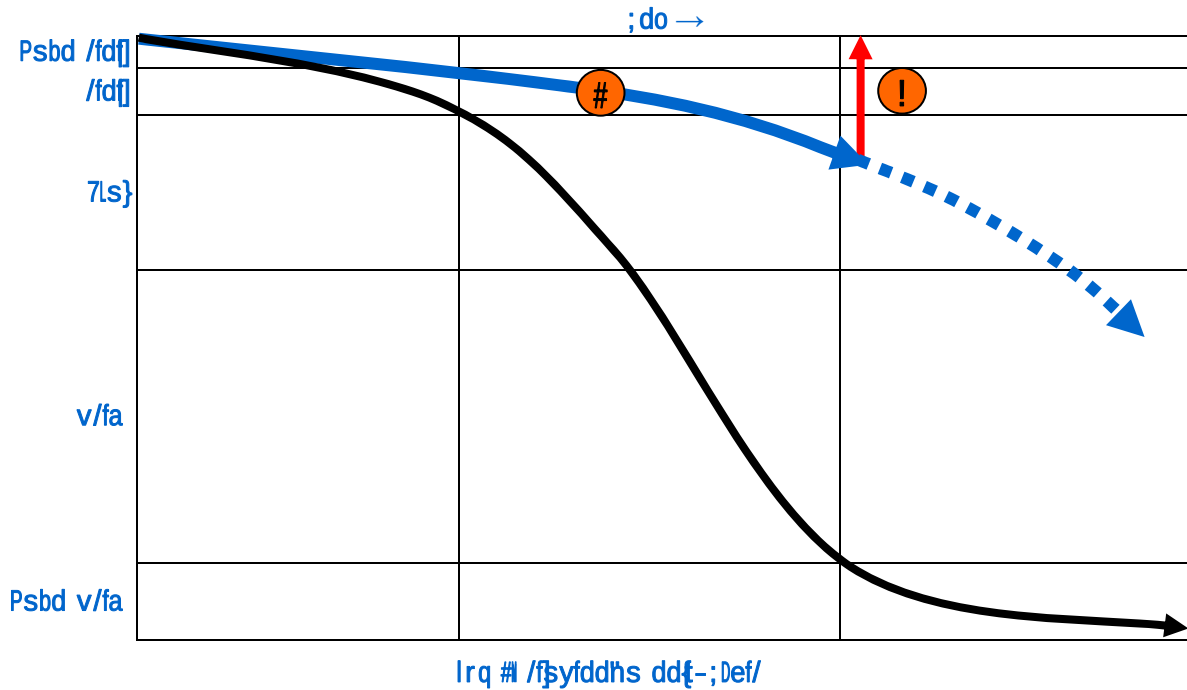
!=@ ;8s dd{-;Def/

zfvvg dd{-;Def/x?sfj kpfu u/ ;8ssfl:yltnf0{wf/ ug{;ls05 . ;8ssfl; tx / lsgf/fx2df, kfglsfjlgf; sfj k0ffnl / c0o ;8s ;Argfx?df dd{- ug{;ls05 . ;8ssfl:yltsfj;wf/n}; fdf0otof ofqsfj; do / nfutnf0{sd u/fp5 / ;8sf Iflos/Of r/r/fx6af6 ;? xg]xgfn];8s Iflos/Ofsfj ultnf0{klg 36fp5 . oBkl ;8s hlt Iflos/Of x05 To;sf dd{-x? Tolt g}uxg / dxwf]x05 . pbfx/Ofsf nflu; ;8s cen]klg /fd]jf 7ls};yltdf -/yf !_ /x05]; dosf]zfvvg dd{-;Def/n] vfn8fvN8lx?nf0{kg{;S5; ;8ssfl;txnf0{>fla4 ug / kfglsfjlgf;df / c0o ;8s ;+/gxf?df ;;-fgf dd{-x? ug{ ;S5 eg] ;8s Psbd g/fd]cj:yfdf kul;skl5 zfvvg dd{-;Def/ ugfn] -/yf @ ;8ssfl 7hf vfn8fvN8lx?sfj k0ff{- kg]lgdfff x05 / kfglsfjlgf; ;Argfsf;Dej kg:yfkgf / ;8ssflcfwf/sfjkg] lgdfff ug{;S5 . ;8ssflcj:yfsf];s] lb0/x05]sfnf]/yf b]v OR5f0Psf];8ssfl/fd]jf Psbd /fd]cj:yfsf]b/Ln]zfvvg dd{-;Def/sf]cfjZostfsf]:t/ b]vp5 / To;/L g}dd{-;Def/sf]nfutsfjklg ;s] lb05 . zfvvg dd{-;Def/sf cfjZostfx?nf0{af/Daf/ ug{kb5, / ;8s k0ff{- ?kn]g/fd]cj:yfdf klg];do;Dd kv0'e0bf ;8ssflcj:yf /fd]jf 7ls}cj:yfdf ul/g]dd{-;Def/ af/Daf/ ug{kg]eP tfklg o;n]dd{-;Def/sf]k0ff{nfutnf0{sd u/fp5 .

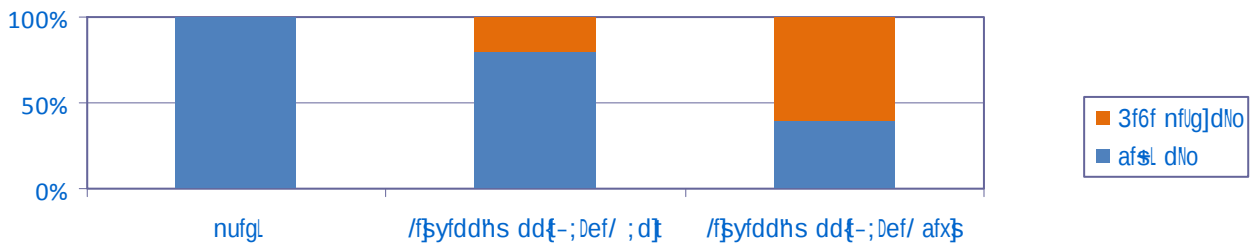


zfvvg dd{-;Def/ afx0 ;8s Ps k6s Iflos/Of e0;skl5, lgjf/s² dd{-;Def/ ug{;Dej x05 hg ;8ssfl Iflos/Ofnf0{ l9nf]agfpg]sfddf nllft x05 . To:tf dd{-;Def/x? lg/Gt/ b]gs ?kdf ug]ul/05 / To;df kfylds ?kdf ;8ssfl Iflt /f]gsf nflu ;knf ug]ultljlw x05 / ;fy}uDel/ Ifltx? x0af6 arfpgsf nflu ;8ssfl; tx / ;8ssfl;Argfsf];-;fgf dd{-klg /x05]x05 . To:tf /f]syddhs dd{-;Def/ ultljlwxf]sf knn:j?k ;8ssfl Iflos/Of pNN]vglo dfqfn]l9nf]ePsf] 5, hg tnsf]ulknf b]vg ;ls05 -/yf # . kl/Offd:j?k, zfvvg dd{-;Def/ cln sd dfqdf cfjZos x05 -/yf ! h;n] ;Dk0ff{dd{-;Def/ nfutnf0{sd u/fp5 / ;8s ;fdf0otof cen /fd]cj:yfdf x05 h;n]ofqsfj; do / nfutnf0{36fp5 .

² @lgjf/sE ;Def/nf0{gkfnf kpfu ul/g]@/f]syddhsE ;Def/;E emSSg x05 . oxfFto]zAb Iflt e0;skl5 To;sf] dd{- ug] ultljwdf nllft zfvvg ultljlwxf]sf]ljk]t ;8sdf -cen_ a9L Iflt /f]gdf nllft dd{-;Def/ ultljlwxf] kl/eflft ug{kpfu ul/Psf] xf].



To:tf lg/t/ /fpyddhs dd{-;Def/sfjyk nfutx? zfvvg dd{-;Def/df cfjZostfdf cfpjgI9nf0 / ;8sdf xg]nufgldf cfpjg] sdsf sf/Of nfutsf artx?af6 Ifltkl't{xg ;S5 . ;DklQsf]dNofsf] Ifltdf /fpyddhs dd{-;Def/sf] kpfjnf0{ tknsf]ufkndf b]f0Psf]5 .



kfs[ts kljIQ egf]g/fd] cj:yfdf /xsf ;8sx?sfjdd{-;Def/sf ultljwx?df s]b]t xg' xf h;n] ubf{ltglx?nf0{ lgoldt zfvvg dd{-;Def/sf]dflodaf6 cem /fd]cj:yfdf Nofpg ;ls65 h;n]ofqsf]nfut/ ;do arfp5 . of/Ofgltfn] ufdlof ;8s ;mndf ;aefb pRr c;/ kf5{eg] s/fnf0{ljzjf; ul/Psf]5 lsgls o;/L ;d:of lb0/xsf ;8sx?nf0{ ;Dafvvg ul/Psf]x65 . t/; of]wf/Offn] ;8ssf]cj:yf ;dofg';f/ kl/jtg x65 eg]s/f / g/fd]cj:yfdf ePsf ;8sx?df nfu]g]pRr nufglsf]kl/Offd:j?k 5f]f ;8sx?nf0{wofg lb65 / 7ls}cj:yfdf /xsf nfd ;8sx?nf0{s]ul/Of6 h;n]ubf{ To]cem pRr b/df Iflos/Of x65 h65 eg]s/fnf0{wofgdf /fvb} . cfly\$ bl6sf]faf6 xg]xf]eg] ;aefb /fd]lj]snk egf] /fpyddhs dd{-;Def/sf]kpfj u/7 ;DklQsf]dNofsf]Ifltnf0{I9nf]agfpg 7ls}b]v /fd]cj:yfdf³ /xsf ;8sx?sfjdd{- ;Def/sf nflu nufgl ug{kfyds/Of ug{xf} . o;n] cin sd vlrhf] ;7lffds tl/sfx?sf] kpfu u5{h;n] cem nfd] nDaf0sf ;8sx?sfjdd{-;Def/ xg lb65, h;n]of]ceof; sf]cGtodf cem nfd ;8sx? /fd]b]v 7ls}cj:yfdf /fv d2t u5{. /fd]b]v 7ls}cj:yfdf /xsf ;8ssf] ;Af0sf nflu nufgl ul/;s]k15 af6 /xsf sf]fx?nf0{g/fd]cj:yfdf /xsf ;8sx?sfjdd{-sf nflu nfutug{ ;ls65, hg cGttuf]jf /fpyddhs dd{-;Def/ kpfndf hf ;S5 . kblgd]f]sf]wofg g/fd]b]v Psbd g/fd] ;8sx?df x65 eg] dd{-;Def/sf]wofg Iflos/Of ge0;s]f ;8sx?df /xsf]x65 eg] s/f g] kblgd]f / dd{-;Def/ alrsf]dVo leGtf xf] .

³ v/fa cj:yfdf /xsf ;8sx?df /fpyddhs ;Def/n] ;dfg kpf/sf]kmfObf Nofpg ;Sb} lsgls Iflos/Ofsf]ult klxn]f] Iflos/Ofsf sf/Of tLlOf e0;s]f]x65 / Toxf]f]f]ys ;Def/sf]Gog kpfj dfq k5{.

!# gkfndf dd{-;Def/sf kpf/x?

;m\ug xg]l]leGg ultljwx? -/f\syddhs jf zfv\g, lg/Gt/ jf af/Daf/, Itglx?sf]hl6nntf -cfjZos pks/Of / ;lksf] :t/_ / Itglx?sf]tl10ftf -klt lsldsfnufgl, lglZrt 7fp5f];wf/sf]lj?4 kOf{kblgGf]sf cfwf/df ljleGg dd{-;Def/sf kpf/x?nf0{56f0Psf]5 . gkfndf lgDg kpf/sf dd{-;Def/x? ljeflht 5g\

lgoldt dd{-;Def/ eGgn];8ssf]liltnf0{/f\gklt nllft ultljwx?sf]lg/Gt/ nfuSf ;fy}sx\;-;fgf -lflofs_ dd{-x? eGg]alem5 . o; kpf/sf]dd{-;Def/ ;fdfotof lsnd6/ klt lglZrt nfutdf u/f05 / o;sf nflu sb}blf >lds jf pks/Ofsf]-s]n xft]pks/Ofx?_ cfjZostf kb} . o;sf ultljwx?df kfglsf]lgsf; , kh];f\z (culvert) ;kff ug] klx/fnf0{x6fpg] ?vx? sf6g]/ slxn}fx\F;fgf vfn8fvN8Lx? kb]h:tf sfd k5g\.

k6s] dd{-;Def/ eGgn]cfjZostf cg';f/ jifsf]lglZrt ;dodf ul/0g]zfv\g dd{-;Def/sf ultljwx? xg\ . of] dd{-;Def/sf]kpf/sf nflu nfutsf]cgdfg ug]k5 / blf >lds / pks/Ofsf]cfjZostf x5 . o;sf ultljwx?df kfglsf]lgsf; , kh];f\z ;kff ug] cGo efts ;Argfx?sf]dd{- ug] / ;8ssf];tx / lsgf/fx\z dd{- ug]-lms jf vfn8fvN8Lx? kb] t/ >]la4 ug]/ l3;fg]klg_ h:tf sfd k5g\.

/f\syddhs dd{-;Def/ eGgn];8ssf];/lffdf ;wf/ ug{nllft ultljwx? xg\ / ol sfo? :jod\;8s eGbf ;8ssf]jl/kl/ s]b]t x5 . o:tf dd{-;Def/sf]kpf/x? cfjZostf cg';f/ ul/5 / o;sf]sb}lglZrt lgtotf 5g / o;sf nflu blf >lds / pks/Ofx?sf]cfjZostf kg{;S5 . o;sf ultljwx?df eTflos/0faf6 le/fnf]hldgx?nf0{arfp]g] kfglsf];f]sf]dd{- / affx?sf]hff ug]6]f kvf / cGo ;/lffds ;Argfx?sf]dd{- / h]js 0lGhlgol/asf sfdx? k5g\.

cfjlws dd{-;Def/ eGgn]dVo zfv\g dd{-;Def/x? xg\hg ;8ssf];txsf]kpf]t -sfnfkq nuf0Psf]ufen, sRrL_ / ;8ssf]u0fx?sf cfwf/df k]o}b0{b]v ;ft jifsf]alrdf Ps k6s ug]ul/5 . of]dd{-;Def/sf nflu nfutsf]cgdfgsf]tof/L ug]k5{o;sf nflu lglZrt ?kdf blf >lds / pks/Ofx?sf]cfjZostf k5{. o;sf ultljwx?df sfnfkq nuf0Psf];txsf]dd{-, kb]ufen ug]/ l:6nsf ;Argfx?sf]dd{- ug]h:tf sfd x5g\.

cfsl:ds dd{-;Def/ eGgn];8s ;fdfotof kfs[ts kpf]ksf sf/Of cj?4 ePsf]jf cgk]lft ?kdf sf6Psf]cj:yfdf To;nf0{vflg]ultljwx? xg\ . of];jf/Lx?nf0{axfn ug]/ cfwf/e't pkfox?af6 ;8sx?nf0{yk lfltaf6 arfp]g]s/fk]tnllft /xsf]5 . ;8snf0{To;sf]d]ns cj:yfdf knsfpg'of]kpf/sf]dd{-;Def/;F ;DalGwt 5g .

kg:yfkgf, pGglt / gofHgdf]fx? dd{-;Def/sf kpf/sf]?kdf dflg05g / Itglx?nf0{ah]sf]dfly atf0PeGbf leGg tl/sfdf /flvPsf]5 .

⁴ loglx?nf0{8fh]l8f/ n] tof/ ul/]ufdlof ;8s dd{-;Def/ lgbfzsf / ufdlof ;8s dd{-;Def/ kflj]lws xftk'tsdf JoVof ul/Psf]5 .

@= ;dXdF cfwf/t ufdLof ;8sx?sf]dd[-;Def/

cl3Nnf] cWofodf atfOPsf dd[-;Def/sf ksf/x?n] ;DkOf{dd[-;Def/sf ultljwx?nfO{ ;d55 / Itglx? ufdLof ;8ssf Iflos/OfnfO{I9nf]agfpg jf /f3g Ps csf\$]k?ssf ?kdf sfd ug{nlft x55g\ dd[-;Def/sf nflu l; ldt sf]f 56bOPsf] clxn\$] ;dodf, ol lJleGg ksf/sf dd[-;Def/x?sf] tfndh ldn/x\$]55 . j t0fg dd[-;Def/sf kpTgx? dVotll cfjlws / cfsL:ds dd[-;Def/sf nflu l; ldt ePsf]h:tf]bJvG5 hasL kfyldstf eg]/fd]bJv 7Ls}cj:yfdf /x\$] ;8sx? eGbf g/fd] cj:yfsf ;8sx?sf nflu lbOPsf] 5 . lJz]fu/L ufdLof /fd] cj:yfdf /x\$] ;8ssf]lg/Gt/ / /f\$ydddhs dd[-;Def/sf dxTjkOf{ ;Defljt kmObfx?nfO{ Wofg k%ofOPsf] 55 . of cWofon] :yfglo :t/df pknAw dfgj tyf lJQlo ;+fwgx?nfO{Wofgdf /fv] ;fdLxs dd[-;Def/dfkM /f\$ydddhs dd[-;Def/nfO{nfu"ug[Pp6f ;/n / JofjxfL/s tL/sfsf ?kdf kl/lrt u/fpg vfh\$]5 .

@=! dd[-;Def/ ;dX

/f\$ydddhs dd[-;Def/sf]Pp6f Psbd dxTjkOf{uOf eg\$]of]lg/Gt/ x55 eGg]xf] . lftnfO{arfpgsf nflu ToxfFs\$]L geP ;Dd lftnfO{arfpg ;ls55 / lft slt v] x55 eGg]s/f yxf x55, To;h]lg/Gt/ pkl:yLtsf]cfjZostf x55 . s\$]LglZrt b\$]x?n]jif\$]lgLZrt ;dodf dd[-;Def/sf sdbf/x?nfO{ ;8ssf]/f\$ydddhs dd[-;Def/sf nflu s/f/df /fvG] kOfnl /fv\$] 55g\ t/ o;n]cem]klg ;8ssf]Iflos/OfnfO{ar\$] ;dodf cfpG]cj ;/ lbO/x55 . g\$]n ;lxt wJ}b\$]x?n] To;h] ;fdCotof cfjlws kmnx? eGbf cln sd ;Wofdf dd[-;Def/ sdbf/x?sf]lg/Gt/ pkl:yLt /fvG]u/\$] 55g\ . g\$]nsf /fli65 / ;xios ;8sx?sf nflu nDa0sf cfwf/df sfd ug]/f\$ydddhs dd[-;Def/sf]kOfnl klxn]bJv g]/x\$]5 hxfF x/\$] sdbf/nfO{lgLZrt nDa0 56bOPsf] x55 h;nfO{p;n] dd[-;Def/ ug{kg] x55 . ;f\$]L ksf/sf] kOfnl ufdLof ;8sx?sf nflu klgtljt ePsf]5 .

nDa0sf cfwf/df sfd ug]{sf]kOfnldf wJ}b\$]x?sf]cgejn]/f\$ydddhs dd[-;Def/sf]kOfn] / ;8ssf]Iflos/OfnfO{I9nf] agfpgsf nflu of]lgs}kPf]sf/L ePsf]bJvPsf]5 . t/ To:tf]x/\$] sdbf/sf nflu 55}S/f/ ;kl/j]fOf, ofhg / lg/LifOfsf] cfjZostf xg] xgn] cgejn] o; ksf/sf] kOfnlsf] kPf;lgS ef/ Psbd pRr ePsf] klG bJvPsf] 5 . o;sf] kmn:j?k ;kl/j]fssf] ;Wof a95 / dd[-;Def/sf]nfutklg a95 . ;fdgf ul/Psf]bf] ;d:of eg\$] ;a} ;8ssf]efu ;dfg x55 hxfF s\$]L efux? cGo eGbf a9L ;d:ofu]t x55g\ . x/\$] nDa0sf cfwf/df sfd ug][JolQm]ug{kg]sdfs]dfqf To;h] km/s x55 hxfF\$]L ;lhn} ;xofu ug{ ;S5 eg]c?n]sfd ;sfpgsf nflu clt/Qm 366f sfd ug{kg]x55 . s\$]L dflndf sdbf/x? cfkngf sfd ;sfpg klG ;Sb55g\ / ;xofu ug\$] nflu ;kl/j]f\$]x?n] cGo sdbf/x?nfO{ :yfgGt/Of ug{K5{ . nDa0sf cfwf/df sfd ug][kOfnldf clGtd cJnf\$]g eg\$]sdfs]JolQmut k\$]t / slxWog ;lsg]sdfs]ef/n] ubf{To;df pTk]Of Psbd sd x55 .

To;h] nDa0sf cfwf/df sfd ug][kOfnlsf lJleGg :j?kx? agfOPsf 55g\h;af6 lgLZrt ;8ssf sdbf/x? ;55 ;dXdF /flvG5g\ /pglx? ;dXsf ?kdf ;DkOf{ ;8ssf]dd[-;Def/sf nflu lhDd]f/ x55g\eg]cem nfd ;8sx?sf nflu ToxF;dX leq leGg ;dX agfG5 . o;sf]kmObf s]x55 eg] ;DkOf{ ;8ssf nflu s/f/ ;kl/j]fOf, ofhg / lg/LifOf eO/xg]xgn]o;sf] kPf;lgS ef/ pNn]yglO dfqdf 365 . cem, dd[-;Def/ ;dXx?nfO{cfjZostf cg;f/ kg]:yflkt ul/G5 h;n]pglx?nfO{ ;d:ofu]t ;8ssf efux?sf nflu yk ;do lgw]Of ug{lbG5 . o;sf]yk kmObf s]x\$]eg] ;dXdF sfd ubf{pglx?n]sfd ubf{ s/f ug{kfp55g\ / To;n]ubf{ldn] sfd ubf{sdfs]dfqf ;sfpg ;lsg]h:tf]bJvg]xgn]sdbf/x?sf]pTk]Of a95 .

ol kmObfx? lJz]fu/L ufdLof ;8sx?sf nflu dxTjkOf{x55g\hxfF;8s ;fdCotof sRrL ;8s jf ufen ul/Psf]x55 / Itglx? To:tf ;d:ofu]t :yfgdf l:yt x55g\h;sf nflu yk Wofgsf]cfjZostf x55 . cem, tL ;8sx?sf nflu lhDd]f/ :yfglo clwsf/Lx?n]kof{t nDa0sf cfwf/df sfd ug]sdbf/x?sf]cfjZostfnfO{ ;xofu ug{dfg / lJQlo ;+fwgdf sdl u/fpg vfh\$]h:tf]bJvG5 . ;fdLxs kOfnlsf]kPf] ul/Psf b\$]x?df of]lgs} ;kmn ePsf]5 / Nofl6g cd]/sdf of]/fli65, dflWolds / ufdLof ;8sx?df kPf] ul/Psf]xgn]/f\$ydddhs dd[-;Def/sf nflu of]cfbz\$] ?kdf /x\$]5 .⁵

@=@ ;dXdF cfwf/t dd[-;Def/ ultljwx?

;dXdF cfwf/t dd[-;Def/sf ultljwx? lgw]Of ubf{ sg}lgLZrt ksf/sf] dd[-;Def/ ksf/nfO{ lgoQm ug\$] nflu dfkb08x? agfOPsf] 55, t/ pgLx?s}blftsf cfwf/df lgLZrt ultljwx? lbOPsf]lyof] . ox]FdVo dfkb08 eg\$] cbIf sdbf/x? / xft]pks/Ofx? -cf]h/x? xT0g sf]kPf] ug{lyof] . ol bO{dfkb08sf]l;ldttf leq rlgPsf ultljwx? ufdLof ;8ssf]cfjZostsf cfwf/df lgw]Of x55g\.

dd[-;Def/ ;dXsf]dVo p2Z0 eg\$] ;8ssf]lftnfO{arfpg / ;8ssf] ;d:of/lxt kPf] u/fpgsf nflu lJz]fu/L kfgLsf] lgsf ;/ 6]f kvf\$]x?sf nflu ;8ssf] ;lffds pkfox?sf]plrt ;+fngk]t nlft /f\$ydddhs dd[-;Def/ xf] . cfwf/e't ?kdf o;df ;8ssf] ;tx, lsgf/f / ef]ts ;8s ;Ar gf ;kmf ug]/ vfnL agfpg]h:tf sfd x55g\.

⁵ ox]F0;nfO{cGt/fli65>d ;+7g, ;5Qm /fi64]sf; sfoqnd,lJz] a5, cf0 P l8 al -cGt/ cd]/sl lJsf; a5, CAF -Corporación Andina de Fomento_ / al l; cf0 0-cfly\$;ofhg]sf nflu cd]/sl sJb]o a5, x?n]leqP/ k] ;flxt u/\$] xg\.

lg/fwds dd-;Def/sf ultijlw?

!= afwfx? / klx/f? x6fpg]
 @= kfglsfjlgf; sfjgfnfx? ; kmf ugI
 #= lr/fx? ; kmf ugI
 \$= khj; f? ; kmf ugI
 %= kh ; kmf ugI
 ^= ?vx? sf6g]/ ; kmf ugI
 &= ;8ssfj; txd kfglsfj t6x? x6fpg]
 *= ;8s dflysfjle/fnf6 sdhf? ; fdu|x? x6fpg]



klx/f? x6f0/x3fj



kfglsfjgfnfx? x6f0/x3fj



afjla?jf x6f0/x3fj



khj; f? ; kmf ul//x3fj

;8s / ;8s; 6; DalGwt efts ; Argfx?sfjplrt sfo{; lglZrt ug{afwfx?nf0{x6fpg nllft ol kOf? /f3yiddhs dd-
 ;Def/ ultijlw? afx3 /f3yiddhs dd-;Def/df ;8sdf ce uDe/ lflt xgaf6 arfpg nllft ; -;fgf dd? sfo? klg
 x65g\ To ; j]dfly pNny ul/Psf dfkb08 leq g]dd-;Def/ ;dxx? ;8ssfj; tx, lsgf/fx? / efts ; Argfsfjcfw/e't
 dd?sf nflu klg lhddj/f/ x65g\.

; -; fgf dd{x?

(= kfglsfjlgf; sfj ; Argfsfjdd?
 != lns / vfN8fvN8lx?sfjdd?
 != v]rf / sGb/fx? (gully) sfjdd?
 !@= ;8ssfj]sgf/df ePsf lr/fsfjdd?
 !# 6]f kvfxf?sfjdd?
 !\$= khj; f3f Aofslknnx?sfjdd?



Ins / vñ8fvN8lx?sfjdd{-



;8ssflsgf/fsfjdd{-



6jf kvfñsfjdd{-



khj fñf Aofslkñx?sfjdd{-

dfly pññv ul/Psf ultijlwx?nf0{-;fdfotof sg}klg bzsfl ;d\df cfwfl/t dd{-;Def/ kñfnldf ;d]6Psf]x5 . t/, ol dñlo]clwstd cgejx?df dd{-;Def/ ;d\dx?sf nflu xfn;fn}kg:yfñkt ul/Psf] ;wf/ ul/Psf] ;8sx? lgwf{Of ul/Of5 h;sf] kmñ:j?k ToxfPñrt kfglsf]lgsf; / c6o eñts 6jf ;Argfx? x5g\h;n] ;8snf0{arfp5 / slxn}fxLfdq lgoldt ;kmf0 jf ;-;fgf dd{-x?sf] cfjZostf x5 . t/, gkñndf l:ylt clñ km/s 5 lsgls oxfñjz]fu/L gofFvh}sf ;8sx?df, ufdlof ;8sx?df plrt lgsf; kñfnl / eñts ;xorñ ;Argfx?sf] sdl /x}sf] 5 . To;ñ] oxfFdd{-;Def/ ;d\dx?n] ;fdgf u/}sf ;d:ofx? ;8s ;/lff pkfox?sf] lñlos/Of ge0{To:tf pkfox?sf] sdl xñ] . le/fñfx? / ;8s lsgf/fx?nf0{lfñtu]t xga6 arfpñg kfglnf0{-;/lñt tl/sñ] ;8s jf eñts ;xorñ ;Argfa6 lgsñg]plrt lgsf; kñfnl gePsf]cj:yfñf dd{-sf cfjZostfx? PSsf;L cfpñg]u5gV/ dd{-;Def/ ;d\dxnf0{To} ;dñwfg ug{c;Dej xg hñ5 . To:tf dñlod bñv dñvo dd{-x?nf0{c6o dd{-;Def/sf ultijlwx? c6tuñ cfjñws ?kdf ug{-;lsg]eP tfklg ;?df To:tf lfñtx?sf] /fñsyd ;wñ}skñfotL x5g\ . To;ñ]gkñnsf dd{-;Def/ ;d\dx? lhDd]f/ ePsf ultijlwx?n] ;8ssfl lfñtnf0{/fñgsf nflu nñlñt cfwfl/eñt ;8s ;/lffñds ;Argfx?sf] lgdñfnf0{klg ;d]6sf] 5 . ol ;Argfx? k}p[tdf Psbd ;/n 5g\h;n]ubf{ cbIf >ldsx?n]klg xñt]pks/Ofx?sf]dñlodaf6 o ;nf0{-;lhn]lgdñf ug{-;5gV/ Ps k6s lgdñf ePkl5 ltglx? ;kmf ug] / ;-;fgf dd{-sf ;fdfo kñfnldf hñ5g\.

;/n ;8s ;/lffñds pkfox?sf] ;hgf

!%- ;8ssfl5pñf lgsf; sf]lgdñf
!^ - ;fgf]9hñ]kfgl hñg] ;8ssfl]lgdñf
!&- -lñf0fs 58s]gñlx?sf]lgdñf
!* - ;Vvf 9Eñsf]yñdg]kvfñx?sf]lgdñf
!(- aññla?jf /ñk] le/fññ]hldgnf0{-;/lff lbg]

⁶ ;fdfotof lfñqo ljsf; a}sx?af6 cñly6 ;xorñ kñkt kg:yfñkf / dd{-;Def/ / sfogñdsf]efusf ?kdf



;8ssfj5pdf lgsf; sfjlgdfTf



;fgfj9w]kfgl hfg] ;8ssfjlgdfTf



;Vvf 9wfx?sfjyDgjkvfTx?sfjlgdfTf



afBla?jf /fkj le/fnfjhdgsfj ;7lf

dfly pInlvt ultjlwx?sfj ;?df b]vP h;/L g};d\df cfwfl/t dd{-;Def/ ultjlwx?df g]kndf ljeflht ljleGg dd{-
;Def/sf ksf/x? kgIu56\ . lgoldt dd{-;Def/sf ultjlwx? ;a};dfjz 5g\ / ;fy}tl af/Daf/ / /f]syddhs dd{-
;Def/ ultjlwx? klg 5g\h;sf nflu blf >lds, pks/Of / dxTjkOf;fdu]x?sfjcfjZostf kbTj . cfjZos kxnsf]dqf
;fgf]ePsfj7fpTf dfq cfs]ds dd{-;Def/ ;dfjz ul/Psfjx65 . t/, cfjZos sfdx?sfjlfq / blf >lds / pks/Ofx?sfj
cfjZostsf sf/Of cfjlws dd{-;Def/ ultjlwx? ;dfjz ul/Psfj5Tj . ljleGg dd{-;Def/ ultjlwx?sfjce al9 lj:tT
JofVof kl/Izi6 ! df kfgp ;ls65 .



;8ssfjCto6t};d:ofujt efuaf6 uf8lx? hfg lbgf nflu cfs]ds dd{-;Def/

@# pks/0fx? ;/lffds ;fwg tyf ;fdfulx?

dfly pNn]vt h:t} dd{-;Def/ ;dXn] ugI dd{-;Def/ ultljwsf] lgwf{0fsf nflu kpfl ul/g] Pp6f dfkb08 egSf] loglx?nf0{cfw/e't xft] pks/0fx?sf] kpfl uaf6 ug{ ;lsgk5{. dd{-;Def/ ;dXx?n] kpfl ugI pks/0fx?nf0{ tn /flvPsf 5, hxfSxl lglZr t pks/0fx? kxf8sf ;8sx?sfjdd{-;Def/sf nflu agSf xE5g\ . kl/Izi6 @ df ol pks/0fx?sf] cfjZos ;wofsf ;fy lj:t{ ;'L lbOPsf]5 .

pks/0fx?

- 7hfuf8f
- vkl{-sf]fnf]
- s6f]
- a]rf÷krf]jf
- nfd]d7 ePsf]a]rf÷krf]jf -kh];f] ;krf ugSf nflu]
- bfE]
- rSs"
- Dof;f]
- %ofd/ -dE] vEg]pks/0f_
- 7hf]un
- 7hf]3g÷xtfBf / kmfd]Hofjn -kxf8_
- kfgl k6fpg]Sofg -xhf/L_
- tfGg]8f]L



dd{-;Def/ ;dXn]kpfl ugI{sxl pks/0fx?

ol xft] pks/0fx? afxS, pglx?sf] ;/lff / :jf:Yo ;lglZr t ug{dd{-;Def/ ;dSf nflu cfw/e't ;/lffds ;fwgx?sf] cfjZostf xE5 . ol ;/lffds ;fwgx?nf0{ tn ;'LSL ul/Psf]5, kl/Izi6 @ df o;sf]lj:t{ hfgsf/L lbOPsf]5 . tn pNn] ul/Psf] ;/lffds e]6n]sfdbf/x?nf0{ ;8s pkef]mf?sf]cl3 ;lhn}b]vg]agfpg ;Sg]-uf8lsf] ;wof / ult Psbd sd ePsf]ujdof ;8sx?df of]Tolt dxT]k0f{xE5 / ;fy]pglx?nf0{ :ki6 ;E dd{-;Def/ ;dXsf] ;b:osf]?kdf lrg ;lsg] ePsf]n]o; sf]bxf]f]sfo{/xSf]5 .

;/lffds ;fwgx?

- r]fjgl lbg]enG8f
- ;/lffds e]6
- 6f]kl
- df:s
- a6
- a;fE]
- kfylds pkrf/sf] ;fdfg



dd{-;Def/ ;dXn]kbfj ul//xsf]sxl ;/lffds ;fwgx?

dd{-;Def/sf]k/Llf0fdf dd{-;Def/ ;dXx?n]ol pks/Ofx? IsGgsf nflu pks/Of eQf kfPsf lyP . of]k0ffnLdf eQf]gl l9nf] xg ;Sg]xG5 t/ ;/lffds pks/Of / ;fwgx? s/f/ ug]lgsfo -lhlj ;_ n]IsGg'k5{/ sfdsf] ;?jftdf dd{-;Def/ ;dXnf0{ lbgk5{eGg] ;enfj lb0G5 . kof]t ;Wofsf]uOf:t/Lo pks/Ofx? kpf] ug[kg]s/f]sf]dxTjnf0{Wofg k'ofpgkb5 lsgls o;n] dd{-;Def/ ;dXsf]pTkfbst]nf0{w]}kbfj kfb5 . ;DkOf]dd{-;Def/sf]nfutdf pks/Of / ;fwgsf]nfutsf]Psbd ;fgf] efu xG5 / pks/Ofsf]uOf:t/ jf ;Wofdf sdl u/fP/ nfutarfpg v]llof]eg] dd{-;Def/ sfo\$tf?sf]pTkfbst]jdf xf; cfp]gn]To]art Joy{xG5 jf To;sf]kl/Offd:j?k nfutcem]a9g]xG5 . dd{-;Def/ ;dXx?nf0{cem]l]leGg ;fdulx?sf nflu / pks/Ofx?sf]dd{-;Def/sf nflu -gofFd7x?, wf/ nufpg] cflb_ sxl pks/Of eQf lbgkg]xG5 .

dd{-;Def/sf]k/Llf0fdf ;dXn]pks/Ofx? / ;/lffds ;fwgx? IsGgsf nflu cfkbf]k]ssf ?kdf pks/Of eQf kfPsf lyP . t/ s/f/df x:tf]f/ ul/ ;skl5 dfq k]ssf]k4lt cl3 a9Xof] / To;h]o;n]dd{-;Def/ ;dX;F sfd ug]sf nflu pks/Of gePsf sf/Of sfd ;? ug]f l9nf0 xGyof] . To;h] pks/Of / ;/lffds ;fwgx?sf] s/f/ / k]jwfg s/f/jnf lgsfon]u/sf]g]/fd]l]sNkg xGyof]eg] lgOf0 ul/Psf]lyof] . cem s/f/df x:tf]f/ gu/sf] ;dodf klg t]fndsf] ;dodf tL pks/Ofx?sf]kbfj ug[p]glx?n]g]cgdl t lbg]elgPsf]lyof] .

lg]Zrt ult]jlx?sf nflu ;fdulx?sf]-9Ef, luSL, Uoflaog tf/ cfjZostf xG5 . sxl lg]Zrt d]fdnf?df logLx? :yf]lo ?kdf kf]t ug{;IsG5 t/ cGo cj:yfdf logLx?nf0{dd{-;Def/ ;dXd kpf] u/f0gkb5 -o;df ;d:of ePsf] ;8sdf plr t 7fpFaf6 ;fdulx?sf] offtoftsf] s/f /xsf] xG5 . ol ;fdulx? dd{-;Def/sf] s/f/sf] ;dodf cfjZos ;fdulx?sf] cgd]gsf] ;d:ofnf0{ kG5fpgsf nflu cfjZostsf cfw/df ;fem] s/f/jnf lgsfo -lhlj ;_ n] kpf] ug[k5{eGg] ;enfj lb0G5 . t/ To:tf ;fdulx? 7ls ;dodf pknAw xgkg]s/fn] ;8ssf] ;tx, lsgf/f / e]ts ;Argdf cfjZos dd{x?sf nflu dd{-;Def/ ;dXsf]kbfj sf/Ltfnf0{pNn]y]glo dfqfn]c;/ kf5{eGg]s/fdf Wofg k'ofpg' cfjZos xG5 .

dd{-;Def/ k/Llf0fdf sxl dd{-;Def/ ;dXx? u]en ul/Psf ;8sx?df sfd ul//xsf lyP . ;8ssf] ;txsf] dd{- u/fpgsf nflu yk /f]f] 9Wsf]luSLx?sf] ;f]sf]cfjZostf k/sf]lyof] . sxl ;8sx?sf nflu k]s[ts /f]f] 9Wsf]luSLx? :yf]lo ?kdf pknAw eP tfklg cGo 7fpF nflu To]f6f9af6 Nofpg k/sf]lyof] . To;h]lhlj ;nf0{ ;d:ofu]t ;8ssf] lsgf/fdf /f]f] 9Wsf]luSLx?sf]yk]/flvlg cg]/v ul/Psf]lyof] .

dd{-;Def/ ;dXsf]u7g

dd{-;Def/ ;dXx?n]cl3Nnf]cWofodf pNn]y ul/Psf dd{-;Def/sf ultljwx? ugEbf cl3 ;dX agfpg kb5 . o;df ;dX ;b:ox?sf]rbfj, btf{/ tflnd x5 . of]cWofon] ;dX lgdfQsf ol tlg klfx?sf af/df s/f u5{.

#! ;dXsf]cfsf/

;dX ;b:osf]5gf ;? xgEbf cl3, ;dXsf]kl/dfOf lgwfOf ug{k5{. of]dd{-;Def/ ug{k5{;8s / Pp6f sdbf/n]slt lsnf]d6/ sfd ug{k5{ cyf\ tyfslyt pTkbsTj b/, eGg] s/fn]lgwfOf ul/G5 . pTkbsTj b/ ;8ssf] uOf, lJz]fu/L ;8ssf] cJ:yf, ebf]ns ;Argf, ;8ssf] ;txsf] kpf/, uf8Lx?sf] :t/ / ;8ssf] ;/lffds ;Argsf] pkl:ylt h:tf s/fx?df lge{ x5 . le/fnf]7pff /x}f, cIn sd l6sf ;8s ;txx?, pRr uf8Lsf] :t/ / yf] ;/lffds pkfox? /x}f g/fd] cJ:yfsf ;8sx?df pTkbsTjsf] b/ sd ePsf sf/Ofn] -klt lsnf]d6/ ToxfFsdsf] ef/ w]}x5_ ToxfFw]} ;wofdf dd{-;Def/ sdbf/x?sf]cfjZstf x5 . olb ;8sdf ljleGg uOfx? /x}f 5gleg]ltglx?sf]pTkbsTjsf]b/ leGg x5 . x/}f sdbf/sf nflu cf] t pTkbsTj b/ @=% nf0{kpf] ug{elG5 eg]sd uf8L rNg] eTfos/Ofsf]sd hf]vd ePsf] jf kof{t ;8s ;/lffds pkfox? ePsf]/fd] ;8sdf o;nf0{a9fpg elG5 . w]}uf8Lx? rNg] eTfos/Ofsf]w]}hf]vd ePsf]jf kof{t ;8s ;/lffs pkfox? gePsf] g/fd] cJ:yfdf /x}f ;8sx?sf nflu of] b/nf0{36fpg k5{. @=% lsnf]d6/ klt 366f pTkbsTjn] ;fdfO ;kmf ug] ;8s vfln agfpg] ;-,fgf dd{-x? / dd{-;Def/ ;dXaf6 cfwf/dt ;8s ;/lffds pkfox?sf]lgdfQf h:tf sfd ug{lb5 . ;do laTb}hf] o:tf ;8s ;/lffds pkfox?nf0{;dXn] jf cGo lgsfox?n]lgdfQf ug{xbfn] o; kpf/sf ultljwsf] cfjZostf sd x5}hf5 / pRr pTkbsTj b/sf] kpf] ug{;ls5 . ;dXsf] jf:tljs kl/dfOf lgwfOf u/]kl5 pTkbsTj b/af6 uOfg u/] lgsflnPsf]sdbf/x?sf] ;wof / ;8ssf]nDafOnf0{;fy{cIdf nlg ug{k5{ jf kof{;wofsf ?kdf lgsfng k5{.

dd{-;Def/ k/LifOfdf pTkbsTjsf b/x? @ b]v @=% lsnf]d6/ klt sdbf/sf]kpf] ul/Psf]lyof]hg plrt /x}f]kpf]Of t eof]. pRr pTkbsTj b/x? cGo b}x?df kpf] ul/Psf 5g\ t/ tl cgejx?df g]kndf h:tf]cfwf/e't ;8s ;/lffds pkfox? ;dfj} ePsf lyPggl.

;8ssf]dd{-;Def/sf]kzf;gnf0{;xh agfpg ;a};8ssf]cfkmg];dX xgk5{eGg]s/f]sf];emfj lb0Psf]5 . t/, hxfF;8s Psbd nfd]x5 / ;dX Psbd 7hf]x5 -@) eGbf a9L ;b:ox?; ToxfFb0{;dX agfpg ;emfj lb05 . j}f]lNks ?kdf, hxfF ;8s 5f]f]x5 / ;dX ;fgf]x5 -% eGbf sd ;b:ox?; ToxfFPs csf]f];ldkdf ljleGg ;8sx?nf0{x5};dX /fvg ;emfj lb05 .

;8ssf]nDaf0sf cfwf/df ;dXnf0{dd{-;Def/sf ;dXdF ljeflht ug{k5{hxfF;8s ;8ssf]lg]Zrt efusf nflu lhDd]f/ x5 . of]ljleGg dd{-;Def/ sfo\$tf?nf0{cfkmg]3/ b]v cfk" sfd ul//x}f];8sdf hfgsf nflu x5 ;Sg]oftfof]sf] ;d:ofnf0{k5fpgsf nflu ul/Psf]xf]. t/, ol ;dXx?df ;fdlxs ?kdf÷;dXdF sfd{ugf\$]f]kmOfnf0{;lg]Zrt ug{slDtdf # ;b:ox? x5 k5{.

dd{-;Def/ k/LifOfdf rf/ dd{-;Def/ ;dXsf]lgdfQf ePsf]lyof]h;df !&^ lsnf]d6/ / #&=* lsnf]d6/ af6f]f nflu qmDzI & ;b:o b]v !(;b:o;Dd /x}f lyP . Pp6f dfldndf dd{-;Def/ ;dXx? Ps csf]F glhs}f]b0{;8sx?sf nflu lhDd]f/ lyP . o;nf0{!! j6f ;dXdF ljeflht ul/Psf]lyof]hxfF;8s ;dX ltglx?sf];8ssf]lg]Zrt efusf nflu lhDd]f/ x5y]. ;dXdF # b]v & sdbf/x? lyP .

#@ ;dX ;b:ox?sf]5gf

uf]j;sf];lrjx?n];8ssf];fng, uf]j;df ;8ssf]nDaf0sf cfwf/df / kl/eflft pTkbsTjsf] cfwf/df dd{-;Def/ ;dXsf]bf]f/x?sf]klxrfg ug{k5{. ;a}Gbf plrt bf]f/x?sf]5gf x5 eg] ;lg]Zrt ug{5gf]sf]dfkb08sf]kpf] ug{k5{. oxfPlrttf eg]sf]sfd /fd]F ug{;Sg]bf]f/sf]lfdtf -kljlws dfkb08 / ;dfhsf];Dj]pgzLn ;dXnf0{/fhuf/ / cfDbfgl-;fdflhs dfkb08 kpf] ug{s/f/ ug]lgsfox?sf]p2Zosf nflu lfdtf]fg x5kg]x5 . dd{-;Def/sf k/LifOfx?df ;kmntfk]5 kpf] ul/Psf lgDg dfkb08x?sf]kpf] ug{;emfj lb05, oBkl logLx?nf0{s/f/sf]lgofssf]-lh]j;_ lg]Zrt p2Zo k]t ug{f nflu kl/jt5 ug{;ls5 .

kfljws dfkb08

- 5gfb ul/Psfjdd{-;Def/ sfdbf/x? !* b|v %) jifsfjpd]sfjxgk5{
- 5gfb ul/Psfjdd{-;Def/ sfdbf/x? zf/l/s ?kdf / dfgl ;s ?kdf :j:y xgk5{
- 5gfb ul/Psfjdd{-;Def/ sfdbf/x? dd{-;Def/ ugkg] ;8ssfglhs a:gkg]xG5

;fdflhs dfkb08

- 5gfb ul/Psfjdd{-;Def/ sfdbf/ a]fhuf/ xgk5{
- 5gfb ul/Psfjdd{-;Def/ sfdbf/ uflj ;sf] ;a}gbf u/la dflg ;x? d|o}sf]xgk5{
- sldtdf klg #)Ü sfdbf/x? dlxf xgk5{
- sldtdf klg #)Ü 5gfb ul/Psf dd{-;Def/ sfdbf/x? blnt jf hghflt xgk5{
- a]fhuf/ o}fx?sf nflu kfyldstf lbgkb5

dd{-;Def/ k/Lif0fdf, sh \$(dd{-;Def/ sfdbf/x?sf]5gfb ePsf]lyof]. To;df ;fx] ;b:ox? dlxf lyP, hg shsf] Ps ltxf0 lyof]. of] Gogtd \$)Ü eGbf sd 5 hg k/Lif0fsf nflu t]sPsf] lyof]. t]klg of] :jLsf0{ lyof] lsgls dlxfnfx?nf0{cfk]bf]3/sf]sdx?sf sf/Ofn]k/f ;do lbg]sfd :jLsf/ ug{cln sl7g xGvof] To;dfly k?ifx? ;G}sf] ug{ kg]lgdf] ;DaGw sfdx?df t emg ufx]xGvof].

bfj]bf/x?nf0{Psk6s klxrf] ul/ ;skl5 dd{-;Def/ ;dX aGbeGbf cl3 To;nf0{s/f/ ug]lgsfon]-lhlj ;_ :jLst ugkg] xG5 . bfj]bf/x? pglx?af6 ck]ff ul/Psf sdx? / pglx?n] kfp] s/fx?sf -k}f, ladf, cflb af/]f ;r] 5g\eg] s/f ;lg]Zrt ug{k/rof]ds ;q /fvg ;emf] lb0G5 . ;xeful xg grfxg]sg]klg ;b:onf0{;lhn}x6fP/ csf]JolQ /fvg ;lsG5 . To; ksf/n]s ;h]5f] hfg] jf sg} ;b:on]kl5 uP/ 5f]bg]xg ;Sg]xgfn]To;nf0{egsf nflu cfjZos ePsf]eGbf a9l bfj]bf/x?sf]klxrf] ug{ ;emf] lb0G5 .

dd{-;Def/ k/Lif0fdf sh \$(dd{-;Def/ sfdbf/x?sf]5gfb ePsf]lyof] % hgfnf0{k/]Des kl/rof]ds sf0f]7 kl5 x6fP/ c? g]/fvg k/]sf]lyof]. kfl/jfl/s ;d:ofsf sf/Of yk b0{dd{-;Def/ sfdbf/x?n]ltgx?sf] ;dXnf0{5f8g k/]sf] lyof].

dd{-;Def/ ;dXsf]btf{

dd{-;Def/ sfdbf/x?sf]5gfb lglZrt eP kl5, To] ;dXsf]btf{ul/G5 . ;/f]f/df /x]f] ;8s lhNnfsf] ;8s xfl]s ufdlof eGg]cfwfl/df btf{lhj ; jf uflj ;df ug]ul/G5 . ;dX ;b:ox? ljleGg uflj ;x?af6 cfPsf 5g\eg]btf{lhj ;df ul/G5 . lhj ; jf uflj ;df ul/g]btf{p]glx?nf0{JolQnut ?kdf eGbf ;fdlxs ?kdf s/f/df /xg lbG5 . o ;n]ub{sd kpf ;lgs k4ltx?sf]cfjZostf xg]xgfn]s/f/sf/ eQmfgLsf]k4lt ;/n xG5 .

dd{-;Def/ ;dXn] ;dXsf]k]tlglw]jnf0{rgfj ug{k5{ . ;fdfotof clolo jf ;dX g]f / sf]fflolfx?sf]rgfj xG5, oBkl sg}dflndf ;lrjsf]klg rgfj xG5 . ol sfogndx?df sldtdf klg Ps k]tlglw]j dlxfn xgk5{eg] dlxfnfx?sf] k] ;fxgnf0{k] ;fxg lbg'k5{.

r/ dd{-;Def/ ;dXx? d|o]Psd] dlxfn clolo ly0g\ . k?if clolox? ePsf ;dXd sf]fflolf dlxfn klg lyP . ;lrj ePsf]b0{ ;dXd Ps dlxfn / csf{k?if lyP .

btf{ug]k4lt cGtu{-, dd{-;Def/ ;dX sf]gfdd] a}sd] vtf] v]ng'k5{ . a}sf]vtf]nf0{lfqofzLn agfpg b0f x:tfli/sf] cfjZostf xg kg] ;emf] lb0G5 h ;n]clolo jf sf]fflolon]k}f lnP/ eflg] ;d:ofnf0{/f5 . a}sf]vtf] v]lgsf nflu k/]Des k}sf]cfjZostf xG5, / dd{-;Def/ ;dXsf]k]ssf ?kdf jf ;dX ;b:ox?af6 k}f ;Ing u/] tl k}fx? k/f ug}sf nflu Joj:yfkg ug{k5{.

k/Lif0fsf dd{-;Def/ ;dXn] a}sd] vtf] v]lgsf nflu gkfnl ?k}f !,))) b|v %,))) ;Ddsf]k/]Des k}f lbgk/]sf] lyof]. skl ;dXsf nflu ;dX leq}af6 of]k}sf] ;Ing ug{ufx]ePsf]lyof]h ;n]ubf{a}sd] vtf] v]ng / pglx?sf]k]s eQmfgL kfp] l9nf0 ePsf]lyof].

#\$ dd{-;Def/ ;dXsf] tflnd

dd{-;Def/ ;dXsf] btf{ePKl5 / a}df vttf vfhk15, ;dX s/f/ ug{tof/ xG5 . t/ pglx?n] sfd ug{ ;? ug{cl3 pglx?nf0{cfwf/e't tflnds] cfjZostf xG5 . of] tflnddf dd{-;Def/ s/f/df ;nUg kfjlws dflndfx? -ljleGg dd{-;Def/ ultjlwx? s;/L, slxn]/ sxfFnfu"ug] /x}f xG5g\ / ;fy}dd{-;Def/ s/f/sf Joj:yfkslo klfx? -eQmfgl s;/L ul/G5, s:tf b:tfjhx? kltt ugk5{cfib_ klg /x}f xG5g\.

of] tflnd ;lhn}b0{lbqdf ;fng ug{;lsG5, Ps lbg dd{-;Def/ / ;dX Joj:yfkgf] ;f]Gts kl/ro xG5 / csf]lbg ljleGg dd{-;Def/ ultjlwx?sf] Jojxf]/s nfu"ug]af/] xG5 . Jojxf]/s tflnd ;dX lhbd]f/ xg] ;8sdf ul/of] \eg] ;emfj lb0G5 . ;f]Gts tflnds nflu plrt sf]fsf]cfjZostf xG5 / of]Ps ecbf a9L ;dXnf0{Ps}k6s lbg ;lsG5, oBkl of] /f}f/sf] ;8s-x? sf] ;Sbf]glhs xf] \eg] ;emfj lb0G5 .

;f]Gts tflnd

;f]Gts tflnd dd{-;Def/ sdbf/x?nf0{ ;8s lflos/0fsf sf/0fx?sf]af/]df aemfpg klt nllft xG5 h;n]ubf{pglx?n] ltglx?nf0{s;/L /f}g] / pglx? lhbd]f/ ePsf dd{-;Def/ ultjlwx?sf] dxTj aemg ;S5g\ . sb]lglZrt ultjlwsf] cfjZostfsf]aemf0n] ;fdotof Toj]/fd]L u/fp5 .

;jkyd, ;8s agfpg]ljleGg tJx?sf]kl/ro lb0G5 . To;k15 tl tJx?sf] lflos/0fsf nflu kfgl / uf8Lx?sf]eldsf / ;8ssf]kpf] / cjlwdf To;sf]kpf]sf af/]df wofg lb0G5 . of]ljleGg kpf/sf ;8s lflos/0f b]fpg]lrqx?sf]kpf] u/] x}f lrqdf sf/0fx?sf]JofVof ub]ul/G5 . To;k15 ljleGg dd{-;Def/ ultjlwx? / cl3 b]f0Psf lflos/0fnf0{[9nf]agfpg jf /f}g ltglx?sf]eldsf af/]df JofVof ul/G5 . Toj]p2osf nflu tl ultjlwx? s;/L ul/G5 eg]s/f b]fpg / OR5f0Psf] clGtd kl/Ofd -klxn]/ kl5sf]cj:yf b]fpg]lrqx? b]fpgsf nflu klg lrqx?sf]kpf] ul/G5 . cGttl ljleGg pks/0fx?sf] kpf]usf af/]df JofVof ub]ltglx?sf] kl/ro lb0G5 . o;nf0{Jofjxf]/s tflndx?n] k/f ub} hxfF;xefulx?n] ljleGg ultjlwx? nfu"ug]cEof; u5G\.

;f]Gts tflnds]bf]efu eg}f] ;dXsf]Joj:yfkg xf] . ;jkyd, ;xefulx?nf0{pglx? / s/f/sf]lgsfo -lhlj; b]f] nflu ;dXd sfd ug}sf]kmbfx?sf af/]df JofVof ul/G5 . sb]sidx? ljleGg ;dXn]lglZrt sfd u/]f]fd]xG5 -pbfx/0fsf nflu Ps hgfn]sbf]dfbf]vGg] csf]dfbf]nf0{7hfuf8fdf xfn]g] t]fh]Toxf]6 x6f0Psf]dfbf]nf0{csf]7fpf] nUg] eg]s}L sidx? JoJout ?kdf ug{-h:t}af]la?jf sf6g] / ;dXx? cG0 sddf nflu' /fd]xG5 eg] JofVuf ub] ;dX jf ;dX leq ljleGg dd{-;Def/ ultjlwx?sf nflu ljleGg sdbf/x?sf]Joj:yfkgf]af/]df klg 5nkin ul/G5 . sdbf/ / pks/0fx?sf] plrt Joj:yfkg ;dXsf]ptkbsTj a9pgsf nflu dxTjk0f{sf/s xG5 / o;sf nflu k0f{t wofg lbgk5}.

tflnds]clGtd efun] ;kl/]f0f, of]hg, lg/Lif0f / eQmfgl ;f]Jojxf/ u5{. ;kl/]fsn] ;dXnf0{slt k6s xG}k5{ / p;n] s]u5{ sfof]hgxf?nf0{s;/L lgwf/0f ul/G5 / s;/L :jlsf/ ul/G5, lg/Lif0f slxn]ul/G5 / sb]s/sf]lg/Lif0f ul/G5, ol lg/Lif0fsf cfwf/df eQmfgl s;/L ul/G5 eg] JofVof ug{of]efu nllft ul/Psf] 5 . of]efudf ;nUg ug{kg]dxTjk0f{ dflndfx? eg}sf]sfof]hg/ o;sf]9fFf -efu \$-# xG}f] \ / kbzGsf ;'s / logx? lg/Lif0f klt]bgdf s;/L hfG5g\ -efu \$-# xG}f] \ eg]s/fx? xG\ . csf]dxTjk0f{dflndf eg}sf]kbzGsf cfwf/df eQmfgl ug]k}t xf]h;df 7ls kl/df0f sfd u/]f]lbgx? ecbf lg/Lif0fsf]kl/Ofddf e/ kb5 -efu \$-% xG}f] \ .

kl/Lif0fsf dd{-;Def/ ;dXsf] ;f]Gts tflnds nflu, lrq / hfgsf/Lx? b]fpgsf nflu kfj/ k0G6 kbzGx?sf]kpf] ul/Psf]lyof] . o;sf nflu aQl / lglZrt pks/0fx?sf]cfjZostf xG5 t/ lhNnf :t/df of] ;w}pknAw xG} . dlbt tl:j/x?sf]kpf] ug{;Dej xG5 / o;n] ;dX ;b:ox? alr 5nkinnf0{;wf/ ug}sf nflu klg d2t ug{;S5 . n]vPsf kf7x?nf0{;s}Dd k65fpg k5{sgls To;n]dd{-;Def/sf lg/Lif/ sdbf/x?nf0{alxisf/ ub} .

of] tflnds]cGtodf, dd{-;Def/ ;dXsf ;b:ox?n] ;dXd cfwfl/t dd{-;Def/⁷ nfu"ug}sf nflu lbUzbG klt u5G\h;n] Jojxf/df ul/Psf ;a}dflndfx?sf] ;f}fz lbG5 . of] tflnds]bf]fg, ;xefulx?nf0{dd{-;Def/ ;dXsf]eldsf / sfof]af/]df ;dfg aemf0sf]l ;hGf ug}sf nflu ;8s lflos/0f / dd{-;Def/sf af/]df cfkmg]b]6sf]f JoQm ug{elgG5 .

⁷ afdlof ;8sx?sf] ;dXd cfwfl/t dd{-;Def/ - sfof]lZsfE, cGt/f]6G>d ;u7g, @)) (



dd{-;Def/ sfdbf/x?sfj tflnd lbgjsifsfj

Jofjxfl/s tflnd

tflndsfl bfj fl lbg dd{-;Def/ sfdbf/x?sf nflu ljleGg dd{-;Def/ ultjlwx? nfu"ugsf nflu sXl Jofjxfl/s cgej kpfug ugsf nflu nllft xG5 . ofj tflnd ;fiflts tflndsfl lbg kl5 g}ug{k5{eGg]5g, / dd{-;Def/ ;dX / klzlf-s-x? sf nflu plrt lbgdf /fv]xG5 . ofj tflnd hg ;8ssf nflu ;dX lhDdJf/ xG5, ToxLF;8sdf ul/OG5 . Pp6}tflnddf ljleGg ;dXnf0{/fvG ;Dej xG5, t/ x/5 ;dX / ;8ssf nflu 5S}tflndsfl ;q /fvG ;Ehfj lbOG5 . ofj tflndsfl dxTjkOf{kIf egSfljlleGg ;dX ;b:ox?nf0{kpfu ugsf nflu kof{t kpf/sf / ;wofsf pks/Ofx? pknAw xgk5{. To ;h} tflndnf0{dd{-;Def/ ;dXd pks/Ofx? / ;/lffds ;fwgx? x:tfct/Of ugjsfoid ;E hfbg ;lsG5 .

dd{-;Def/ k/Llf0df pks/Ofx? dd{-;Def/ ;dXn]lsgsf lyP / tflndsfl ;dodf pknAw lyPggl. kl/Offd:j?k dd{-;Def/ ;dXsf ;b:ox?n] cfkug} pks/Of kpfu ugsf k/sfl lyof] h;n] x/5 ;b:onf0{ljleGg pks/Ofx? ;E cEof; ug] ;DefJotfnf0{ldt u#of]/ ljz]fu/L lglZrt pks/Ofx?sfj kpfusf ;Gbehf tflndsfl lfjnf0{klg sd u#of].

Jofjxfl/s tflndsfl nflu ;DalGwt ;8sdf plrt :yfg kfg cfjZos xG5 hxfF;a}geP klw w}}h;fl dd{-;Def/sf ultjlwx?sfj kpfzG ug{/ cEof; ug{ ;Dej xG5 . ofj:yfg klxn]g}klxrfg ul/Psfj xgk5{/ / dX ;b:ox?nf0{lxfg g}of] :yfgdf ehf xgkb5 . tflndsfl ;dodf, ;/fSf/sf ;8s;E ;DalGwt ljleGg dd{-;Def/ ultjlwx?nf0{/ ;/fSf/sf ljleGg sfok?sfjklxrfg ub]lj:t? kdf JofVof / kpfzG ul/OG5 . oxfFkn] / dXd cfwfl/t dd{-;Def/ nfu"ugslgbzsn}tflndsfl cfwfl lbgkb5 . ;a} ;dX ;b:ox?n]ljleGg ultjlwx? nfu"ugsf nflu cEof; ug{cfjZos xG5 . plrt pks/Ofx? / tl pks/Ofx?sfjplrt kpfusf nflu wofg kfofpg'k5{.

dd{-;Def/ k/Llf0f nfu"u/fpE sXl lglZrt ;dXd w}}h;flultjlwxf nflu sfjfnfSfl kpfu ul/Psfj lyof]eg]cGo sXl dflndf cGo pks/Ofx? pkojL ePsf lyP . pbfx/Ofsf nflu ;8saf6 lgsflnPsf ;fdu]x?nf0{x6fpg sfjfnf] ecbf ;fah a9L kpfjsf/L xG5 .



dd{-;Def/ ;dXsf Jofjxfl/s tflnd

tfndsfJoj:yfkg

klxn]pNn] ul/P h;/L, ;fflGts tfndsf nflu plrt :yfgsf]cfjZostf xG5 / Tor]klxn}g}lgwfl/t xgk5{. cem, ;dX
;b:ox?n]cfkmlhf0{of] tfnd :yfgdf nUgkgI xG5 h;sf nflu pglx?nf0{oftfoft eQf lbg ;emfj lb0G5 . Jofjxfi/s
tfndsf];beef, ;dX ;b:ox?nf0{/f]sf/sf];8ssf]glhsdf a:g ck]ff ul/G5 / nfd] ;8sx?sf]dfldndf dfq oftfoft
eQf cfjZos xG5 . bjj}tfndsf]lbgf nflu vfg / gf:tf kpfq ugkb5 h;n]tfndsf];dodf ;xefulx?nf0{vfgsf nflu
3/ jf glhs}f]k;ndf uP/ ;do nfutugI s/fnf0{kG5fp5 . clGtdf, olb tfndf dd{-;Def/ s/f/ ;? xgbebf cl3 g}
ul/G5 eg];dX ;b:ox?n]cfkmlgf ;dosf nflu kif/>lds kfPsf xG5g\ pglx?n]nfutu/sf];dosf nflu pglx?nf0{k};f
lbgk5{ls kb5 eg] s/f ;f]g kb5 . of] tfnd sg ;dodf ul/Psf] 5 / of] tfndn] ;xefulx?nf0{cGo cfbfglsf
cj;/x?af6 6f9f nU5 ls eg]s/fdf klq of]e/ kb5 .

dd{-;Def/ sfdbf/x?sf]lfdtf j[4sf nflu ol b0{tfndx?nf0{dfq xG5} xG5 . dd{-;Def/ ;dXnf0{slDtdf klq ^ dlxgfsf
nflu lg/Gt/ ;xof]usf]cfjZostf xG5 / of]klxn]jifdf ul/of]veg] ;emfj lb0G5 h;n]ubf{o;n];a}df;dx?nf0{;dG5
;S5 -efu \$-# klq xG5f]\ . of] ;dodf dd{-;Def/ ;dXn]ljleGg dd{-;Def/ ultljwx? of]hgf cg';f/ / ;lx tl/sfn]
ul//x}f 5g\eg] ;lglZrt ug5f nflu lg/Gt/ ?kdf ToxfuP/ xG5kb5 . gofFdd{-;Def/ ;dXx? jf gofFultljwx?sf]
of]hgf ul/Psf];dodf ol k/Llf0f cem cgj/t xgkb5 t/ ;dXx? plrt tl/sfn]sfd ul//x}f 5g\eg] lglZrt eP kl5 of]
sd cgj/t xg ;S5 .

dd{-;Def/ ;dXsf] tfnd -lhNnf klalws sf0fno jf lhlj;sf OlGhlgox?n] jf oxl p2Zosf nflu s/f/ ul/Psf
klZlfsx?af6 ug{ ;lsG5 . dd{-;Def/ ;dXsf]lgoldt hfF tfnd lbPs}df]g;n]ug{ ;S5 jf lhlj; jf uflj;sf
kljlwsx?nf0{o;sf nflu lhDd]f/L lbg ;lsG5 . sXl bZx?df :gfts txsf ljBfylx?nf0{cfkmlgf]kf7bqmd cGtu{-
;Def/ ;dXsf];kl/j]f0f sfd ug{nuf0G5 h;n]s/f/jnf lgsfonf0{sd nfutsf]ljsNk lbG5 / ljBfylx?nf0{Jofjxfi/s
cgej lbG5 . dxTjk0f{s/f eg]sf]o;sf nflu lhDd]f/ JolQm;F cfjlws / af/Daf/sf]hfFsf nflu ;do / oftfofts];ljwf
ePsf]xgk5{.

\$= s/f/ Joj:yfkg

Ps k6s ;dX btf{ePkI5 To;n}dd{-;Def/ s/f/df x:tfllf/ ug{;S5g\ / o;n}tflnd k{k t ul/;sbfj5 eg] Toj]sfd ug{ tof/ x65 . t/; dd{-;Def/ ultjlwx? nfu"ug{cl3 lgoldt ?kdf sfo6fhgf tof/ ug{k5{h;n};8ssf]sb efudf sb sfd u/fpg'k5{eg] lgwf{Of u5{. c6ttll of]sfo6fhgf nfu"ug{sf nflu sfo{x? of]hgf cg';f/ plrt ?kdf ul/Psf 5g\eg] ;lgZrt ug{lg/Llfof ug{k5 . of]lg/Llfofn}dd{-;Def/ ;dXx?nf0{eQmfgl lbgsf nflu cfwf/x? agfp65 . of]cllofo ol dd{-;Def/ ;dXsf]s/f/sf]ol ljleGg klfx?sf af/lf /xsfj5, h;n};jkyd kpz6sf cfwf/df s/f/ ug] / plrt s/f/ b:tfj]hsf]dxTj]sf af/lf Jofof ub5 .

\$=! kpz6sf]cfwf/df s/f/

;dXdF cfwf/t dd{-;Def/ kpz6df cfwf/t x65, cyf{-\dd{-;Def/ ;dXnf0{Toj]sfd sft ;do latfOPsf]lyof]eGg] cfwf/df ge0{:jlsf/ ul/Psf]sfdx? plrt tl/sfn];Dk0f{ePkI5 dfq eQmfgl lb065 . o;sf]kmfObf dd{-;Def/ ;dX / s/f/ ug]lgsfo -lhj;_ b]j]sf nflu x65 . s/f/sf]lgsfo -lhj;_ sf nflu o;n}kzf; lgs ef/nf0{sd agfp5 lsgls o;n}dd{-;Def/ sfdbf/x?sf]b]gs pkl:ylt / pTkfbstjnf0{lg06qOf ug{k5 / s]n cGtodf dd{-;Def/ sfdsf]kl/Offdnf0{lg/Llfof ug{k5{/ Toj];Dem]f cg';f/ ePsf]5 ls 56 eg] lgwf{Of ug{k5{. dd{-;Def/ ;dXsf nflu lbgsf]sb ;dodf sfd ug] / d]xgt u/] rf6]sfd ;sfpg]ls g;sfpg]eg] lg06f ug]:jtGqtf lb65 h;n}pglx?nf0{cfkm]gf]lhDd]f/Lx?sf nflu plrt ;do ldnfpg lb65 .

kpz6sf ;'s

To:tf kpz6sf cfwf/df ul/g]s/f/x?sf nflu ug{k5]dd{-;Def/ ultjlwx? / ;8ssf]sb efudf Toj]ug]xf]eGg]sfo6fhgf cfj]ws tof/Lsf]cfjZostf x65 . o;sf nflu ljleGg dd{-;Def/ ultjlwx?sf nflu olR5t kl/Offdx? cfPsf]xgk5{h;n} ubf{dd{-;Def/ ;dXsf]kpz6nf0{plrt tl/sfn]dNof]g ug{;ls65 . ljleGg dd{-;Def/ ultjlwx?sf nflu OR5fOPsf kl/Offdx? /fv]sf];'l nfo{kpz6sf ;'s elg65 . dd{-;Def/ ;dXn};8ssf efux? / sfo6fhgdf plNnlvt dd{-;Def/ ultjlwx?sf cfwf/df ol kpz6 ;'sx?;6 ldn]sf]xgk5{. To;h] sfo6fhgfsf]cGtosf];dodf sfdx? ;xdltsf cg';f/ - ul/Psf ultjlwsf ksf/x?; sfd ul/Psf ;8ssf efux? / kpz6sf];'s_ ePsf]5 ls 56 eg] lg/Llfof ug{cfjZos x65 . ;dXdF cfwf/t dd{-;Def/ ultjlwsf nflu ;emfj ul/Psf kpz6sf ;'sx?nf0{kl/lzi6 % df lbOPsf]5 . kpz6sf ;'sx?sf];/n k5[tsf sf/Of, pglx?n]Toj]kngf u/]sf 5g\ls 56g\eg]s'f lg/Llfof eGbf cl3 dd{-;Def/ ;d'xn} ;lhn}cgludg ug{;S5g\.

;dXdF cfwf/t dd{-;Def/ cJwf/Offsf af/lf a9L cgej ePsf c6o b]x?df kpz6sf cfwf/df ul/g]s/f/ cem a9L l]sl;t ePsf]5, cyf{-\w]sf nflu ;Dk0f{;8ssf]plrt cJ:yf ;lgZrt ug{sf nflu dd{-;Def/ ;dX lhDd]f/ x65g\ . To;h]sfo6fhgfsf]tof/L dd{-;Def/ ;dXsf nflu c6tl/s s'f x65 / s/f/jnf lgsfon];a]sfdx? kpz6 ;'ssf cg';f/ e0/xsf]5 eg] ;lgZrt ug{;8ssf ljleGg tJx?sf]lgoldt ;dodf lg/Llfof dfq u5{. t/; o;sf nflu ;8s / To;sf ljleGg tJx? s/f/sf] ;?jftdf /fd] cJ:yfdf /xsf]xgk5{h;n} ubf{dd{-;Def/ ;dXnf0{;8s ToxLFcJ:yfdf /fvgf nflu lhDd]f/ agfpg ;ls65 .

g]kndf, hxfF;8sx? ToIt /fd] cJ:yfdf 56g\ / plrt kfgl lgsf; / ;8s ;/lffds ;Argfx?sf]sdl 5, dd{-;Def/ ;dXnf0{;8sx? /fd] cJ:yfdf /fvgf nflu lhDd]f/ agfpg ldnb6 . lgZrt ultjlwx? / lgZrt ;8s efux?nf0{ kfylds/Of ug{k5{h;sf nflu s]ul/g'k5{/ of]hgfsf]cGtodf -h;df sfo{x? ;8ssf efu / sfo6fhgdf plNnlvt ultjlwx?;6 dfq ldnb]5 ls 56 eg] l;ldt x65_ sbf]lg/Llfof ug]xf]eg] lgwf{Of ug{sfo6fhgf tof/ ug{cfjZos x65 . s]l jif kl5 jf:tljs kpz6df cfwf/t k0ffnl tkn{l]sl;t x6 ;Dej x6 ;S5, hxfF;jkyd dd{-;Def/ ;dXn} s/f/sf lgsfox?af6 :jls[t k{k ug{sf nflu sfo6fhgfsf]tof/L ug{k5{/ Ps k6s ;8sx? plrt cJ:yfdf ePkI5, lg/Llfofnf0{;Dk0f{;8s / dd{-;Def/ ultjlwx? ;d]gsf nflu lj:tfll/t ug{;ls65 hxfFeQmfgl k0f{;8ssf]cJ:yfdf cfwf/t x65 .

\$=@ dd{-;Def/sf]s/f/

;dXdF cfwf/t dd{-;Def/ k0ffnl]sf]dd{egbf]dd{-;Def/ s/f/ xf]. of]b:tfj]hn}dd{-;Def/ ;dX / s/f/ lgsfo -lhj;_ b]j]sf / ;fy)c6o ;fem]f/x? -pbfx/Ofsf nflu ;8s pkef]m ;ldt sf]klg eldsf / lhDd]f/Lx? k]t't ub5 . o;n} dd{-;Def/ ;dXx? lhDd]f/ x6]ljleGg ultjlwx?, pglx?n]ldnfpg kg]kpz6sf ;'sx?; pglx?n]k{k t ug]klf/>lds, of]hgf / lg/Llfof s;/L ul/065, / ;dXx?n]k{k t ug]pks/Of / ;/lffds ;fwgx?sf]?k/yf lb65 . of]b:tfj]hdf ;a]eldsf / lhDd]f/Lx? /fd] kl/eflft ePsf]5 eGg]s'f ;lgZrt ug{kof{t lj:t] s'f/x? xgkb5 / ToxLF;dodf ltglx?nf0{;dX ;b:ox?n];lhn}abn6 ;Sg]xgkb5 .

⁸ of] ;fd6otof dd{-;Def/ sfo6dx?nf0{;8s kg:yfkgf / ;wf/ sfo6dx?;6 uf6] k{k t ug{;ls65 hg kfozll fgllo ljsf; a]sx? jf l6klfo bftfx?af6 cfly6 ;xof]u k{k t x65g\.

s/f/ Pp6f sf gbl ;xdtl xfl/ To;sf ljl flos/Ofj:tx?nf0{b}}klfn]/fd/L aem}sf / ;xdt ePsf xbk5{eGg]s'f/ ;Demg dxTj kOf5 . To:tf sf gbl b:tfj]hx?n]s/f/ lgsfox?nf0{-lhlj ; _ ;dXn]ug{kG]sfdx? / lbg' kg[eQmfglsf ;Gbe}df ;/lff kpf g u5{ / ToxF; dOd f sfo}df / eQmfgldf cfp g] sb}klg kl/j tGsf nflu s/f/df kl/lzi6 xbk5{/ To;nf0{b}}klfsf ;xdtl xbk5{.

s/f/ b:tfj]hnf0{dxTj lbOPsf n] lhNnf / ;/f}sf/sf] ;8ssf nflu plrt s/f/sf]gdgf agfpgsf nflu s}l ;do / kpTg lbgk5{/ ;Dejtl lglZrt l jz]ftfx? jf cfjZostfx? ePsf] ;8sx?sf nflu kl/j tGx? ug{k b5⁹ . s/f/sf]gdgf kl/lzi6 # df lbOPsf]5 .

k/Ll fOf dd{-;Def/df s/f/ cGt/f}6a >d ;#7g / dd{-;Def/ ;dX alr ePsf]lyof]. o;sf nflu cGt/f}6a >d ;#7g sf] :t/Lo s/f/sf]cfjZostf ePsf]lyof]hg cln hl6n lyof]/ To;df o; k}sf/sf sdsf nflu w]}c;DalGwt :t/Lo wf/fx? /x}sf lyP . t/; s/f/df ;Gbe}f ;t? /fv}sf]kl/lzi6 lyof]h;n]s/f/sf lglZrt ;t? atfPsf]lyof]/ dd{-;Def/ s/f/sf nflu jf:tljs cfwf/ agfPsf]lyof]. kl/lzi6 # df lbOPsf]gdgf dd{-;Def/ k/Ll fOfdf kpf] ul/Psf] ;Gbe}f ;t?df cfwf/t 5g]h;n]cfjZos /x}sf] 7fp} yk lj:t} hfgsf/L lbPsf]5 / cgfjZos efux?nf0{x6fPsf]5 .

\$# dd{-;Def/ sdsf]ofhg f

dd{-;Def/ sdsf]ofhg f eGgn]lglZrt ;dosf nflu sfo}fhgfsf] tof/L eGg]aleG5 h;nf0{Tof] ;dosf]cGto eGbf cl3 k'f ug{cfjZos xG5 . o;n] ug{kG]ultljwx?sf]kl/efiff lbG5 / ol ultljwx? ug{kG] ;8ssf efux?sf]klxrf g u5{/ To;/L slt kl/dfOfsf]sfd ug{k5{eGg]s'f lgwf{Of u5{. lgwf{Of ul/Psf] ;dosf]cGto kl5, Tof]sfdnf0{s/f/ lgsfo -lhlj ; _ n]lgl/Ll fOf ub5 .

dd{-;Def/ ;dXsf]pTkfbstj :t/ cg';f/ /x}sf]5 eg] ;lglZrt ug{/ pglx?nf0{b}gs / ;fktflxs ultljwx?sf]ofhg f; k/Lrt u/fpgsf nflu dd{-;Def/ ;dXx?n]lgoldt tln d / ;kl/j]fOf k}t ul//x}sf]kl/Des ;?jftsf] ;dOd ;fktflxs sfo}fhg f? pkof]ul xg ;S5g\ . t/; of] ;dOd k's dfl;s sfo}fhg f? kl g agfpg ;emfj lbOG5 h;n] dd{-;Def/ ;dXnf0{dfl;s sfo}fhg fdf cfwf/t ultljwx?sf]ofhg f; k/Lrt xg lbG5 . dd{-;Def/ ;dXsf]cGej a9b}hf} k/Lj]fOf hf}sf]lgoldt t sd xG}hfG5 / ;fktflxs sfo}fhgfsf] tof/L s/f/ lgsfo -lhlj ; _ sf nflu cgfjZos af} xg yfN5 . To;h] dfl;s sfo}fhgfsf] kpf] ul/Psf] ug{ ;emfj lbOG5, h;sf cfwf/df dd{-;Def/ ;dXn]cfk}hg] ;fktflxs / b}gs ofhg f? cfk}agfpg ;S5g\.

ol sfo}fhg f? s/f/ lgsfon]-lhlj ; _ dd{-;Def/ ;dX;Esf] ;dfo}hg fdf tof/ ug{k5{. ofhgfnf0{;xh agfpgsf nflu Pp6f ;/n sfo}fhg f gdfgsf]kpf] ul/Psf] ug{k5{h;df dd{-;Def/ ultljwx? / ;dGg' kg] ;8ssf efux?nf0{;lhn};'lt ug{ ;lsG5 . Pp6f sfo}fhg f gdfgsf]pbfx/Of kl/lzi6 \$ df lbOPsf]5 . sfo}fhgfn]s/f/ b:tfj]hdf atfOPsf dd{-;Def/sf ultljwx? /flvPsf]xG5 / o;n]sh %)) Id6/sf] ;8ssf efux?nf0{ ;dG}sf]xG5 . sfd ug{kG] ;8ssf efux?sf] ;fdG5 :yfgx? sfo}fhg fdf ;'lt xG5 eg] jf:tljs :yfg l}hdf ;'rt xG5 -pbfx/Ofsf nflu lglZrt %) Id kh]f] ;kmf ug}f nflu 56bfOPsf]xG5 eg] jf:tljs kh]f]oxl %)) Id sf]efusf]lglZrt :yfgdf dfq l;ldt xG5 . sfo}fhg f? ;DkOf{dd{-;Def/ ;dXsf nflu agfpg ;lsG5 jf x/} dd{-;Def/ ;dXsf nflu 5S}sfo}fhg f agfpg ;lsG5 . sfo}fhg fdf klxrf g ug{ ;Sg] :yfg /v g dxTj kOf{xG5 h;n]b}}s/f/ lgsfo -lhlj ; _ dd{-;Def/ ;dXnf0{cfk}hf0{ ;8sdf sfo}fhg fdf kQf nufpg ;xof] ul/Psf] . o;nf0{ ;8ssf 5}psf 9Efx?df, ljB'tLo k}hx?df lrGx lbP/ ;lhn]agfpg ;lsG5 .

dd{-;Def/ k/Ll fOfdf ofhg f klx n]!) Id ;8ssf]efusf nflu ul/Psf]lyof] t/ of]Tof] :t/sf] ;6stfsf ;fy¹⁰ cfk}hf0{ :yfgdf /v g uxf] ePsf]sf/Ofn] sfo}fhg f aem} dd{-;Def/ ;dX / tof/ ug[;kl/j]fsx?sf nflu Psbd hl6n ePsf]kOfOf]. To;h] ;8ssf]efunf0{%) Id ;Dd a9fpg] / sfo}fhg fdf ePsf sfd ug{kG] :yfgx?nf0{ ;fdflGos/Of ug[/ l}hdf ;6s lgb}gx?n]k'f ug[lgOf ul/of]. b}}dd{-;Def/ ;dX / ;kl/j]sssf nflu cfk}hf0{ ;8sdf :yfgx? klxrf g ug{ ;lhn]agfpgsf nflu :yfgx? klxrf g ug[sfd sfo}fhg fdf kl g ;dG}Psf]lyof]. cGt t x/} dd{-;Def/ ;dXsf nflu 5S}sfo}fhg f? agfOPsf]lyof]h;n]x/} ofhg fsf nflu ;8ssf]ndafOnf0{36fof] / ljeGg ;dX ;b:ox?sf]aem}Onf0{a9fof].

ultljwx?sf] ;do

sfo}fhgfsf] tof/L ubf{jif[e/Lsf]ultljwx?sf] ;donf0{Wofg k'ofpg' k5{. jiff}f] ;dOd kfglnf0{ ;8saf6 /fd/L x6fP/ e'fO /f}gsf nflu kfglsf]lgsf;df Wofg lbg' k5{eg] ;Vvf df} ddf To;df sd Wofg lbOG5 / cG5 ultljwx?df Wofg lbOG5 . To;h]df} dsf]cfw f/df, ljeGg dd{-;Def/ ultljwx?nf0{sfo}fhg fdf ;'rt ug{k b5 .

jiff{df} dsf] ;do eGbf cl3 dd{-;Def/ ultljwx? kfglsf]lgsf; , le/fnf]/ ;8s lsgf/fdf kfglnf0{ ;/lft 9Efn] ;8saf6 x6fpg]/ e'fOfnf0{/f}g]siddf s}b} xG5 . of]jiff}f]df} ddf kl g lg/Gt/ ul/OG5, hg e'fOf / kfglsf]l:yl/s/Ofnf0{/f}g /

⁹ pbfx/Ofsf nflu, ;8ssf ;fdg x?sf]dd{-;Def/ jf ;DalGwt ePsf]7fp} ;8ssf]s/ ;sng ug]h:tf yk ultljwx? .

¹⁰ ufdlof ;8sx?df ;fdG5 tof sf]9Efx? /x}f xG}gV/ gS;fx? k'f g xG5gV/ w}h] ;f]ufdlof ;8sx?sf] ;s} lbb} .

;8snf0{vhf /fvG ;dodf yk -cNksfnlg_pkfox? ln0G5 . jiffsfjdf;d kl5 ;8ssfj ;tx / lsgf/fdf dd{- ug{sf nflu
;8ssfjlunfkg plrt xG5 / o:t}ultljwx? / klx/fk?nf0{;kmf ugI/ ;8sdf uf8Lsf nflu afwf kf/psfj?vx? x6fpg]sddf
Wofg s]b]l xG5 . ;Vvf ;dodf ;8ssfj ;tx / lsgf/fdf sfd ug{lg/Gt/tf lb0G5 / To;sf nflu k7ssf ?kdf ;8ssf
efjts ;Argfx?df dd{- ul/0G5 . jiffsfj]leGg ;dosf nflu ktfljt dd{-;Def/ ultljwx? kl/zli6 % df lb0Psf]5 .

sidsfjb/

dd{-;Def/ ;dXn]Ps dlxgdf ug{;Sg]sfd x/ps ultljwsf nflu Ps lbgdf ug{;lsg]sdfs]dfqf -sdfs]b/_ / ;dXsf
kl/df0df -h;n]pknAw sfo{lbGx? lgwf{Of ub5 - e/ kb5 . tnsf]tflnsfn] dd{-;Def/ k/LIf0f / To:t}sf0mddf
cfwf/df ljleGg ultljwx?sf nflu kt/Ides ;\$]x? lbG5 / To;nf0{;yfglo k]fwf/ ljsf; tyf slif ;8s ljefu -8f]n8f/_
sfo{cfbz{x?n]k/f u/psf]5 .

dd{-;Def/ ultljwx?	dfqf=k]tlbg
!= afwfx? / klx/fk?nf0{x6fpg]	#-\$ ld [#]
@= kfgl lgsf; sf gfnfx? ; kmf ugI	!)) -@)) ld
#= lr/fx? x6fpg]	!) -!% ld [@]
\$= kh]f] ; kmf ugI	!-# Psf0
%= khx? ; kmf ugI	!÷@-! Psf0
^= afpla?jfx? sf6g]/ x6fpg]	#))-\$)) ld [@]
&= lsgf/fsf t6x?nf0{x6fpg]	#-\$ ld [#]
*= ;8s dflys]le/fnf]af6 ca4 ;fdulx?nf0{x6fpg]	#-\$ ld [#]
(= kfgl lgsf; sf ;Argfx?nf0{dd{- ugI	@-\$ ld [#]
!)= lns / vfn8fvN8Lx? dd{- ugI	!) -!% ld [@]
!!= vfn]rf / scb/fx? dd{- ugI	!) -!% ld [@]
!@= ;8s lsgf/fsf lr/fx? dd{- ugI	@-# ld [#]
!#= 6]f kvf]fx?sfjdd{- ugI	!-! !÷@ ld [#]
!\$= kh]f]dflys]Aofslknnnf0{dd{- ugI-ljz]fu/L t/f0df_	@-# ld [#]
!%= sRrL ;8sdf kfgl lgsf; sf]lgdfwf	@)-\$) ld
!^= kfgl hfgsf nflu ;fgf 9E] ;8ssf]lgdfwf	!-@ ld [@]
!&= ;8sf]5]pdf 58s]-8f0e; 6_gfnfx?sf]lgdfwf	@)-\$) ld
!*= ;Vvf 9E]6]f kvf]fx?sf]lgdfwf	! ld [#]
!(-= afpla?jfx? /fk] le/fnf]l]gsfj ;/lff	!%-@% ld [@]

ol sdfs] b/x? cfj; t xg]lglZrt xffgg]eGg]s/fi aeb]g'dxTjk0f{5 . k]t xg] jf:tljs pTkfbstj df6f]sf]k]sf/, dfj dsfj
cj:yf, ;8ssf tTjx?sf]u0f, cfjZos ;fdulx?sf nflu oftfof]sf]b/L h:tf s/fx?df e/ kb5 . ol ;a]kl/Of0ox? ;d]psf
nflu w]k]kptgx?sf]cfjZostf xG5 / o;n]sfof]hgf ;6ls agfp5 g]eGg]klg s]k]xG5 . To;h]dd{-;Def/ ;dXsf
k]bz0nf0{thgf ug{sf nflu kt/Ides cgd]gsf ?kdf dfly plNnlvt sdfs]b/x?sf]k]k]u ug{;emfj lb0G5 . kl5 sdfs]
b/nf0{tn dfly ug{;lsG5 .

t/ sdfs] jf sdfs] b/sf]unt cgd]gn]sfd k/f ug{sf nflu cfjZos lbgx?sf] ;Wofdf dxTjk0f{c;/ kfgI xgfn]
sfof]hgf]nf0{lg]Zrt nrstfsf ;fy Jojxf/ ug{dxTjk0f{xG5 . yk ?kdf, sfof]hgf]nf0{cslnkt cfjZostfx?sf nflu
cgsh agfpg klG cfjZos xg ;\$5, h:t}klx/f]x6fpg]. o;sf]dVo dfldnf eg]sf]sfd ;DkGg ug{sf nflu cfjZos lbgx?
s/la ;dXdF pknAw lbg a/fa/ xG5g\ / lg/LIf0fsf] ;dodf sfof]hgf]sf af/]f Gofof]rt xg ;lg]Zrt ug{sf nflu b]j}dd{-
;Def/ ;dX / s/f/sf]lgsfo -lhlj ;_ sf]klaf6 nrstfsf]cfjZos xG5 .

\$-\$ dd{-;Def/ sfof]lg/LIf0f

lg/LIf0fsf] ;dodf sdfs]dfqf / u0f b]j]sf]dNof]sg ul/0G5 . sdfs]dfqf sfof]hgf]atf0Psf]xG5 eg]sdfs]u0f:t/
kbz0sf ;'tsx?af6 dd{-;Def/sf]s/f/df atf0Psf]xG5 . lg/LIf0f df] ;s ?kdf ul/0G5 / of]sfof]hgf]sf] ;do;F ldn5 .
lg/LIf0f ugI ;dodf g]gof]sfof]hgf]sf]5nkn u/] To;df ;xdtl ug{;lsG5 . lg/LIf0f lhNnf klalws sfof]no jf lhlj ;sf]
Olghlgo/ jf tflndk]k]t kl]jlwsn]ub5 .

lg/LIf0fsf] ;dodf sfof]hgf]df ;lrt ;8ssf efux?nf0{;xdtl ePsf]dd{-;Def/ ultljwx?sf]cfwf/df lg/LIf0f ul/0G5 .
af5L ;8s sfof]hgf]df gePsf sf/Ofn]To;nf0{lg/LIf0f ug{cfjZos xG5 . t/, ToxfFsb]dVo ;d:ofx? /x]sf]5g /
;d:ofx? ePsf]7pK?df dd{-;Def/ ;dXaf6 ltglx?sf] ;dfwfg xG5 jf lhlj ;df l/k]f{xG5 eGg]s/f ;lg]Zrt ug{;8ssf]
;dfco lg/LIf0fsf]eg]cfjZostf xG5 .

lg/LIf0f Pp6f ;dfco lg/LIf0f kmf/d -lg/LIf0f kmf/dsf]gd]f kl/zli6 & df lb0Psf]5 af6 xg]u5{h;df x/ps ultljwx?
sfof]hgf / k]bz0 ;'tsx?sf cfwf/df k]ngf -gePsf] s/fx?sf] ;\$] lb0Psf]xG5 . sfof]hgf]df ;dfjz gul/Psf]/ ;8sdf

klg gul/Psf ultljwx?nf0{cglrt dflg5 . dfqf / u0f:t/df qmdz sf0fhgf / kpzg ;'rx?sf] cf1fkfng gugJ ultljwx?sf nflu cglrttsf]kps[tsf]JofVof ug{k5{.

cf1fkfng gePsf]dfqfsf]cfwf/df, dfl;s eQmfgldf s6f]L ugJlg0f0 ug{;ls05 . klxfn]k6ssf]sbj}kps/sf]r]fjgl lbgk5{ / Toj]bf]kf]of0Psf]v08df dfq eQmfgldf s6f]L ug{k5{eg} ;emfj lb005 . of]s6f]Lsf nflu lglZrt kltzt 56bfpq ;emfj lb005 hxfk]tzt cf1fkfng gePsf]dfqfdf e/ kb5, cyf{-plrt tl/sfn] gul/Psf sfdnf0{ldnfpgsf nflu afB sfdnf0{ of]hgf ul/Psf sh sfdn]efu ugJ.

s6f]Lsf] kp]u g/df0nf] kps/sf] xg ;S5, t/ dd{-;Def/ ;dX:t/ cg';f/ sfd ul//x5f 5g\eg} ;lglZrt ug{o;sf] cfjZostf x05 . t/ cf1fkfngsf] sdl clt Jou]sf0fhgfsf sf/of ge0{dd{-;Def/ ;dXsf] sd kpfjsf]/tfsf sf/of ePsf]x05 . dd{-;Def/ ;dXnf0{lbq'kg[k]sf]dfqf h;/L g}s6f]L kp]u u/]sf]cj:yfdf dfq lg/Llf0fsf]kf/ddf pNn]/ ul/Psf]x05 .

dd{-;Def/ k/Llf0fdf Pp6};8sdf csf] ;dX;Fsf] thgdf sXl dd{-;Def/ ;dXsf sfd c;Gtf]fhgs ePsf]kf0Psf] lyof]. pglx?nf0{r]fjgl lb0Psf]lyof] t/ To;kl5 km]/ klg sfd c;Gtf]fhgs kf0P kl5 dfl;s eQmfgldf s6f]L ugJ s/f]sf]lg0f0 ul/Psf]lyof]. To;kl5 sddf ;wf/ cfPsf]kf0of].

x/]s dd{-;Def/ ;dXsf nflu lg/Llf0f kmf/d 5\$}agfpg'kb5 h;n]x/]s ;dXnf0{5\$}s6f]L kp]u ug{;lhn]agfp5 . t/ ;Dk0f{dd{-;Def/ ;dXsf nflu Pp6}lg/Llf0f kltj]bg eg] tof/ ug{;Dej x05 h;n]sfdsf ;DaGwdf ;d:ofx? ePsf ;8ssf efux? klxrfg ul/Psf x05g\ / o;n]dd{-;Def/ ;dXnf0{;b:ox? alr s6f]Lnf0{s;/L afB}eg] lg0f0 ug{ 5fB5 . x/]s dflndf s6f]L k/f gul/Psf]sfdsf]cgkftdf x05 . kp]u ug{nfluPsf lg/Llf0fsf kl/Ofdx? / ;a}s6f]Lx? klxn]dd{-;Def/ ;dXsf ;b:ox?df 5nknn ul/Psf]xgk5{/ ;dX g]f / dd{-;Def/ lg/Llfx? b]j]h]lg/Llf0fsf]kltj]bgdf x:tlf/ u/]sf]xgk5{.

dd{-;Def/ k/Llf0fdf, k/Llf0f ;8ssf lglZrt efusf nflu lh0dJf/ ePsf] x/]s dd{-;Def/ ;dXsf nflu 5\$} sf0fhgxf? agf0Psf]lyof]. lg/Llf0fx? klg x/]s ;dXsf nflu 5\$}ul/Psf]lyof] / sbj}klg s6f]L ;/f]sf]sf]dXsf nflu dfq ul/Psf]lyof]. o;n]s]n ;Dk0f{;dXsf nflu sf0fhgf / lg/Llf0f kmf/dx?sf]sXl dfqfsf]kpf;lgs ef/ Nofof] / sf0fhgxf? / kltj]bgx? ;ahgfsf nflu ;lhn}aeb]agfof].

\$-% eQmfgl

dd{-;Def/ ;dXnf0{lb0g]eQmfgldf ljleGg efux? x05g\h;df dd{-;Def/ sdbf/x?sf nflu tna / sXl eQfx? /x5f] x05 . tnasf nflu, lhnNsf]dhb/L b/nf0{dfl;s ?kdf cfpq ;Sg]sfdsf lbgx?n]u0fg ug{;emfj lb005 . ;dXnf0{k/f lbq, xktfdf ^ lbgf]cfwf/df sfd u/fpg ;emfj lb005, hg cf} tdf dlxgdf @% lbgf]a/fa/ x05 . ol tnax? sfdsf]lg/Llf0f kl5 x/]s dlxgfsf]cTodf lb0gkb5, / sbj}klg kps/sf]s6f]L ol dfl;s tnadf dfq ul/g'kb5 .

dd{-;Def/ k/Llf0fdf wglff / /fd5fksf]dd{-;Def/ ;dXn]klydtll klt JolQm qmdzll ?= \$,^@% / ?= %,!@% kft u/]f lyP hg dlxgfsf]@% lbgdf / c]krfl/s lhnNsf]dhb/L b/df cfwf/t lyof]hg ?= !*% / ? @)% lyof]. gofFely\$ jifdf lhnNsf]dhb/L b/ wglffdf ?= @%) / /fd5fkdf ?= @#) df a9sf]lyof] / dfl;s eQmfgl qmdzll klt JolQm ?= ^,@%) / ?= %, &%) df a9sf]lyof].

;dfjz ug[kg]sXl dxTjk0f{eQf eg5f]pks/of / ;/lffTds ;fwg eQf xf]. pks/ofx? / ;/lffTds ;fwgx? s/f/ lgsfon]-lhlj ; kpf] u5{eGg]s/f wofgdf /fvbf, of]eQfn]s]n pks/ofsf]dd{-;Def/ / lglZrt kmf6km6 nfutx?nf0{;d5 . of] eQnf0{dd{-;Def/ ;dXsf]jflif\$ tnasf]Ü /fvq ;emfj lb005 .

dd{-;Def/ k/Llf0fdf dd{-;Def/ ;dXn]pks/of / ;/lffTds ;fwgx?sf]vl/b / dd{-;Def/ b]5f nflu pks/of eQf kfPsf lyP . vl/bsf]nfutax]5f nflu, eQnf0{]jflif\$ tnasf]s/La !)Ü df nluPsf]lyof].

csf]eQf eg5f]offtofts]eQf xf]h;n]clwlf / sf]ffwlf jf dd{-;Def/ ;dXsf cGo ;b:ox?nf0{[hlj ;sfoffo, :yfglo a5 / pks/of -dd{-k;nx?;Dd hfg]nfutax]5f/ JolQmut ;dX ;b:ox?nf0{3/af6 cfk]g]sfd ugJ:yfg;Dd offtofts nflu Ps dl6 /sd lb05 . of]offtofts]eQnf0{dd{-;Def/ ;dXsf]jflif\$ tna nfutsf]Ü df /flvof]eg} ;emfj lb005 .

clGtd eQf eg5f];dX ;b:ox?sf nflu ladfsf]sf]sf]lgdfqf;F ;DalGwt 5g\ . ;dX ;b:ox?nf0{sfd;F ;DalGwt rf5k6s nfu5f];dodf pglx?nf0{plrt ?kdf 8f56/x?n]pkrf/ u5g\eg} ;lglZrt ug5f nflu ladfsf]sf]lgdfqf ul/05 / dd{-

;Def/ ;dXd f ;fl/G5 . ;dX ;b:ox?n]of]sfjnf0{sfdsf] ;bebf ePsf sb}klg rfbk6ssf]sb}klg d]8sn lamsf nflu kpfu ug{ ;S5g\ . o ;sf nflu j}lNks eQf eg]sfjdd{-;Def/ sfdbf/x?nf0{ladf sDklgdf ladf lbnfpg'k5{t/ To;sf nflu ladf sDklgn}k6s}dd{-;Def/ sfdbf/x? kl/jtG -;dX ;b:ox? kl/jtG xg ;S5g\ / s ;h] sfu ug{g ;s}sf]l:yltdf ;dXsf] ;b:on]g}klt:yfkg ul/lbg ;S5g\ xg]s'fnf0{cgltd lbgk5{/ l56}eQmgl lbgk5{-To:tf ladsf of]hgsf cgejx? nDaf0sf cfwf/df sfu ug]sfdbf/x? / w]uf8l rNg] ;8sx?df /x}sf]5_ . ladf sf]sf]cfjZostf cfPsf]7fpff, To]dd{-;Def/ ;dXsf]jflif\$ tnasf]U /flvof]veg] ;emfj lbOG5 .

To]eQmgl s/f/sf] ;?jftdf kl:ssf ?kdf ;DkOf]jifsf nflu ul/Psf]xgk5{lsf]s ol eQsf kpfux? jif/L ;dfg ?kdf xg] ubf . l]z]fu/L ;?jftdf btf{ug] a}df vtf vflg] / s/f/df x:tfif/ ug]sf nflu w]ofqf ug[kg]xgfn]oftfoftsf]nfuta9l xG5 .

cfjlws eQmgl

ljleGg eQmglx? cfjlws ?kdf lbOG5 eG]s'f dxTjkOf{5 . dd{-;Def/ sfdbf/x? l]z]fu/L ;a}ebf u/La ;dfhaf6 cfPsf xG5g\ / cfDbfgl lagf pglx?n]nufgl ug]sf nflu wg/fzl jf cfDbfgldf kxF xG . To ;h] dd{-;Def/ ;dXnf0{k/IDes nufgl ug]sf nflu / pglx?n]cfkngf] / cfkngf]kl/jf/sf nflu b]gs hljgsf nflu nfutaxf] ;S5g\eg] ;lg]Zrt ug{kof{t k/IDes wg/fzl lbg cfjZos xG5 .

dd{-;Def/ ;dXn]oftfoft jf a}df vtf vflg k/IDes nfutaxf] ;g;s] xg ;Sg]l9nf0nf0{kG5fpgsf nflu ljleGg eQfx? ;lxtsf]kl:ssf]eQmgl s/f/df x:tfif/ u/k]5 ;s]Dd rfb]pknAw u/fpg cfjZos xG5 . ;Dej eP;Dd klxn]g}Pp6f r}sf]tof/L ug{k5{/ s/f/df x:tfif/ ug]fy To]x:tfif/Of ug{k5{ . s/f/df x:tfif/ u/}sf] / sfu ;? ug]alrsf] ;dodf kl:s eQmgl lbgf nflu kof{t ;do xG5 / To;n] ;dX ;b:ox? o ;alr a]fhuf/ xg ;Sg]xG5 / o;n]ubf{ pglx?n]cfDbfglsf cGo ;f]x? vflg / ;dX 5f8g ;S5g\.

dd{-;Def/ k/Lif0df eQmglx? a}sf]cGt/Ofsf]df]odaf6 ePsf]lyof] / dd{-;Def/ ;dXx?n]kl:s eQmgl kft ug{ cl3 a}df vtf vflg cfjZos ePsf]lyof] . s]L ;dXsf nflu of]s'f cln sl7g eof]lsf]s a}df vtf vflgsf nflu k/IDes ?= %,)) sf]cfjZostf lyof] . cem, dd{-;Def/ ;dXsf]btf{ s/f/df x:tfif/ ug{ a} hfg, / :yiglo pks/Ofsf k;nx? hfgsf nflu oftfoftsf]nfutsf nflu klg dd{-;Def/ ;dXn]k/IDes ?kdf nufgl ug{cfjZos eof]h;n]s]L c]y:fd l9nf0{u/fof] .

dfl;s eQmglx? sfdsf]lg/Lif0f u/k]5 eQmgl :j]Lst eP kl5 dlxgsf]cGtodf ul/G5 . ol eQmglx?sf]cfjlwstf cem dxTjkOf{xG5 lsgls o;nf0{ ;dXsf ;b:ox?n]cfkngf] / cfkngf]kl/jf/sf]b]gs hljg wfgsf nflu kpfu u5G\ . ol eQmglx? kft ug{ xg]l9nf0f] b]gs cfjZostf?sf]kl/klt\$ nflu pglx?nf0{ ;dX 5f8g / cfDbfglsf cGo c] ;/x? vflg nufp . ;fdGotof, lg/Lif0fsf]klt]j]gd eQmglf /fzl :j]Lst eP kl5 dfq ;? ug{ ;ls]ol eQmglx?sf nflu cfjZos k}f;lg s k4ltx?n]dfl;s ?kdf ol eQmglf xg]l9nf0f]kG5fpg ;Sb .

To ;h]o ;sf nflu km/s kOfnL kpfu ug{ ;emfj lbOG5 hxfFdf]s eQmglx? q}dfl;s ?kdf kl:ssf ?kdf lbOG5 . t/ , dd{-;Def/ ;dXn]dfl;s lg/Lif0f klt]j]gd :j]Lst ePsf]dfqsf] /fzlfdqf leSg kfp . tlg dlxgsf]cfjlwstf]cGtodf, pglx?n] a}sf]66d]6 / To]cfjlw ;F ;DalGwt tlg lg/Lif0f klt]j]gx? aemfpg kg]xG5 h ;sf cfwf/df sf]sf]plr t dNof\$g xG5 / csf]q}dfl;s ls:tf lbg ;lsG5 . of] ;dodf ul/Psf]sb}klg s6f]L csf]ls:tfaf6 x6fpg ;lsG5, h;n]f0{ ;dXsf]a}sf] vtfdf /x}sf]af . sf]fn] k/f ug{ ;S5 . eQmglf]of]kOfnLn] dd{-;Def/ ;dXsf nflu cfjlws eQmgl ;lg]Zrt u5{-pglx?n]lg/Lif0fsf]klt]j]g kfp]lalQs}sf]faf6 k}f leSg ;S5g\ / s/f/sf]lgsfosf -lhj ;_ nflu k}f;lg ef/nf0{sd u/fp5 h;n]s]n x/}sf tlg dlxgdf eQmgl lbgkg]dfq xG5 . ;dXd f cfwf/t dd{-;Def/df ;m]g dfqf Psbd sd xG5 / kl/Ofd:j?k b?kof]usf]h]vd w]pRr xG , / ToxfF:y/ bl3\$fnlg /fhuf/sf]kmfObf xG5 hxfFcfDbfgl s ;h] ug]Pp6f q}dfl;s ls:tsf]b?kof]u eebf w]a9l xG5 .

dd{-;Def/ k/Lif0df eQmglx? klxn]dfl;s ?kdf ul/Psf lyP . eQmglf nflu k4ltx? / eQmglf]cGt/Ofsf nflu ;fdGottf #- \$ xktfsf]cfjZos lyof] h ;sf]cy{ ;dh]cfkngf]eQmgl sfu u/}sf]dlxgfefb s/La Ps dlxgf kl5 dfq kfp ;Sy] . kl5 uP/ eQmglf]kOfnLn]f0{tlg dlxgsf] ;?jftdf eQmgl lbg]tl/sdf kl/jtG ul/Psf]lyof] . o ;sf]cy{ ls:tf ;fdGotof klxn]dlxgsf]eQmglf ?kdf klxn]dlxgsf]cGtodf cfpOf] . bf] / t] / dfl;s eQmgl klg ;dodf g] ul/Psf]lyof] h ;kZrt csf]q}dfl;s ls:tsf nflu a}sf]66d]6 / lg/Lif0f klt]j]gx? ;dXn]k]tt u/}sf lyP, hg km/ csf]dfl;s eQmglf]cfjlwstf nflu ul/Psf]lyof] . dd{-;Def/ ;dXn]To]sf]sf]nf0{sb}klg b?kof]lagf lg/Lif0f klt]j]gsf]ltl0f :j/ ;fDof ;fy kpfu u/}sf]kf0of] . sd k}f;lg ef/nf0{cGt/f]6a >d ;w7g k}f;lg sd\$fx?n] klg sb/ u/}sf lyP .

%= dd{-;Def/ ;dXsf]nfut / lJQlo ;xfotf

dd{-;Def/ ;dXsf]Pp6f dxTjk0f{klf eg]sf]nfut;fy}To;nf0{pknAw sf]faf6 s;/L ;d]605 eGg] s/f x]. of]c\lofon] 5f6s/Ldf ;dXdF cfwil/t dd{-;Def/sf]nfutdf hf05 / kl5 ufdlof ;8ssf] ;fdlxs dd{-;Def/sf nflu lhj ;sf nflu ;Def]jt pknAw ;f]x?sf]klxrfg ul/05 .

%=! ;dXdF cfwil/t dd{-;Def/sf]nfut

;dXdF cfwil/t dd{-;Def/sf]nfutdf s/f/sf nfutx? ;lxt dfl;s tnasf]eQmfgl / lJleGg eQfx? h:tf ;fem nfutx? x05g\ / To;df c00 ;fem nfutx? x05g\h:t}dd{-;Def/ ;dXnf0{kpf]g ug{kgl]pks/Of / ;fwgx?sf]nfut . t/ ToxfF cbZ0 nfutx? kl]g x05g\h:t}dd{-;Def/ sfdbf/x?sf]5gfb / tlfndsf]nfut, ;fy}pglx?sf]sdfs] ;kl/]j]f0f / lg/Llf0f . of]lgbZsf]l]jz]ft ;fem]dd{-;Def/ nfutx?sf af/]f] s/f u5{/ cbZ0 nfutx?sf af/]f] 5f6s/Ldf dfq s/f u5{.

;fem nfutx?

dVo ;fem nfutx? eg]sf]dd{-;Def/ ;dXsf nflu dfl;s tna eQmfgl xg\ . pNn]v ul/P h;/L, loglx? lhNnfsf]dhhb/L b/ / dlxgfe/Lsf]sfd ug]lbgdf lge{ x05 . lhNnfsf]cf] t dhhb/L b/ ?= @\$)=lbgdf cfwil/t, dlxgfsf]@% lbgfsf]sfd ug] lbgx?df cfwil/t kl]t sfdbf/ cf] t jflif\$ dhhb/Lsf]b/ ?= &@,))) xg ;S5 .

efu \$=% df JofVof ul/P h;/L, jflif\$ dhhb/L b/sf cfwil/df lJleGg eQfx?sf]lx;fa ul/Psf]x05 . To;/L ol eQfx? kl]t sfdbf/ lg0g kpf/sf]x05 ||

- pks/Of / ;fwgx? eQf -!Ü_ - ?= &@)
- oftfoft eQ -%Ü_ - ?= #,^))
- ladf sf]f -%Ü_ - ?= #,^))

yk ?kdf, dd{-;Def/ ;dXsf] pks/Of / ;fwgx?sf] vl/bsf]nfutnf0{ ;fem]nfutsf ?kdf lng' kb5 . vl/b ug{kgl] pks/Ofx?sf]dfqf / kpf/sf cfwil/df / /fd5fkf / wglfddf ;fdg ul/Psf]ltglx? nfutx?sf cfwil/df, of]nfuts/La jflif\$ dh/L b/sf]!)Ü x05 . 7ls kl]tzt lhNnf cg;/f ahf/df pglx?sf]kx F / pks/Of / ;fwgx?df kl/Ofdd:j?k ltglx?sf] kpf]jsf cfwil/df kl/s xg ;S5 . lXjnAof/f]-7hfuf8f n]pks/Ofx?sf]nfutdf dxTjk0f{cZ lnPsf]x05 eGg] s/fnf0{wofg /fvkg5{-s/La \$)Ü . of]lx;fadf pks/Ofx? s/La Ps jif\$ nflu kpf] ul/05 eGg] s/fsf]ck]ff ul/Psf]x05 eg] jf:tljstfdf pks/Ofx? l]jz]fu/L ltglx? /fd/L ;DxflnPsf 5g\eg] Ps eGbf a9l jif\$ nflu kpf] xg ;S5 h;n] ;du] nfutnf0{sd u/fp5 . t/, pks/Of / ;fwgx?n]sh nfutsf]s]n ;fgf]cZ dfq agfp5 eGg] s/fnf0{bxf]ofpgk5{ ;fgf] dfqdf ;fdgxf? lsg], tNnf]u0f:t/sf] ;fdg lng]jf k/fgf ;fdgxf? NofP/ pks/Of / ;fwgx?df nfutnf0{arfpgn] ;du] nfutdf c;/ kfg{ ;S5 eg] dd{-;Def/ ;dXsf]pTkfbstj / nufglsf]kpf]sf/Ltfdf gsf/fids c;/ kfg{ ;S5 . kl]t sfdbf/sf]cgbflgt dh/L b/ ?= &@,))) sf nflu, kl]t sfdbf/ pks/Ofsf]eQf ?= &@,))) xg hf05 .

dd{-;Def/ k/Llf0fdf, pks/Of / ;fwgx?sf]nfutjflif\$ tnasf]nfutsf]!)Ü eGbf sd ePsf]kf0Psf]lyof] hxfFwglff -hgsk/ / /fd5fkdf pks/Of / ;fwgsf]nfutlgs}sd /x]sf]lyof]. wglfddf, hxfFxnAof/f]x? cf/l;cf08An'n]bfg u/]sf] lyof]ToxfFol lXjnAof/f]hf0{x6fp/ pks/Of / ;fwgx?sf]nfutjflif\$ tna nfutsf]%Ü eGbf sd lyof].

To;/L ufdlof ;8ssf] ;dXdF cfwil/t dd{-;Def/sf]sh ;fem]nfuts/La kl]t sfdbf/ kl]t jif{ ?= *&,))) x05 . kl]t lsnf]d6/ nfutsf]cJwI/Oft k]t ug{To;nf0{Pp6f sfdbf/n]dd{-;Def/ ug{kgl]cf] t ;wofsf]lsnf]d6/n]efu ug{k5{-pTkfbstj b/_ . efu #! df ;emfj ul/Psf]cf] t pTkfbstj b/ kl]t sfdbf/ @=% /x]sf]s/f pNn]v ul/0;sf]5 / To;nf0{ ;/f]f/sf] ;8ssf]u0fx?sf cfwil/df ;dfof]hg ug{cfjZos x05 . of]cf] t pTkfbstj b/sf cfwil/df, kl]t jif{ kl]t sfdbf/ ;dXdF cfwil/t dd{-;Def/sf]nfuts/La ?= #%,))) xg cfp5 . t/ of]nfutsf]7hf]efu cfwil/et ;8s ;/lffids pkfox?sf]lgdf]fdf nllft x05 / ltglx?sf]lgdf] x05 hf] loglx?sf]cfjZostfdf sdl cfp5 h;n]pTkfbstj b/nf0{ a9fp5 / ;dXx? j t]f]gdf /x]f ;8ssf tTjx?nf0{ ;kmf ug[/ dd{- ugdf s]bb] x05 hf] kl]t lsnf]d6/sf]nfutsd x05 eGg] s/fnf0{wofgdf /fv]g cfjZos x05 . To;h]sfo{ ;fngsf]Ps b0{jif{kl5, dd{-;Def/ sfdbf/x? cf] tdf # lsnf]d6/ hlt dd{-;Def/ ug{ ;Sg]x05gleGg] s/f ;Dej 5, h;sf]kl/Ofdd:j?k jflif\$ dd{-;Def/ nfutkl]t lsnf]d6/ ?= @,(,))) xg hf05 . tnsf]tflnsfn] ;dfg lsl;dsf]cgejx?Df s]l c00 bZx?df kl]t lsnf]d6/sf]nfutnf0{thgf u5f¹¹ .

¹¹ gkinsf nflu ultljwxd?df cfwil/et ;8s ;/lffids pkfox? ;dfjZ gul/Psf c00 bZx?sf]cgej ;F thgf0f]o xgfs nflu kl]t sfdbf/ # lsnf]d6/df cfwil/t nfutsf]kpf] ul/Psf]5 .

bzx? ¹²	cfj t nfut (USS/lsl/d/jif	;8ssf ;tx
gkfn -; fdlxs dd{-; Def/ k/LlfOf	#&% ¹³	sRrf
lrg -; fdlxs dd{-; Def/ k/LlfOf	\$)) ¹⁴	kSsf
0sjB/ -dd{-; Def/ n3'Jo; fox?sfj/fli6a sfoqnd	!,))	sRrf
lgsf/fu'f -dd{-; Def/ n3'Jo; fox?sfj/fli6a sfoqnd	^))	kSsf
kP -dd{-; Def/ n3'Jo; fox?sfj/fli6a sfoqnd	*%)	sRrf
kP -dd{-; Def/ n3'Jo; fox?sfj/fli6a sfoqnd	&%)	kSsf
sfhPaof -dd{-; Def/ n3'Jo; fox?sfj/fli6a sfoqnd	!,#))	kSsf

%=@ ;dXd f cfwf/t dd{-;Def/sfjIjQlo ;xfotf

Dfly tflnsdf bJyOPh;/L, gkndf ; fdlxs dd{-;Def/sfj cgdflgt nfutCgo bzx?sfj nfut; F cgSh ?kdf thgf ug;
;lsG5 . ofIjzJfu/L gknsf]sd bJgs dh/L b/sf sf/Ofn]ePsf]xf]. t/ sd dd{-;Def/ nfuteP tklg dxTjkOf{dfldnf
egsf] ol nfutx?nfO{ wfgsf nflu sfjfx?nfO{ ;/lft /fvg' x]. ; fdlxs dd{-;Def/sfj cgdflgt bl3\$fnlg nfutkl
lsnfld6/ klt jif{?=@(,)) xG5 hg :yfglo kJf/f/ ljsf; tyf sf] ;8s ljeu 8fh8f/ :t/ cg';f/ lgoldt dd{-;
;Def/sf nflu klt lsnfld6/ klt jif{?=#(,)) ; F ;dfg xG5 / To; h]Tof]:jlsfo{nfutxG5 .

dd{-;Def/sfjIjQlo ;xfotfsf nflu, sfjfsf lgDg ;fjx? /xsf 5gVl

- /fB\ afB{gkfn -cf/ la Pg - ufdLof ;8ssf; hfnsf]nDafO / ;txsf cfwf/df x/s lhNndf jliif\$ /fzL lbG5 /
Tof]kfyds ?kdf ;8s dd{-;Def/, lJzJfu/L lgoldt / k6s]dd{-;Def/df nllft xG5 . To; /L Tof] ; fdlxs dd{-;
;Def/sf nflu Psbd plrt xG5 . lhlj; sf nflu jtdfg lJgofhg sldtdf ? !) nfv bJv ?=@ nfv hlt ;Dd xg
;S5, hxfF))*)÷)(cfly\$ jifdf lhlj; df ?= (s/fB %) nfv cGt/Of ePsf]lyof. ol /fzLx?n]sldtdf x/s
lhNnsf]dVo ufpF ;8sx?nfO{ ;d6b}xldnfO{#-!!) lsnfld6/sfj ufdLof ;8sx?df ; fdlxs dd{-;Def/ ug
lbG5 .¹⁶
- lhlj; sf nflu Ps dl6 cgbfg - ofIhlj; sf nflu ufdLof ;8ssf]nufglsf nflu ;aPbf dxTjkOf{sfjfsf] ; f] x].
oxfFdd{-;Def/sf nflu 5\$}lJgofhg 5\$ t/ of sfjfsf]w]}efu clxn]gofHgdff, pGgog / kg:yfkgfsf nflu
kpfu eO/xsf]5 . ol cgbfgx?n] ; fdlxs dd{-;Def/sf nflu cf/ la Pg sfj]sf]nfO{kof{t dfqdf ykg sfj kpf
ub5 .
- uflj; sf nflu Ps dl6 cgbfg - loglx? uflj; sf nflu ;aPbf dxTjkOf{cfdbfgl ; f] x] / of cgbfgsf]s/La #)Ü
ufdLof ;8ssf nflu hfG5 eg] ck]ff ul/G5, oBkl loglx? gofHgdff, pGgog / kg:yfkgfsf nflu xG5g\ . o;n]
ufdLof ;8ssf]dd{-;Def/, lJzJfu/L ufpF ;8sx?sf nflu dd{-;Def/sf]cltl/Qm ; f] kpf ug{ ;S5 .
- lhNnf ufdLof ;8s dd{-;Def/ sfj -8 Pd cf/ cf/ Pd - of sfj lhNnf :t/df s]n ufdLof ;8s ; hfnsf]dd{-;
;Def/sf nflu :yflkt xG5{ . o; sf nflu sfjfx? lhlj; ; sfjaf6 cfp]u5{ hxfF; dsfl sfjfx? 8fh8f/ n] -
lgoldt dd{-;Def/sf nflu %)Ü kpf u5{ . of dd{-;Def/sf nflu sfj lJgofhg / yk sfj klt ug\$ nflu
Psbd pkojL xg ; S5 .
- ;8s cfofhgxf? / sfoqndx? - cGt/fli6a ?kdf lJQlo ;xfotf kPsf ol ;8s cfofhgxf? ; fdfotof gofHgdff,
pGgog / kg:yfkgfsf s]b} xG5, oBkl loglx?df ufdLof ;8s ; hfnsf]dd{-;Def/sf nflu ; t? / xsf]xG5 . w]
h; f]cfofhgxf?nfO{ lhlj; n]sfj lbPsf]xG5{ oBkl s]ldf dd{-;Def/sf nflu l; ldt sfj / xsf]xG5 .

lhlj; sf nflu pknAw sfjfx? Itgx?sfj ufdLof ;8s ; hfnsf] ; fdlxs dd{-;Def/sfjIjQlo ;xfotfsf nflu lgifwt xB5 .
t/ jtdfg ;dodf s/La pknAw ;a}sfj gofHgdff, pGgog / kg:yfkgfsf nflu kpfu ul/Psf]5 h; n]dd{-;Def/sf nflu

¹² rlgf] tYofsnfO{ oxfF6 InOPsf] lyof] || Cartier van Dissel, S., *Team-based routine maintenance of rural roads - Guide for Communication Bureaus in the formation, contracting and supervision of routine road maintenance teams*, World Bank/PPIAF, 2008.
Cgo bzx?sf] tYof\$ oxfF6 InOPsf] lyof] || Cartier van Dissel, S., *Team-based routine maintenance of rural roads - Experiences from Latin America*, World Bank/PPIAF, 2007.

¹³ cdL/sl 8n/ ! Ö gP- &&= sfj b/df -; j6]a/ @)) (. cfwf/et ;8s ;/lftds pkfox? ;dfjz u/sf] v08df o; sfj nfutkl
lsnfld6/ klt jif{cdJ]ls 8n/ \$%) xG5 .

¹⁴ ;/lftds ;fwgx?sfjnfut; d6] / cdJ]ls 8n/ ! Ö -l; Pg jf0 ^=*# sfj b/df -; j6]a/ @)) (.

¹⁵ /fd\$fk -8L 6L Pd lk_ @)) & df pNn] ul/P h: t}8fh8f/ sfj ufdLof ;8s dd{-;Def/ / kg:yfkgf dfkb08 .

¹⁶ RBN sf]ahPsf]clwstds efu /Ofg]ts /fli6a / w]}uf8L rNg] ;8s ; hfnsf nflu DoR df hfG5 hxfF!*) nfv 56bfOPsf]xG5
eg]gu/kfnsf] nflu gP- !) () nfv xG5 / lhlj; sf nflu gP- (%) nfv 56bfOPsf]xG5 . DoR sf nflu 56bfOPsf]k} fdf Ps ltxf0
nDafOsf cfwf/df sfd ug]lgoldt sfdbf/x?sf nflu xG5 eg]s/La afB . a}af/Daf/ ul/g] ;Def/df nfutxG5 .

Psbd sd sfjf afbl /fv}f]xG5 / dd{-;Def/df nfutul/Psf]sfjfsf]klg w}}efu cfjlws dd{-;Def/sf nflu nfutePsf] xG5 . kl/0ffd:j?k, s/La pknAw ;a}nufglsf sfjfx? g/fd]b]v Psbd g/fd]cj:yfdf /x}f ;8sx?df nfutxG5g\veg]/fd] b]v 7ls}cj:yfdf /x}f ;8sx?nf0{wofg glbPsf sf/0fn]eng lflos/0f xG}hfG5 . of]tl/sfsf kl/0ffdx? Psbd :ki6 5g\%Ü eGbf a9L ufP}f ;8s ;hfn uf8L rNg g;Sg]cj:yfdf kl}f]5 | gofFgdf}fdf lhlj ;sf / uflj ;sf nufglsf sf/0f ufdlof ;8s ;hfn a}t\dfqfdf al9/x}f ;dodf cem w}}eGbf w}} ;8sx? gofFgld{- ;8sx? eGbf l56f]b/df uf8L rNg g;Sg]cj:yfdf lflos/0f xG}hf} gofFgdf0fsf]of]k}tzt cem a9g ;S5 . o ;sf]kl/0ffd s]x]eg]!) jif{eGbf cl3sf] thgdf nufglf w}}j]4 eP tfklg sh ufdlof ;8s ;hfn}f] ;DklQsf]dNo sd e0/x}f]5 .

of]k}[Qnf0{pN6fpg cfjZos 5, h;n]ubf{/fd]b]v 7ls}cj:yfdf /x}f ;8sx?sfjdd{-;Def/sf dflodaf6 ;DklQsf] dNnf0{ ;/lff ug{ ;lsG5 / afbl sfjfnf0{ ;8s ;hfn}f] ;wf/ / lj:tf/s/0fsf nflu kpf] ug{ ;lsG5 . /fli6 / w}}uf8L rNg] ;8s ;hfn}f] ;dfg lsl;dsf]tl/sf ckgf0Psf]lyof] hxf70fg]ts ;8sx? klxrfg ul/Psf]lyof]/ plrt dd{-;Def/ / ;8s ;wf/sf dflodaf6 /fd]cj:yfdf /flvPsf]lyof]. sfjfn]cgbdt lbg]7fp}f d}ns ;8sx?sfjdd{-;Def/ e0/x}f]5 eg] ;lgLZrt ub}of]/0fg]ts ;hfn cem a9L ;8sx? ;dfjz ug}sf nflu lj:tf/t ul/Psf]lyof].

lhNnfdl ljleGg ;8sx?sfjdxTj / pknAw ah}sf]cfwf/df lhNnf :t/df To:tf /0fg]ts ;hfn}f]klg klxrfg ug{ ;lsG5 . hxf6L ;8sx? plrt tl/sfn]dd{-;Def/ ul/Psf 5g\ clws sfj ltlx?sf] ;wf/sf nflu kpf] ul/Psf]xG5, ToxfFsf]fsf] :t/ a9b}hf} / sd nfutxb] ;hfn}f]ds tl/sfx?df s}b}t ePsf] ;dodf /0fg]ts ;8sx?sf nflu dd{-;Def/ nfut36b} u0/x}f] ;dodf ;8ssf cGg kfyldstf ;d}g /0fg]ts ;hfnx?nf0{lgoldt ?kdf a9fpg ;lsG5 . s]n To:tf tl/sfx?sf dflodaf6 dfq ufdlof ;8s ;hfn}f] ul/Psf nufglsf]k0f{lfdtfnf0{k}t ug{ ;lsG5 .

of]dfu}gb]zsf]lhNnfsf]/0fg]ts ;8s ;hfn}f]lj:t} hfgsf/Lsf af/}f eGbb}, g t o;n] ;8ssf ;hfn}f]plrt ;hfn}f]nflu cfjZos ;8s dd{-;Def/sf kpf/sf ;a}j0f}6x?nf0{g} ;d}f]5 . of]dfu}gb]zsf]s]n ;a}eGbf cfwf/e}t kpf/sf ufdlof ;8s dd{-;Def/x? ;d}g tl/sf kpf ub5 h;af6 :jlsfo{nfutdf ufdlof ;8ssf ;/lff / ;wf/df dxTj}k0f{kpfj k}t ug{ ;lsG5, h;n]o;nf0{j}t}dfgsf]lgd}f-lflos/0f-kg}gd}f]sf] cEof;sf]ljsNksf ?kdf lskfotl agfp5 .

kl/lzi6x?

kl/lzi6 ! ;dXdf cfwl/t dd{-;Def/ ultljwx?

/fpyddhs dd{-;Def/ ultljwx?	
!=	afwfx? / klx/fx? x6fpg] - uf8lx?sf] ;fdfo axfj / kfglsf] plrt lgsf;sf nflu ;8ssf] ;tx, lsgf/f, lgsf; kffnlsf]!) ld# ;Ddsf]afwfx? / klx/fx? x6fpg].
@=	kfgl lgsf;sf gfnfx? ;kif ug]- plrt kfgl lgsf; / ;8ssf] ;/lffsf nflu lsgf/fsf kfgl lgsf;sf gfnfx? ;kif ug]/ kfglsf]axfjnf0{/fsg ;Sg]gfnfdh hd] /xsf s/f Toxf6 x6fpg].
#=	lr/fx? ;kif ug]- lr/fx?, kssl ;8s jf plrt kfgl lgsf; / ;8ssf] ;/lffsf nflu kfglsf]axfjnf0{/fsg ;Sg]cGo hd] /xsf ;fdufx?nf0{x6fpg kfgl lgsf;sf 7fpF? ;kif ug].
\$=	kh] ;fx? ;kif ug]- r\$fg, xffx?, hd] /xsf s/fx? / kfgl lgsf; / ;8ssf] ;/lffsf nflu kh] /xsf kfglsf]axfjnf0{/fsg ;Sg]cGo hd] /xsf ;fdufx?nf0{x6fpg kfgl lgsf;sf 7fpF? ;kif ug].
%=	kfx? ;kif ug]- r\$fg, xffx?, hd] /xsf s/fx? / kfgl lgsf; / ;8ssf] ;/lffsf nflu kfglsf]axfjnf0{/fsg ;Sg]cGo hd] /xsf ;fdufx?nf0{x6fpg kfgl lgsf;sf 7fpF? ;kif ug].
^=	af6la?jfx? sf6g] / x6fpg] - ;8ssf nflu cf/lift lff, lsgf/fdf jf ;txdf bZotfnf0{afwf kfofpg] ;fwl/Of uf8lnf0{/fsg ;8saf6 kfglsf]axfjnf0{/fsg] jf ;8s, kfglsf]lgsf; jf ;8ssf cGo tJjx?nf0{lift kfofpg] af6la?jfx? sf6g]/ x6fpg].
&=	;8ssf]lsgf/fdf ag6f t6x? ;kif ug]- ;8saf6 kfglsf]lgsf;nf0{afwf kfofpg] ;8ssf t6x?nf0{x6fpg].
*=	;8ssf]dflys]le/fnf]hldgaf6 ca4 ;fdufx? x6fpg]- ;8ssf]dflys]le/fnf]af6 ca4 df6f] 9Efx? x6fpg]h;n] ubf{loglx? ;8sdf v:g]jf klx/f]xg]jf ;8s jf uf8lx?nf0{lift xg /fsg ;ls5 .
;-;fgf dd{x?	
(=	kfgl lgsf; ;Argfx?sf] dd{- kfgl lgsf; kffnfx? lg/t/ ?kdf plrt tl/sfn]sfd u5g eg] ;lgZrt ug{ ltglx?df ;;-;fgf dd{x? ug]To;sf ;fy}eTilos/Ofn]kffljt lffx?df lg/fvs ;Argfx? /fvg].
!=	lms / vfn8fvN8lx? dd{- ug]- ;8ssf] ;dfg ;tx agfpg / ;fdfo uf8lsf]k]fxn] ;8ssf]cfwf/nf0{lift gu/f] \ eGg uf8ln] agfPsf lms / vfn8fvN8lx?nf0{7f] hldgd, 9Efx? / lulsx? -pkofuL xg] 7fpF n] kg]. o;df kfglnf0{ ;8ssf] ;txaf6 plrt tl/sfn]x6fpgsf nflu ;8ssf] ;txnf0{gofP9fFf lbg]sfd klg k5{.
!!=	vffrf / sGb/fx?sf] dd{- ug]- ;8ssf] ;dfg ;tx agfpg / ;fdfo uf8lsf]k]fxn] ;8ssf]cfwf/nf0{lift gu/f] \ eGg eTilos/Ofn]ubf{ePsf vffrf / sGb/fx?nf0{7f] hldg, 9Ef / luls -pkofuL xg] 7fpF x?sf]kfflj u/] kg]/ eTilos/Ofsf sf/Ofx?nf0{x6fpg]. o;df kfglnf0{ ;8ssf] ;txaf6 plrt tl/sfn]x6fpgsf nflu ;8ssf] ;txnf0{ gofP9fFf lbg]sfd klg k5{.
!@=	;8ssf]lsgf/fdf ePsf lr/fx?sf] dd{- ug]- ;8sdf lfos/Of ePsf]5g eg] ;lgZrt ug{ ;8sf]lsgf/fdf ePsf lr/fx? jf ;tx 36sf] 7fpF kg]/ 7f] agfpg]. kfozll o;nf0{6f] ;Vvf 9Efx?sf] kvf{fn] / af6la?jfx? /fk] ;xofu u5{.
!#=	6jf kvf{fx?sf] dd{- vshf] 9Efx? /÷jf Uoflaog jfo/sf] :yfgkfg, / kfglsf] plrt lgsf; u/fpg / kvf{nf0{ liftu]t xgaf6 arfpgsf nflu ;fgf Kjfnx? x6fpg]
!\$=	kh] ;fx?sf] Aofslkin dd{- ug]- ;txsf]ghs ePsf /lxcPsf kh] ;fx?nf0{uf8lsf sf/Of v/fa xg glbg yk df6f] /÷jf /fBf 9ufsf luls /fvg]/
;/ ;8s ;/lffds pkfox?sf]l;hgf	
!%=	lsgf/fdf gfnfsf]lgdf - eTilos/Ofsf nflu jf kfgl cfpg ;Sg] 7fpF?df cfwl/eT kfgl lgsf;sf]lgdf h;n]ubf{ kfglnf0{ ;/lift ?kdf ;8saf6 k7fpg ;ls5 / ;8ssf]lift xg lbbg .
!^=	;fgf 9E]af6sf]lgdf - kfglnf0{Pp6f 5paf6 csf]5pdf nUgsf nflu ;fgf gfnf agfpg] h;n]nf0{uf8l jf kfglaf6 arfpgsf nflu 9Ef 5flkPsf]x5 .
!&=	;8sf]5paf6 lj s0f{8foe ;8sf]lgdf - ;8saf6 alu/xg]jf 5psf]gfnfsf]sg}klg kfglnf0{ ;8saf6 pff]nUgsf nflu lj s0f{gfnfsf]lgdf ug].
!*=	;Vvf 9Esf]6jf kvf{sf]lgdf - ;8ssf]lsgf/fdf lr/fx? / klx/fx? xgaf6 /fsg To;sf]5pdf cfwl/eT ;Vvf 9E] kvf{sf]lgdf . To:tf kvf{fx?n]pkl:yt 6jf kvf{nf0{ ;xofu u5{.
!(=	af6la?jfx? /fk] le/fnf]hldgsf] ;/lff - eTilos/Of /fsg / df6f]nf0{ly/ agfpg ;8sf]lsgf/fdf / le/fnf] 7fpF ToxLfglhs kf0g]3fE df6f]jf cGo jg:kltx? /fvg].

kl/lzi6 @ pks/0fx? tyf ;/lffTds ;fwg

pks/0fx?	p2Zo	#af8y]sfdbf/x?
7hfuf8f	sfdsf]7fpff nUg]/ Nofg] ;fdu x?	@-#
vkLf sf]fnf	ca4 jf vshf]df6f]jf lu\$lnf0{vGg]	!
s6f]	s8f df6f]nf0{vshf]agfpg]	@
a]rf÷k?jf	vshf]df6f]jf lu\$lnf0{le\$Sg]/ kmfNg]	!
nfd]d7 ePsf]a]rf÷k?jf	kh]f] ; kmf ug]	@-#
bfE	;fdu x? kmfpg]	@-#
a'; gf0k	af]la?jfx? sf6g]	!
Dof;]	af\$nf]hux? sf6g]	@
%ofd/ -dE] vfEg]pks/0f_	df6f]/ lu\$lnf0{7f] agfpg]	@-#
eDkn	7hf r\$fgx? vshf]agfpg] tfB]jf ;fg]	#\$
7hf]3g÷xtfBf / kmfd]Hofjn -kxf8_	7hf r\$fgx? TffB]	#\$
tfGg]8f]L	sfdbf/nf0{;fj]hn]sid ubf{;xof] ug]	!-@
kfgL k6fpg]Sofg -xhf/L_	kfgL af]g]/ k6fpg]	@-#

;/lffTds pks/0f	p2Zo	#af8y]sfdbf/x?
r]fjgl lbg]e\$8f -@ sf] ;d\xdf _	cuf]8 sfdbf/x? /x]sf] ;\$] lbg]	#\$
;/lffTds e]6	sfdbf/x?nf0{;dxsf ?kdf klxrfgsf nflu	!
Xof6	;baf6 aRgsf nflu	!
df:s	whf]af6 aRgsf nflu	!
a6	ltv]s/fx?af6 aRgsf nflu	!
a;f]0	jiffaf6 aRgsf nflu	!
kfylds pkrf/sf]a66f	r]k6s pkrf/sf nflu	;dx

kl/lzi6 # s/f/ gdbgfsf]pbfX/Of

lhlj ; sfjgfd /fVgxfj \

/

dd{-;Def/ ;dXsfjgfd /fVgxfj \

alrsfj

dd{-;Def/ s/f/

of] s/f/n] sh ;8ssf]nDaf0 /fVgxfj \lsld nDaf0 ePsf] dd{-;Def/ sfdbf/x?sf] ;vof /fVgxfj \dd{-;Def/ sfdbf/x? /fv] ;8ssf]gfd jf JofVof /fVgxfj \ ;fdlxs dd{-;Def/sf]ljleGg klfx?sf af/Jf JofVof u5{.

;dXd cfwfl/t ufdlOf ;8sx?sfjdd{-;Def/

;dXd cfwfl/t dd{-;Def/ eGgn] dd{-;Def/ ;dXn] b]gs ?kdf ufdlOf ;8ssf] dd{-;Def/ ug] eGg] alenG5 h ;df ;8ssf ljleGg tJx?sf]plrt sfo{/ ;8ssf]lftnf0{kG5fpg]nlo /fVb} ;8ssf]ljleGg tJx? x6fpg] / ;krf ug] ; - ;fgf dd{-x? ug] / ;8s ;/lffds pkfox? l ;hgf ug]h:tf sfd klG xG5g\ . dd{-;Def/ ;dXx? ;8ssf] 5]pdf a:g] :yfglo afl ;GbfX?af6 agfOG5 h ;nf0{lhlj ;n] s/f/df /fv]sf] xG5 / pks/Ofx? / ;/lffds ;fwgx? kpf] ul/Psf] xG5 / pglx? ;8s dd{-;Def/ ug]sf nflu ;E]sfd u5G\ . lgoldt ?kdf ul/g]lg/Llffsf cg';f/ pglx?sf] kPzGsf cfwfl/df, pglx?n] dfl ;s kfl/>lds kfpGg\h ;sf ;fy pglx?n]pks/Of / ;/lffds ;fwgx? ;oftfof / ladf klG kft u5G\.

;dXd cfwfl/t dd{-;Def/ ultijlwx?

dflly pNnj/ ul/P h:t}o ; s/f/ cGtuG ug[kg] ;fdlxs dd{-;Def/ ultijlwx? eg]sf] ;krf ug] / x6fpg]sfdx? xG\h ;sf ;fy ToxF; - ;fgf dd{-x? / cfwfl/et ;8s ;/lffds pkfox? xG5g\ . of]s/f/ cGtuG lGdg ultijlwx? ul/OG5 ||

/f]syfddhs dd{-;Def/ ultijlwx?

!= afwfx? / klx/fx? x6fpg] - uf8lx?sf] ;fdlG axfj / kfglsf] plrt lgsf ;sf nflu ;8ssf] ;tx ;lsgf/f, lgsf ; kffnlsf]!) ld# ;Ddsf]afwfx? / klx/fx? x6fpg].

@= kfgl lgsf ;sf gfnfx? ;krf ug] - plrt kfgl lgsf ; / ;8ssf] ;/lffsf nflu lsgf/fsf kfgl lgsf ;sf gfnfx? ;krf ug] / kfglsf]axfjnf0{/f]g ;Sg]gfnfd hd] /x]sf s/f ToxF;6 x6fpg].

#= lr/fx? ;krf ug] - lr/fx? ;kssl ;8s jf plrt kfgl lgsf ; / ;8ssf] ;/lffsf nflu kfglsf]axfjnf0{/f]g ;Sg]cG hd] /x]sf ;fdulx?nf0{x6fpg kfgl lgsf ;sf 7fpE} ;krf ug].

\$= kh] ;fx? ;krf ug] - rSfg, xEfx? ;hd] /x]sf s/fx? / kfgl lgsf ; / ;8ssf] ;/lffsf nflu kh] ;f] kfglsf]axfjnf0{/f]g ;Sg]cG hd] /x]sf ;fdulx?nf0{x6fpg kfgl lgsf ;sf 7fpE} ;krf ug].

%= khx? ;krf ug] - rSfg, xEfx? ;hd] /x]sf s/fx? / kfgl lgsf ; / ;8ssf] ;/lffsf nflu kfglsf]axfjnf0{/f]g ;Sg]cG hd] /x]sf ;fdulx?nf0{x6fpg kfgl lgsf ;sf 7fpE} ;krf ug].

^= af]la?jfx? sf6g] / x6fpg] - ;8ssf nflu cf/lift lff, lsgf/fdf jf ;txdf b]otfnf0{afw k*ofpg] ;fwf/Of uf8lnf0{/f]g] ;8saf6 kfglsf]axfjnf0{/f]g] jf ;8s, kfglsf] lgsf ; jf ;8ssf cG tJx?nf0{lft k*ofpg] af]la?jfx? sf6g] / x6fpg].

&= ;8ssf]lsgf/fdf ag]sf t6x? ;krf ug] - ;8saf6 kfglsf]lgsf ;nf0{afw k*ofpg] ;8ssf t6x?nf0{x6fpg].

*= ;8ssf]dflys]le/fnf]hldgaf6 ca4 ;fdulx? x6fpg] - ;8ssf]dflys]le/fnf]af6 ca4 df6f] 9Efx? x6fpg]h ;n] ubf]loglx? ;8sdf v:g]jf klx/f]xg]jf ;8s jf uf8lx?nf0{lft xg /f]g ;lsG5 .

; - ;fgf dd{-x?

(= kfgl lgsf ; ;Argfx?sf] dd{- - kfgl lgsf ; kffnlx? lg/Gt/ ?kdf plrt tl/sfn]sfd u5G eg] ;lgZrt ug] ltlGlx?df ; - ;fgf dd{-x? ug]To ;sf ;fy}eTflos/Ofn]kpf]jt lffx?df lg/f]vs ;Argfx? /fVg].

!= Ins / vfN8fvN8lx? dd{- ug] - ;8ssf] ;dfg ;tx agfpg / ;fdlG uf8lsf]k]fxn] ;8ssf]cfwfl/nf0{lft gu/f] \ eGg uf8ln] agfPsf Ins / vfN8fvN8lx?nf0{7f] ;hldgd, 9Efx? / luSx? -pkof]ul xg] 7fpE} n] kb] . o ;df kfglnf0{ ;8ssf] ;txaf6 plrt tl/sfn]x6fpgsf nflu ;8ssf] ;txnf0{gofP9fFf lbg]sfd klG k5{.

!!= v]rf / sGb/fx?sf]dd{- ug] - ;8ssf] ;dfg ;tx agfpg / ;fdlG uf8lsf]k]fxn] ;8ssf]cfwfl/nf0{lft gu/f] \ eGg eTflos/Ofn]ubf]ePsf v]rf / sGb/fx?nf0{7f] ;hldg, 9Efx? / luS -pkof]ul xg] 7fpE} x?sf]kpf]u u/] kb] / eTflos/Ofsf sf/Ofx?nf0{x6fpg]. o ;df kfglnf0{ ;8ssf] ;txaf6 plrt tl/sfn]x6fpgsf nflu ;8ssf] ;txnf0{gofP9fFf lbg]sfd klG k5{.

!@= ;8ssf]lsgf/fdf ePsf lr/fx?sf]dd{- ug] - ;8sdf lflos/Of ePsf]5G eg] ;lgZrt ug] ;8sf]lsgf/fdf ePsf lr/fx? jf ;tx 36]sf] 7fpE} kb] / 7f] agfpg]. kfoz|| o ;nf0{6f] ;Vvf 9Efx?sf] kvf]n] / af]la?jfx? /f]k] ;xof]u u5{.

!# 6]f kvf]fx?sf] dd{- - vshf] 9Efx? /÷jf Uoflaog jfo/sf] :yfgkg, / kfglsf] plrt lgsf ; u/fpg / kvf]nf0{lftu]t xGaf6 arfpgsf nflu ;fgf k]jfnx? x6fpg]

!\$ kh] ;fx?sf]Aofslkn dd{- ug] - ;txsf]glhs ePsf /lxcPsf kh] ;fx?nf0{uf8lsf sf/Of v/fa xg glbg yk df6f] /÷jf /f]f 9ufsf luS /fVg]/

;/ ;8s ;/lffds pkfox?sfj;hg

!% = lsgf/fdf gfnfsf]lgdf - eTflos/Ofsf nflu jf kfgl cfpq ;Sg]7fpK?df cfwf/eT kfgl lgsf; sf]lgdf h;n]ubf{ kfglnf0{;/lft ?kdf ;8saf6 k7fpg ;ls5 / ;8ssf]lft xg lbbg .

!^ = ;fgf 9E]af6f]sf]lgdf - kfglnf0{Pp6f 5paf6 csf]5paf6 nUgsf nflu ;fgf gfnf agfpg] h;n]f0{uf8L jf kfglaf6 arfpgsf nflu 9Ef 5flkPsf]x5 .

!& = ;8sf]5paf6 ljs0f{8f0e;8sf]lgdf - ;8saf6 alu/xg]jf 5paf6]gfnfsf]sg]klg kfglnf0{;8saf6 paf]nUgsf nflu ljs0f{gfnfsf]lgdf ug].

!* = ;Vvf 9E]sf]6]f kvf]sf]lgdf - ;8ssf]lsgf/fdf lr/fx? / klx/fx? xgaf6 /fsg To;sf]5paf6 cfwf/eT ;Vvf 9E] kvf]sf]lgdf . To:tf kvf]x?n]pkl:yt 6]f kvf]nf0{;xof]u u5{.

!(= af6la?jfx? /fk] le/fnf]hldgsf] ;/lff - eTflos/Of /fsg / df6f]nf0{ly/ agfpg ;8sf]lsgf/fdf / le/fnf]7fpaf ToxLfglhs kf0g]3fE df6f]jf c6o jg:kltx? /fvg].

dfly ;lrst ul/Psf ultijlwx?sf]lff eGbf afx/sf dd[-x?sf]cfjZostf ePsf]7fpaf, To;nf0{lhj;df l/kf]ul/g'kb5 .

;8s dd[-;Def/ ;dX

dfly pNn] ul/Psf ;fdlxs dd[-;Def/ ultijlwx?nf0{;8ssf]ldkdf /xsf ;8s dd[-;Def/ sfdbf/x?n]ug]u5g\ h;n]f0{ufij ;lrjx?n]rgsf]x5 . ol dd[-;Def/ sfdbf/x?n] ;8s dd[-;Def/ ;dX agfpg h;n]f0{lhj;df btf{ ug]5{/ h;n]a]df vttf vffg k5{ dd[-;Def/ ;dXsf ;b:ox?n]clolo / sf]ffwolosf]rgf] u5{. clolon]dd[-;Def/ ;dXsf]tkaf6 dd[-;Def/ s/f/df x:tfif/ u5{eg]a]sf]vttf ;DaGw sg]klg b:tfj]hdf clolosf ;fy}sf]ffwolon]klg x:tfif/ u5{. dd[-;Def/ ;dXsf ;b:ox?n]ldn] cfkm"pQ/flo ePsf]8ssf]efudf ljleGg dd[-;Def/ ultijlwx? u5g\.

pks/Ofx? / ;/lffds ;fwg

dd[-;Def/ ;dXn]s/f/sf] ;jftdf lhj;af6 pks/Ofx? / ;/lffds ;fwgx? kft u5g\hg dd[-;Def/ ultijlwx? ubf{ kpf]u x5 . pks/Of / ;/lffds ;fwgx?sf]kpf / kl/df0f tn JofVof ul/Psf]5 . ;/lffds e]6nf0{;w]nufpg'kb5 / dd[-;Def/ sfdbf/x? sfd ul//xsf 5g\eg] ;s] lbgf nflu ;/lffds em8fsf]kpf]u ug]5{. sfd ug]7fpaf kfyds pkrf/sf]a8f ;w]xgk5{. ;a]pks/Ofx? / dd[-;Def/sf ;fdfgx?sf]plrt :ofxf/ ug]sf nflu dd[-;Def/ ;dX lhdd]f/ x5 / s/f/sf]cG0df ol ;a]lhj ;nf0{lkmtf]lbgkg]x5 .

;/lffds pks/Of	p2fo	kl/df0f
r]fjgl lbg]em8f -@ sf] ;dXd ;/lffds e]6 Xof6 df:s a6 a;f]p kfyds pkrf/sf]a66f	cuf]8 sfdbf/x? /xsf] ;s] lbg] sfdbf/x?nf0{;dXsf ?kdf klxrfgsf nflu ;baf6 argsf nflu whf]af6 argsf nflu ltvf]s/fx?af6 argsf nflu jiffaf6 argsf nflu rf6k6s pkrf/sf nflu	;/lffds ;fwgx?sf] ;wof /fvgxf] \

pks/Ofx?	p2fo	kl/df0f
lxjnAof/f] xf] vklf]sf]fnf] a]rf=k]j] nfd]Xof68n ePsf] ;fj]h bfE a'; gf0k Dof;6 %ofd/ nfd]qmf] :nhXofd/± lr ;h tfG]8f] kfgl k6fpg]Sofg -xhf/L	sfdsf]7fpaf nUg]/ Nofg] ;fdulx? ca4 jf vshf]df6f]jf lu\$nf0{vGg] s8f df6f]nf0{vshf]agfpg] vshf]df6f]jf lu\$nf0{lemSg]/ kmfNvg] kh]f] ;kmf ug] ;fdulx? kmf]fpg] af6la?jfx? sf6g] afSnf]hmx? Sf6g] df6f]/ lu\$nf0{7f] agfpg] 7hf r\$fgx? vshf]agfpg] tf6g]jf ;fg] 7hf r\$fgx? Tf6g] sfdbf/nf0{;fj]hn]sfd ubf{;xof]u ug] kfgl af6g]/ k6fpg]	;/lffds ;fwgx?sf] ;wof /fvgxf] \

tfnd / ;kl/j]f0f

dd[-;Def/ ;dXn]lhj;af6 ;8ssf]lflos/Of, ljleGg dd[-;Def/ ultijlwx? s;/L ug] / s/f/sf] ;do e/L ol ultijlwx?sf]sfof]hgfsf af]df kf/Des tfnd kft u5g\ . of] tfnd dd[-;Def/ s/f/df x:tfif/ ug]eGbf 7ls cuf]8 jf 7ls k5L lb05 . kfljws kfx? afx], of] tfndn]dd[-;Def/ s/f/sf]lgZrt Joj:yfklso dfldnfx?df klg wofg lb05, h;df s/f/ b:tfj]hsf]/fd]aenf0, eQmfgl, sfof]hgfx? / kpz]gsf ;'sx?, ;dXsf ?kdf sfd ug]/ ;dX ;b:ox?sf] ;7g / pgLx?sf]pks/Ofx? / ;fwgx?sf]s/fx? x5g\.

kf/lDes tflnd / s/f/ ;dosfjklxnj^ dlxgfsf nflu, dd{-;Def/ ;dXnf0{lhj ; 0lghlgo/ jf kfljwsn]hff ug{u0/xG5 / pglx?n] ;dX ;b:ox?nf0{sfddf tflnd lbG5 / cfpg] ;dosf nflu pglx? ;F sfd ug{sf nflu sfofthgf lbG5 . of sfofthgfn] ug{kgjultjlwx?sf nflu cfwf/ agfp5, oBkl cfjZostfsf cg';f/ yk ultjlwx? cfpg ;S5g\ . kl5 uP/, dd{-;Def/ ;dXnf0{sfofthgf agfpgsf nflu lhDdjf/ agf0G5 h ;nf0{lhj ;n] :jlsf/ ug{k5{.

lg/Ll0f / kpxgfs ;'sx?

ul/Psf sfdx?nf0{df] ;s lg/Ll0fdf dNofsg ul/0G5 . ul/Psf] sfdsf] dfqfnf0{Tof] dlxgfsf] sfofthgf ;F thgf ul/0G5 . ol lg/Ll0fx?df ul/Psf] sfdsf] u0f: t/sf] dNofsg ul/0G5 h ;af6 ;8ssf ljleGg tTjx?sf] :t/x?sf] dNofsg ul/0G5 / tn pNny ul/Psf ;'sx? ;F thgf ul/0G5 . olb sfdsf] kl/df0f / u0f: t/ sfofthgf / kpxgfs ;'sx? cg';f/ 5 eg] k0f{ df] ;s eQmfgl lb0G5 . ol sfdx? sfofthgf jf kpxgfs ;'sx? cg';f/ gePsf] v08df s6f]t xg ;S5 . klxnj k6sdf dd{-;Def/ ;dXnf0{s]n r]fjgl lb0G5 . bf] ; k6sdf slt dfqfsf] sfd c ;Gtfjfhgs /xsf] 5 To ;sf] cfwf/df s6f]t ul/0G5 . sfofthgf / kpxg ;'sx?df lg/Gt/ jf uDeL/ cf1fkfngsf] sdl ePsf] v08df dd{-;Def/ ;dXnf0{s]L ;b:ox? kl/jtG ug{elG5 geP s/f/nf0{cGto ul/0G5 . lg/Ll0f kltj]gn] ;8sdf kf0Psf sdx?sf] ;\$] lbG5 / ;fy}s6f]t ul/Psf] /fzL / dd{-;Def/ ;dXsf nflu :jlsf ePsf]df] ;s eQmfgl klG ;dfjz u/xf]xG5 .

/f]syiddhs dd{-;Def/ ultjlwx?

!= afwfx? / klx/fx? x6fpg] - uf8Lx?sf] ;fdfo axfj / kfglsf] plrt lgsf;sf nflu ;8ssf] ;tx, lsgf/f, lgsf; k0ffnlsf]!) Id# ;Ddsf]afwfx? / klx/fx? x6fpg].
 @= kfgl lgsf;sf gnfxf? ;kif ug] - plrt kfgl lgsf; / ;8ssf] ;/lffsf nflu lsgf/fsf kfgl lgsf;sf gnfxf? ;kif ug] / kfglsf]axfjnf0{/f]g ;Sg]gnfdf hd] /xsf s/f Toxf66 x6fpg].
 #= lr/fx? ;kif ug] - lr/fx?, kSsl ;8s jf plrt kfgl lgsf; / ;8ssf] ;/lffsf nflu kfglsf]axfjnf0{/f]g ;Sg]cGo hd] /xsf ;fdulx?nf0{x6fpg kfgl lgsf;sf 7fpR? ;kif ug].
 \$= kh] ;fx? ;kif ug] - rSfg, xffx?, hd] /xsf s/fx? / kfgl lgsf; / ;8ssf] ;/lffsf nflu kh] ;fx? kfglsf]axfjnf0{/f]g ;Sg]cGo hd] /xsf ;fdulx?nf0{x6fpg kfgl lgsf;sf 7fpR? ;kif ug].
 %= khx? ;kif ug] - rSfg, xffx?, hd] /xsf s/fx? / kfgl lgsf; / ;8ssf] ;/lffsf nflu kfglsf]axfjnf0{/f]g ;Sg]cGo hd] /xsf ;fdulx?nf0{x6fpg kfgl lgsf;sf 7fpR? ;kif ug].
 ^= af]la?jfx? sf6g] / x6fpg] - ;8ssf nflu cf/lift lff, lsgf/fdf jf ;txdf bZotfnf0{afwf kfofpg] ;fwf/Of uf8Lnf0{/f]g] ;8saf6 kfglsf]axfjnf0{/f]g] jf ;8s, kfglsf] lgsf; jf ;8ssf cGo tTjx?nf0{lf]t kfofpg] af]la?jfx? sf6g] / x6fpg].
 &= ;8ssf]lsgf/fdf agsf t6x? ;kif ug] - ;8saf6 kfglsf]lgsf;nf0{afwf kfofpg] ;8ssf lsgf/fnf0{/kif ug].
 *- ;8ssf]dflysflle/fnf]hldgaf6 ca4 ;fdulx? x6fpg] - ;8ssf]dflysflle/fnf]af6 ca4 df6f] 9Efx? x6fpg]h ;n] ubf[loglx? ;8sdf v:g] jf klx/f]xg] jf ;8s jf uf8Lx?nf0{lf]t xg /f]g ;lsG5 .

; - ;fgf dd{x?

(= kfgl lgsf; ;Argfx?sf] dd{- - kfgl lgsf; k0ffnLx? lg/Gt/ ?kdf plrt tl/sfn] sfd u5G] eg] ;lg]Zrt ug{ ltglx?df ; - ;fgf dd{x? ug]To ;sf ;fy}eTflos/Ofn]k0ff]t lffx?df t]hwf/n]hff ug].
 != lns / vfn8fvN8Lx? dd{- ug] - ;8ssf] ;dfg ;tx agfpg / ;fdfo uf8Lsf]k]fxn] ;8ssf] cfwf/nf0{lf]t gu/f] \ eGg uf8Ln] agfPsf lns / vfn8fvN8Lx?nf0{7f] hldgdf, 9Efx? / lu\$lx? -pkof]ul xg] 7fpR? n] kg]. o ;df kfglnf0{ ;8ssf] ;txaf6 plrt tl/sfn]x6fpgsf nflu ;8ssf] ;txnf0{gofP9fFf lbG]sfd klG k5{.
 != vffrf / sGb/fx?sf] dd{- ug] - ;8ssf] ;dfg ;tx agfpg / ;fdfo uf8Lsf]k]fxn] ;8ssf] cfwf/nf0{lf]t gu/f] \ eGg eTflos/Ofn]ubf[ePsf vffrf / sGb/fx?nf0{7f] hldg, 9Efx? / lu\$lx?sf] -pkof]ul xg] 7fpR? k0ff] u/] kg] / eTflos/Ofsf sf/Ofx?nf0{x6fpg]. o ;df kfglnf0{ ;8ssf] ;txaf6 plrt tl/sfn]x6fpgsf nflu ;8ssf] ;txnf0{gofP9fFf lbG]sfd klG k5{.
 !@= ;8s lsgf/fdf ePsf lr/fx?sf] dd{- ug] - ;8sdf lflos/Of ePsf] 5G eg] ;lg]Zrt ug{ ;8sf]lsgf/fdf ePsf lr/fx? jf ;tx 36sf] 7fpR? kg] / 7f] agfpg]. kfozl o ;nf0{yfd] /fvG] ;Vvf 9Efx?sf] kvf]n] / af]la?jfx? /fk] ;xof]u u5{.
 !# 6f]f kvf]fx?sf] dd{- - vshf] 9Efx? /÷jf Uoflaog jfo/sf] :yfgkG, / kfglsf] plrt lgsf; u/fpg / kvf]nf0{ lf]tu]t xba6 arfpgsf nflu ;fgf k]fnx? x6fpg].
 !\$= kh] ;fx?sf] Aofslkin dd{- ug] - ;txsf]glhs ePsf /lxcPsf kh] ;fx?nf0{uf8Lsf sf/Of v/fa xg glbg yk df6f] /÷jf lu\$lx? /fvG]/

/ ;8s ;/lffids pkfox?sf] ;hGf

!%= lsgf/fdf gnfisf] lgdf - eTflos/Ofsf nflu jf kfgl cfpg ;Sg] 7fpR?df cfwf/eT kfgl lgsf;sf] lgdf h ;n] kfglnf0{ ;/lft ?kdf ;8saf6 hfg ;S5 / ;8ssf] lf]t xg lbb].
 !^= ;fgf 9E]af6sf] lgdf - kfglnf0{Pp6f 5paf6 csf] 5paf6 nlgf nflu ;fgf gnf agfpg] h ;nf0{uf8L jf kfglaf6 arfpgsf nflu 9Ef 5flkPsf]xG5 .
 !&= ;8sf] 5paf6 lj s0f]8f0e ;sf] lgdf - ;8saf6 alu/xg] jf 5paf6 gnfisf] sb}klG kfglnf0{ ;8saf6 pff] nlgf nflu lj s0f]gnfisf] lgdf ug].

!*: ;Vvf 9Efsfj6Jf kvfhsfjlgdf - ;8ssfjlsf/fdf lr/fx? / klx/fx? xgaf6 /f\$g To;sfj5pdf cfwf/et ;Vvf 9EJ kvfhsfjlgdf . To:tf kvfhsfj?n]pkl:yt 6Jf kvfhsfj?n]xofu u5{.
 !(= af6la?jf /f\$ / le/fnfjhdgsfj ;7lff - eTflos/Of /f\$g / df6fjnf0{!y/ agfpg ;8sfjlsf/fdf / le/fnfj7fpdf ToxLF glhs kf0g]3fF df6fj jf c6o af6la?jfx? /fvgj.

eQmfgl / eQfx?

dd{-;Def/ ;dXn]s/f/df x:tf/f/ u/kl5 kf/Des kl:s kfp5g\h;df lgDg eQfx? /x\$ x65g\ll
 != ;dX ;b:ox?, l jz]fu/L cWolo / sfjffwofx?n];8sfjefudf jf lhnfsfj ;b/dsfddf hfgsf nflu nflu ;Sg]oftfoftsfnfutsf nflu oftfoft eQf-sh tnasfj!Ü_ .
 @= sfD ;DaGw rffk6sx?sfjnfutsf nflu laf sfj -sh tnasfj!Ü_ . of sfj dd{-;Def/ ;dXsf]a\$ vftfdf /flv65 / sfD ;DaGw rffk6sx? nflu sfj ;dodf dfqf o;sfj kpfu ul/65 .
 #= pks/Ofx? / ;7lffids ;fwgx?sfj dd{-;Def/ ug\$ / ljleGg ;fdfgx? lsGg nflu]nfutsf nflu pks/Of eQf-sh tnasfj!Ü_ .

kl:s kl5 rf/ ls:tfx? cfp5g\h;df k]o]n]tlg dlXg]eQmfgl /x\$ x65 -sfD u/\$f]!@ dlXgfsfjsh_ . ol ls:tfx? x/\$ tlG dlXg]cjlwsfj ;?df lb065 / dfl;s lg/Llf0f kltj]gdf klt ePk15 x/\$ dlXgfsfjeQmfglsf nflu o;sfj kpfu ug\$;ls65 . sfof]hgj jf k]z\$sf ;?sx?sfjcf1fkng gePsfjcfwf/df ul/Psf s6f]tx?sf cfwf/df dd{-;Def/ ;dXsf nflu :jlsf dfl;s eQmfglsf]7ls /fzL dfl;s lg/Llf0f kltj]gdf /x\$ x65 . a\$sfjvftfaf6 lgsflnPsf]dfl;s eQmfgl sg}klg cj:yfdf lg/Llf0f kltj]gdf elgPsf]e6f a9L x65 / dfl;s eQmfgl e0;s kl5 ljleGg ls:tfx?af6 af6L /x\$ sfj sg}klg sfj cfp5f ls:tfx?df 36f065 .

ls:tf	JoVof	/sd -g?-
!	oftfoft, pks/Ofx?, laf]sf]sfjfsf nflu kl:s	/sd /fvgxfj \
@	d}hg÷hhf0{sf nflu dfl;s eQmfgl	/sd /fvgxfj \
#	cu:t÷;76]a/÷cS6f]a/sf nflu dfl;s eQmfgl	/sd /fvgxfj \
\$	gj]a/÷l8;7a/÷hgj/Lsf nflu dfl;s eQmfgl	/sd /fvgxfj \
%	k]a?c/L÷dfrfPlkhsf nflu dfl;s eQmfgl	/sd /fvgxfj \
sh		sh /sd /fvgxfj \

kl/lzi6 \$ sfofjhgf gdbgfsfjpbfx/Of

कार्ययोजना									
महिना :	जुलाई	अगस्त	सितम्बर	अक्टोबर	नवम्बर	दिसम्बर	जनवरी	फरवरी	मार्च
जिल्ला :	धनुषा	इलाम	सुनसरी	मोरङ	जुम्लि	सुनसरी	मोरङ	जुम्लि	सुनसरी
सङ्केतको नाम :	आर्थिक विकास - गिद्धा गाविस - एकराह	आर्थिक विकास - गिद्धा गाविस - एकराह	आर्थिक विकास - गिद्धा गाविस - एकराह	आर्थिक विकास - गिद्धा गाविस - एकराह	आर्थिक विकास - गिद्धा गाविस - एकराह	आर्थिक विकास - गिद्धा गाविस - एकराह	आर्थिक विकास - गिद्धा गाविस - एकराह	आर्थिक विकास - गिद्धा गाविस - एकराह	आर्थिक विकास - गिद्धा गाविस - एकराह
सङ्केत :	गाविस	गाविस	गाविस	गाविस	गाविस	गाविस	गाविस	गाविस	गाविस
गतिविधि	किमी	किमी	किमी	किमी	किमी	किमी	किमी	किमी	किमी
१. बाघाहरु र पहिरोहरु हटाउने									
२. पानी निकासका नाताहरु सफा गर्ने									
३. चिपराहरु सफा गर्ने									
४. पुलसो सफा गर्ने									
५. पुलहरु सफा गर्ने									
६. रस्साहरु काट्ने र हटाउने									
७. सडक किनाराका लटरहरु हटाउने									
८. भिरालो जमिनमा अबल सामग्रीहरु हटाउने									
९. पानी निकासका संरचनाहरुको मर्मत गर्ने									
१०. तिक र खाल्डाबुडीहरुको मर्मत गर्ने									
११. खोल्वा र कन्दारहरुको मर्मत									
१२. सडक किनाराका चिपराहरुको मर्मत गर्ने									
१३. टेवा पर्साहरुको मर्मत गर्ने									
१४. पुलसोका व्याकफितहरुको मर्मत गर्ने									
१५. किनाराका नाला बनाउने									
१६. बुझे पानी जाने बाटो बनाउने									
१७. विकर्ण डाइभर्सन नाताहरुको निर्माण गर्ने									
१८. सुस्ता बुझे टेवा पर्साहरुको निर्माण									
१९. भिरालो जमिनमा बाटोबिरुवाहरु रोप्ने									

स्वीकृत गर्ने : मर्मत-सम्भार समूह नेता

मिति :

तयार गर्ने : मर्मत सम्भार इन्जिनियर

मिति :

kl/lzi6 % dd{-;Def/sf ultljwx?sfj ;dfofhg

jiff{e6bf cl3sfj ;do

- lgsf;sf gfnfx? ;knf ugI
- khj;fx? ;knf ugI
- khx? ;knf ugI
- lr/fx? x6fpg]
- lgsf;sf ;Argfx?sfjdd{- ugI
- sRrL af6f3f]5p]df gfnfsf]lgdf0f ugI
- ;fgf]9E]kfgl hfg]af6f3f]lgdf0f
- ;Vvf 9Efx?sfjyf0g]kvf{fx?sfjlgdf0f
- ;8s dfly ca4 s/fx? x6fpg]
- ;8ssf]lsgf/fdf t6x? x6fpg]
- af6la?jfx? /fk] le/fnf]hldgnf0{ ;7lff lbg]

jiff{sfj ;dodf

- afwf / klx/fx?nf0{x6fpg]
- kfgl lgsf;sf gfnfx? ;knf ugI
- ;tx khj;f÷lgsf; (causeway) ;knf ugI
- khj;fx? ;knf ugI
- khx? ;knf ugI
- kfgl lgsf;sf ;Argfx?sfjdd{- ugI
- ;8ssf]lsgf/faf6 t6x? x6fpg]
- sRrL af6f3f]5p]df gfnfsf]lgdf0f ugI
- ;fgf]9E]kfgl hfg]af6f3f]lgdf0f
- ;Vvf 9Efx?sfjyf0g]kvf{fx?sfjlgdf0f
- ;8s dfly ca4 s/fx? x6fpg]
- af6la?jfx? /fk] le/fnf]hldgnf0{ ;7lff lbg]
- lns / vfn8fvN8lx?sfjdd{- s]n dVo ;d:ofu|t lf0x?df dfq
- vfn]rf / s6b/fx?sfjdd{- s]n dVo ;d:ofu|t lf0x?df dfq
- ;8s lsgf/fsf lr/fx?sfjdd{- s]n dVo ;d:ofu|t lf0x?df dfq
- ?vx? sf6g]/ x6fpg]- s]n dVo ;d:ofu|t lf0x?df dfq

jiff{sfj ;do kZrft

- afwfx? / klx/fx? x6fpg]
- lns / vfn8fvN8lx?sfjdd{- ugI
- vfn]rf / s6b/fx?sfjdd{-
- ;8s lsgf/fsf lr/fx?sfjdd{- ugI
- ?vx? sf6g]/ x6fpg]

;Vvf ;dodf

- lns / vfn8fvN8lx?sfjdd{- ugI
- vfn]rf / s6b/fx?sfjdd{-
- ;8s lsgf/fsf lr/fx?sfjdd{- ugI
- 6jf kvf{fx?sfjdd{-
- khj;3f]Aofslknx?sfjdd{- -ljz]fu/L t/f06f_
- ;Vvf 9Efx?sfjyf0g]kvf{fx?sfjlgdf0f

kl/lzi6 ^ kpzgsf ;'sx?

/fsvddhs dd;-;Def/ ultjlxw?

!= afwx? / klx/fx? x6fpg] - uf8lx?sf] ;fdfo axfj / kfglsf] plrt lgsf;sf nflu ;8ssf] ;tx, lsgf/f, lgsf; kffnlsf]!) ld# ;Ddsf]afwx? / klx/fx? x6fpg].

@= kfgl lgsf;sf gfnfx? ;kf ug]- plrt kfgl lgsf; / ;8ssf] ;/lffsf nflu lsgf/fsf kfgl lgsf;sf gfnfx? ;kf ug] / kfglsf]axfjnf0{/fsg ;Sg]gfnfd hd] /xsf s/f Toxfaf6 x6fpg].

#= lr/fx? ;kf ug]- lr/fx?, kssl ;8s jf plrt kfgl lgsf; / ;8ssf] ;/lffsf nflu kfglsf]axfjnf0{/fsg ;Sg]cGo hd] /xsf ;fdufx?nf0{x6fpg kfgl lgsf;sf 7fpF? ;kf ug].

\$= khj;fx? ;kf ug]- r\$fg, xffx?, hd] /xsf s/fx? / kfgl lgsf; / ;8ssf] ;/lffsf nflu khj;fx? kfglsf]axfjnf0{/fsg ;Sg]cGo hd] /xsf ;fdufx?nf0{x6fpg kfgl lgsf;sf 7fpF? ;kf ug].

%= khx? ;kf ug]- r\$fg, xffx?, hd] /xsf s/fx? / kfgl lgsf; / ;8ssf] ;/lffsf nflu kfglsf]axfjnf0{/fsg ;Sg]cGo hd] /xsf ;fdufx?nf0{x6fpg kfgl lgsf;sf 7fpF? ;kf ug].

^= afpla?jfx? sf6g] / x6fpg] - ;8ssf nflu cf/lift lff, lsgf/fdf jf ;txdf bZotfnf0{afw kfofpg] ;fwf/Of uf8lnf0{/fsg ;8saf6 kfglsf]axfjnf0{/fsg jf ;8s, kfglsf]lgsf; jf ;8ssf cGo tJx?nf0{lift kfofpg] afpla?jfx? sf6g]/ x6fpg].

&= ;8ssf]lsgf/fdf agsf t6x? ;kf ug]- ;8saf6 kfglsf]lgsf;nf0{afw kfofpg] ;8ssf lsgf/fnf0{;kf ug].

*= ;8ssf]dflysf]le/fnf]hldgaf6 ca4 ;fdufx? x6fpg]- ;8ssf]dflysf]le/fnf]af6 ca4 df6f] 9Efx? x6fpg]h;n] ubf{loglx? ;8sdf v:g]jf klx/f]xg]jf ;8s jf uf8lx?nf0{lift xg /fsg ;ls65 .

;-;fgf ddfx?

(= kfgl lgsf; ;Argfx?sf] dd;-; - kfgl lgsf; kffnlsf? lg/t/ ?kdf plrt tl/sfn]sfd u5g]eg] ;lgZrt ug{ltglx?df ;;-;fgf ddfx? ug]To;sf ;fy}eTflos/Ofn]kffljt lffx?df thwf/n]hff ug].

!)= Ins / vfn8fvN8lx? dd;-; ug]- ;8ssf] ;dfg ;tx agfpg / ;fdfo uf8lsf]k]fxn] ;8ssf]cfw/nf0{lift gu/f] \ eGg uf8ln] agfPsf Ins / vfn8fvN8lx?nf0{7f; hldgd, 9Efx? / lu\$lx? -pkof]ul xg] 7fpF n] kg]. o;df kfglnf0{ ;8ssf] ;txaf6 plrt tl/sfn]x6fpgsf nflu ;8ssf] ;txnf0{gofPff lbg]sfd klg k5{.

!!= vffrf / scb/fx?sf] dd;-; ug]- ;8ssf] ;dfg ;tx agfpg / ;fdfo uf8lsf]k]fxn] ;8ssf]cfw/nf0{lift gu/f] \ eGg eTflos/Ofn]ubf{ePsf vffrf / scb/fx?nf0{7f; hldg, 9E / lu\$lx?sf] -pkof]ul xg] 7fpF kff]u u/] kg] / eTflos/Ofsf sf/Ofx?nf0{x6fpg]. o;df kfglnf0{ ;8ssf] ;txaf6 plrt tl/sfn]x6fpgsf nflu ;8ssf] ;txnf0{gofPff lbg]sfd klg k5{.

!@= ;8s lsgf/fdf ePsf lr/fx?sf] dd;-; ug]- ;8sdf lflos/Of ePsf] 5g eg] ;lgZrt ug{ ;8sf]lsgf/fdf ePsf lr/fx? jf ;tx 36sf] 7fpF kg] / 7f; agfpg]. kfoz o;nf0{yfd] /fvg] ;Vvf 9Efx?sf] kvf{fn] / afpla?jfx? /fk] ;xof]u u5{.

!#= 6jf kvf{fx?sf] dd;-; - vshf] 9Efx? /÷jf voflaog jfo/sf] :yfgkg, / kfglsf] plrt lgsf; u/fpg / kvf{nf0{ liftu]t xgaf6 arfpgsf nflu ;fgf kjfnx? x6fpg]

!\$= khj;fx?sf] Aofslkn dd;-; ug]- ;txsf]glhs ePsf /lxcPsf khj;fx?nf0{uf8lsf sf/Of v/fa xg glbg yk df6f] /÷jf lu\$lx? /fvg]/

;/ ;8s ;/lffds pkfox?sf]l;hgf

!%= lsgf/fdf gfnfsf] lgdff - eTflos/Ofsf nflu jf kfgl cfpg ;Sg] 7fpF?df cfw/eT kfgl lgsf;sf] lgdff h;n] kfglnf0{ ;/lift ?kdf ;8saf6 hfg ;S5 / ;8ssf] lift xg lbbg .

!^= ;fgf 9E]af6sf] lgdff - kfglnf0{Pp6f 5paf6 csf] 5pdf nlgf nflu ;fgf gfnf agfpg] h;n]nf0{uf8l jf kfglaf6 arfpgsf nflu 9Ef 5flkPsf]x65 .

!&= ;8sf] 5paf6 lj s0f{8f0e; ;sf] lgdff - ;8saf6 alu/xg] jf 5psf] gfnfsf] sg}klg kfglnf0{ ;8saf6 pff] nlgf nflu lj s0f{gfnfsf] lgdff ug].

!*= ;Vvf 9E]sf] 6jf kvf{sf] lgdff - ;8ssf]lsgf/fdf lr/fx? / klx/fx? xgaf6 /fsg To;sf] 5pdf cfw/eT ;Vvf 9E] kvf{sf] lgdff . To:tf kvf{fx?n] pkl:yt 6jf kvf{nf0{ ;xof]u u5{.

!(= afpla?jfx? /fk] le/fnf]hldgsf] ;/lff - eTflos/Of /fsg / df6f]nf0{ly/ agfpg ;8sf]lsgf/fdf / le/fnf] 7fpF ToxLF glhs kf0g] 3fF df6f] jf cGo afpla?jfx? /fvg].

kl/lzi6 & lg/Llf0f kmf/d

lg/Llf0f kmf/d ;fdfco hfgsf/Lx?	
lg/Llf0fsf] ; do -dlxgf_	
lg/Llfsf]gfd	
lg/Llf0fsf]ldlt	
;8ssf]gfd / nDaf0	
;8ssf]efusf] ;?jft / cGto	
;dX g]fsf]gfd	
;dX g]fsf]kmf] gDa/	
lg/Llf0fsf kl/Offdx?	
dd{-;Def/ ultljw	Qddf sd ePsf] Pko]ul gxq]
!= afwfx? / klx/fx? x6fpg]	
@= kfgl lgsf; sf gfnfx? ; kmf ug]	
#= lr/fx? ; kmf ug]	
\$= kh] f] ; kmf ug]	
%= khx? ; kmf ug]	
^= ?vx? sf6g]/ x6fpg]	
&= ;8s lsgf/fsf t6x? x6fpg]	
*= le/fnf]hldgdf ca4 ; fdu x? x6fpg]	
(= kfgl lgsf; sf ; Argfx?sf]dd{- ug]	
!)= lns / vfN8fvN8Lx?sf]dd{- ug]	
!!= vf]rf / sGb/fx?sf]dd{-	
!@= ;8s lsgf/fsf lr/fx?sf]dd{- ug]	
!#= 6]f kvf{fx?sf]dd{- ug]	
!\$= kh] f]sf Aofslknnx?sf]dd{- ug]	
!%= lsgf/fdf gfnf agfpg]	
!^= 9E]kfgl hfg]af6f]agfpg]	
!&= lj s0f{8f0e ; g gfnfx?sf]lgdfqf ug]	
!*= ;Vvf 9E]6]f kvf{sf]lgdfqf	
!(= le/fnf]hldgdf af]la? jfx? /f]g]	
lgisif{	
:t/lo dfl ; s eQmfgl -gP=_	
s6f]L -gP=_	zGo gP=-
:jLst dfl ; s eQmfgl -gP=_	
x: tflf/ lg/Llfs	
x: tflf/ ; dX g]f	



;dXdF cfwf/t ufdLof ;8sx?sf]ddf-;Def/ cJwf/0ffids lgbZsf

;dXdF cfwf/t ufdLof ;8sx?sf]ddf-;Def/ eGfn]:yfglo ddf-;Def/ ;dXx?af6 ufdLof ;8ssf]bJgs ddf-;Def/ xf] h;df ;8ssf ljleGg tJx? ;kmf ug] / x6fpg] ;-;fgf ddfx? ug] / cfwf/et ;/lffids pkfox?sf]l;hgf ug]h:tf sfd xG5g\ ddf-;Def/ ;dX ;8ssf]glhsdf a:g]:yfglo afl;Gbfx?af6 agf0Psf] xG5 h;nf0{ lhlj ;n] s/f/df /fv}sf] xG5 / pglx? ;8s ddf-;Def/ ug}f nflu ldn] sfd u5g\ .lgoldt ?kdf xg]lg/Lifof cg;/f/ pglx?sf]kpZGsf cfwf/df pglx?n] dfl;s kl/>lds kf]t u5g\ h;sf ;fy pglx?nf0{ pks/0f / ;/lffids ;fwgx?sf] offtoftsf] / ladfs]eQf klg lb0Psf]xG5 .



kl'tt lgbZsf] of] tl/sfsf] lj:tlt ;dLlf kpf]g u/}sf] 5 h;nf0{ cGt/f6G >d ;#7g n] b0{lhNndf k/Lifof u/}sf] lyof]W wglff -t/f0{ / /fd5fk -kx8_ . ol k/Lifofx?sf] ;dodf l;lsPsf kf7x?sf cg;/f/ of]lgbZsf ;dXdF cfwf/t ufdLof ;8sx?sf] ddf-;Def/sf] kl/ro / nfu"ug}f nflu :yfglo kJff/ ljsf; tyf s]ff ;8s ljefu -8fhL8f/ , lhlj;x? / ufdLof ;8s sfoGdx?n] kpf] ug}f nflu ljsf; ul/Psf] xf] . ufdLof ;8ssf] ;kfn]sf] cJ:yfdf ;wf/ ug] / :yfglo /fhuf/ l;hgf ug]nlosf ;fy >ddf cfwf/t /fsyddhS ddf-;Def/nf0{k] ;fxg lbg]s/f of]lgbZsf]sf]p2]o xf] .



of]lgbZsf ufdLof ;8ssf] lflos/0f / ddf-;Def/x? bzfp/ ;? xG5 / kl5 o;n] ;dXdF cfwf/t ufdLof ;8sx?sf] ddf-;Def/ / To; ;# ;DalGwt ultljwx?sf] kl/ro lbG5 . o;n] ddf-;Def/ ;dXx? s;/L aG5g\eg] JofVof u5{/ cfjZos s/f/sf Joj:yfkgfsf] af/}f 5nknn u5{ . clGtd cllofon] ;dXdF cfwf/t ufdLof ;8sx?sf] ddf-;Def/sf] nfut/ sf]fsf ;Dej ;f]x?sf af/}f bzfp5 .



of]lgbZsf ;a} s/f ;d}sf] ddf-;Def/ /0fgLtsf af/}f ;DalGwt 5g . o;n] gkndf ufp5f ;8sx?sf] lskfotL ddf-;Def/ ug]Jofjxf]l/s tl/sfx? kl'tt u5{ hg ufdLof ;8sx?sf] -uDeL/ lfltsf] /fsydk]t nlft xG5 / ToxLF ;dodf o;n] :yfglo :t/df pknAw cflyG / dfgj ;+fwgnf0{klg Wofg lb0/x}sf] xG5 . ;8sx?sf] kfyldsLs/0f, ddf-;Def/sf nflu sf]fx?sf]lgwf{0f / ;8s ;#f0fsf] k/s pkfox?nf0{s]n ;txL ?kdf dfq atf0Psf]5 .