

सबैका लागि शिक्षा २००८-०९ फर्मेटिम अनुसन्धान परियोजना

अनुसन्धान प्रतिवेदनहरूको आस्थाङ्केप - ३



त्रिभुवन विश्वविद्यालय
शिक्षा विकास तथा अनुसन्धान केन्द्र (सेरिडा)
२०६८



; a\$ f nflu lz lff @))\$-)(

knrl6e cg' Gwfg kl/ofhgf
Formative Research Project

cg' Gwfg kl/tj hgx; sf]; f/; aNk - #



lqej g lj Zj lj Bfno
lz lff lj sf; tyf cg' Gwfg s(b|-; v/8_
knrl6e cg' Gwfg kl/ofhgf
@)^\$

; Dkfbg

8f= lszf] >ij7

efiff ; Dkfbg

j dgfy /Qdl
lbf s/ 9: h
rGbdlOf e08f/L

se/ l8hf0g tyf nçfp6

rGbdlOf e08f/L
uf;d dfgGw/

k\$fzg ; xofyl

lj i0flj qnd lu/L

5kf0

eStaxfb/ >ij7

k\$fzs

lqe]g lj Zj lj Bfno
lz lff lj sf; tyf cg; Gwfg sQb|
knd]e cg; Gwfg kl/of]hgf
kf]a-g=M @!^!, knfg g=\$@*^&#@
ÇofS; M \$@&\$@@\$

email: **formative@cerid.org** and **cerid@mos.com.np**
CERID on Internet: **http://www.cerid.org**

eldsf

; a}sf nflu lzlf -@))\$-)(_ sfoqnd gkfnsf]lzlf lf}sf nflu Ps dxTj k0f{sfoqnd
xf]. o; sfoqndsf]; km sfoqj ogsf nflu clwoog-cg; Gwfgdf cfwf/t cfj Zos ; r'gf
kjfx ug{knd}e cg; Gwfg kl/ofhgfsf]Joj:yf ePsf]5 .

lqejg ljZj ljBfno, lzlf ljsf; tyf cg; Gwfg s[bf] cfwf/e't tyf kfylds lzlf
sfoqnd -bf] f]r/of_ sf]; km sfoqj ogdf klg knd}e cg; Gwfg kl/ofhg ; ~rfng u/]
cfj Zos ; xofu k'ofPsf]lyof].

cf=j = @)^#÷)^^\$ df knd}e cg; Gwfg kl/ofhgfcGtu' nl·Rol8gn clwoogsf ; fy}&
cf' n3' cg; Gwfgx; ; ~rfng ul/Psf lyP . cg; Gwfgsf lgisif{ tyf ; emj x;nf0{
; /f\$ /jfnfx;sf]; dx; Dd k'ofpgkg]cfj Zostfnf0{ b[6ut u/L & cf' }cg; Gwfgaf6
cfPsf lgisif{ tyf ; emj x;nf0{ gkfnldf cgjfb u/L of] kl:tsf tof/ ul/Psf]
5 . knd}e cg; Gwfg sfoqndsf ; ofhsnufot ; mUg ; a}cg; Gwfgstfx; tyf ; dxdf
; mUg e0{; xofu k'ofpgkg]lzlf tyf vhsb dGafno, lzlf ljeu, lqejg ljZj ljBfno
; l/8 / cGo lgsfosf ; a} dxfgfj x; wGofbsf kfq xgxG5 . ; fy} cg; Gwfgnf0{
cfj Zos tYof° pknAw u/f0lbg]; :yf tyf dxfgfj x; / cg; Gwfg kl'tj hgsf lglDt
cfj Zos ; Nnfx / ; emj k'ofg ug[kg]lzlf lj bx;nf0{klg wGof fb lbg rfxG5' .

wGof fb .

@)^\$

8f= >l/fdk} fb nfld5fg]
lg= sfo\$ / l lgbZs

Ij ifo; Hl

kl6

Ij Bfno kfej sfl/tfsf nflu Ij Bfno :j foQtf	1
sfoqnd sfofj og lfdtf tyf ; ArgfTds :j ksfl]Ij ZnifOf	6
uOf:t/lo Ij Bfno lzIff ; lglZrt ugIcfwf/et cj:yfx M Ij Bfno cgludgsf nflu dfgs tyf dfkb08 (Norms and Standards) Ij Sf; ug{; km Ij Bfnox;sf]cWoog	10
:t/lo lzIff Ij lw / Ij Bfyl{s]Gb t I; sf0sf nflu slffsf]fsf] kfgt/Of	15
clwsf/df cfwf/t lzIff / cfwf/et tyf kfylds lzIffdf ; ArgfTds ; wf/x M ; yfut cfj Zostf / ; fdbflos tTk/tf	20
db/; fdf dhwf/ lzIffsf]; yfutls/Ofsf]Ifq / cfj Zostf	24
lzIffsf]dhwf/df gkfnsf uDaf, laxf/ / u?sh	27

Ij Bfno kęj sfl/tfsf nflu Ij Bfno :j foQtf

kı7eld

IzIffdf Ij s[bls[; wf/sf] Pp6f kdV klf Ij Bfno :j foQtf xf]. Ij s[bls[; wf/sf] tftko{g}Ij Bfnof0{ :j foQ / :j fj nDal agfpg' xf]. /fhgllts / ; fdfllhs agf6sf bl[6n] gkfn s[bls[; Argfdf cfwf/t xbf bzn]Ij sf; dlyaf6 tn emg[s/f xf]eGg]dfGotf af\$[sf] blvG5 . To; h]Ij sf; sf] ; ft /fHo g}xf] / o; 6f6 bzs]Ij sf; xG5 eGg] ; ft klg glltIgdff txb]v :yfglo tx; Dd /x\$[sf] kfG5 . IzIff If[qs]Ij sf; df klg oxl dfGotf Ij Bdfg 5 .

oyfydf gkfnf Ij Bfno :yfkf / ; ~rfngdf kl/DetM :yfglo tx ; lqno / ; xoful /x\$[sf] 5 . Ij Bfyl{egf{ IzIffs lgoISt, Ij Bfnof]ef]ts Ij sf; h:tf sfof ; dbfo cfm} ; mUg xb}cfPsf]Iyof]. kl5 Ij Bfno ; ~rfngsf] cleef/f / ;sf/n]InPkI5 ; dbfosf] ; mUgtf qndzM 36b}uPsf]xf]. Ij Bfno ; ~rfngsf]bfloTj / ;sf/n]InPkI5 lk5I8Psfnf0{IzIffdf ; xeful u/fpg]pkqnd / IzIffsf] u0f:t/ ; wf/df /fHosf] ; mUgtf a9g yfNof]. ol kof]hgsf nflu IzIffdf IjIjw of]hg / cfof]hgxf klg cfP . t/ Itgn]cfkngf kof; x[s[bllo txdg]; lldt u/]eg]:yfglo / Ij Bfno txdg kof; sf]kltkm blvPg . o; n]ubf{ Ij Bfno ; wf/n]ckllft ult lng ; sg . log}sf/Ofx[n]IzIffdf Ij s[bls[; wf/sf] cfj Zostfnf0{hGd lbP .

Ij s[bls[; wf/sf] nlyfhfuf ugI ; Gbedf Ij Bfnof0{ :j foQtf kbfq ugIkm{s} :s:tf kof]gx[ePsf /x\$gV tl slt ; fGles 5g\egg]Ij ifodf k:tt cWloog s[blt 5 . oxl dh lh1f; fnf0{bl[6out ub}; ~rflnt o; cWloogn]bxfosf kZgx[sf]pQ/ lbg]hdsf] u/\$[f]5 M

kdV kZgx[

- Ij Bfno :j foQtf eGgn]; /f\$[f/j fnfx[n]s]aenb5g\
- kflnt oyfy{ u Ij Bfno :j foQtn]slQsf]tbfTDo /V5 <
- Ij Bfnon]sfof[ds :j foQtf s; /l kft u/\$[f]5 <
- kflnt P[/ lgodx[Ij Bfno :j foQtsf lglDt s]slt kof]t 5g\
- ; /f\$[f/j fnfx[sf]eldsf / bfloTj s]s; /l kl/eflft ul/Psf 5g\
- kflnt lfdtf clej [4 tflnd slQsf]k[ęj sf/l 5 <

cWloog Ij lw

k:tt Ij ifosf]cWloogsf nflu bxfosf klqmf cjndag ul/P M

- of]cWloog u0ffTds -qualitative_ cg; Gwfgsf]dfGotfdf cfwf/t /x\$fn]o; df To; \$f Ij lw / klqmfxf[cjndag ul/Psf 5g\ . cWloognf0{cl3 a9fpg ; j kyd Ij s[bls/Of / :j foQtf; DaGwl clenY, l; 4fGt, Ij rf/ tyf gkfnf eP-ul/Psf kof]gx[sf]; dlIff ul/Psf]5 . o; ; Gbedf gkfnf Ij Bfno :yfkf / ; ~rfngdf ; dbfon]v]h\$[f]eldsfaf/]; aNfkt rrf{ul/gsf ; fy}jt[dfg P[, lgod, gllt tyf sfoqndx[af/] klg ; dlIff ePsf]5 . knd[be cg; Gwfgc[tfu[; ~rflnt

cg; Gwfgx; dWo]; fGble\$ cg; Gwfg s[tx; sf]klg ; aNfkt ; dlff ul/Psf]5 . log
k[Zeldsf cfwf/df of] cWoogsf] klf; k tof/ ub{ kZgfj nlnufot cGo cg; Gwfg
; eGq -tools_ lgdf of ul/Psf]5 .

- o; cg; Gwfgn]: of^aNf, lrtjg / bfrhf lhNnfsf #=# cf of lj Bfno u/L hDdf (cf of lj Bfnox; cWoogsf nflu ; d\$ sf]5 . ol lj Bfnox; sf ultljwx; c jnf\$g ug\$ f ; fy}cfj Zos tYof° ; j [f0sf] dWodaf6 ; °ng ul/P . To; }u/L lj Bfnosf k+c=, Joj: yfkg ; ldltsf ; b:ox; , lzlf tyf lj Bfyl\$ cleefj sx; ; u cGtj fff{ / 5nkmx; ul/P . lhNndf lhNnf lzlf clwsf/L, lj Bfno ; k/lj]fsnufot ; flJolStx; ; u klg 5nkm / cGtj fff{; ul/Psf lyP .

dVo kflktx;

o; cWoogsf kdV kflktx; bxfoadf]hd 5g\

- lj Bfno : jfoQtf; DaGwl aem0df lj ljwtf /x\$ f] kf0G5 . lzlf; u ; DalGwt sdff/LtGq, k+c= / lzlf sn] : jfoQtfnf0{ /fhgllts-kzf; lgs 9. af6 aem5g\ . pglx; sf blf6df lj s[bls/of / kzf; lgs lgoG0faf6 dSt lj Bfno eGg' g}lj Bfno : jfoQtf xf] . csf k[Joj: yfkg ; ldltsf ; b:ox; tyf cleefj sx; Tolt s/ f xbd] lj Bfno : jfoQ xbd] eGg] cfzo k\$6 u5g\ . pglx; sf] aem0 dNo; u ; DalGwt 5 . pglx; sf blf6df hg; dbfo tyf lj Bfnosf kbflwsf/Lx; nf0{ ; zSt agfpg' g}lj Bfnonf0{ : jfoQtf kbfg ug{xf] . lfdtf clej [4, cfj Zos sfgbl pkfo cflbaf6 ltgnf0{ ; zSt agfpg ; lsG5 . ol s/ fx; eP tklg lj Bfno : jfoQtn] bxfosf s/ fx; nf0{ ; d\$ gkg] s/ fdf ; fwf/oftM ; a\$ f] dt Pp6} ePsf] bl]vG5 M
 - sdff/LtGq lgoG0faf6 dSt tyf lj s[bls] lj Bfno
 - lj Bfnosf kbflwsf/L tyf ; dbfosf] ; zStls/of
 - kf7dqmd / dNof°gsf] dWodaf6 sxl xb; Dd lgoG0f
 - lj Bfno ; ~rfngdf : yfglo lgsfosf] kfej sf/L pkl: ylt
 - kzf; lgs sdff/L tyf lj Bfno ; ~rfnsx; sf] hj fknbxl
- : jfoQtf sf] lj ifonf0{ lj rf/ ubf{ kflnt lzlf Pq / lgodfj nl Tolt ; xof] ul bl]vb\$g\ lzlf Pq / lgodfj nln] cem klg z]f]s pGgog / pkn]awsf nflu z]f]s sdff/LtGqs} dxTj b]f]p5g\
 - jf: tjdf z]f]s l]sf; sf nflu kflnt sdff/Ls] b] z]f]s k]ffnln] g} dVo lhDd] f/L lgj fx u/\$ f] kf0G5 . ; dbfosf] eldsf ck]ffs] Gog /x\$ f] bl]vG5 . t/ lgb]zsf tyf dfu] gbl]zsf x; n] z]f]s pkn]aw tyf p2Z0 kflktf nflu ; dbfo / : yfglo ; /f\$ f/ jfnfx; sf] eldsfnf0{ ; j fl/ dfG5g, \oBlk ol lgb]zsf x; sf] sfgg] dxTj Pq / lgodfj nl x; eGbf ck]ffs] sd 5 .
- : jfoQtf / lj s[bls/ofsf lglDt ; /f\$ f/ jfnfsf] dfgl; stfdf kl/ j tG cfp' cfj Zos 5 . gkfn kf/Dkl/s ; dfh ePsf] o; sf] ; fdlhs ; Argf kb; flkfgs -hierarchical_ 5 . cfk]eGbf 7hf / hfGg] ; Ggh] eg\$ f] s/ faf6 JolSt ; ~rfint xg] kj [Q 5 . oxl s/ fn] ubf{ clwsf/ / zSt sxl dflyNnf ju\$ f] xftdf s] b] 5g\ : yfglo txn] ; xof] ulsf] eldsf dfq lgj fx u/\$ f] kf0G5 .
- k+c= sf] lfdtf clej [4sf nflu ; ~rfint Psdlxg] tflnd sfoqndn] k+c= nf0{ bl]gs sfo{ ; ~rfngdf ; xof] ul kfofPsf] bl]vG5 . bl]gs sfo{ ; ~rfngdf k+c= lge{ tf 36\$ f]

b]vPsf] 5 . cGo Psf0df lge{ xgkg]cj:yfaf6 k+c= dSt ePsf] kf0G5 . o;
 b]i6n] pSt Ps dlxg] tflnd pkof]ul ePsf] b]vG5 . o;} u/l lj Bfno ;wf/
 of]hgf; DaGwl tflnd klg pkof]ul b]vG5, lsggeg] pSt tflnd :yfglo txsf] lg0f6
 ug] lfdtf clej [4 ug{; lfd ePsf] b]vG5 . t/ ; dbfo kl/rfngsf] kof; eg] tolt
 kefj sf/l kf0Pg . ; dbfo kl/rfng s]b\$]f; GbZ :yfglo txdf k'ofpg] lj ifodf dfq
 ; lldt 5 . o; n] lj Bfno kZf; g -school governance_ df :yfglo txsf]; #lgtfaf/
 Wofg k'ofPsf] 5g .

- :j foQtfnf0{ cfly\$; f]n] c; / kf/\$]f] xG5 . ; f] kl/rfng / ; f] pknAwtfn]
 lj Bfno slt :j foQ 5 eGg] s/f b]vfp5 . xfn lj Bfnox; ; f] sf lglD t ; /sf/df
 cfl>t ePsfn] lj Bfno :j foQtf sxl xb; Dd 36\$]f] cfef; xG5 . lj Bfnon] cfkm]
 ; f] pTkGg ug{; s]df -h:tf]:of^hfsf] Pp6f lj Bfnon] ub\$ _ lj Bfno :j foQtsf]
 dfqf klg a9b}hfG5 .
- ; dbfodf Joj:yfkg x:tfGt/Of ul/Psf lj Bfnox; n]:j foQtf a9L pkof]u ul//x\$]f]
 b]vG5 . o:tf lj Bfnodf of]hgf, lg0f6 klqmf, lj Bfno Joj:yfkg, lzlfs Joj:yfkg,
 ; f] kl/rfng h:tf lj ifodf Joj:yfkg ; lldt ; b:o, ; dbfo tyf cleefjssf]
 ; #lgtf kefj sf/l /x\$]f] kf0G5 . ol lj Bfnox; n]; f] klg cfkm; l vlrG] u/\$f
 5g\ . kf/blz{f klg a9L 5 . ctM lj Bfnonf0{ :j foQtf lbg] lj ifodf lj Bfnosf]
 Joj:yfkg ; dbfodf x:tfGt/Of Ps ; f]ble\$ pkfo xg; S5 .
- tlgc}f sf/Ofn] lj Bfnon] :j foQtf kof]u u/\$]f] b]vG5 . lj Bfnosf] cfj Zostf,
 k+c=sf] b'b]i6 tyf Pq / lgodfj nlsf] klj wfgn] lj Bfno :j foQtf sxl xb; Dd
 ; Dej agfPsf] 5 . ; dbfodf a9b]f] lj Bfyl\$]f] rfk / cleefj sdf uOf:t/lo lzlffsf]
 rfxgn] ubf{ lj Bfnon] cfkm; l lzlfs egf{ / e]ts lgdf}sf sfo{ug{yfNof].
 o; sf nflu zNs klg p7fpg yfNof]. k+c=sf] b'b]i6 / sfo{ug{z}nlsf sf/Of klg
 lj Bfnon]:j foQtf kof]u u/\$]f] 5 . ; fdbfos lj Bfnon] klg lghl lj Bfnon] em; ; jf
 / uOf:t/lo lzlff k}fg ug{; S5 eGg]; f] /fvL k+c=n]; f] kl/rfng, k7gkf7g
 k4ltdf kl/j tG h:tf sfo{ug{yfNof]. lzlfs egf\$ nflu sxl xb; Dd lzlff Pq /
 lgodfj nln] klg lj Bfnonf0{ clwsf/ lbPsf] 5 . lj Bfnon] of] clwsf/ kof]u u/
 lzlfs egf{klg u/\$f 5g\
- lj Bfnon] :j foQtf kof]u ug] ; Gbedf lj Bfnosf] cjl:ylt, ; Gbe{ / kof{/Of
 -school context and climate_ klg dxTj kOf{/x\$]f] 5 . lzlffnf0{dxTj lbg] ; dbfon]
 lj Bfnonf0{; xof]u ug] cleefj sn] k9f0sf] dNo aeng] / lj Bfno kl/jf/leq /fd]
 ; DaGwsf sf/Of lj Bfnon] cl3 a9g lj ljw lg0f6 u/\$f 5g\ zNs lnPsf 5g\ :t/lo
 lzlffsf nflu lj ljw ; fdulx; h6fP/ kof]u u/\$f 5g\ . ol sfo\$ nflu s; klt
 lge{ 5g\ . pglx; n] krlnt lgodnf0{klg Tolt ; f/] Wofg lbPsf 5g\ . cfkm]
 cfj Zostfg; f/ ultljwx; cl3 a9fPsf 5g\ . lj Bfnox; n]; fwf/Of tof b}xfosf
 lqdf :j foQtf pkof]u u/\$f 5g\
 - of]hgf lgdf}
 - lj Bfno Joj:yfkg
 - lzlfs Joj:yfkg
 - k7gkf7g k4lt / uOf:t/ clej [4
 - ; f] Joj:yfkg

- cllwoogsf] qmddf lj Bfnox; n] :yfglo kf7dqnd lgdf0f u/l nfu" u/\$f] b]VpG . :yfglo kf7dqndsf] gdfdf c^a u]hl / sDko6/ lj ifosf] k7gk7g ePsf] b]V65 h; sf] kf7dqnd tof/l cj:yfdf kf0G5 . oyfy0f :yfglo txdf kf7dqnd lgdf0f ug] lfdtf b]Vb0g . To; h]kf7dqnd / k/liff h:tf lfdtf s0b\$] lgoGq0f /xgkg] b]V65 .
- :jfoQtf; DaGwl s/f ubf{ ; /f\$] / jfnfx; n] hj fknb]ksf] klg s/f u/] . jf:tjdf :jfoQtf; u hj fknb]k klg hf]8Psf]5 . lj Bfnosf k+c=nufot lzIfs / Joj:yfkg ; ldltsf ; b:ox; n] lj lw lj ifodf cfk]k; ; dbfo / lzIf sfof]nok]t pQ/bfol ePsf] ts{u/} . jf:tjdf of] hj fknb]k jwflgs geP/ g]ts dfq b]VpPsf]5 . P0- lgoddf hj fknb]k ls6fg ul/Psf]50 / hj fknb]klaf/] dNof°g klg xb0g .
- lj Bfnosf] kef]sfl/tfdf lj Bfnosf] kl/l:ylt tyf kof] /of, g]t]j sf] b'/b]6 tyf lj Bfno-; dbfo ; DaGwn] dx]jk0f{ eldsf v]h\$] kf0G5 . lj Bfnok]t ; dbfosf] b]6sf0f / lj Bfnonf0{; xof] ug]tk/tf, g]t]j sf]; sf/flDs b]6sf0f / To; nf0{ nfu" ug] hf0/ tyf ; sf/flDs lj Bfno-; dbfo ; DaGwn] lj Bfnosf] kl]tkm a9fpb} nu\$] b]V65 .

Igisif{

g]kfnf lj Bfno ; wf/sf] k0Tg w}]cl3 ePsf]eP tflg lzIfdf lj s0b]s] ; wf/sf] k0Tg eg]; g\! (() kl5 g}k] / De ePsf]xf] . ; wf/sf]; Gbedf lj s0b]s] lj Bfno Joj:yfkg sf] lj ifo cln kl5 cfPsf]xf] . ; wf/sf]o; klfnf0{cfd; ft\ug\$] t]tko{lzlffdf u0ffTds ; wf/; u}k5l8Psf / ; ldfGt]s] ; dbfosf] lzIfdf kx' a9fpg' xf] . lj s0b]s/0f ; wf/sf] csf]kf6f]lj Bfnonf0{:jfoQtf k0fg ug{/ l]gnf0{:j]fnDal agfpg' xf] . log}tYox; nf0{ b]6out u/l b]zdf :yfglo :jfoQzf; g P0, lzIf P0df ; xfwg, gof" lzIf lgodf]nl lgdf0f u/l nfu"ug]sfo{xg]sf ; fy}lhNnf lzIf of]hg, lj Bfno ; wf/ of]hg, lj Bfnosf] Joj:yfkg ; dbfonf0{x:tfGt/0f, lj Bfno cgbfg h:tf sfoqndx; klg Nof0P . :yfglo ; /f\$] / jfnfx; sf] lfdtf clej]4 tyf ; fdlhs kl/rfng h:tf lj ifox; df klg Wofg k%of0of] .

t/ lj Bfno :jfoQtf sf] s/f ubf{dfly p]Nnlvt k0Tgx; n]o; tkm(oy]6 Wofg k%ofPsf] b]Vb0g . k]rlnt P0 / lgodx; n]lj Bfnonf0{:jfoQtf k0fg u/\$f]50, a? sd{f/LtGqnf0{ g}lj Bfno lgoGq0f ug]clwsf/ ; lDkPsf]5 . lj Bfno Joj:yfkg / ; ~rfngdf :yfglo lgsfosf]eldsf uf0f /x\$]5 . ; wf/sf sfoqndx; cfp'g' t/ sd{f/LtGq / :yfglo txsf] eldsfdf vf; }kl/j t0 gxb' lj 8Dagfsf]lj ifo xf] .

olt eP tflg ; /f\$] / jfnfx; sf] cl3 a90; f] / g]t]j sf] eldsf tyf k0Tgsf sf/0f lj Bfno lge{tfaf6 :jfoQftkm{cu| / xb}cfPsf]5 . o; sf nflu g]t]j sf] lfdtf tyf lj Bfno-; dbfo ; DaGwn]klg ; xof] u/\$f]5 .

; erfj x;

lj Bfnonf0{:jfoQtf k0fg ug]k]k]b]xfosf ; erfj x; k]t't 5g\N

- s0b]b]v :yfglo tx; Ddsf ; /f\$] / jfnfx; sf] eldsf / sfo{kgM kl/eflft ug] . Joj:yfkg ; ldltnf0{Joj:yfkg / lgoGq0fsf]clwsf/ lbg]/ :yfglo lgsfonf0{of]hg, ; dg]o tyf ; f] Joj:yfkg h:tf eldsf lbg] .

- lzlf; u ; DalGwt sdf/L, lzlfs, Joj:yfkg ; ldt ; b:o, k=c= cflb ; a{f0{ltgsf] sfo{t sfgbl ; kd}hjfknb}kl agfpg] / lo; sf nflu dfgs -norms_ / dfkb08 -standards_ x; sf]lgdf0f u/l nfu"ugkg].
- ofhgf, Joj:yfkg, ; ff] kl/rfng, cgludgh:tf ljifox;df Joj:yfkg ; ldtsf ; b:ox;sf]lfdtf clej [4 ug].
- eldsf lgjfxsf nflu cfj Zos hgziSt, ; fwg ; ff] / tfInd lbP/ :yfglo lgsfosf] lfdtf clej [4 ug].
- k=c=sf nflu ; ~rfInt Joj:yfkg tfIndnf0{lg/Gt/tf lbg] / k=c=df gjTj u0f lj sf; t u/fpg]klfx;nf0{klg tfIndn]hfB lbgkg].
- lj leGg y/l sf cgbfgsf]; f6f]lj Bfnonf0{Psd16 ; ~rfng cgbfg lbg]tyf lj Bfnon] cfj Zostf klxrfg u/l kfyldstf lgwf{0f u/] ; f] cgbfg vr{ ug] Joj:yf ldnfpgkg].
- lj Bfnosf]pknlAwsf]; dlff ug{tyf kf/blz{f sfod ug{; fdfilhs nyf k/lIf0f kfej sf/l 9. n]nfu"ugkg].
- lj Bfnosf]Joj:yfkg ; dbfonf0{x:tfGt/0f ug]sfo{mndnf0{tlj ff lbgkg].
- lj Bfno Joj:yfkgdf :yfglo txsf]kfej sf/l ; nUgtfsf nflu ; fdfilhs kl/rfngsf] sfo{f0{dxTj lb0{cl3 a9fpgkg].

sfoqnd sfofj og lfdtf tyf ; Argfids :j ;ksf]lj Znifof

k7eld

xfn b7zdf lziff ljefun] z]fs ; wf/ ug{æ; a\$fnflu lziffÆcgtu\$; dflxt lziff, Psdl6 cgbfg, 5faj [Q, lzifs tflnd, lj Bfnos] eflts ; wf/, lj Bfno :j futh:tf dxTj kOf{ sfoqndx ; ~rfng ub{ cf0/x\$] 5 . ol sfoqnds] ; kmntsf nflu ; do- ; dodf glit lgdf0fdf kl/j t\$ xb}cfPsf] b]V65 t/ sfoqnds] ; kmntf dh ; kdf sfoqnd sfofj og ug{ lgsfosf] sfoqnd ; ~rfng ug{ klqnof / ; Argfids lfdtdf lge/ /xG5 . o; cWoogdf lziff tyf vhsb dgqnoaf6 ; ~rfng ul/Psf lj leGg z]fs ; wf/ sfoqndx ; dWo] 5faj [Q, ljs0b|s/0f / z]fs u0f:t/df s]bt /x] sfofj og :t/df ol sfoqndx ; s;/l ; ~rfng e0/x\$] 5g\ / ol sfoqndx ; sfofj og ug{ lgsfosf] ; Argfids lfdtf kof{t 5 ls 5g eG]s/fsf] vfh] ug{ kof; ul/Psf] 5 .

kqV k7gx

o; cWoogsf p27ox ; lgDgfg; f/ 5gV

- :yfglo lgsfosf] sfoqnd ; ~rfng klqnof / ; Argfids lfdtfsf] lj Znifofnf0{Toxf" pknAw k] fvf/, cledvls/0f uf]7L= tflnd / sd{f/l ; aVofsf] cfwf/df k;t't ug{
- :yfglo lgsfon] z]fs ; wf/sf nflu cj nDag u/\$f]; ~rf/ kOfnlsf] lj Znifof ug{
- nllft JolQm=; dx ckn] z]fs ; d:ofsf] klxrfg ug{ hfu ; s / ; r] eP gePsf] dNof°g ug{/
- sfoqnd sfofj ogsf] ; nl; nfd f bxf/f] k[7kf]of kOfnl (reciprocity of feedback mechanism) eP gePsf] vfh] ug{.

cWoog lj lw

o; cWoogn] gkn clw/fHosf %cf0}lj sf; lq / efl]ns ; kdf lxdfn, kxf8 / t/f0\$ f lhNnf x] sf] kl]t]glwTj ub5 . To; }u/l cWoogdf k]to\$ lhNnfaf6 @ cf0sf b/n] !) cf0f lj Bfno, !) cf0f ; f]s0b| / !) cf0f uf-lj =; =gu/kfnsf ; dfj z ul/Psf lyP . o; sf clt]l/St # cf0f n]vfh]v s0b| / # cf0f ; f]s]lff; d] ; dfj z ul/Psf lyP .

dVo k]ktx

- lhNnf lziff sfof]osf] sfoqnd ; ~rfng klqnof
 - xfn ; ~rfnt z]fs ; wf/ sfoqnd ; ~rfng ug{ lhNnf lziff clwsf/l / of]hg Psf0 x] z]vf clws[dfq ; mlg b]vPsf] loglx ; sf] sfof/ w}] b]V65 .
 - cWoogdf ; dfj z ul/Psf lhNnf lziff sfof]odf sd{f/lx ; cgkl:yt /xg]/ b/aGblcg ; k sd{f/lx ; pknAw gePsf xbf b]gs sfo{ ; ~rfngdf cj /fw k/\$f] b]V65 .
- lhNnf lziff sfof]osf] ; Argfids lfdtf

- lhNnf lzIff sfoffnodf ejg, krlg{/ , sDKo6/ OToflb eflts ; lj wfx, pknAw eP klg ol sfoffnox;n] z]lfs ; wf/ sfoffndnf0{sDKo6/ k0ffnldf Nofpg ; s\$]b]vPg . xfn sDKo6/ s]n z]lfs tYof°sf nflu dfq kof]udf Nof0Psf] b]vG5 .
- xfnst] ; . 7gfTds ; Argfn] lj Bfno lg/Llfsnf0{ eGbf zfvf clws[nf0{ / ; flJolQmnf0{eGbf lj Bfno lg/Llfsnf0{a9l clwsf/ lb0Psf]kf0G5 .
- ; fl]s]b]df sfoffnd ; ~rfng klqmf
 - ; flJolQmnf0{lj Bfno lg/Llfsnf0}ef/ clws ePsf]pglx, sf] sfob]lftdf xfl; b]vof].
 - ; flJolQmnf0{ cfknf] dftxtsf lj Bfnodf ; ~rflnt 5faj [Q, lj Bfno ; wf/ sfoffnd OToflb af/] /fd]hfgsf/l gePsf]kf0of].
- ; fl]s]b]sf] ; ArgfTds lfdtf
 - ; a} ; fl]s]b]sf] cfknf} ejg 5g . hDnfd ; a} ; fl]s]b]x, kwfgfWofkssf sf]fdf /flvPsf lyP . To; }u/l gjfsf / d:tf^a lhNnfsf] 5gfdf k/\$f Ps÷Ps ; fl]s]b]h] ejgsf] cejdf kwfgfWofkssf] sf]fdf a; l cfknf] sfo{ ~rfng u/\$f 5g\
- lj Bfnosf]sfoffnd sfoffj og klqmf / ; ArgfTds lfdtf
 - Onfd / gjfsf sf b0{b0cf] lj Bfnox;n] ; fl]s]b]ut j flif\$ sfoffhgf agf0{ lj Bfno ; ~rfng u/\$f 5g\
 - Onfd / s~rgk/sf b0{b0cf] lj Bfno / gjfsf] Pp6f lj Bfnodf cfj Zos k] wf/sf] Joj :yf eP klg cGo 5gf ePsf lj Bfnodf o:tf] ; lj wf lyPg .
- 5faj [Q
 - lhNnf lzIff sfoffnox,df of]hg tYof° Psf0 / n]yf zfvfn] 5faj [Qsf] Joj :yf ldnfpg]lhDd] f/l lgj fx u/\$f 5g\
 - o; j if\$]5faj [Q lj t/of ut j if\$]knfz l/kf]df cfwf/t /x\$]b]vG5 .
 - lzIff ljefun]knfz l/kf]sf]cfwf/df 5faj [Qsf]/sd lgsf; f ubf . knfz l/kf]df pNn] ul/PeGbf sd /sd lgsf; f ubf{5faj [Qsf] sf] d:tf^aafx\$ cGo lhNnfd sd ePsf]b]vG5 .
 - kfrcf] lhNnfdWo] b0cf]fn] dfq 5faj [Qsf] lj t/of s; /l ug] eGaf/] lj Bfnonf0{lgbzg hf/l u/\$f lyP .
 - 5faj [Q lj t/of ubf{s]b]sf]lgbzg kfnf ul/Psf]kf0Pg . lj Bfnon]5faj [Q lj t/of ubf{g t s]b]h]tf\$]sf]/sd lbPsf lyP g t lbkg]lbgdf g}lj t/of u/\$f lyP .
- lj s]b]s/of
 - xfnst] lj s]b]s/of klqmfcg; k klyds lzlfssf] tna lhNnf lj sf; ; ldltdfknf lhNnf lzIff sfoffnodf k7fpg] sfoff] lhNnf lzIff sfoffonf0{ bfx]f]sfoef/ k/\$f]b]vG5 .

- lJ Bfnon] lJ Bfno ; wf/ ofhgfnf0{ jflif\$ sfoofhgfsf] ħkdf kofu u/\$f] kfOPg . lJ Bfnon] lJ Bfno ; wf/ ofhgdf cfwf/t cgbfg dfu ubf{ ; d] o; sf] pkofu ul/Psf] blvbġ . clloogdf k/\$f] Pp6f lJ Bfnon] o; ofhgfcġtuġ kkt cgbfg lzlfssf]tnadf vr{u/\$f]elġof}.
- d:tf^a lhNndf uġ; /sf/L ; yfxġn] ; ~rfng u/\$f zġfs sfoġdxġaf/] lhNnf lzlf sfonf0{sg}hfgsf/L ePsf]kfOPg .
- hDnf lhNndf kf7ak:tsafktsf]cgbfg j ħfvsv]t] f]xktfdf lgsf; f ul/Psf] kf0of]oBlk Toxf"zġfs ; q eg]df3 @^ df g}; ? e0; s\$]lyof}.
- u0ffTds lzlf
ofhg / Joj:yfkg tflndf sfoġnd sfoġjog kl:tsf @)^# df pNny ePcg'ġksf ; a}JolQmġnf0{; dġġ ; s\$]blvPg .
- ; ~rf/ k0ffnl
- lJ Bfno ; wf/ ofhgfsf]p2ġoaf/]:yfglo :t/df eġ /x\$]kf0of}.
- ; a\$ nflu lzlf sfoġndsf af/df lhNnf lzlf clwsf/L / ofhg zfvf xġ] zfvf clwsf[nf0{a9l hfgsf/L /x\$]blvof}.
- bfx]f]k[7kf]f0f k0ffnl (reciprocity of feedback mechanism)
sġbġv lJ Bfno; Dd g}bfx]f]k[7kf]f0f k0ffnlsf]lj sf; gePsf]blvG5 .

; ħfj xġ

- lhNndf rgfj lġsf cfwf/df lJ Bfno lg/Llfssf] sfoġno :yfgf u/L To; sfoġoaf6 sfo{ ; Dkfbg ug{ xfnsv] lhNnf lzlf clwsf/Lsf] lhDd]f/L lJ Bfno lg/Llfsnf0{; lDkg' ; fġble\$ blvG5 . o; k\$ /sf] sfoġ] lJ Bfno lg/Llfsn] :j tMkkt ħkdf zġfs ; wf/ sfoġnd ; f]JolQmsf]pkl:yltf ; ~rfng ug]jftfj /0fsf]lj sf; xġ\$.
- lhNnf lzlf sfoġocġtuġsf sdġf/Lxġnf0{sfdsf]lhDd]f/L lnlt ħkdf lb0g' pkoQm blvG5 .
- lhNndf ; ~rfnt zġfs ; wf/ sfoġndsf]sDkoġ/ kofsh agf0{gġ]lsġ\k0ffnlsf] lj sf; ul/gkb5 . o; sf nflu x/\$ lhNndf Ps÷Pscġf blf sDkoġ/ kġufd/sf] lġolQm xġ'cfj Zos blvG5 .
- ; dfg :t/sf sdġf/Lxġnf0{; dfg :t/sf]lhDd]f/L lbg' Jofj xfl/s blvG5 . o; n] sdġf/L-sdġf/Lalr zIQm; ġthg /fvl sfo{Dkfbgdf ; 3fp kġofpg]5 .
- ; f]JolQmsf] lhDd]f/L pNny ubf{ Ps ; f]JolQm] s:tf] eġf]hs jftfj /0fdf sġcfġf; Dd lJ Bfno xġ]kġ]xf]lgodfj nldf To; sf] pNny xġkb5 . ; f]JolQmf0{ zġfs ; wf/ sfoġndaf/]clvdlsġ u/L lhDd]f/L ; d] lb0gkb5 .
- /fd] lJ Bfnoxġsf]pknlAwaf/]kġf/-k]f/ u/L cġo lJ Bfnoxġnf0{pT; flxt u/fpg] jftfj /0fsf]l; hġf ug]kl/kf6lsf]lj sf; ug]pkoQm xġ5 .
- lzlf lJ efu / lhNnf lzlf sfoġnosf] ; xsfoġf 5faj [Qsf] sfġf ; ^avof lġwf\0f xġkb5 . 5faj [Qsf]/sd lgsf; f ubf{rfn"j if\$]lj Bfynf0{cfwf/ dfgl sfġf ldnfg ug]Joj :yf xġkb5 .

- s[bbh]agfPsf]5fj [Q lj t/Of klqmf sf ; DaGwdf nllft ; dXnf0{hfgsf/L k%ofpg] k4ltsf]lj sf; ul/gkb5 .
- 5fj [Q lj t/Ofsf] cgludg ug[sfo{sf] lhDd]f/l sg}Ps ; lfd :yfglo lgsfonf0{ ; lDkgkb5 .
- klyds lzlfssf] tna lhNnf lj sf; ; ldltaf6 ; lw}ufp%gu/ lj sf; ; ldltdf lgsf; f ug[Joj :yfsf nflu lhNnf lj sf; ; ldltdf Ps z]lfs Psf0sf] :yfkf ul/gkb5 .
- ; f]s[bb] / lj Bfnon] ; a}sf nflu lzlfdf pNny ePsf] tnb]v dfly (bottom-up) of]hgf k0ffnlsf] cfwf/df j flif\$ 2 kdf sfoqmd agf0{ sfo{ ; Dkfbg ug{ pkoQm b]vG5 . o; k\$ /sf] sfof0{ ; 3fpg lj Bfno ; wf/ of]hgf / lhNnf lzlf of]hgfsf] ; :yfut lj sf; ul/gkb5 . lj Bfno ; wf/ of]hgfsf] p2]o k]6 kfg{nllft ; dXnf0{ cledVls/Of tflndsf]cf]of]hgf ul/gkb5 .
- lj Bfno lg/lfs / ; f]JolQmf0{ z]lfs ; wf/sf ; a} sfoqmdf ; xeful u/fpg' ; fGble\$ b]vG5 .
- of]hgf tyf Joj :yfkf; DaGwl cledVls/Of÷tflnddf ; ayfn]nllft ; dXsf]; xeflutf xg]k0ffnlsf]lj sf; ul/gkb5 .
- lhNnf lzlf sfof0sf ; a}sd{f/lmf0{ ; a}sf nflu lzlf sfoqmdsf af/df hfgsf/L lbg lg/Gt/ cledVls/Of÷uf]l]sf]cf]of]hgf xg clgj fo{b]vG5 .
- ; f]s[bb]f0{lhNnf lzlf sfof0 / lj Bfnoalrsf] ; ~rf/ k]fx ug[lgsfosf 2 kdf lj sf; ug{/fdf]b]vG5 .
- z]lfs sfoqmdnf0{ ult k0fg ug{ s[bb]v lj Bfno; Dd bfx]f]f] k[7k]f]of k0ffnl (reciprocity of feedback mechanism) sf]lj sf; ul/gkb5 .

u0f:t/lo lj Bfno lzIff ; lglZrt ug{cfwf/et cj:yfx; M lj Bfno cgludgsf nflu dfgs tyf dfkb08 (Norms and Standards) lj sf; ug{; km lj Bfnox; sf]cWooog

k7eld

; g\@)) df ; g\unsf]8sf/df ; DkGg æ; a\$ nflu lzIffÆ; DaGwl lj Zj lzIff d-rn]; g\
@)!% ; Dddf ; a\$ nflu lzIff kbfug ug{^ cfbf dVo nlox; lgwf{Of u/\$f]lyof]. tl
nlox; dWlo]Pp6f nlo u0f:t/lo lzIffsf ; a}klfx; ; lglZrt ug{xf]. oxl nlocg; k
gkfn ; /sf/n]; a\$ nflu lzIff /fli60 sfo{ofhgf -@))!-@)!% / ; a\$ nflu lzIff
@))\$-@)) (dh b:tfjh tof/ u/\$f]lyof].

ljleGg lzIfflj b\; af6 u0f:t/lo lzIffsf ; DaGwdf km/s-km/s wf/Off k;t t ePsf
kf0G5g\ . u0f:t/lo lzIffsf] cjwf/Off :ki6 gePsf]h] ljleGg lzIfflj b\ tyf z]hfs
; :yfx; n] u0f:t/lo lzIffsf nflu km/s-km/s cfjZostfx; klxrfg u/\$f 5g\ . o;
; Gbedf ; a\$ nflu lzIff /fli60 sfo{ofhgf -@))!-@)!% n] u0f:t/lo lzIffsf nflu
s\l ; r'sx; l; kmf/; u/\$f]eP tfklg tl ; r'sx; /fd/l kl/eflift ul/Psf 5gg\ o; n]
ubf{u0f:t/lo lzIff dfkg ug{tl ; r'sx; nf0{dfgs tyf dfkb08x; sf] ; kdf kbfu ug{
sl7g xg ; Sb5 . jf:tjdf dfgs tyf dfkb08 tof/ ul/ ; skl5 klg tl xfl; n ug]
pkfox; klxrfg ug{h?/l xG5 . tl dfgs tyf pkfox; klg km/s-km/s xg ; Om5g\ of]
s/f vfh]lsf]lj ifo ePsf]5 . ol ; a}s/fx; nf0{Wofgdf /fv} of]cWooog ul/Psf]xf].

k4v k7gx;

o; cWooogn]lgDglnlvt k7gx;sf]pQ/ lbg]kbf; u/\$f]5 M

- glt lgdf{ tyf sfof{og txsf ; /\$f/jfnfx; n] u0f:t/lo lzIffnf0{s; /l x} \$f
5g\k
- u0f:t/lo lzIffsf cfwf/et cfjZostfx; s}s]xg\k
- u0f:t/lo lzIff ; lglZrt ug{cfwf/et dfgs tyf dfkb08x; s}s]xg\k
- u0f:t/lo lzIffsf cfwf/et dfgs tyf dfkb08x; s; /l xfl; n ug{; lsG5 <

cWooog lj lw

o; cWooogsf nflu Onfd, sfe\knf-rf\$, sf:sl / afS] u/L hDdf rf/ lhNnf 5gf
ul/Psf lyP . k]o\$ lhNnfaf6 ; /sf/l cgbfg kfk tlgcfbf ; km ; fdbfos lj Bfnox;
/ Pp6f ; km ; :yfut -lghL lj Bfno 5gf ul/Psf lyP . x/\$ lj Bfnoaf6 k]vfgfWofks,
@ hgf lzIff tyf lj Bfno Joj:yfkg ; ldt / cleefjs-lzIffs ; a\$sf ; b:o /
cleefjsx; dWofaf6 !) hgf JolQm;sf] 5gf ul/Psf]lyof]. o; /l 5gfdf rf/cfbf
lhNnfaf6 !^ hgf k]vfgfWofks tyf #@ hgf lzIff k/\$f lyP . o; /l g}lj Bfno Joj:yfkg
; ldt / cleefjs-lzIffs ; a\$sf ; b:o tyf cleefjsx; d] u/L hDdf !^) hgfnf0
; dfj z ul/Psf] lyof]. o; afx\$ \$ hgf lhNnf lzIff clwsf/l / * hgf lj Bfno
lg/lIffs; ; JolQm; dfj z ul/Psf lyP . To:t} lzIff tyf v]hsb dGqfno, lzIff ljefu,
kf7oqmd lj sf; sQb; ; @Qm /fi6«; a\$ / cGt/fli60 u}; /sf/l ; :yfx; af6 cfjZos
hfgsf/l kfk ug{!\$ hgf kbflwsf/lx; ; dfj z ul/Psf lyP . ol ; d:t pQ/bftfx; af6

cGtjff{krf/fd tyf nllft ; dX 5nkmndfkrf cfj Zos tVof° ; °ng ul/of]. o; /l g} lj Bfno ; j fof krf/fd kofu u/l lj Bfnosf] eflts tyf zlf]s cf\$8f ; °ng ul/Psf] lyof] . ; °Int kl/Offdfds tVof°x;nf0{ kl'tzt tyf dWodf°sf cfwf/df lj Znifof ul/Psf] lyof] eg] uOffds tVof°x;sf] lj leGg klfcGtuť tfls\$ lsl; dn] lj Znifof ul/Psf] lyof].

dVo kllKtx;

o; cWooqsf dVo kllKtx; lgDgfg; f/ 5g\

uOf: t/lo lzlfssf af/df lj leGg ; /f\$ f/j fnf ; dX; sf] b/l6sf0f

gllt lgdf0f tx tyf sf0f] og txsf ; /f\$ f/j fnf] wf/Of ; j-tff (retention) b/, pQlOf0f b/, pknAw :t/ / tx (level) k'f ug] b/ pRr / lj Bfyl; sf nflu b]gs hljgsf nflu pkořul kf70j :thf0{ uOf: t/lo lzlfssf ; kdf lnPsf 5g\ o; afx\$ lhNnf txsf clwsf/lx; n] lgDgdWolds lzlfdf kfylds txsf] lzlf]n] kfg] ; sf/flds k'f]nf0{ uOf: t/lo lzlfssf ; kdf lnPsf 5g\

uOf: t/lo lzlfssf cfwf/et cfj Zostfx;

of]o tyf ; lfd lzlfssf] kof]t ; °Vof, lzlf]s tflnd, eflts ; lj wf, z]flOfs ; fdull, cgludg tyf lg/lifof, lzlf0f-l; sf0 klqmf, lg/Gt/ lj Bfyl{ dNof°g, kwfgfWofkssf] k'f]s/l g]Tj, ; lqno lj Bfno Joj: yfkg ; ldl tyf cleefj s-lzlf]s ; °S / kf70k' ts tyf lzlf]s lgb]zsfnf0{ ; a} ; /f\$ f/j fnf ; dX; n] uOf: t/lo lzlfssf cfwf/et cfj Zostfx; sf] ; kdf lnPsf 5g\

uOf: t/lo lzlfssf nflu dfgs tyf dfkb08 ljsf; ug] cfwf/x;

- 5gf0df k/\$f sXl lj Bfnox; df slf ; °Vof / lj Bfyl{ ; °Vofsf ckgftdf lzlfssf] ; °Vof sd ePsf] kf0of] . o; ; Gbedf ; a} ; /f\$ f/j fnf ; dX; n] lj Bfnodf ; /sf/n] rflxg] hlt lzlfssf] Joj: yf ldnfpgkg] cfj Zostf dx; ; u/\$f lyP . ; /sf/n] ; f] Joj: yf ldnfpg g; sGh] lj Bfno Joj: yfkg ; ldltn] g} lzlfssf] Joj: yf ug] kg] cfj Zostf cf]VofPsf lyP .
- 5gf0df k/\$f lj Bfnodf sfo]t lzlf]sdW0] &% kl'tzt lzlf]sx; sf] zlf]s of]otf k]l0ftf kdf0fkq tx kf0Psf] lyof] eg] af\$ lzlf]sx; sf] of]otf P; =Pn=; l= dfq lyof]. P; =Pn=; l= dfq ePsf lzlf]sx; n] kfylds lj Bfnosf] dfl]Nnf slfddf cWofkg ug] sl7g ePsf] s/f JoQm u/\$f lyP . ctM kfylds lzlf]sx; sf] of]otf k]l0ftf kdf0fkq xgkg] s/fdf hf\$ lb0Psf] lyof].
- kwfgfWofksn] lj Bfnosf lzlf]sx; nf0{ tflnd lbgkg] / lj Bfno Joj: yfkgdf g]Tj bfol eldsf v]lgkg] ePsf]h] pglx; sf] of]otf lzlfssf] of]otfegbf Ps tx dfl]ysf] xgkg] s/fdf hf\$ lb0Psf] lyof].
- k'f]s/l lzlf0f-l; sf0sf nflu @)) lj Bfyl; ePsf] Pp0f kfylds lj Bfnodf sdTldf @)#% ju[kd6/ cyf\$ \ \$ /fkgl hUuf, cfj Zos ; °Vofdf slf sf]fx; / kof]t lfgkm ePsf slf sf]fx; xgkg] s/fdf hf\$ lb0Psf] lyof]. ol ; lj wfx; 5gf0df k/\$f lj Bfnox; df pknAw lyP . To: t} tl lj Bfnox; df zlf]fno tyf vfg]

kfglsf] ;ljwf eP tfklg sxl ljBfnox;df zfffnosf] Joj:yf kofkt lyPg eg] clwsfz ljBfnox;df ;/lft vfg]kfgl pknAw lyPg .

- ljBfnosf nflu cfjZos hluuf ufp" ljsf; ;ldlt=gu/kflnsf jf JolQmut bftfx;af6 kfkkt ug{ ;lsG5 . olb bfg-bftJoaf6 hluuf kfkkt ug{g;lsPsf]v08df Gogtd dNodf vl/b ug{ ;lsG5 . slff sf7f tyf zfffnosf lgdff ug{/ vfg]kfglsf] Joj:yf ug{ cleefjs, ;dbfo, ufp" ljsf; ;ldlt=gu/kflnsf / u};/sf/l Pj + cGt/fk6@ u};/sf/l ;yfx;af6 cfly\$;xofu kfkkt ug{ ;lsG5 eg] ;dbfoaf6 >dbfg kfkkt ug{ ;lsG5 .
- ;a}ljBfnox;df slff ! / @ df a:gsf nflu sfk6 / sd prf0sf 6ahsf]Joj:yf ul/Psf]lyof]. t/ slff #, \$ / %df aqr / 8]sx; rnfpg gldNg]u/l h8fg ul/Psf lyP . slff ! / @ sf sf7fx; ljleGg ;fdulx;af/f ;hf0Psf]tl afnd]qs tyf cfsif\$ lyP . kwfgfWofks tyf lzlfssf nflu 5f6f]cj lwsf] tflnd / ;km ljBfnox;sf]clwoog ed0faf6 o; k\$/\$sf slffsf7fx;sf]Joj:yf u/fpg ;lsG5 .
- ;a}ljBfnox;n]ljBfno ;wf/ ofhgf tof/ u/\$f]kf0of]. t/ pQm ofhgf lzlf ljefun]lbPsf]9frfcg;ksf]lyPg . ljBfno ;wf/ ofhgf lgdff ;ldltsf]u7g, lj=Jo=;=sf clwof tyf ;b:ox; / kwfgfWofksx;nf0{ tflndsf] Joj:yf, ljBfno ;wf/ ofhgf tof/l xbf ;ft JolQmsf]cgudg / lhNnf lzlf sfodf clgjfo{ ;kdf ljBfno ;wf/ ofhgf aempg]Joj:yf h:tf s/fx;n] ;a}ljBfnox;df lzlf ljefun]lbPsf]9frfcg;k ljBfno ;wf/ ofhgf tof/ ug{ ;xofu k\$ofp5g\ . t/ jflif\$ lzlf of ofhgf sf ;Gbedf clwsfz lzlf sx;n] pQm ofhgf lgdff u/\$f] blvPg .
- lzlf Pq @)* -cf7f}; zfwg_ / lzlf lgodfj nl @)% (df pNny ePcg;f/ x/\$ ljBfnodf @@) lbg slff ;~rfng xgkgI kljwfg eP tfklg ut zlfis ;qdf /fhgllts agasf sf/of 5gf6df k/\$f ljBfnox;df @)) lbg dfq slff ;~rfng ePsf]kf0of]. To; h] ;fdfGo cj:yfdf ;/f\$/\$fnfx;n] u0f:t/lo lzlf sf nflu @@) lbg slff ;~rfng xgkgIdx; ; u/\$f lyP .
- 5gf6df k/\$f ljBfnox;df lzlf of-l; sf0 klqmofdf ;wf/ Nofpg lzlf sx;sf]a7s lgoldt ;kdf a:g]u/\$f] kwfgfWofksn] lzlf sx;sf] slff cjnfs\$g ug[u/\$f] / lj=Jo=;=n]lgoldt ;kdf ljBfnosf]cgudg ug[u/\$f]kf0of]. o; /l g]; dbfoaf6 cfjZos ;xofu kfkkt ug{lj=Jo=;=sf]a7s af/Daf/ a:g]u/\$f]kf0of].
- w]h;f] lzlf sx;n] afn-d]qs lzlf of tyf ljBfylx;sf] lg/Gt/ dNof°g klqmof ?rfPsf lyP . ctM ol lzlf sx;n] ljBfyl\$]l; sf0pkn]awsf] hfgsf/l kfkkt ug{ lg/Gt/ ;kdf dNof°g u/\$f lyP . ol dNof°gsf cfwf/df ljBfylhf0{k[7kf]of lbg] u/\$f / ;DalGwt cleefjsx;nf0{ kplt ljz/of lbg] u/\$f sf/of o; k\$/\$sf] dNof°g klqmof kefj sf/l ePsf]blvof].
- lzlf dNof°gsf]kljwfgn]lzlf sx;sf]lgoldt tf j[4 ug] lzlf ofdf ;wf/ Nofpg]/ ljBfnodf ;~rfng xg]lqmofsnfx;df ltglx;sf] ;xeflutf j[4 xg] eP tfklg clwsfz ljBfnox;df o; k\$/\$f]lzlf dNof°g ePsf]blvPg .
- 5gf6df k/\$f ljBfnox;dWo]Pp6f ljBfnodf ;Dk0f{ah6sf]\$ kltzt tnadf vr{ePsf]lyof]eg]csf[ljBfnodf ;fxl zlif\$df (! kltzt vr{ePsf]lyof]. t/ clwsfz ljBfnox;df ljBfnosf] ;Dk0f{ah6dWo]tnadf ^) blv *) kltzt; Dd vr{ePsf]blvG5 . o; }u/l u0f:t/lo lzlf sf nflu ljBfnodf xg]vr{dWo]tnadf ^) blv *) kltzt vr{ug[kg]ljrf/ ;/f\$/\$fnfx;n]JoQm u/\$f lyP . tnasf

; fy} vjh tyf zlf]s ; fdull, ; x-lqmfnsnfk tyf ciltl/Qm lqmfnsnfk / efl]ts ; ljwfsf] dd\$ tyf ; Def/h:tf zlif\$xs;sf nflu klg kof]t dfqdf 5\$} ah\$sf] Joj :yf ug]kg]s/fdf hf\$ lb0Psf]lyof].

- o; cWloogn]u0f:t/lo lzlf]sf nflu ; j-tff b/ (retention rate) () kl]tzt, pQlOfff b/ () kl]tzt, pknAw :t/ ^) kl]tzt, tx k/fug]b/ ^) kl]tzt dfgs tyf dfkb08sf] ; kdf lgwff/t u/\$f]5 . clwstd slff ; ~rfng, kof]t ; aVofdf of]o tyf tflndk]t lzlf]sx;sf] Joj :yf, lj Bfno Joj :yfk ; ldt tyf ; ff] JolQmaf/f lj Bfnosf] lgoldt cgludg, k]wfg]Wofks tyf ; ff] JolQmaf/f slff c]n]f\$g, ; km lj Bfnosf] nf0{k/:s\$ ug] Joj :yfn] ol dfgs tyf dfkb08x; xfl;n ug{ ; 3fp k%ofp5g\

; erfj x;

- u0f:t/lo lzlf]sf nflu @)) hgf lj Bfyl{ePsf] x/\$ kfylds lj Bfnodf sDtl]df @)#% ju]d6/ -\$ /fk]gl_ hluuf xgkb\$. lj Bfnosf nflu pQm hluuf uf=lj=; =gu/kflnsf jf bftfaf6 jf Gogtd dNodf vl/b u/l k]k]t ug{ ; lsG5 . lj Bfnodf yk slffsf]fx;sf] lgdf]f ug{/ vfg] kfgl tyf z]f]fnosf] Joj :yf ug{ ; dbfo, uf=lj=; =gu/kflnsf, ; /sf/ / c]t/f]60 u; /sf/l ; yfx;af6 cfly\$; xof]u k]k]t ug]kb\$. dfgs tyf dfkb08cg'f/ slffsf]f lgdf]fsf nflu lhNnf lzlf] sfof]nosf ; DalGwt k]lj lws sd]f/Lx;af/f gS; f tof/ u/f0gkb\$.
- ; /sf/n] x/\$ kfylds lj Bfnonf0{lzlff lj ifodf k]l]oftf k]df]okq=pRr d]wolds lzlf], jf cG0 lj ifodf k]l]oftf k]df]okq=pRr d]wolds lzlf] / !) dlxg] lzlf]s tflnd k]k]t u/\$f lzlf]sx; cfj Zos ; aVofdf k]p]g ug]kb\$.
- bz jif{lzl]of cgej ePsf lzlf]sx; dWoa]f6 kfylds lj Bfnosf] k]wfg]Wofks lgo]Qm ul/gkb\$. z]f]s of]o]tsf] ; DaGwdf :gfts tx pQlOf{ePsf]nf0{kfyldstf lb0gkb\$.
- slffsf]f]sf] jftfj/of / lzlf]of-l; sf0 k]l]qmf]nf0{cfsif\$, kef]sf/l / afn-d]qs agfpg k]wfg]Wofks / lzlf]snf0{tflnds] Joj :yf ul/gkb\$. ; fy} lj =Jo=; =sf c]wof]x; , k]wfg]Wofksx; / lzlf]sx;sf nflu ; km lj Bfnosf] cWloog ed]of u/fpg] Joj :yf ldnf0gkb\$.
- tna, z]f]ofs tyf vjh ; fdullx; , ; x tyf ciltl/Qm lqmfnsnfkx; / efl]ts ; ljwfx;sf] dd\$ tyf ; Def/sf nflu 5b]df0Psf] ah\$]dWoa] k]xnf] zlif\$df -a9ldf &) kl]tzt_ /sd 5b]df0gkb\$ eg] af\$] k]o\$ zlif\$sf nflu !) jf !) kl]tzt]eGbf a9l /sd 5b]df0gkb\$.
- x/\$ lj Bfnon]lj Bfylx;nf0{z]f]s ; qsf] ; ?sf]dlxgdf g]lg]MzNs kf7]k':tsx; lj t/of ug]kb\$. o; }u/l lhNnf lzlf] sfof]hon]x/\$ lj Bfnonf0{kf7]dqnd tyf lzlf]s lgb]z]sf]x; pknAw u/fpg'h?/l 5 .
- lj Bfyl\$] dNof°g lg/Gt/ ; kdf ug{ x/\$ lj ifosf nflu 5b]df0Psf] k]off]nf0{ slffsf]o{Psf0 k/l]ff, df] ; s k/l]ff / q]df] ; s k/l]ffdf 5b]df0pgkb\$. slffsf]o{/ k/l]ffx;df lj Bfyl]k]Psf]c° clGtd k/l]ffdf hf\$]g] Joj :yf ul/gkb\$.
- jflif\$ sf]of]l]nsf, jflif\$ lzlf]of of]hgf / lzlf] lj efun]lbPsf]9f]r]fcg'f/ lj Bfno ; wf/ of]hgf tof/ ug{k]wfg]Wofks, lzlf]s / lj =Jo=; =tyf cleef]s-lzlf]s ; a\$sf

cWOLF / ; b:ox;nf0{ tflnd lbgkb5 . o;/l g} lj Bfnosf] cgludg lj=Jo=; =n] ugkb5 eg]siff cj nfg kgwfgWofksn]ugkb5 .

- jflif\$ sfo{ofhgfdf pNny ePcg; f/ lj=Jo=; =sf] a7s, cleefjs-lzifs ; a8sf] a7s / lzifssf] a7s ePsf] 5÷5g xg{cgludg ; a6gsf] lj sf; ug{h?/l 5 . o; sf nflu lzifs-cleefjssf] a7s / lzifsx;sf] a7ssf] cgludg lj=Jo=; =n] ugkb5 eg]lj=Jo=; =sf] a7ssf] cgludg ; f;JolQmf/f xgkb5 .
- lziff Pq @)* -cf7f; xfwg_ / lziff lgodfj nl @)% (df pNny ePcg; f/ lzifs dNof°gsf] Joj:yfnf0{ sfof;ogdf Nofpgkb5 . o; sf nflu lzifs sfo{; Dkfbg dNof°g km/d 5f;f] ; /n tyf j:tut agf0gkb5 . lzifssf] kbfgltsf nflu lj Bfnodf pglx; pkl:yt ePsf] lbgf] ; aVofnf0{ Pp6f cfwf/sf] ; kdf lngkb5 . To:t} lziff Pq tyf lziff lgodfj nldf x/; lj Bfnosf lzifsx;sf] Gogtd pkl:ylt xgkg;lbg pNny ePsf] xgkb5 .
- o; cWoogdf uOf:t/lo lzifsf nflu tof/ ul/Psf dfgs tyf dfkb08x;nf0{k} { k/lifof tyf sfoznf uf]7ldfkm; clGtd ;k lbgkb5 .

:t/lo lzlf0f lj lw / lj Bfyl{s]Gb̄t l; sf0sf nflu slffsf]fsf] ; kfgt/of

k]7eld

g]kfnf z]l]fs kōf; x]sf]kōv ck]ff lj Bfyl{x]sf]l; sf0 clej [4 /x]sf]5 . ; a]sf nflu
lzlfnfot yk}sf0m]dx ; slffsf]fleqs]lzlif0f-l; sf0 clej [4 ug]lj ifodf s]Gb̄t 5g\
o; c]lloogdf slff lzlf0f-l; sf0sf] ; wf/dfly s]Gb̄t s]xl rlgPsf sf0m]dx ; nf0{36gf
c]lloogsf ; kdf ; d]l]Psf]5 . o; c]lloog; ũ ; DalGwt sf0] lwdf pNny ePcg; f/ o:tf
sf0m]dnf0{k]tōf]ds sf0m]d egl ; Daf]vg ul/Psf]5 . cg; Gwfg kZgfj nldf lb0Psf
kZgx ; slffsf]fsf] ; kfgt/ofsf pkfo / o; ; ũ hf]l]Psf ; jfnf]c]lloog; ũ ; DalGwt 5g\
o; sf nflu rlgPsf sf0m]dx ; sf]36gf c]lloog ul/of].

kōv kZgx ;

cg; Gwfg kZgfj nldf lb0Psf kōv kZgx ; o; k]f/ lyP -

- lj leGg kj tōf]ds sf0m]dāf/f ckgf0Psf lzlf0f-l; sf0 lj lwsf ; kmn klfx ; s]s]
xg\
- slffsf]fsf] ; kfgt/ofsf nflu cfj Zos kg]s/fx ; sg-sg xg\
- ; kfgt/of klqmfdf :yfglo ; /f]f/jfnfnf0{s ; /l ; dfj z ul/Psf]5 <

o; c]lloogaf6 ck]lft / cfj Zos ; r]gfsf ; DaGwdf /fd]l aeng cg; Gwfg kZgfj nldf
lb0Psf dh kZgx ; lj :tf/ ug]sf ; fy} ; xfos kZgx ; lgdf ul/of].

c]lloogdf ; d]l]Psf kj tōf]ds sf0m]dx ; df dVo ; kdf ; b lrN8 ; gj]f]afn-d]qs
lj Bfno sf0m]d, cf0=Pkm; l=8l=sf] kl]j lws ; xof]udf ; ~rflnt olg; km g]kfnf]
kj tōf]ds afns]Gb̄t lzlf0f-l; sf0 klqmf sf0m]d, jN8{Phs]gsf]uoff]ds lzlf ; ft]
; fdull sf0m]d / sf]ksf] ; dbfodf cfwl/t kfylds lzlf sf0m]d /x]sf lyP . o;
c]lloogn] ; d]l]sf cGo b0{sf0m]dx ; df Phs] b lrN8 (ETC) sf]s]xl jif]k]xn] ; DkGg
Psls] ; fdbflos lj sf; sf0m]d / b/ lzlf s]l]b]sf]s]xl jif]cuf]8 ; ~rflnt a]w >f]f
cGtlqmf]ds /]Bof]lzlf0f sf0m]d /x]sf lyP . /; jf lhNnfd e0/x]sf]:yfglo kf7d]qnd
k/lif0f sf0m]dnf0{klg o; c]lloogn] ; d]l]sf]5 . o; k]f/n] ^ lhNnf -slknj:t; sfe]
df]a, gj]sf]f, /; jf / ; g; /L sf @* lj Bfnox ; o; c]lloogdf ; d]l]Psf lyP .

c]lloogdf k/]f lhNnf ; df lj Bfnfnf0{ ; xof]u k]f0f/x]sf cGo ; a]s ; yfx ; klg e]l]P,
h:t}- ; l=; l=P; =:06nl -sfe], hl=Pg=Pr=P=:hd]l -sfe], jN8{lehg 0G6/g]zgn -df]a,
?d 6'1/8 -sfe], ?/n l/sG:6& ; g g]kfn -df]a, knfg g]kfn -df]a, /fpG8 6]n -df]a,
/ft]a- nf :sh -sfe], nf^ax^a\Sj flnl6 Phs]g Olgl; Pl6e -/; jf_ / ;]f]u/f; /fli6e
afn lj sf; ; jf -lj leGg lhNnf_ .

c]lloogsf]cjwf/off]ds ; k/]f rflx"slff lzlf0f-l; sf0 lj lwsf] ; kmn ; kfgt/ofsf nflu
cfj Zos t]jx ; {h:t}- ; fenf cjwf/off, ; fenf hfgsf/L Pj+aenf0 / kl/jtō >P]v
(change chain) ; ũ hf]l] tof/ ul/of]. c]lloogdf k/fdz{a]s, b:tfj]hx ; sf]c]lloog,
slff cjnf]sg / cGtlqmf -5nkm, cGtjff] { h:tf cg; Gwfgsf lj lw ; kōf] ul/P .
:ynut c]lloogs} qmddf ; /f]f/jfnfx ; ũ kl/]Des k]l]ktx ; sf af/]f 5nkm u/L
/fo; d] ; °ng ul/of].

dVo kllktx;

o; cWoogn]; dšf sfoqndf lzlf tyf vjhsb dGqnosf b:tfj h tyf kf7dqndf
plNnlvt Pj+cl3Nnf Pkmcf/=kl= cWoogx;df lj j r gf ul/Psf] afns lGbt lzlf sf
cEof; x; ePsf]kf0of]. ; fy)ol sfoqndx;n]; /sf/l lgsfo, ; dbfo / cleefj sx; ; usf]
; fmf/l / ; xsfo{fly hfš lbPsf]kf0of].

lzlf tyf vjhsb dGqnosf nflu ; l/8af/f ; ~rflnt Pkmcf/=kl= sf cWoogx;n]u0ffTds
lzlf nf0{cWoogsf]Pp6f kdv lqsf ; kdf lnPsf]5 . cl3Nnf cWoogx;af6 kllt sxl
kllktx;df lzlf s-lGbt lzlf0f-l; sf0, kf7aj:t' s07 ugdf hfš, lj Bfylh] kf7aj:t'
k6s-k6s 7hf]:j/df bxf]ofpg;k9g]j f ; fg] lzlf0f ; fdullsf]sdl, slffdf lzlf /
lj Bfylh]f0{x88h ug{sl7gf0 cflb lyP . cWoog ul/Psf kj tGfTds sfoqndx;df
blvPsf sxl /fd] cEof; x; h:t}- cfj Zostf-s lGbt tflnd, 5nkm, kžg / cEof; df
cwf/l/t tflnd, ; fdullsf] pknAwtf, aWbafTds lj sf; (incremental development),
; /fš/jnfx;sf] r]gf clej [4 cflb ; emj sf ; kdf cl3Nnf Pkmcf/=kl= cWoogx;df
k]t't ul/Psf lyP . o; af6 cl3Nnf cWoogx;n] lbPsf ; emj slff-lzlf0f-l; sf0sf]
; wf/sf nflu pkof]l / ; fGbleš /xšf]kli6 x65 .

o; cWoogsf kllktnf0{l j ifout ; kdf sfoqndsf] sfoff] og, slff lzlf0f-l; sf0 ; wf/sf
nflu cfj Zos t]j x; / ; /fš/jnfx;sf]; xflutf zlfšcGtuš tn k]t't ul/Psf]5 .

sfoqndsf]sfoff] og

- sfoqndsf] sfoff] ogsf nflu ; /sf/l lgsfo; ũ ; xsfo{ / u}; /sf/l tyf cGo
; yfx; ; usf]; fmf/l df hfš lbPsf]kf0of]. sfoqnd ; ~rfng, cgludg / kllj lws
; anlS/Of (technical backstopping) sf nflu :yfglo txd f sfof]o; d] /fvšf]
kf0of].
- cj nfšg ul/Psf lj Bfnosf slffsf] fdf ; fdull kžg / a; f0 Joj:yfsf cj:yfdf
; wf/ cPsf]blvof]. kf7sf] tof/l / slff-lzlf0fdf kf7dqndsf]kpf]df hfš lbPsf]
kf0of]. kf7dqndsf]pkof] tyf km/s-km/s ; dofj lwsf 306lx; ePsf]; do tflnsf
kpf] u/šf]kf0of].
- cj nfšg ul/Psf clwsfz slffx;df lzlf-slj Bfylx;alrsf] cGtlqnf / lj Bfylh]
lqofsnfkdf j [4 ePsf]blvof]. slffdf lzlf0f ; fdullsf] pknAwtf / kpf] ePsf]
kf0of].
- slff lzlf0f-l; sf0df ; wf/ Nofpg lgDglnlvt s/fx;n]; xof] kšofPsf]kf0of]M
– ; fmf cj wf/Off, hfgsf/l / aem0sf]lj sf;
– r/0fa4 lj sf; kllqmf
– cfj Zostf-s lGbt tflnd / tflnddf 5nkm, kžg / cEof; dfly hfš
– lzlf0f ; fdullsf]pknAwtf / tflnddf ; fdullsf]kpf]; DaGwl cEof;
– cgludg / kllj lws ; anlS/Ofdf hfš
– z]fs dfGotdf kl/j tG Nofpg ; xof] .
- pk/fQm sfoqndx;sf] sfoff] og; ũ) b]vk/šf lgDglnlvt ; jfn / ; d:ofx;n]f0]
sfoqnd]ahdf ; Daf]wg ug[kg]blvof]M

- afn-s]Gb} slffsf lj Bfyl{x; slff r9b} hfg] ePsf]n] sfoqndn] dflgNnf slffx;nf0{klg ; d}gkg].
- slff]gl; ; u} ; fdull / lqmfnsnfkx;sf]klg kl/dfhg ul/gkg]- o; df ; b lrN8g;gj }sf]cgej pkofyl xg ; S5 .
- 68sf/f] ; kdf bl]Vpsf cGo cfjZostfx; -h:t}- lg/Gt/ dNof°g k4lt, lj Bfyl{clen; ; dfg cj ; / cflb_ nf0{; Dafwg ugkg].
- :yfglo txd fcf; df cgej cfbfg-kbfg ug] / Pscsf{ u l; Sg]kl/kf6ldf ePsf]sdl x6fpgkg].

slffsf]f ; kfgt/Ofsf nflu cfjZos tljx;

:ynut clwoogsf qmddf kj tgf]ds sfoqndsf /df] klfx;nf0{lj Bfno lz]lffsf]Jofks lfgdf lj:tf/ ug]pkfo / ;fwgsf af/df klg 5nkmn ul/of]. 5nkmn] slff-lz]lff0f-l; sf0nf0{; wf/ ug]{lgDglnlvt s'fx;n]d2t k'ofpg ; Sg]km(cfn]ofof]M

- tflnd=cledvls/Of sfoqndsf dflwodn] ; feni cjwf/Off / ; feni hfgsf/L Pj + aen]0sf]lj sf; ug].
- klxn]sxl vf; ; lk l; Sg]clg To; sf]pkofyl ug]cj ; / kbfg ug] / To; kl5 l; s}sf ; lxx;sf]hudfly cGo ; lxx; lj sf; ub]n]hfg]al]baf]ds lj sf; k4lt ckgfpg].
- ; lxx;sf]k}z}g cEof; / tl ; lxx;sf]k5fl8 /x}sf]cj wf/Offdfly hf} lbg]lj ifodf sl]Gb} /xl tflnd pknAw u/fpg].
- lz]lff0f ; fdull]sf] pknAwtfnf0{ tflnds}Ps c· sf ; kdf xg] / tflnddf lz]lff0f ; fdullx;sf]; xl kofyl u/] b]fpg]/ ug]l; sfg].
- kf7dqndsf] kofyludf hf} lbg] lz]lfs ; Gb}z, lqmfnsnfkalr cGt; DaGw, ; fdull]sf] Jofvof ug].
- lgoldt kgtfful tflnd, k[7kff]of / cfjZos k/df k}z}g-slffsf] Joj:yf tyf cgludg / kl]j lws ; anls/Ofsf]Joj:yf ug].

; /f}sf/jfnfx;sf]; xeflutf

lj Bfno, 3/ / ; dbfo afnssf] hljgsf tlg dx]jk0f{klfx; xg\ . Itglx;af6 ul/g] ck]ff, k'ofog] ; xofyl / cGtlqmf]n] afnssf]l; sf0 k'flj t xG5 . o; jf:tljstfnf0{ cfd; ft\ub} kj tgf]ds sfoqndn] ; /f}sf/jfnfx;sf] ; xeflutfnf0{ sfoqndsf] k}v lj z]lffsf] ; kdf c·lsf/ u/]sf] bl]vG5 . o; clwoogdf ; /f}sf/jfnfx;sf] ; xeflutfsf ; DaGwdf lgDg s'fx; kfOP M

- cleefj s Pj +; dbfosf]r]gf clej [4 / ; xeflutfnf0{sfoqndsf]k}v klf dflgPsf] bl]vG5 .
- ; ldl; agfP/, lj Bfyl}sf]kult; DaGwl hfgsf/L lbP/ Pj +lj Bfno / slff lg/l]f0sf lglDt cfdlgqt u/] ; /f}sf/jfnfx;sf]; xeflutf j [4 ul/Psf]kf0G5 .
- r]gf clej [4 lqmfnsnfksf] ; kdf :yfglo ; /f}sf/jfnfx;nf0{ slff-lz]lff0f-l; sf0 kl]qmf]sf ; DaGwdf cledvls/Of /;jf tflnd kbfg ul/Psf]5 .

- cƒkŋgf sŋfsŋlx;sf] zŋfs ultlj lwsf ; Daŋwdf cleefj sx;sf] rf; f]/ ; xofŋudf pNnŋyo j [4 kf0Psf]5 .

lgisifx;

- sfoŋmdf ; /sf/l lgsfox; ; ūsf] ; xsfoŋfly hfŋ lb0Psf]5 . ; fy} ; lqŋ sfo{ ; Daŋwsf nflu cem a9l kŋf; ugŋkŋ{bŋ}V65 .
- cŋoogdf ; dŋ6Psf sfoŋmdx;n] lzlf tyf vŋhsb dŋqfnosf b:tfj h tyf kf7ŋqŋmdf pNnŋlvt / cl3Nnf Pkŋcf/=kl= cŋoogx;df kfŋyldstf lb0{lj j}ŋgf ul/Psf] afn-sŋŋbŋt lzlf sf] cEof; u/ŋf] kf0G5 . o; nŋ0{lg/Gt/tf lbg' Pj +; ?sf ; kŋntfx;nŋ0{cŋwf/ agfP/ cem lj sf; ubŋnfg' cfj Zos 5 .
- slffsf]a; f0 Joj :yf, ; fdull kŋzŋ / lzlf0f-l; sf0 klŋqŋmdf pNnŋyŋlo kŋlt ePsf] bŋ}V65 . ol sfoŋmdx;alr logdf ul/g]wŋ}h; f]kŋfŋlx; / To; ; ū hfŋŋP/ bŋ}fk/ŋf ; jfn / ; d:ofx; ; dfg 5g\ sfoŋmdx;alr cŋej cŋbfg-kŋfg ugŋ/ Pscsf] ū l; Sg]kl/kf6lsf]lj sf; ul/g' jf-5glo bŋ}V65 .
- slffdf lzlf0f-l; sf0sf] u0f:t/ psf:gsf nflu /fdŋ s/fx;sf] ; anls/Of / ltgsf] dhk]fxls/Of cfj Zos 5 . ; /sf/l lgsfo, bŋtf, lzlf s olgog, lzlf s tŋnd sŋb] / lghl ; aŋ ; yfx;alr sfo{; Daŋw :yfkf ul/g'h?/l 5 .
- afn-sŋŋbŋt lj lwsf] cEof; df bŋ}V6Psf kŋfj sf/l / ; kŋn s/fx;nŋ0{dhk]fxls/Of ugŋf nflu k/lif0sf]l; 4fGt / Joj xf/df cŋwf/l t k/lif0f sfoŋmdx; pŋofŋl xg ; S5g\
- lj Bfnox;dŋly slff lzlf0f-l; sf0sf] u0f:t/ ; wfg{rf}kŋ{bjfj l; hŋf e0/fvŋf] 5 . o; ; Gbedf afn-sŋŋbŋt lzlf lj Bfnox;sf nflu ; xofŋl xg ; S5 .

;erfj x;

- o; cŋoogdf ; dŋ6Psf k]tŋfTds sfoŋmdx;n]:t/lo slff lzlf0f-l; sf0 klŋqŋf, lj zŋf u/l afn-sŋŋbŋt lzlf sf] nflu af6f]bŋ}fPsf 5g\ sfoŋmdsf ; kŋn klfx;af6 l; Sg' / kl/isŋ cEof; x;nŋ0{dhk]fxls/Of ugŋ{clxnŋf kŋv rf; f]/ rŋf}l xg\ o; ; Gbedf o; cŋoogn]lgDŋlnlvt ; erfj x; kŋtt u/ŋf]5 M
- o:tf yk}tTj x; 5g\hg afn-sŋŋbŋt lj lwdf slff-lzlf0f-l; sf0sf] ; wf/sf nflu pŋofŋl xg ; Sb5g\h:t}- !_ ; feni c]wf/Off, hfgsf/l / aenŋ0sf]lj sf; , -@_ aŋ}BfTds r/Ofa4 lj sf; klŋqŋsf] cg' /Of, #- cfj Zostf-sŋŋbŋt tŋnd, -\$_ sfoŋmd kofsh; ū}cfj Zos ; fdullsf]pknAwtf / -%_ kŋlj lws ; anls/Of; lxtsf] lgoldt cgludg . lzlf lj efunufot lzlf tyf vŋhsb dŋqfnosf cŋo lgsfox;n] sfoŋmd ; ~rfng ubf{ol tTj x;kŋt Wofg lbg' cfj Zos 5 .
- ; /sf/l lgsfo / slff-lzlf0f-l; sf0sf] ; wf/sf nflu kŋf; /t ; aŋ ; yfx; ; lDdlnt Pp6f ; xsfo (consortium) agfpg]. o; sf nflu lgDŋlnlvt sfo{x; ugŋkŋ{xG5 -
 - slff lzlf0f-l; sf0 ; wf/ kŋf; sf pTs[6 klf / To; af6 l; Sgkg] kf7x; v6ŋfpg].
 - ol kf7 / pTs[6 klfx;sf] ; anls/Of / dhk]fxls/Ofsf tl/sf klxNofpg] / ; erfj lbg].

- slff lzlf0f-l; sf0 ; wf/sf lf0df sfo{t jf sfo{ug{OR5s ; aS; yfx; alr sfo{; DaGw / ; femf/l :yfkgr ug].
- afn-slf0f lzlf0f]a{Q/ ; kdf k/Llf0f ug].
- afnslf0f lzlf0f]a{Q/ lzlf0f-l; sf0 klf0f]a{Q/ ; kdf dhk]fxls] ug].
- cfjZostf-slf0f tflnd / k/Llf0f]a{Q/ ; 4fGt / Jojxf/df cfwf/t k/Llf0f sfo{mddf hf] lbg].

clwsf/df cfwf/t lzlf / cfwf/et tyf kfylds lzlfdf
; Argfids ; wf/x; M ; yfut cfjzostf / ; fdbflos tlf/tf

kf7eld

lzlfkltstf]clwsf/df cfwf/t k4ltn]cGt/fi60 dfgj clwsf/sf]dfkb08df cfwf/t xg]
u/l ljsf; sf ultlj lw klxrfg ug{ ofhg ldnfpg / ltgsf]sfofj og tyf cgludg ug\$
nflu cjwf/0fftds tyf ljZnif0fftds cWloog k4ltsf] vfsf jf cfwf/ k0fg ub5 .
; x; fAbl ljsf; sf nlox; kkt ug; Gbedf æ; a\$ nflu lzlfæ kkt u/fpg] lbzdf
gkfnn] klta4tf bvfPsf] 5 . afnafnsfsf] clwsf/; DaGwl ljZj ; Dd]hgn] ; a}
afnafnsfnf0{lzlf ; he u/fpg ; /sf/x;n]pQ/bfioTj lngkg]s/fklt ljZjnf0{; r]
u/fPsf]5 . gkfnn]klg ; x; fAbl ljsf; nlo kkt ug{k0fg ul//x\$]5 . ; g\@)!%
; Dddf ; a}afnafnsfx; - ljzifTM afnsfx; , sl7g kl/l:yltdf /x\$ afnafnsf /
cNk; aVos hghfsts afnafnsfnf0{/fd] u0f:t/sf] k0f; lglzNs / clgj fo{kfylds
lzlf ; he u/fpg]sfoklt klta4tf bvfPsf]5 .

k0v k7gx;

- o; cWloogsf k0v k7gx; lgDgfg; f/ 5gW
- clwsf/df cfwf/t lzlf sf k] { t; klxrfg ug{
 - k] { t; ; u ; DalGwt klfd /fi6sf]l:yltaf/]nyfhf]yf ug{
 - clwsf/df cfwf/t lzlf sf] sfofj og ug] pkoQm pkfo / cfwf/et lzlfkltstf]
kx' lj :tf/ ug\$ lgldQ ; Argfids ; wf/ Nofpg]pkfox; kQf nufpg' /
 - xfn ljBdfg l:yltdf kl/j t0 Nofpg cfjZos glt-/0fgllt tyf sf0dx; sf af/0f
; enjx; k]tt ug{.

cWloog lj lw

of]cWloog lf; j]f0faf6 kkt ; fduldf cfwf/t 5 . o; sf nflu ljBfno cjnf\$g, slff
cjnf\$g, cleefj s; u cGtjff{ ljBfyl{/ lzlf s:kWfgfWofks tyf Joj:yfkg ; ldltstf
JolQnx; ; u nilft ; dx 5nkm, ?h; l / lhNnf :t/lo sf0zfnf uf]7lx;af6 u/l
u0fftds tyf kl/df0fftds ; fdul ; °ng ul/Psf]lyof].

cWloog p27ok/s gdgdf cfwf/t /x\$]5 . tlg e]f]ns k0z / sf7df8f]pkTosfsf]
kl]tglwTj xg]u/l hDdf kfr lhNnfsf]5gf0 ul/Psf]lyof]. ljBfno 5gf0sf nflu lzlf
ljsf; tyf cg; Gwfg s]b\$ kblwsf/l / lhNnf lzlf sfof]osf]k/fdz{ln0Psf]lyof].
ljBfyl\$]5gf0 ubf{ln. , blnt, hft-hflt, ckf. tyf a0af6 keflj t cj:yfnf0{cfwf/
agf0Psf]lyof]. cWloogdf k0fu ePsf gdgfsf]lj j /0f lgDg tlnsfdf k]tt ul/Psf]5 M

lhNnf÷lj Bfno / pQ/bftf	lxdfn	kxf8	t/f0{	sf7df8f}pkTosf	hDdf
lhNnf	/; j f	0nfd÷sfe]	slknj :t'	nIntk/	%
lj Bfno	#	^	#	#	!%
lj Bfno cj nf\$g	#	^	#	#	!%
?h'; ĩl	#	^	#	#	!%
sIff cj nf\$g	(!*	((\$%
lj Bfyl{nllft ; dX 5nkm	#	^	#	#	!%
cleefj s cGtj fff{	(!*	((\$%
lzlfs÷k+c= / Jo=; =; ũ nllft ; dX 5nkm	#	^	#	#	!%
lhNnf :t/lo sfoçfnf ufij7l	!	@	!	!	%

dVo kllktx;

- cWoog lřsf lj Bfnox;df slffsf7f kof{t gePsf]kf0of]. slknj :t'sf]ltnf}fsfđ lgDg dfWolds lj Bfno / Onfdsf]cfbz{lGdg dfWolds lj Bfno o; sf pbfx/Of xg\ klxnf]lj Bfnodf b0çfđ slff vhf dđfgdf rln/x\$ř kfOP eg]bf] řđf slffsf7fdf k\$řz kof{t lyPg . To:t} slffsf7f sfnfkf6l křfũ ug{g; lsg]cj :yfdf /x\$ř] b]vof].
- lj Bfnodf kwřgfWofks / lzlfSX; kf7đqndsf ; DaGwdf cg1 /x\$ř kfOP . kf7đqnd pknAw gePsf]ugf; f]pglx;n]u/].
- dftçřffsf]křfũsf]cej]df l; sf0df ; d:of k/\$ř]kf0of]. of]; d:of /; j fsf]tfdf^a ; dbfo /x\$ř]lj Bfnodf b]vof].
- slff-lzlfof lj Bfyl{s]bř gePsf]kf0of]. z]lfs ; fdulsf]křfũ gXg] / ltgsf] Joj :yfkG klG pkoQm gePsf]kf0of].
- lj Bfnox;df k':ts / 5faj [Qsf] lj t/of ; dodf gePsf]kf0of]. slknj :t'sf] ltnf}fsfđdf blnt lj Bfyl{!& ePsfđf * hgn]dfq 5faj [Q kllk u/\$ř]kf0of]. To:t} Onfdsf]cfbz{lGdg dfWolds lj Bfnodf 5fajx;n]dfq 5faj [Q kllk u/\$ř]kf0of]. To:t} Onfddf st}blntx;n]dfq 5faj [Q kllk u/\$ř]kf0of]. 5faj [Qaf6 kllk /sdsf]b?kofũ; d] ePsf]cWoogn]b]řp5 . lj Bfnodf ; kl/j řfof / cgldg sfo\$ř]sdl b]vof].
- 3/kl/jf/sf dxTj křf{sfo\$ř]lg0řdf afnaflnsf]eldsf uf0f /x\$ř]kf0of]. ; fgf] pd]řf afnaflnsf]lg0ř6s eldsf lgefpg g; Sg] s/f cleefjssf]lyof] . ef0alxglnf0{lj Bfnodf k7řpg]s/řdf eg]pglx;sf]eldsf /x\$ř]kf0of].
- clwsf/df cwfll/t lzlfssf]křv t]jdf clgjfo{tyf lGMzNs lzlf kb5g\ o; sf] pQ/bf0Tj /řon]Ingk]s/řdf cleefj sn]cfkřf]cledt JoQm u/].
- aflnsfsf nflu 5\$}lj Bfno :yfkGf ugk]s/f sltko :yfgdf b]řPsf]5 . o:tf] cfj Zostf slknj :t'lhNnsf]blif0fl eũdf /x\$ř]s/f pQ/bftfn]atřP .

- clwsf/df-cfwf/t lzlf ; lglZrt ug{ ; /sf/l glt, 5faj [Q / pTk]0ff ; lj wflj xlg afnaflnsfnf0{kof{k gePsf]kf0of].
- clwsf/df-cfwf/t lzlf sf lglD u} ; /sf/l ; yfx;n] v]h\$] eldsf dxTj k0f{/x\$] kf0of] . r]gfdhs sfoqnd, effts ; lj wfsf] lgdff, z]lfs ; fdul / 5faj [Qh:tf sfof u} ; /sf/l lgsfoaf6 ; xofu k{k t xg]u/\$]kf0of].
- clwsf/df-cfwf/t lzlf nf0{ afw k%ofpg] t]j x;df zlfGtsf] cefj, /fhglts cl:y/uf, u/lal, lg/lftf, ; fdfhs lj lj wtf / cGwlj Zjf, , :yfglo ; f]sf]kl/rfngdf sdl / dft]fiffsf]dflwodaf6 kfylds lzlf lbg g; Sg'0Toflb s'/f kfOP .
- clwsf/df-cfwf/t lzlf sf nflu lhNndf rn\$] kl/of]hg / sfoqnd x; lgDgk\$ / x\$] kfOP M
 - egf/ a9fpg lj Bfno :j fut sfoqnd
 - r]gfdhs sfoqnd
 - 5faj [Q, dlxf lzlf / lj Bfno gS; f°g
 - k] kfylds slfx;sf]; ~rfng
 - afn-d]qs jftj /of agfpg / z]lfs uof:t/sf nflu lzlf klzlf
- blnt, hghft / cGo ; dbfosf afnaflnsfnf0{ ; xofu k%ofpg ; ~rflnt lj z]f sfoqnd]b]fosf s'/f kdv /x\$] kfOP M
 - dX ; xofu
 - ckf. 5faj [Q -ckf. p]yfg ; aS_
 - blnt em]hf -olg; km
 - hghft RISE
 - dl:nd ; dX 5faj [Q / Joj :yfg
 - lj Bfno ; ldltnf0{tflnd
- xfnsf] lj Bfno ; Argdf kl/j tG Nofpg lgDglnvt sfo{ugkg]cfj Zostf /x\$] b]vof]-
 - effts ; lj wdf lj :tf/ / ; wf/
 - lzlf-lj Bfyl{cgkftdf ; wf/ / kl/j tG
 - k]o\$ lj Bfnodf sDtdf b0{dlxf lzlf
 - lzlf, cleefj s lzlf ; aS / lj Bfno Joj :yfg ; ldltsf] lfdt j [4 ug] sfoqnd
- :yfglo ; dbfosf] lfdt j [4 u/k]5 dfq lj Bfnof0{ ; dbfodf x:tfGt/of ugkg]s'/f lzlf=k]wgf]woks / Joj :yfg ; ldltsf ; b:ox;n]:ki6 kf/].

; emj x;

c]loogsf k]ktsf cfwf/df b]fosf ; emj x; k]tt ul/Psf 5gM

- :yfglo ; f] kl/rfng u/l lj Bfnodf Gogtd effts ; lj wfsf]Joj :yf ug].

- lg/lif0f / cgludgnf0{kēfj sf/l agfpg lj Bfno Joj:yfkg ;ldltnf0{ ;lqno agfpg].
- 5fqj [Qsf nflu kf/bzl{cfwf/x; agfP/ jf:tlj s ;kdf u/lalaf6 kēflj t lj kGg kl/jf/sf afnaflnsfnf0{ 5fqj [Q pknAw u/fpg] Joj:yf lj Bfno Joj:yfkg ;ldltdfknē ug].
- cfj Zostf ePsf lfd f 5qfx;sf lgldQ 5\$}lj Bfnosf]:yfkgf ug].
- lzlfnsf0{kgtffhul tflndsf]Joj:yf ldnfpg].
- afacdf tyf cleefjssf nflu :yfglo lgsfon] r]gfdhs tyf cfocfhg xg] vfnst cfly\$ lqofsnfk ;~rfng ug].
- cfj Zostf k/\$f]cj:yfdf dftēfiffsf]dfModaf6 lzlf lbg]Joj:yf ldnfpg].
- /fd]pknAw ePsf lj Bfylhf0{k/:sf/ lbg]Joj:yf ldnfpg].
- cleefj sx;sf lgldQ kff; flf/tf sfoqnd ;~rfng ug].
- z]lfs sfoqnddf ; a); /f\$ /j fnfx;nf0{; nUg u/fpg].
- lj Bfnodf k9y ghfg]afnaflnsfnf0{cflifē tNofpg ;~rf/sf dfModaf/f sfoqnd ;~rfng ug]. o; sf nflu gf6s / clegoh:tf sfoqnd kēzē ug]. lj Bfyl{; xof] sfoqndnf0{kēfj sf/l agfpg].
- lj Bfno Joj:yfkg ;ldltsf cWofsf] 5gfē kf/bzl{ agfpg] . o; df /fhgllts lj rf/eGbf of]otfnf0{klyldstf lbg].
- lj Bfnodf afn-d]as jftj/of l; hēf ug]. . o; sf lgldQ lzlf / lj Bfno Joj:yfkg ;ldltnf0{tflnd lbg].
- lzlf sx;nf0{k]o\$ dlxgdf lgoldt ;kdf tna pknAw u/fpg]/ z]lfs of]otf tyf sfo{fdtsf cfwf/df kbfflgtsf]Joj:yf ug].

db/; fdf dhwf/ lzlf sf]; :yfutls/0fsf] lfg / cfj Zostf

k[7eld

æ; a\$ f nflu lzlf f cleofgsf]; Gbedf Pp6f 7hf] rgf]l lzlf sf]; dfg cj ; /af6 j l~rt ; dbfox; nfo{ o; sf] dhwf/df Nofpg' /x\$ f] 5 . ol ; dbfox; lj leG sf/0fn] lzlf df pkoQm cj ; /af6 j l~rt 5g\ ol ; dbfox; tu\$ d' ndfgx; Ps kdv wld\$; dbfosf ; kdf /x\$ f 5g\ ; a\$ f nflu lzlf sf] lfg] df lj utdf ul/Psf lj leG kof; x; sf afj hb gkfn sf d' ndfgx; sf]; flf/ tf b/ # \$=&@ kl tzt dfq 5 hg gkfn sf/ fli6@ ; flf/ tf b/ %#=& kl tzt sf] thgdf lgs} k5fl8 5 -/fli6@ hgu0fgf, @))!_ . sh \$=@ kl tzt hg; a\ of cf] 6\$ f] o; ; dbfonfo{ lzlf sf] dhwf/df Nofpg' of] hgsf/ x; ; dl f Pp6f 7hf] rgf]l /x\$ f] 5 .

lj utdf ul/Psf c\ loogx; n] d' ndfg cleefj sx; cfc kng afnafn sf; nfo{ dhwf/ sf lj Bfn -; fdbfos cyj f ; :yfut_ sf]; \$f c kng} wld\$ tyf ; f: s[ts z] lfs ; :yf db/; fdf k7fpg a9l tIk/ 5g\ eGg] tYo k] t u/ \$f 5g\ . pglx; sf] o; kfyldstsf] kdv sf/0f db/; fdf k] t wld\$ lzlf k] t ug{ g} xf] h; nfo{ 0: nfd wd] k] to\$ d' ndfgsf] kfylds st{osf ; kdf JoVof u/ \$f] 5 . o; } c\ loogn] lbPsf] hgsf/ lcg' f/ d' ndfg cleefj sx; cfc kng afnafn sf; nfo{ db/; fdf lb0g] wld\$ / ; f: s[ts lzlf sf ; fy} dhwf/ sf] lzlf klg lbg rfxG5g\ . pglx; sf] o; rfxgf k5fl8sf] p2] o afnafn sf] hlj g; fGle\$ lzlf k] t u/ l c k] df cfodhs ; lksf] lj sf; ug{ ; sg\ eGg] xf] . of] nlo k] ktsf nflu pglx; dhwf/ lzlf nfo{ klg cfj Zostsf ; kdf cleJoQm ub5g\

o; ; DaGwdf lj utdf ; ~rflnt t] f] r/0fsf] c\ loog -@)) ^_ n] lbPsf] hgsf/ lcg' f/ d' ndfgx; db/; fnfo{ dhwf/ sf] lzlf k] ffl; u uf: g 0R5\$ 5g\ . pglx; sf lj rf/ df o; n] pglx; nfo{ wld\$, ; f: s[ts lzlf sf ; fy} dhwf/ sf] lzlf k] t ug] cj ; / klg k] fg ug\$. o; sf nflu pglx; db/; fdf dhwf/ sf] lzlf lbg] Joj :yf ug] k] ; /sf/ l dfGotf sf] cfj Zostf cf] ofp5g\ . pglx; db/; fdf dhwf/ sf] lzlf sf nflu ; /sf/ l klaf6 db/; fnfo{ ; fdbfos lj Bfnosf] ; kdf btf{ ug] kl df eP tklg o; n] db/; fsf] wld\$ tyf ; f: s[ts j ftj /0f vnalng ; Sg] z° f klg JoQm ub5g\ . t; y{ d' ndfgx; db/; fnfo{ btf{ ug] Gbf klxn} loglx; sf] kOf{ : j foQtfsf] k] ofel' t rfxG5g\

pglx; sf] o; rfxgf] Pp6f c: ki6 l: ylt l; hgf u/ \$f] 5 . o; n]; /sf/ l dfGotf / ; xof] tyf : j foQt f; u} hfg ; Sg] j f g; Sg] kl df lj j fb l; hgf u/ \$f] 5 .

p2]ox;

o; c\ loogsf] dh p2] o db/; fx; sf] ; :yfut Jo fkstf, tYo rfxgf / o; sf] : j foQt falr sf]; DaGwsf] vfl hl ug{ /x\$ f] lyof] . o; c\ loogsf kdv p2] ox; lgDgf; f/ lyP M

- db/; f Joj : yfksx; sf] db/; fsf]; j foQt f; DaGwl cj wf/0ff kOf nufpg'
- ; /sf/ af/ f db/; fnfo{ dhwf/ sf] lj Bfnosf] ; kdf btf{ ug{ ul/ Psf] kof; sf ; DaGwdf d' ndfg ; dbfosf] kl t lqmf ; °ng ug{ /
- db/; fx; af/ f dhwf/ sf lj ifox; c\ loog ug] l fdtf kOf nufpg' .

cWooG Ij lw

of]cWooG gkfnst d'; ndfgaxh lhNnfx; -/f;x6, af\$]/ slknj:t' df s[bbt lyof]. ol lhNnfx; d'; ndfg hg; aWofsf] b[6sf]fn] klxn] tlg cu;lyfgdf /x\$fhNnf xg\ . cWooGsf] qmddf kTo\$ lhNnfsf tlg-tlgcfbf db/; fx;sf] cWooG ul/Psf] lyof] . plNnvt p27o k/f ug{db/; f Joj:yfks tyf lzlfxx; ; t uxg cGtjff{ul/Psf lyP . o; afx\$ kTo\$ db/; fsf] lqdf d'; ndfg ; dbfosf JolQm; ; u ænlft ; dX 5nkmÆ lj lwdfkm cfj Zos hfgsf/l ; °ng ul/Psf] lyof] . ; fy}o; ; DaGwdf kTo\$ lhNnfd d'; ndfg ; dbfosf kltli7t JolQm gTj txsf JolQm wdú?, lj áfgV lh=z=c= cflbnf0{ ; dfj z u/l Pp6f ; lqgf/sf]cfofhgf ul/Psf]lyof].

dVo kllktx;

pSt ; f;x;af6 kllkt hfgsf/lst] tfls\$ lj Znifof u/l lgisifdf klx To; sf cfwf/df ; ænj x; kllgf ul/Psf lyP .

o; cWooGaf/f kllkt hfgsf/lcg' f/ cWooG ul/Psf lhNnfx;sf d'; ndfg hg; aWof a9l ePsf uf=lj =; x;df ; flf/tf b/ sd kf0of]. cWooG ul/Psf db/; fx;df lj Bfyl{rfk lgs} a9l -kllt db/; f @\$& lj Bfyl{ lyof]. db/; fx;n] kllom 0:nfdl lj ifo cWooG u/fp tfklg db/; fdf dhwf/sf] lj ifo klG cWofkg ul/Psf] kf0of]. ufdlOf lqsf db/; fx;df eGbfxz/l lqsf db/; fx;df ol lj ifox;sf]cWofkg a9l JojI:yt lyof].

db/; fx;df 0:nfdl lj ifo cWofkg ug{lzlfs kofkt lyP . t/ dhwf/ lj ifo cWofkg ug{lzlfsf] cej -& kllzt_ lyof]. db/; fx;df yf}eP tfklg dlxn lzlfxx; / u;d'; ndfg lzlfxx;sf]pkl:yltn]db/; fsf]kl/j t6p6dv :j z k klt't u/\$f]lyof].

db/; f lzlfxx;n] kllom lgs}sd tna -?!%))÷- blv @))÷- klltdlxgf_ df sfd u/\$f]kf0of].

; a)db/; fx; kSsl ejgdf ; ~rflnt xg]u/\$f eP tfklg ltgdf kllg(/, lzlf0f ; fdullsf] cej lyof]. lzlf0f k/Dk/fut 3f\$g]k4ltdf cfwf/t lyof]. cWofkgsf]efiff dh z kdf pb{/x\$]kf0of].

db/; fnf0{ dhwf/sf] lj Bfnosf z kdf btf{ ugI ; DaGwdf ldl>t klltlqmfxx; blyf k/]. af\$] lhNnfsf w}h; f] db/; fn] btf\$fnflu cfj hg u/\$f lyP eg] slknj:t' / /f;x6sf w}h; f] db/; fn] cfj hg lbPsf lyPgg\ . cfj hg glbgfsf] sf/0fdf btf{ DaGwl kllj wfgx;sf]c:ki6tf /x\$]ts{w}pQ/bftfx;n]klt't u/].

d'; ndfg ; dbfo db/; fsf]k0f{:j foQtfsf]klfdf /x\$]kf0of]. pglx;sf cg' f/ db/; f d'; ndfgsf wld\$ / ; f:s[ts ; yf xg\ . logdfly lgoGqOf ugI clwsf/ d'; ndfg ; dbfoafx\$ cGo s; hfo{ lbg ; lsbq . aflx/l x:tlfkn] loglx;sf] wld\$ / ; f:s[ts :j z k kllift xg ; Sb5 . pglx;sf cg' f/ db/; fx; ; dbfoaf6 kllt xg] ; lldt cfodf afRg afllo 5g\ t; y{loglx; dhwf/sf]lzlfssf]Joj:yf ; /sf/n]g}ugkgIklfdf /x\$]kf0of]. loglx;sf cg' f/ ; /sf/n] cfkth] lbPsf]cgbfgsf]nlyfk/Llfof u/fpg ; Sb5 / btf{e0; s\$]db/; fx;sf]; k/lj]fof; d; ug{; Sb5 .

; ænj x;

pQ/bftfx;sf cg' f/ db/; f lzlf / dhwf/ lzlf bā}k0f\$fnlg kf7dqnd xg\ aRrnf0{ Psk6s bā}lzlf lbbf lgs}af]æmf]x65 . t; y{btf{ePsf db/; fdf lzlf lbg ol bā}

kf7\oqmdsf] ; fd-h:o u/l Pp6f Pslsf kf7\oqmd lgdf\ ul/gkb5 . pQ/bftfsfcg' f/
db/; fdf pb\efiffdf lzlff lbg dhwf/sf kf7\k:tsx;nf0{pb\cf cg' fb ul/gkb5 .
pQ/bftfx; db/; fnf0{btf{ug{Pp6f :ki6 klj wfgsf]klfdf 5g\ pglx;sf cg' f/ o:tf]
klj wfg d; ndfg ; dbfo; 'usf]/fo ; Nnfxdfknt dfq tof/ ul/gkb5 .
db/; fx;sf] :j foQtfdf c; / gk\lg] u/l loglx;sf] btf{Pp6f lj zlf klj wfgsf] cfwf/df
ul/gkg\blvG5 . o; ; Da6wdf d; ndfg ; dbfo; 'u /fo ; Nnfx u/l lj zlf gllt th\df ug{\
a9l ; f6ble\$ xG5 . db/; fx;sf] glltut klfsf]/yb\y ug{s\bd\ ædb/; f af\$:yfkf
ug{pkoSt blvG5 . o; afx\$ db/; fdf ; /sf/af/f dhwf/sf lzlf sx;sf] Joj :yf ug{kgl
dhwf/ tyf 0:nfdl lj ifox;sf] Pslsf kf7\oqmd tof/ ug{kgl / btf{ePsf db/; fx;sf
nflu pb\lnlkdf k:ts tof/ ug{kgl blvG5 .

IzIffsf]dhwf/df gkfnsf uDaf, laxf/ / u?sh

kf7eld

gkfnsf uDaf, laxf/ / u?shx;n]cfkngf cgbfolx;nf0{wld\$ IzIffsf ;fy}cfkrfl/s
 IzIff kbfug ugIub5g\ xfn;Dd o:tf wld\$;:yfx;n]cfkng}kxndf cfkrfl/s IzIffsf]
 Joj:yf ubIcfPsf 5g\ wIh;f]wld\$;^S;:yfx;n]cfkng}wld\$:yn / sgh]cfkngf
 cgbfolx;nf0{Ij Bfnodf cfkrfl/s IzIffsf]rfhf]kfhf]ldnfpb}cfPsf 5g\ t/ xfn}cfP/
 ;/sf/sf] Wofg o;tkm(cfslift ePsf] 5 . ha;Dd ;a}JolQm ;flf/ xbog\ ta;Dd
 ;/sf/sf]æ;g\@)!% ;Dddf ;a\$fnflu IzIffÆ eG]gf/fn];fsf/ 2k lng ;Sbg . oxl
 s/fnf0{bfi6ut u/L ;/sf/n]wld\$;:yfx;nf0{IzIffsf]dhwf/df Nofpg xfn}glltx;
 lgdf0f ug\$;fy}Ij leG lg0f0x; u/\$f] 5 . o; cWloogn];/sf/sf log}glltx;sf]
 kg/fj nf\$g ugIk0f]g u/\$f]5 .

of]cWloog uDaf, laxf/ / u?shdf kbfug ul/g]IzIffdf sIbft 5 . o;n] tl wld\$
 ;:yfx;sf] Joj:yfkg k0ffnl / Itglx;áf/f ;~rflnt zI]fs sfoqmdaf6 nfeIgt
 JolQmx;df hf8 lbPsf] 5 . o; cWloogn]uDaf, laxf/ / u?sh h:tf wld\$;:yfx;n]
 zI]fs ;]f kbfgdf s}s:tf]ofubfg k4ofpg ;Sb5 eGgaf/]klg vfhllgtl klg u/\$f]5 .
 oxl ;Gbedf uDaf, laxf/ / u?shdf cfkrfl/s IzIff kbfug ugI ;Gbedf wld\$
 ;:yfx;nf0{dhwf/df Nofpg];Defjgf / ;f]sfo{ubf{cf0kgIrgf]lx;sf ;DaGwdf klg
 of]cWloog sIbft 5 . o; cWloogcGtuft uDaf, laxf/ / u?shsf 5\$5\$]Is:;fx;
 -cases_ tof/ kfl/Psf 5g\

k0v k7gx;

o; cWloogsf]dh p27o uDaf, laxf/ / u?shnf0{IzIffsf]dhwf/df Nofpg loglx;sf]
 xfnsf]cj:yf kQf nufpg'xf]. cWloogsf k0v p27ox; lgDglnlvt cg;Gwfg k7gx;df
 Ijeflht
 5g\

- uDaf, laxf/ / u?shdf ;~rflnt zI]fs sfoqmdx; s}s]xg<
- uDaf, laxf/ / u?shdf k0fu e0/x\$ k7dqmdsf k7d; rlx; cfkrfl/s IzIff; u
 slQsf];Da4 5g<
- uDaf, laxf/ / u?shsf Joj:yfkg, hgziQm cfly\$;ft-;fdull, sfoqmd Joj:yfkg,
 ;ldltx; ;dbfosf];xeflutf cflbn]ol ;:yfx;sf]zI]fs pGgltf s}s:tf ofubfg
 k4of0/x\$ 5g<
- uDaf, laxf/ / u?shdf ;~rflnt zI]fs sfoqmdaf6 s;nf0{krf0bf ku\$]5 <
- uDaf, laxf/ / u?shsf]zI]fs ;]f kbfug ug{s}s:tf]ofubfg 5 <
- uDaf, laxf/ / u?sh kl/rfng ugI;Defjgf / rgf]lx; s\$]xg<

cWloog Ij lw

o; cWloogsf nflu d:tf^a / sf7df8f]u/L b0{IhNnf 5gf0 ul/Psf IyP . uDaf;DaGwl
 cWloog d:tf^adf ul/gsf ;fy}tYof° ;°ngsf] sfo{ uDaf; u ;Da4 JolQmx;af6
 sf7df8f]klg ul/Psf]Iyof]. laxf/ / u?shsf]cWloog:yn sf7df8f]Iyof].

of] cllwoog lj zif u/l ; Gbe{ ; fdulx;sf] kg/fj nřsg, cGtjff{ nllft ; dX 5nkm,
; j]f0f / cj nřsgdf cfwf/t 5 . cllwoogsf l; nř; nřdf wld\$; aS; ;yfdf lziff; DaGwl
; /sf/l glltsf]kg/fj nřsg ul/gsf ; fy}o:tf ; aS; ;yfdf cfkrfl/s lziffsf nflu kofu
e0/x\$ř kf7dqnd / kf7ak:ts / tl ; aS; ;yfx;af6 k\$řlzt ; fdulx;sf] kg/fj nřsg
ul/Psf]lyof]. cllwoogsf qnddf cfj Zos cllwoog ; fdulx; lgdf0f u/l tl ; fdulx;nf0{
knd]6e cg; Gwfg ; Nnfxsf/ ; dX (FRAG) sf ; fy} lziff dGqnosf ; DalGwt
kbflwsf/lx; / lj zif1x;af6 kf/t u/f0Psf]lyof]. ; fy}cllwoog lf]sf]klxnř]r/0fsf]
sfd ; lsPk15 cllwoog lf]af6 cfPsf s/fx; cg; Gwfg ; Nnfxsf/ ; dXsf]a7sdf /vl
csf]r/0fsf]tVof° ; °ngsf nflu cfj Zos /fo-; enř ln0Psf]lyof]. o; cllwoogsf nflu
wld\$; aS; ;yfdf cllwoog ul//x\$ř 5fq-5fqf / lzifs, lj Bfnosf lzifs, leif-lelf0f,
Joj:yfkg ; ldtsf ; b:o, uDaf lj sf; ; ldtsf ; b:o, :yfglo afl; Gbfsf ; fy}g]f, lziff
ljefu tyf lhNnf lziff sf0nosf kbflwsf/l, o; ljifo; u ; DalGwt JolQm / s]b]lo af7
cllwoog lj efuaf6 hfgsf/l ; °ng ul/Psf]lyof].

dVo křlktx;

; /sf/sf křf; x;

; /sf/n]wld\$; aS; ;yfnf0{lziffsf]dhwf/df Nofpg lj leGg křf; x; ul//x\$ř]5 . o; }
; Gbedf wld\$; aS; ;yfx; ; u ; Da4 JolQm;sf nflu cGtlqmf sfoqndx; ; ~rfng
ul/Psf 5g\ . wld\$; aS; ;yfsf] cfkrfl/s lziffsf nflu ah]sf]Joj:yf ul/sf] 5 .
wld\$; aS; ;yf ; d]nf0{; d]g]u/l kf7dqnd lj sf; s]b]h]kf7dqnd agfpg ; ? u/\$ř]
5 . lj Bfno ; wf/ of]hgf wld\$; aS; ;yfdf klg nfu"ul/Psf] 5 . wld\$; aS; ;yfn]
křylds txsf]lziff nfu"ug{rřx]df btf]sf nflu nřlg]vr{ldgxf ul/Psf]5 .

lziffsf]kxř

- wld\$; aS; ;yfx;n] cfkřf cgbofx;nf0{wld\$sf ; fy}cfkrfl/s lziff křf
ul//x\$ř lyP . t/ tl cgbof cyjf lj Bfylx; :yfglo afl; Gbf ge0{cGo lhNnaf6
cfPsf s]fs]lx; lyP . d:tf^a lhNnfcGtuř d]Qmfy / enř/sf]sf lj Bfnox;df
s]fs]lx;sf]cej dx; ; eof]. To; :yfgsf s]fs]lx; křy/f / sf7df8řf
kl9/x\$ř lyP .
- wld\$; aS; ;yfx;df lziff lGMZNs pknAw u/f0Psf]kf0of]. s]fs]lx;nf0{ef]hg
/ af; lGMZNs lyof]. wld\$; aS; ;yfx;n]cfkrfl/s lziff lj Bfnodf ge0{cfkřf
; ;yfdf pknAw eP /fdf]eGg]rřxgf /fv\$ř]kf0of]. lj Bfno / wld\$; aS; ;yfsf]
glltlgod km/s xgn]cfkřf}; ;yfdf cfkrfl/s lziff křt ug]c; / ePdf /fdf]ts{
k]tt eof]. ; /sf/n]wld\$; aS; ;yfx;nf0{křylds lziff ; ~rfng ug{nřlg]btf{
ZNs ldgxf u/]klg tl ; aS; ;yfx; o; af6 k]olf nfeř]t gePsf]kf0of]. o:tf
; aS; ;yfdf cfkrfl/s lziff ; fdfgotof lgDg dřwolds txaf6 dfq ; ? xg]xgn]
o; af6 tl ; aS; ;yfnf0{křf0bf gku\$ř]el]6of].

zřfs sfoqndx;

cllwoogcřtuřsf ; a} wld\$; aS; ;yfx;n] cfkřf} kxndf cfkrfl/s lziff ; ~rfng
ul//x\$ř lyP . uDafdf s]fs]lx;sf nflu 5\$ř5\$ř}cfkrfl/s lziffsf]Joj:yf ul/Psf]
lyof]. laxf/df s]fx; dfq ePsn]pglx; dfq cfkrfl/s lziffaf6 nfeř]t lyP .

u?shsf xsdf sðfxç dfq u?shdf xg]xgfn]cfkrfi/s lzlff sðfxçdf dfq ;ldt /x\$fi]kf0of]. wld\$;^að; :yfxçn] ;lkdhs lzlffdf hfð lbPsf]kf0Pg . d!tfa'sf] em/sfð l:yt Ps dfq uDafn] ;lkdhs lzlffçtuç yf°f / cfDhl -k[s[ts la?jfsf] kðf]af6 ul/g]pkrf/_ tflnd lbg]u/\$fi]lyof].

wld\$;^að; :yfxçdf cfkrfi/s lzlffsf] sfoçnd ljleG lsl;dn] ;~rfng e0/x\$fi lyP . uDafdf !@ jif{pd} ku\$fxçnf0{dfq /flvGyof]/ pglxç cfkrfi/s lzlff klg ;f]l pd]af6 z? ubý]. o; n]ubf{pglxç / ljBfnosf slffsf sðfsðlxçsf]pd} Ps}slffdf km/s kb{of]. laxf/df cfkrfi/s slffsf]Jo:yf ^ b]v !) slff;Ddsf]lyof]. laxf/df cfpg]sðfsðlxç laxf/df cfpgcl3 g}kfylds tx k9] cfPsf xGy]. u?shsf xsdf cfkrfi/s lzlff slff \$ b]v dfq kðfg ul/Gyof]. oxf" k9ç cfpg]sðfxç laxf/df cfpg] sðfsðh:t}klxn]g}slff # ;Dd k9] cfpg]uy].

kf7ðqnd / kf7ðk'ts

wld\$;^að; :yfxçn] ljleG k\$fi/sf kf7ðqnd / kf7ðk'ts kðf] u/\$fi]kf0of]. k9f0Psf ljifoxçdf klg leGgtf kf0of]. t/ c^au]hl, g]kfnl / lx;fa ljifodf ;a]h]hfð lbPsf lyP . laxf/ / u?shn]; /sf/sf]kf7ðqnd kðf] u/\$fi] lyP eg]uDafsf]sg]lg]Zrt kf7ðqnd lyPg . t/ ;a}wld\$;^að; :yfxçn] kf7ðqnd cfkrfi] tof/ u/l kðf] ug} kfpqkg]s/fdf hfð lbP . kf7ðk'tssf xsdf laxf/ / u?shn]; /sf/l kf7ðk'ts kðf] u/\$fi]kf0of]. t/ uDafn]g]kfnf ;fy}ef/taf6 k\$flzt kf7ðk'ts kðf] u/\$fi]el]6of].

Jo: yfkg

;a}wld\$;^að; :yfxçn] cfkrfi] Jo: yfkg cfkrfi] ug] u/\$fi]kf0of]. Jo: yfkg ;ldt u7g ePsf lyP . uDafsf xsdf :yfglo g]fxçsf]klg ;xefflutf lyof]. u?shafx\$ uDaf / laxf/ :yfglo JolQm / lj b]zaf6 k]t rGbfaf6 rn\$fi]kf0of].

:jfoQtf

c]lloogçtuçsf ;a}wld\$;^að; :yfxçn] :jfoQtf nflu kxn gu/\$fi]el]6of]. o; f] gugfçsf sf/Ofdf clxn]Dd ol ;^að; :yfxçn] cfkrfi] Jo: yf cfkrfi] ug] ug{/ ; /sf/sf] ;xof] lnPd cfkrfi] :jfoQtf uDg]8/ kfNgdf lyof]. To; h] pglxçsf] rfxgf dhwf/df hfg]eP klg olb cfkrfi]xs / clwsf/ uDg]xf]eg]dhwf/df ghfg]eG]lyof].

;erij xç

- lhNnf lzlff sfoçnon]wld\$;^að; :yf ;DaGwdf u/\$fi]lg0f0xç rf8fðGbf rf8f]tl ;^að; :yfnf0{hfgsf/l u/fpg].
- kfylds txsf] slff ;~rfng ug{/ ;sf/n] btf{ zNs ldgxf u/] klg wld\$;^að; :yfxçdf kfylds tx pd]sf sðfsðlxç gxg] xgfn] o;af6 wld\$;^að; :yfnf0{sg}vf; km0bf gePsf]kf0of]. o; h] wld\$;^að; :yfdf kfylds lzlff ;~rfng ug{/ ;sf/n]lj z]f Jo: yf ug]kg]b]vG5 . o; sf nflu eflts ;ljwf, vfg]a:g] Jo: yfsf ;fy} sðfsðlxçsf] /yb]ysf nflu cfj Zos hgziQm pknAw u/fpgkb\$.
- wld\$;^að; :yfxçsf nflu cfkrfi/s lzlffsf slffç ljBfnodf geP/ wld\$;^að; :yfdf g};~rfng ug].

- wfd\$; ^\$; yfx;nf0{ dhwf/df Nofpbf pglx;nf0{ cfkngf kf7\oqnd cfkm} tof/
kfg{kfpg]:j foQtf kpfug ugI.
- wfd\$; ^\$; yfx;nf0{lzlffsf] dhwf/df Nofpbf pglx;sf]:j foQtfsf] xgg gfx] \
efgfsf nflu wfd\$; ^\$; yfx;nf0{ cfkrfi/s lzlff ; ~rfng ubf{ pglx;sf]
wfd\$ lzlffsf]dxTj / :j foQtfsf]s/f lzlff lgodfj nldf ; dfj } ugI.

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