



ՀԱՄԱԵՆ

k f l l s

/lff ; Ddfg sllofOf cfknyf]bž gkfnstf ; jkyd ; bf hfg wd{sd{l; kfxlsf] ; lj :tf dfg x/rfx ug{k5{l jz]ftM cwlgy /xl a:g] ; f/fsf ; v vflf / /lff cfgGb cf/fd cfknyf]lgldt ; wkl5 oxl ; žf dxfdcq oxl ; To ; w}e/L

aif{M@

c° M@#

! ; fpg @)^\$

gkfnl ; žf ; frf]cydf gkfnstf]/fli60 ; žf / gkfnl hgtfsf] ; žf xfl - kđ= >l sf0/fnf gkfnl ; žfn]/fi6sf] ; /lff / hgtfsf] ;]fdf :yfkgsfnblv kfofob}cfPsf] of]ubfgsf] ; /xgf M

; Ddfgglo k]wfgdql tyf /lffdql >l ?sdf`b s6jfn]xflbš :j fut ug{ePsf] lul/hfk| fb sf0/fnf ut c; f/ !& ut]h`l lyof].



; Ddfgglo k]wfgdql tyf /lffdql >l lul/hf k|fb sf0/fnf0{k]wfg ; žfklit dxf/yl >l ?sdfEb s6jfn h`l c`fdf :j fut ug{k}b

c`f cfpge0]/fi60 ; /lff / c60 ; d; fdlos klfx?sf]af/žf hfgsf/L lngeof]. k]wfgdql tyf /lffdql >l sf0/fnf0{ hwl c8šfdf k]wfg ; žfklit dxf/yl >l

; f]cj ; /df k]wfgdql tyf /lffdql >l lul/hfk| fb sf0/fnf0]/fi60 :j t6qtf / ; fj 6fž; Ofsf] hužf{ug] cleef/f afššf] gkfnl ; žfn]/fi6sf] ; /lff / hgtfsf] ;]fdf :yfkgsfnblv kfofob}cfPsf] of]ubfgsf] ; /xgf ug{k}b}cf0k]gšsgk]g r]f]lsf] ; fdgf ug{tof/ /xg lgbžg lbgEOF].

kl/j ltf /fi60 kl/yltdf gkfnl ; žfn] kžzž u/šf] ; 6d Pj kl/kSj Joj xfn]gkfnl ; žf ; frf]cydf gkfnstf]/fli60 ; žf / gkfnl hgtfsf] ; žf ePsf]atfpgxb}k]wfgdql >l sf0/fnf] ; f]cj ; /df gkfnl ; žf]Pstf, cgžf; g / stok/fo0ftfn]gkfnstf]/fli60 cv08tf / gkfnl hgtfsf]k]hftfl6qs xs, clwsf/x? ; /lff /xg]lj Zj f; JoQm ug{k}b} ; žf]sf] /fhg]ts Pj +t6:y P]txfl; s klxrfgnf0; bf sfod /Vb}o; sf] ; j f]f]Vl

afsl # k]hdf

gkfnl ; žf]sf]kl]tj 4tf g}gkfnstf]/fli60 Pstf, /fli60 cv08tf, /fli60 ; Dk6t'f / Tof]leqsf] k]hftfl6qs k4lt xfl- k]wfg ; žfklit >l s6j fn

æ/fhon] gkfnl ; žfnf0{lbPsf] sgk]g lhDd]f/L lgefpg] qmddf gkfnl hgtfsf]xs clwsf/ vfl] ; g]dfgj clwsf/dfly xdnf xg]xtof lx+fdf lj Zj f; ug] / ; du]gkfnl hgtfx?sf]



k]wfg ; žfklit dxf/yl >l ?sdfEb s6jfn >l u]vgyf u0fsf ; l]gsx? ; # s'f]sfgl ug{k}b

r]xgf cg; f/sf]k]hftfl6qs k4lt dfly xdnf xg] / k]hftfl6qs k4ltfn0(g]nnsfg]lsl; dsf] cftšjfb, cltjfb / pu]jfb ; # gkfnl ; žfn]sgk]g xintdf slxn]klg ; Dem]f ubž / dfbž . gkfnl ; žf]sf]kl]tj 4tf g}gkfnstf]/fli60 Pstf, /fli60 cv08tf, /fli60 ; Dk6t'f /

afsl \$ k]hdf

b0{lbq] ; l]gs Psn dlxfnf sfožfnf ; Dk6g

; l]gs >ldtl ; ž / dfgj clwsf/sf]nflu, dlxfnf / Psn dlxfnf ; d]xn] ; 6tm?kdf ; l]gs Psn dlxfnf tyf 3f0t]kl/jf/ ; d]xn0{ ; xeful u/f0{ h`l c`fl:yt ; efd08kdf @ lbq] sfožfnf ut c; f/ #) ut] ; Dk6g ePsf]5 .

; f]sfožfnstf]dVo p2žo j l/ultk]kt ; l]gs kl/jf/sf Psn dlxfnf tyf 66asf] ; dodf 3f0t]60{czQm ePsf ; l]gsf kl/jf/x?nf0{ ; #7lt u/] sllof0sf/L sfož?sf] ; -rfng, ; sf/flds kl/j žg / ; zIQms/0fsf]nflu cuf8l a9ž 7f] ; dfwfgsf]pkfox? k]klit ug]xšf] 5 .

b0{lbq] ; Dd ; -rfng ePsf] ; f]sfožfnstf]pbšf6g k]v cltly dfgglo zfl6t tyf kž lgdff d6ql >l /fdr6b}k]f]ž]n]blk k]l]j ng u/L ug{ePsf]lyof]. ; fy]sfožfnfdf ; xeful kfr lj sf; l]qsf k]tlglwx?n]klg ; kmntsf]nflu blk aflig' ePsf]lyof].

pbšf6g kZrft ; Daf]vg ug{k}b}d6ql k]f]ž]n]o; sfožfnf]lj utsf]66abaf6 ddf]xt xg klšf dlxfnf?sf]nflu s]l pkfox? l]gsflg]5 / gof'sfožmdx?sf]of]hgf lgdff]df gkfn ; /sf/nf0{klg ; xof]l ldl]gš e6g]lj Zj f; Jotm ug{e6f]. ; fy]pxfn]66b kl8tx?nf0{sg} klgl sl; dsf]/fxt pknAw u/fpbf ; xl Joltm?n]pk]l]ft xg gk/f] 6egl ; xl tyof] lb0 ; xof]l ug{ ; d] cg/f]v ug{6of].

dfgglo d6ql >l /fdr6b}k]f]ž]n] 66abaf6 kl8t c; V6 dflg ; x?nf0{S; /L /fxt kfofpg]S; /L ; fl]j gf lbq]s ; /L j xfx?sf]dfgj clwsf/sf]/lff ug[e6g] ; 66e6f /fHon] lj rf/ ul//xšf]5 . To; sf]lgldt lj le6g sfožmdx? cuf8l Nofpg nflu /xšf 5f} . 66b kZrft zfl6t, k]glgdff, k}g:yfkf, kl/of]hgf; d] tof/ u/L /fxt cleofgnf0{cuf8l j 9fpg ; /sf/n] tof/L ul//xšf]5 .



; f]6 lbq]sfožfnstf]csf{cltly k]wfg ; žfklit dxf/yl >l ?sdf`b s6jfn]gkfnl ; žf :yfkf snblv g}gkfnl hgtfsf]dfgj clwsf/sf]/lffsf]nflu ; w}slšž c /xšf] tyo b]f]f]ofpg'xb}gkfn clw/fhodf ut j ifx?df gkfnl hgtfn]efl]g'k/š]kl8f tyf ; d:ofx?af6 dlOm lbnfpg / dfgj clwsf/sf]/lff ug{ePsf]nflu gkfnl ; žfn] cfknyf (%) hgf ; xsdlx?nf0{ck6f ug{k}šf] :d/of ug{e6f]eg]clxn]@# hgf ; l]gs Joltm? ckf' eP/ a:g'k/šf]oyfyf ; d] JoQm ug{e6f].

; f]xl qmddf k]wfg ; žfklit dxf/yl >l s6jfn]e6g' e6f] 66pxfx?n]j l/ult k]kt ug{e6f] eg] xdf] xhf/f] r]l]j žlx? ; 6b/ lj lxg, r/f lj lxg, kf]lj lxg ePsf 5g\ xdf] sof]afj' cdfx? 5f]f lj lxg ePsf 5g\eg]sog j Rrfx? afj 'lj lxg ePsf 5g\ xdf] sof]kl/j f/x? lj :yflkt 5g\3/af/ lj lxg 5g\ 3/ n]6Psf] / hluf s]hf ul/Psf]



5 . o; cj:yfdf klg gkfnl ; žf]sf %% kl]zt xdf] bfh6f0x? clxn]klg 6}rdf j ; šf 5g\ 3fd, k]gl, cl; gf, lxp' em/L ; f/f b]wsi6 efl] a; šf 5g\ Tof]s]sf]nflu < lsg oqf]Tofu / tk:of ug{k}of]gkfnl ; žfn] < lsg gkfnl ; žf]sf >ldtlx?n]oqf]b]w kl8f efl]g'k}of] t < 6 e6g]j f:tlj stfsf]phfu/ ug{k}b}j xfn]e6g' e6f] 66zfl6tsf]nflu . s; sf]zfl6tsf]nflu < gkfnl hgtfsf]zfl6tsf]nflu . gkfnl hgtfsf]xs clwsf/ arfpgsf]nflu . gkfnl hgtfsf] dfgj clwsf/sf] ; Af0f ug{ePsf]nflu . oqf] ; d:of efl] k]g cfh gkfnl ; žf]sf bfh6f0 clt cgžf] ; t, clt g}pRr x}nf lnP/ sfo{t 5g\6

afsl \$ k]hdf

e]ds ; dfrf/sf]v08g

ut c; f/ @^ ut]/fhwfglaf6 kšflzt gof'klqsf bl]gsdf 5flkPsf] ; žfklit / anflbif afl]b]g]k lzifšdf gkfnl ; žf]sf]cgžf; g, dllo df6otf / ; Argdfly gk]olif k]f/ ug] b'f; on] ; k]l]ft em]f, lg/fwf/, clt/l-ht / k]f]l]ht ; dfrf/sf] ; Da6wdf gkfnl ; žf]sf] udel/ Wofgfsif6f ePsf]5 .

gkfnl /fli60 ; fj 6f]ds clf00ftsf]kx/žf/ gkfnl ; žf]sf]/fli60 :j fledfgk0f{r1/q ; ašf ; fd'5n{ g}5 . of]e6f j f lj v08gsf b:k}f; x?af6 cflQg]j f xlnng] ; #yf xf]g / o; sf]g]lj jušf] ; fy] ; du] ; #yfs}dgr]n klg sdhf] 5ž e6g] s/fdf cfd gkfnl hg; dbfonf0{cfZj :t tNofpg rfx65 . ; fy]k]wfg ; žf]klit]sf]g]lj df ; Dk0f{/y]lj 6b tyf ; sn bhf[hDd]f/L l]g] f]sf]nflu Ps I9Ssf eP/ /xšf]j f:tlj stf; d] :ki6 ug{rfx65 e]g ; l]gs hg; Dks{lgbžg]fno4f/f ut c; f/ @^ ut]/hf/l lj 1lktdf plNy] 5 .

; Dkfbssfl sndaf^

gkfnl ; gfsf]ultf

/fli60 ; gfsf]cfjZostf / ckl/xfo{fnf0{bll6ut u/l gkfnl hgtfs} /lbR5f / ofubfgaf6 :yflkt gkfnl ; gfsf /fli60 p2Zocg?k /fi6«/ /fi6kfl; klt ; bf ; dlk{ /xb}cfPsf]5 / /xg5 . ; gfsf lj lwsf]zf; g / gful/s ; j flrtfnf0{; Ddfg / kfnq ubx; /sf/sf]gllt, lgbZgnf0{sfoffj og ug{; :yfut st{fo / kZfut wd{7f6b5 . gkfnl ; gfsf]st{fo lgj fkd / xofu ug{; d:ofx?sf]lg?k0f ug{/ dxlj k0f{/fli60 ; /lff ; Da6wdf ; lgs gZ]j nfo{ lgbZg, k/fdz{ lxt lglb[6 ug{/fi6k0V nufot, klfvfgd6ql, ljeulo d6qln]hEl c88f nufot ; /lff j]x?sf]ed0f ug{kl/kf6l /x5] 5 . o; sfof0{/fi6«; -rfngsf]pRr: t/lo ljsl; t Joj:yfkslo k0ffnl dflg65, gkfnl ; gfsf]klg oxl 7f6b5 . o; u/l hgtfsf kltlgw; efa6 /fho ; -rfngdf ; /sf/nf0 ; xofu, ; /; nlnfx tyf ; bnfj k0fpg ul7t /fhoJoj:yf ; ldt tyf nlyf ; ldtaf6 ; dZ gkfnl ; gfsf lj le6g lzlfno, klti7fg, tflnd s]b|tyf Jof/5x?sf]cgludg ed0f xg]u/5]5 . hgkltlgw?nf0 ; ud, bu6 tyf ljs6 7fpdf /x]a; 5f Jof/5 tyf ; /lff rf3ldf b]g, e6g kfpbf / cfknyf ; d:ofx? k]olf e6g kfpbf toltv] ; lgsx? cfknyf0{ hgtfsf]; gfsf ePsf]cfludf]j ub5g\ o; /l hgkltlgw?sf] cgludg /fli60 st{fo lgj fkd ; dlk{ ; lgsf]nflu dxlj k0f{/phf{; flj t ePsf] 5 . ptf hgkltlgw?n]cfknyf ; gfsf; u enfs; f/l ug{kfPsf]df vZl

k56 ug]u/5] csf]k6f]TolQs}dxlj k0f]5 . xfn; fn}k]vfgd6ql tyf /lffd6ql >l lul/hfk] fb sf0/fnfaf6 hEl c88fdf ePsf]ed0f Toxl dxlj k0f] lg/6t/tf xf].

gkfnl ; gfsf cfknyf0{k]lt lhDd]f/Lx?klt hj fknblx / ; bf kf/bzl{/x5]f] 5 . hgtfsf]; gfsf xg5f]cfludf]j n]; gfsf]0{; bf ; dfj Zl r/qsf]; u7g agfPsf]5 . gkfnl ; dhsf]kltlgw ; :yf ePsf]n]; dfj Zl zAb lxhf6fh dfq k/f/df cfpkfg gkfnl ; gfsf nflu eg]:yfkgsfnb]v}gfsf]lyPg . v8f agfpg]/ xfg]; lgs kl/wfg l; nfpq]/ nufpg]nufot klt/lff / l; df sf]gn8f0{f j 6b5 ; dfp/ n8g]; j}gkfnl lyP . slxNo}hftsf]k] E cfpq, s]n gkfnl / dfq gkfnl lyP / 5g\ gkfnl ; gfsf; j f / j Q lj sf; df hftlo l; df/yf slxNo}sf]Pg / sf]lg]5g .

gkfnl ; gfsf /fli60 ; gfsf xg5}sf/0f ; bf /fli60 r/qsf]/x5] 5 . cfknyf hgtfsf d]ns xs clwsf/sf]/lff ; Da4g, k]4g, /fli60 klt/lff / cftl/s cdgrg, /fli60 ; Dkl / k]s[ts ; Dkbsf]; Af0f ; Da4g / /fli60 ; d]4df cle6g ; xofuL /xb}hgtfsf]lj Zjf; lht5]5 . /fi6sf] ckl/xfo{d7b08sf]?kdf :yflkt ePsf]5 . tj t k]vfg ; gfsf] dxl/yl >l ?sdE6 s6jfn gkfnl ; gfsf]ultf eg5] - gkfnsl /fli60 Pstf, cv08tf / tof]leqsf]k]hftf6qs k4lt xf]e6g]ug5 .

cl6td kj rg

gu/sf0:yt >l ; lgs lzlfnohf ; -rfng ePsf]l; =; +\$ h]7 klbs Sof8/ tflnd / l; =; +& klQ klt Aof6n tflndsf]ut c; f/ @) ut]; fxl lzlfnosf lzlfllws[dx; gfgl >l b3sdff / ; j]n]Ps ; df/f]sf]lr cl6td kj rg lbg60{tflnd ; d]kg ug{e6f].

>l hunj/f]k] lzlfno cnd]y-u-hdf ; -rfng ePsf]l; =; +# Counter Insurgency Jungle Warfare(CIJW) tflndsf]ut c; f/ #! ut]; f]lzlfnosf lzlfllws[k; 3 >l x]h u ykfn]Ps ; df/f]sf]alr cl6td kj rg lbg60{; d]kg ug{e6f]. clws[!#, klbs ! / c6o bhf{&! hgf ; xeful /x5]f]; f]tflnddf clws[tkm[; x ; gfgl >l hulbz r6b / klbs Pj +c6o bhf{k]x=/fhsdf/ /fo{k]yd xg6ePsf]5 .

; 8s lgdffdf sfln] h u0f

k]l{gkfnsl]ef]h]k]l:yt >l sfln] h u0fsf]xt] fu9l ; /lff j Zdf sfo{t ; sn bhf6f] ; e0m k0f; df 3f]7f/ duf kflv]f ; ; 8s v08sf] % sl-dl= af6f]; Dk6g ul/Psf]5 .

>l sfln] h u0fsf tkm6f ut @)^# ; fn knfug ! ut]z? ul/Psf]p0m; 8s lgdff sfo{ oxl c; f/ !& ut]; Dk6g ePsf]lyof]. p0m ; 8s lgdffdf sfln] h u0fn] (nfv ?k0f" a/fa/sf] >dbfg pknAw u/Psf]lyof].

3f]7f/ duf ; 8ssf]l! (sl-dl= b/lDlW)c?0f glbtkm6f :yfglo hgtfn]g]af6f]v6b} cf0/x5]f/ 3f]7f/tkm6f gkfnl ; gfsf]ub]u/5]df xfn alrdf !-% sl-dl=; 8s v08 dfq hf6y afsl /x5]f]5 . p0m !-% sl-dl=; 8s v08 k/f ePdf ! (sl-dl= lfgdf 60fS6/ r]lg ; Sg]/ p0m; 8saf6 To; lqsf em08@) xhf/ hgf nefel]j t xg ; Sg]5g]k]m:j ?k ef]h]k/ lhn]nsf]blif0l lq]sf]c]ly6, ; dflhs, z]lfs Pj +; f:s[ts lj sf; df ; dZ ; xofu klq] cgd]g ul/Psf]5 . o; sf ; fy}ef]h]k/ lhn]ndf xfn; Dd df6/af6f]gkuf]c]j:yfdf casf] %^ d]xgk]5 df6/ klq]; Defj gf a95]f]5 .

o; sf ; fy}>l sfln] h u0fn]lhn]n s]f sfoffo ef]h]k/sf]; e0m ; xofudf /lgj f; uf]j=; :yt 3f]7f/ ahf/df tlg lbg]s]f] cu]f tflnd ; -rfng u/l s]f]sx?nf0{t/sf/l sf lj le6g j]hx? lj t/0f ug5f ; fy}3f]7f/ ahf/df b0]6f afy?d; dZ lgdff u/5]f]5 .

; /lffsd6f6 r]l lzsf/l sf]; fdfg a/fdb

alb6f /fli60 lgs-hdf t6fy /x5]f] >l /0fz] u0fsf]; /lff k]6, r]k'af6 ut c; f/ !& ut]uPsf]Ps u:tl 6f]h]n]r]l lzsf/l sf]lk5f u/l lj lw cj u ; fdfu]x? j /fdb u/5]f]5 .

p0m 6f]h]n]u:tl df /x5]f]a]hf knfo/sf]cf]j fh ; g]k]5 knfo/ cPsf]0nfsftkm{k5d]f]pb} hf6f % hgf lzsf/lx? b]yf k/5f lyP . ; f]lzsf/lx?nf0{kqmg]qmdf efu]k]5 pglx?n]k0f] u/5]f]e?j f j 6b5 ! gfn / v5/l tyf c6o j 6b]f :t]sf ; fdfgx? j /fdb u/5]f]5 .

tl lzsf/lx? r]k' uf] / cf; kf; sf Onfsf] xg ; Sg]z]f ePk]5 xfn pglx?sf] ltj ?kdf v]h]tnf; e0/x5]f]5 .

o; u/l ; f]u0fn]; bf emj lb6f /fli60 lgs-hsf]k]f]pQ/df kg]x/]sf8" uf0g]sf8f, c:g] y0gl, n]y]k/f]h]l 06f]sf]tkm]j lb6f /fli60 lgs-hsf]k]Zrd s0ffl Onfsdf klg /fli60 lgs-h / u0fsf]; e0m u:tl 6f]h]n]lg/6t/ x]Ql k66, kn6 k66, 8'f k66 / el]sn k66 tlj ?kdf ; fng u/5]f]5 . o; sfo]f6 ck]lfs] ?kdf j lb6f /fli60 lgs-hleq xg]c]j u sfo{? lgo6q0f tyf lg?; flxt ug{; km]tf k]k' ePsf]5 .

lqejg cfdl{Snanf0{; km]tf

gkfn ef/f]v]ng ; 3sf]c]of]h]gdf bz/y /'zfn]df ut c; f/ * ut]v !) ut] Dd ; -rfng ePsf]t] f]d]xnf tyf !* c]k?if ef/f]v]ng k]to]utdf gkfnl ; gfsf] >l lqejg Snan]p]s]6 glthf xfl; n u/5]f]5 .

k]to]utdf lqejg cfdl{Snaaf6 ; xeflu v]h]8lx?d]W} *% s]hl= t]h ; d]xaf6 x2f 1fgaxb/ >]7, && s]hl= t]h ; d]xaf6 x2f zDe'; g/f, ^ (s]hl= t]h ; d]xaf6 ko7= lbuDa/ ofbj / !)% s]hl= t]h ; d]xaf6 casfz k]k' cdlw/ uf]kn axb/ >]7n]k]yd :yfg xfl; n u/5]f lyP eg] ^e s]hl= t]h ; d]xaf6 ko7 xl /fgn]latlo :yfg xfl; n u/5]f lyP .

b/vf:t cf]xfg

e0m/ ; Nnf3f/ll:yt >l j l/|b| ; lgs cf]j; lo dxflaBfnodf z]lfs aif(@)^\$.^% df k]l0ftf k0f0f kq tx- lj 1fg, dfg]l]s tyf Joj:yfkg ; d]xdf clwog ug{0R55 5f9 5f9fx?sf]nflu b/vf:t cf]xfg ul/Psf] 5 .

b/vf:t, olx ; fpg dlxgfs] \$ ut] Dddf laBf]l{:j e dxflaBfnodf pkl:yt e0{kZ ug]kg5 eg]; Dks]ldit ; fpg & ut] k]k' k/l]ff ; fpg (ut] ; Nnf3f/ll:yt p0m dxflaBfno xftdf xg5 .

; fy}o; ; Da6wL c6o yk laa/0f cfaZos k/0f ut c; f/ * ut]k]s]lzt sfl6tk/ b]gs xg{xg jf dxflaBfnodf ; Dks{/Vg ; lsg5 .

afln' sf]lj fnlrf]df p4f/

ut c; f/ @* ut]k]k]cla/n aiff6f] sf/0f aflnE lhn]nsf]lj fnlrf] Onfsdf uPsf]klx/f]f k/5f 3f0t]JolQm?sf]p4f/ df ; l]lg ; lgsx?n]p0mklx/f]f k/l 3f0t] ePsf !\$ hgf JolQm?nf0{36gf:ynaf6 p4f/ u/5]f 5g\

p4f/ ul/Psf JolQm?d]W}ut c; f/ @* ut]x]n]sk6/af/f pkrf/fy{^ hgfnf0{ aflnEsf]; b/d]sf / ^ hgfnf0{k]f]f k]0f0Psf]lyof]. †

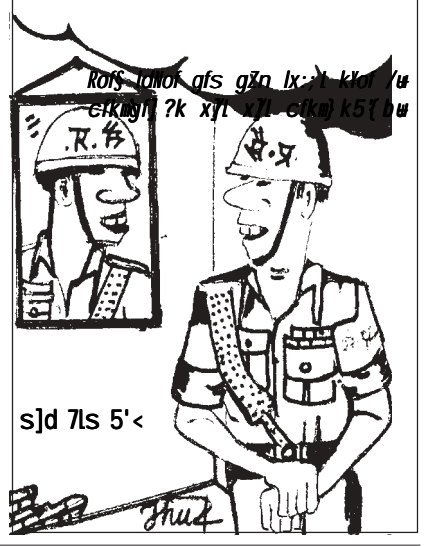
a[f]f]k]0f

; vE lhn]nsf] k]k]4 b]t]l]h}dl6b/ 06f]sf]nf0{k06slo:ynsf ?kdf kl/lrt u/fpg] p2]on] p0m dl6b/ kl/; /df rf/ bh6e6f al9 cz]sf la?fx? /f]k]Psf]5 .

; vE]l:yt >l d]WklZrd k]k'gf x5]f = / d]nu9.Jof/5 ; vE]l:yt >l d]WklZrd k]k'gf c]l6l/u0fn]; e0m?kdf /f]k]Psf p0m cz]sf a]fx? qmd]ll x]s]k]5 ; f]06f]sf]j ft]f/0f :j R5 xg5f ; fy]xl/ofnldf ; dZ a4 e0{; f] 06f]sf]nf0{k06slo lq]sf]?kdf k] 4g ug{; xofu klq]ck]f ul/Psf]5 .

sf6g s6f]

gfgl enk6



s]d 7ls 5' <

* x/5 !%~!% lbgdf kZf/0f xb}cfPsf]df6f]d]f]b6 c]k]n]lbgk5f] g]ds gkfnl ; gfsf]6]hlehg sfo6md cfu]dl kZf/0f oxl ; fpg & ut]; f]daf/ ah]sl ^W%) ah]gkfn 6]hlehgaf6 / & ah]Rofgn gkfnaf6 kZf/0f xg5 . xg{ge]ng]h]f .
* gkfnl ; lgs /Bof]sfo6md k]06 x]k]tsf]dunaf/ / z]k]af/ ah]sl ^W%) ah]6 * ah] Dd /Bof]g]k]fn, d]Bod j 5 k]f/0f df ; 6g ; lsg]; d:t k7sj]bdf hfgs/l u/065 .

hgxt sfoðf gkfnl ; ðf

g-@% aflxgl c•f

s-rgk/ lhlnfsf]eutk/l:yt >l g-@% aflxgl c•fn]; fltflxs?kdf eutk/l:yt dxfsfnl dlGb/, 36fn afaf, l; 4gfy afaf tyf u0fz dlGb/ j l/k/L ; /; km0{ug[u/§f]; dfrf/ 5 .

g/l; xbn u0f

ut h] @# ut]hfh/sf0 lhlnfsf]; b/dsfd vnaf:l:yt 7f0l j hf/df >l lzj zfl0t elQm 1fg, a]fll0 a]f>d ; T; u kl/j f/af/f lgdff xg nfu§f]ljz dlGb/df >l g/l; xbn u0fn]? % xhf/ ! ?k0f gub ; xofu u/§f]5 .

zd; jbn u0f

o; ð/l 88]w/fl:yt >l zd; jbn u0fsf]; /lff ; ðd= cd/u9l kf]0df sfoxt ; snbhf(/ u0f x§j f-af6 uPsf]Ps 6f]hln]cd/l; * lslnf r§af6 p0/k] {sl/j ! sl-dl tkmf8f8f r§; Ddsf]sRrl df0/af6f]; /; km0{tyf ; 8ssf]b0f j f0ftkm/x§f]gnl ; km ug]sfo{ut c; f/ ^ ut]; Dk0g u/§f]5 .

cd/bn ulld

; wj f; ef lhlnfsf]vfbj f/ldf t0fy >l cd/bn ulldn]:yfglo hgtfsf]rfxgfcg?k lj le0g ldt / ; dodf 3Dtl :j f:Yo lzj / ; -rfng, lj Bfnof0{z]lfs tyf v]hsbsf ; fdu llj t/Of, :yfglo g0 Hofl]t ; 3, cgfy afnaflnsf0{cfly0 ; xofu, lj sf; lgdff tyf :yfglo dlGb/ ; /; km0§f]sfo0f0{lg/0t/tf lbb}cf0{x§f]5 .

o; ðmddf ut @)^# ; fn efb]dlxgdf ð0 tyf k]s[ts k§f]af6 cgfy ePsf afnaflnsf] ; Af0fsf]nflu cfj 4 M AIS ; ðyfnf0{; f]uLdn]clfo sf]df /xg]u/L ?= #,%)- cfly0 ; xofu pknAw u/f0{Ps bfg k00sf ulld kl/ ; df /lv lgoldt ?kdf cfly0 ; xofu k0f0pb} cf0/x§f]5 . o; ð/l lhlnf c:ktfn ; wj f ; efdf pkrf/sf]qmdf c; xfo, ; Ts]l tyf cfly0 !:ylt sdhf] ePsf :yfglo JolQm?af6 /utsf]nflu ; xofu dfu e0 cPcg; f/ xfn; Dd ulldsf !# hj fgn]/Qmbfg ul/ ; s§f 5g\ ; fy]vfbj f/l:yt d0nfb] l yfg / blf{tyf u0fz dlGb/ kl/ ; df lgoldt?kdf ; /; km0{tyf tf/j f/sf]d/fdt sfo{ul/Psf]5 .

o; ð/l @)^# ; fn c; f]h @% ut]0]v @& ut] Dd t]Dn^a0f/ , vfbj f/l dfg0-Hof^u ; 8s v08sf]6f8v]h]v d0nfb]j :yfg; Dd sl/j # sl-dl= ; 8s v08sf]d/fdt u/§f]lyof]. ; fts]f kfgl dxfg ; Af0fsf]; fy}pQm:yfgdf hfg]sl/j !)) ld6/ uf]0f]af6f] d/fdt tyf ; ef/ sfo{u/§f]lyof].

o; ðlr vfbj f/l:yt dfg]e-Hof^df kfs{lgdff]sf]nflu / vfbj f/l:yt j?g jxdvl Sof0k; sf]v]h d0f] lgdff]sf]nflu ; f]uLdn]lgoldt?kdf >dbfg pknAw u/f0 /x§f]5 .

gof-@e]albn ulld

d:tf' l:yt gof-@e]albn ulldsf]lhDd] f/l l0df ut c; f/ @& ut]0]v tl g lbg; Dd nuftf/ k/§f]leif0f jiff0f sf/Of dfrmf]v n]j] Dd b]k0f, r]k0f / ; j f/L ; fwg r]lg] af6f]df k]x/f]u0]j le0g 7f0df lj u§f]af6f]:yfglo hgtfsf]cg/f]vdf pQm ulldaf6 v600{ uPsf]6f]hln] dd0 u/L cfj fudg ; r? u/§f]5 .

j l/bn u0f

afln' lhlnfdf t0fy >l j l/bn u0fn]:yfglo hgtf; u ; xsfo{u/L sl/a !% sl-dl= sRrl df0/ af6f]dd0 tyf ; Def/ u/L ut c; f/ !% ut]0]v oftoft ; -rfngdf NofPs]5 .

afln' lhlnfsf]laxs0f uf-j = ; ; h8f8af6 n]v]gl uf-j = ; -sf]e0lv]h]f x0]blwnfef0 uf-j = ; -sf]r]f]x; Ddsf]; f]af6f]dd0sf nflu pQm u0fsf]3f]0]fw]; /lff j zaf6 ut c; f/ !) ut]0]v !% ut] Dd blgs \$% hgf ; sn bhf0]:yfglo hgtf; u ; xsfo{u/L xfn oftoft ; -rfng xg ; s§f]x].

afln' lhlnfsf]klZrd l0sf clwsz hgtf nfeff]j t xg]pQm d0f/ af6f]dd0df gkfnl ; ðfn] u/§f] >dbfgaf6 To; l0sf j fl; 0fxf? k0f]j t e0{gkfnl ; ðf]kt ; sf/fds cleJoltm lxt k zaf ; d] u/§f 5g\

o; ð/l ; fxl u0fn]afln' lhlnfsf]bln{ uf-la= ; j 8f g+! :ofpnl 8f0df :yfglo:t/df lgdff]flwg g/l; x-stv]h] n3-hnlj Bt kl/of]hgfsf]gx/ lgdff ubf{@) ld6/ n0]f0{/ * ld6/ r]0f0{ePsf]s8f r§fgsf sf/Of :yfglo afl; 0fn]gx/ j fgpg c; dy{ePk15 pQm u0fsf]c0t/l/s >f]j f6 ? & xhf/ vr{u/L cfj Zos PS; knf]; e vl/b u/L ut c; f/ !! ut] ledlu]; /lff j zsf ; sn bhf0]6 r§fg laikm0gsf]nflu (j 0f xfh lgdff u/L laikm0g sfo{ul/Psf]lyof].

; fy]; f]:yfgdf /x§f ; j }9'fx? x6f0{n3-hnlj Bt kl/of]hgfsf]gx/ lgdff ug{60fs vhfpg]sfo; d] ; Dk0g u/§f]lyof]. pQm hnlj Bt kl/of]hgaf6 bln{ uf-j = ; a8f g+! / @ sf @ ; o @% 3/w/L nfeff]j t ePsf 5g\

j f:Yo k/Ll0f

d:tf' lhlnfsf]h0f; f0l:yt pRr lzv/ lzlfnoaf6 uPsf]8fS6/ ; lxtsf]Ps 6f]hln] ut c; f/ ! (ut]d:tf' sf]rf00]0nfsdf :yfglo @% hgf a0 tyf afnaflnsf, c; f/ @) ut] rf/f' 00fsdf \$% hgf :yfglo JolQm?sf] / c; f/ #) ut]r; f' 00fsdf #% hgf :yfglo JolQm?sf]:j f:Yo k/Ll0f u/L cf]fw ; d] lj t/Of u/§f]lyof].

p4f/

ut c; f/ @& ut]ck/f0x lrtj gsf]gf/003f6af6 au00{km(hfb]u/§f]u=)## g=sf] ofq fxs a ; , df8l / /fli00 lgs'-hsf]; dfgdf kg]l/p v]h] tg]qmdf crfgs af9lcf0{ v]h]df 8a]; a; leq /x§f ofqx?n]uxf/ dfu§f]yxfkfgp; fy lrtj g /fli00 lgs'-hsf] ; /lff]t0fy >l k/f]g]u]v u0fsf]0s0 ulldaf6 t]sn]v]00 uPsf]Ps 6f]hln]a; leq ofq ub]u/§f @ hgf sfv]afns ; lxt @% hgf ofqx?nf0{; s; n p4f/ u/§f]lyof].

P]txf; s 8anl j ; 0tk/ l0fsf]; /; km0{

k/ftflj s Pj -P]txf; s dx]j af§§]a; 0tk/ b/af/ l0df /x§f wld0 cf:yfs @% e0f a9l d7 dlGb/x? / kl/ ; df knf]sf]em/kft Pj -km]x]x? xgdf9f§f]l:yt >l zfb] h u ulldaf6 v]0Psf]6f]hln]ut c; f/ # @ ut]x6f0{; /; km0{u/§f]5 .

gkfnl ; ðf ; fr]cy0f ==

lj sf; df ; /sf/n]; xofu ul//xg]s/f ; d] atfpg'eof].

k]vfgd0l sf0/fnfn] dh'ssf]; u]7t zlQmsf ?kdf /x§f]gkfnl ; ðfsf]cfwgs/s/Of / k]z]ut clej [4sf nflu ; /sf/ k]tj 4 /x§f]; D]Gwdf lj Zj f; klg lbnfpg'eof].

ptm cj ; /df k]vfg ; ðf]kt dxf/yl >l s6j fnn]k]vfgd0l; dlf lj lj w lj ifox?af/] kl]t]0g k z ug00{/fli00tf, /fli00 Pstf, /fli00 cv08tf / k]hftflqs k4l]tk]t gkfnl ; ðfsf]kl]t j 4tf b]xf]0fpg'ePsf]lyof]. j xfn] gkfnl ; ðfsf]k0f]M u/ /fhg]lts klxrfaf/] pln]v ug]0; ðfn]gful/s ; j r]rtfnf0{; b} cfb/ ug]s/f atfpg'ePsf]lyof]. k]vfg ; ðf]kt dxf/yl >l s6j fnn]; /sf/af6 k]k

xg]lgb]zgsf]sfof] og Pj -fli00 lxtx?sf] ; /lff]y{; b} ; hu Pj +; ts{/x§f] gkfnl ; ðfsf k0v laz]ftfx?d]0] lhDd] f/l (Responsibility), hj fkm0]klkg (Accountability) / kf/blz0f tyf ; df]zls/Of cuk]0ndf /x§f]atfpg'ePsf] lyof].

pQm cj ; /df anflws0 /yl >l cd/ k]tn] ; d; fdlos /fli00 ; /lff ; Da0w lj ifox?df k]vfgd0l >l sf0/fnfnf0{hfgsf]l u/fpg'ePsf] lyof]. To:0]l lj sf; lgdff lgb]z0s kl]j lws ; xfos /yl >l g/zaxfb/ j :g]n]j sf; lgdff ult]j lwx?df gkfnl ; ðfsf]; mlgtfaf/]kl]t]0g k z ug{ePsf]lyof]. ; f]cj ; /df k]vfgd0l; /lff ; llnfxsf/ >l /d z h' ykf / lglD /lff ; l rj >l >lw/ k]v/0]sf]; d] pkl:ylt /x§f]lyof].

pb3f6g

pbok/,uf00f6l:yt >l g-! * aflxgl c88fn] cfk0]; f] / ; fwgdf aflxglsf] xftfleq lgdff u/§f]cf/f]0]l >l l; xaf]xgl



k]l{k]gk]t pk/yl >l kjg h u ykf dlGb/ pb3f6g ug00f]

lhlnf]l:yt lale0g sfof]0sf k0v]x?sf] ; d] pkl:ylt lyof].

o; ð/l >l g-0 ; 0o t]fnd ulldsf] c0t]l/s ; f] / ; fwgaf6 lgdff ul/Psf]



lgdff ; Dk0g l; * j f]xgl euj]t dlGb/

euj tl dlGb/sf]ut c; f/ ! \$ ut]k]l{k]gfsf k]gk]t pk/yl >l kjg h u ykfn]pb3f6g ug00f].

uf00f6l:yt g-! * aflxgl 0nfsf em]s0f dlGb/ gePsf]h] Aof/§ kl/ ; / leq ePklg :yfglo eQmhgx?nf0{ pQm dlGb/ v]nf ul/Psf]5 . pQm aflxglsf]; f] ; fwg tyf ; sn bhf0]0]v]bfg Pj + lka6f lgdff ; Dk0g pQm dlGb/sf] nfu sl/j ^ nfv ePsf] ; d] yxf ePsf]5 .

dlGb/ pb3f6g ; df/f]x]df g-! * aflxglsf aflxgk]t ; xfos /yl >l lzj s0f/ kf]0]h, c0tu0sf clws0, klbsnufot pbok/

ulld pkrf/ s]b]ejgsf]ut c; f/ ! % ut] d]0o klZrd k]gfsf k]gk]t pk/yl >l c0t axfb/ y] h] pb3f6g ug00f].

; f] pkrf/ s]b]ejgdf hg/n j f8{ cf]kl=8l=j f8{dl]0sn 800l ?d, Isolation ?d / 6j f000, j fy?d u/L % j 0f sf]f tyf ^ j 8f j 0 / Isolation df @ j 0f j 0 u/L h0df * j 0f j 0 /x§f]5 .

; fy] >l g-@% j flxgl c•fsf] aflxgl xftfleq cfk0]; >f] / ; fwgaf/f lgdff ul/Psf]clws0 e0f5f3/sf]pQm aflxglsf aflxgk]t ; xfos /yl >l x0]s/ zd; j h-j =f-n]ut c; f/ ! & ut]pb3f6g ug00f].

j flif0f]; j sf]pkn]odf lj lj w sfo0md

>l zd; jbn u0fn]ut c; f/ ! @ ut]cfk0]; yfkgsf]!^\$ cf]j flif0f]; j sf]pkn]odf u0f]kt k0v ; ðfgl >l pbo sfsln]lgzfg euj t]sf]lj lwk]0 k]h cr0f ug0f ; fy]ulld kl]to]l]ut c0t/u0 @ df00, ! df00 b]0, tfg 8f]l, j fwkf/ , knban, elnan, clws0 klbs Jof0ld00g v]h, km]j ; {v]h, ; sn bhf0] kl/j f/x?af/f kfxg v]h / u0f kl/j f/x?af6 ; f:s[ts sfo0mdx? ; Dk0g ug0Psf]lyof].

j flif0f]; j sf]cj ; /df ut c; f/ ! % ut]u0df cf0]hg ul/Psf]; f:s[ts sfo0mdsf k0v cltly ; b/ klZrd k]gfsf k]gk]t pk/yl >l clgn h' ykfn]lj le0g 0e00 c0tu0 @ df00, ! df00 b]0, tfg 8f]l, j fwkf/ kl]to]l]utx?df kyd / l0tlo xg]xg]; sn bhf00{ k/:sf/ lj t/Of ug{ePsf]lyof].

; fxl lbg g]ptm u0fsf u0f]kt k0v ; ðfgl >l pbo sfsln]ulld kl]to]l]ut c0tu0sf lj lj 0g cl0td v]h kl]to]l]utdf kyd, l0tlo xg' xg]v]h]8x?nf0{k/:sf/ lj t/Of ug{ePsf] lyof].

a; 0tk/ l0fsf] dvg dxf] b]v d?lx0l; Dd s]x lbg cl3b]v km]x]d]h] hDdf00{ ; j {fw/0fsf]cfj fudgdf sl7g0f k/0]15 ; f]uLdn]pQm km]x] klg x6fPs]5 . ; ðfsf]; f] ; fdl]hs sfo0f sf7df08f]dxfgu/k]lnsf; :yfglo ; fdl]hs ; ðfy? tyf :j o-; sx?n]; d] ; xofu u/§f lyP .

; f]l0] j l/kl/ >l zfb]h u ulldn]lgoldt ?kdf ; /; km0{ub}cf0{x§f]5 / o; nf0{ eljiodf klg lg/0t/tf lbg]; f]uLdsf ulldk]t ; ðfgl >l rl/qaxfb/ s] /n]atfpg' ePsf]5 .

b0{lbj}Psn =

; fy)bzjelQmk0f{sfo0f nllg pRr xfi}nf / c66 ; fy lbg]; lgsxsf >ldtlx?klt klyfg ; gfklt dxf/yl >l s6jfnncfef/ JoQm ugxb}gkfnl ; gfk hixn]klg zll6tsf]klfdf 5, zll6tsfdl 5 / zll6t g}rxf65 e6g]oyfy{klyg'eof]. gkfnl ; gfk a6a kll8t tyf 3f0t}sf kl/j f/ Pj -afnaRrfsf]elj ioklt klj ; jh6gzln /x3f]/ o; sf nflu sll0f0sf/l oflhgf c6tu0 : jf:Yo, lzlf, h:tf yk}; jfdhs sfo0? ug{kltj 4 /x3f]s/f ; d; j xfn]atfpg'eof].

ljle6g #& j 6f hlhnfsf %) hgf ; lgs Psn dlxf tyf 3f0t]kl/j/x?sf]; xeflutf /x3f]; f]sfo0fndf dfgj clwsf/sfnflu dlxf, Psn dlxf ; dxsl clwlf lnln ykfn]



sfo0fndf ; xeflu dlxf / lj r/ / lj dz{ub}.

; gfn]c0gf]kl/j f/ / JoIQmut lhj gnf0{e6bf /fhonf0{lbPsf]dx]j sf]af/0f rrf]ug0f ; fy) ; /xgf ug0of].

; fy)j xfn]; gfd k] zubf]kl/j f/ e6bf klj bznf0{klyldstf lbgk5{e6g]s/fnf0{dgg u/L ; lgsx? cfknyf]st{oklt kljt a x65g\ w]}sd ; do dfq pglx?n]cfknyf]kl/j f/ ; u lbg lj tfPsf x65g\ ; gfsf]kl/j f/klt]sf]; fxl s/f ug[xf]eg]lj ut !@ j if{a6bsf]; do xf] 0f zll6t ; gfd h6bf xf] yf c6o sf/0fn]; of}; lgsn]cfknyf]hlj g of]bznf]nflu aln r9fPsf x65g\ ; gfsf]kl/j f/n]klj ; fxl s/fnf0{Jo] x/df ptf]g[w]}s/f]alnbf] lbPsf x65g\ sof]hgf 3f0t]c] : ydf c; xfo / lg/lx eP/ aRfg aRllo /x3f]s/f; d; cRf0fpg'eof].

Psn dlxfnklt c0gf]w/f/0f /fVg]qmdf clwlf Yffkfn]>ldfg gePsf]/ kl/j f/n]; Af0f lbg g; s3] dlxfx?nf0; /lffsf]gddf s6]p]rt Jo] : yf ug; ls/x3f] c] : yf g/x3f]atfpgxb}gkfnl ; gfs]s/f ug[x] eg]; gfn]cfknyf]glit cg?k h]hlt ; lj wf / ; xlnotx? lbPsf]5 , Hofb]; /fxglo 5 . ; lj wf / ; xlnot lb6f gkfnl ; gfn]w eLfare Approach e6bf klj Right Based Approach af6 k6fg ug{k6g]; eif] lbg'xb}k6f] sf/l 9wn] ; lawf k6fg ul/Pdf efnl uP/ lj : yf]ktsf kl/j f/nf0{of]7hf]>f] j6g ; S5 e6g]s/fdf b0{dt g/x3f]atfpg'eof].

bznf]nflu Hofg lbPsf / 3f0t]eP/ afr}sf ; gfsf kl/j f/nf0{cem] 9l klyldstf lb0Pdf hf]; S6]0{klj ; gfd uf]sf; fy ; jf ug]p]; fx ylk; S5 . xfdln]; 6b]c]Psf 5f]; gfsf kl/j f/nf0; gfn]dfq}x3f]5 , of]; j ; gfsf]dfq bflot] xfl]s gkfn ; /sf/]klj bflot] xfl] : It ; j ; gfk hlt klj lult klt eP To]gkfn ; /sf/ / gkfnnf0{arfpg j lult klt eP To; y}; gfsf]kl/j f/nf0{klj gkfn ; /sf/n]lhdd]f/l lng' k5{e6g]x]df]df6otf /xl c]Psf]5 .

; f]sfo0fnsf]pb3f6g ; df/f]df w6oj fb 1fkg ugxb}; lgs >ldtl ; 3sl clwlf >ldtl pdf s6jfn]clxn]gkfn c6csf]; dflkt tyf lbuf]zll6t / lj sf; sf] ; e]j gix?sf]alr]df plePsf]5 , of]; do Psftk]gof'gkfn lgd]0f]sf] sfo0f dlxfx?n]c0gf] : yfg ; lglZrt ug] c] ; / x]e6g'xb}j xfn] ljutsf]nfd] / qf; b]k0f{ c6c6f6 ; a}e6bf k]0f ?kdf ; /lff sdx? / tlgf kl/j f/x? k6f]t ePsf]s/f JoQm ug{eof]. o; qmdf gkfnl ; gfk6 dfq]ljle6g bh6f xhf/f]hgfn]j lult klt u/3f 5g\eg]sof]3f0t] tyf ckf' e0{pkrf/s}qmdf /x3f 5g\ o; /l a]lgs /fhosf]tk6f6 hgtf]df]ns clwsf/sf]/lff]y{ st{okfngs]lzn]; nfd cfknyf]hljg ; d; p]; u{ug] tyf to; }qmdf 3f0t]j f ckf' ePsf ; lgsx?sf]plrQ Jo] : yfkg / kg:yf]gf ug]P] +lgsf kl/j f/x?sf]; Af0f]nflu tbf?stf tyf cu| /tf b]v]pg' /fhosf]Pp6f dx]j k0f{bflot] ePsf]; d; atfpg'eof].

; f]sfo0fndf pkl:yt k6v c]tly Pj +c6o lj]zi6 c]tlyx? nufPt ; xeful Psn dlxfx?nf0; d; w6oj fb lbgxb}; j}klf ulDe/ Pj +; jh6gzln ePdf dlxf xs lxt / p]yfgs]sfo0f cem]; km]tf ldn]s]f/ Jotm ug0of].

; f]sfo0fnsf]pb3f6g ; df/f]df dfgglo lzlf /fhod6ql >l df]gl; * /f7f] nufot lg]f]g cfo'tm piff gkfn, dfgglo ; f+ b ci6 /fhonldl z]So, dfgglo ; f+ b zll6t kly6g, gkfnl:yt dfgj clwsf/ pRrfo'tm sfof]osf]k]t]glw lRq n]y] d3l Pj +gkfnl ; gfsf /ylj fb, ; gfgl ; dx tyf ; lgs >ldtl ; 3sf kb]wsf/lx?sf]; d; pkl:ylt /x3f]lyof].

o; u/L pQm sfo0fnsf]c; f/ #) ut]; Dk6g ; dfk; df/f]df anflws] /yl >l cd/ k6tn]/li60 ; /lffsf]uxgtd lhdd]f/l lg] fx ug]qmdf lbj ut xg' ePsf ; xsdx?sf] lbj ut c]fd]sf]lr/zll6tsf]sfdg ug'xb} pxf]x?sf]kl/j f/df x]l6s ; dj h6f k66 ug{eof]. ; fy) pxfn] sfo0fndf ; xeul Psn ; lgs dlxfx?sf]c]fd]j Zj f; , b0 ; sllk tyf P6oj 4 hlj gofkg] lglDt / 3f0t]; xof]fx?sf]; xh hlj gofkg]nflu ; d; z6sdfg lbg'eof].

; lgs k3f c]06t ; fxl; s, c]06t hf]vdk0f{tyf /li60 ; j]fsf] ulx/f]lhdd]f/laf]w ; lxtsf]rgf]lk0f{/li60 ; j]f ePsf]ho:tf]k3f]df ; xeflu xbf xg ; Sg]x/3 hf]vdx?nf0{ tkf0x?h:tf ; fxl; s hljg; ulx?sf]; fy / ; xof]uaf6 dfq st{okyd; d]k6 xg ; b}

gkfnl ; gfsf]kljt 4tf

To]leqsf]k]hft]l6qs k4lt xf]o; sf]nflu gkfnl ; gfn]s; } u klj s6jklg xfn]tdf ; Demf]f ub0g A

pQms/f klyfg ; gfklt dxf/yl ?sdfEb s6jfn]ut c; f/ !^ ut]lg+& alxgl c•f / ; f] afxgl c6t/utsf sh]v]gl / kfn]l:yt ; /lff a3x?sf]:ynut lg/l]0f tyf c]n]f6g ed0fsf qmdf ; sn bh6f]0; af]w ug'bf JoQm ug{ePsf]xf].



klyfg ; gfklt dxf/yl >l ?sdfEb s6jfn g+& afxgl c88f / c6tu0sf ; lgsx?nf0{lgb3g lbgxb}.

pQm e00fsf c] ; /df klyfg ; gfklt dxf/yl >l s6jfn]Toxf]a:tl:yltsf]f]hf hfgs/l ; d; lng6Psf]lyof].

; f]c] ; /df g+& afxgl c•fsf afxglklt ; xfos /yl >l /fh]b]l]f]l tyf c6tu0sf al/i7 clws]x?sf]; d; pkl:ylt /x3f]lyof].

o; u/L klyfg ; gfklt dxf/yl >l ?sdf'b s6jfn ljle6g olg6x?sf]lg/l]0f ug] c0gf ; xsdx?; u e03f6 u/L kl/dsf{a6m] enfs'; f/l ug]qmdf ut c; f/ @ ut]ljz]k/l:yt >l uf]v]gy u0f x3j f= df kl6xbf u0fkl k6v ; gfgl >l /fhj zfx nufot ; sn bh6f] j xfsf]:j fut ug{ePsf]5 .

pQm u0fsf]lg/l]0fsf]qmdf klyfg ; gfklt]h]jfgx?sf]kl/dsf{dfq a6m] ePg /fi6s] d7b08 /x3f]gkfnl ; gfn] b]w]df c]lQg / ; vdf d]lQg gxg]s/fdf hjfgx?nf0; r; ug0of]. ; f]c] ; /df j xfn]h:tf] s]s7lg k/l:yltdf klj pRr xfi]nfsf; fy ; b]em]clatlo axfb/l, ak]bf/l / pRr:t/sf]cgzf; gdf /xl k3f]kljt kljt 4 /xg lgb3g lbg6of]. ; fxl qmdf j xfn]gkfnl hgtfn]gkfnl ; gfn]0{b]v]bf c0gf]lxtsf lglDt cfknyf]:yfkg u/3f] c0gf]; u]7t zIQm ePsf]c]k]l'; /lff ePsf]dx; ; ug; s]dfq gkfnl ; gfsf]c]f]To / ; fy6tf /x65 e6g' xb}gkfnl ; gfn]0{hxf'; s}3/, ufp'; zx/, ahf/ tyf 6]hdf b]v]bf clj Zj f; sf]x0 lj Zj f; sf]j]ftj /0f l; h6f x6k5{e6geof]. ; fy); f]c] ; /df pxfn]u]v gfy u0f kl/j f/nf0{/fi60}lbPsf]lhdd]f/l ; b]em]pRr:t/l0 9wn]; Dk6g ug{k]tj 4 /xg / hgtf]sf]; j]df h66 lgb3g lbg'ePsf]lyof].

dfgj clwsf/ lgb3gfnosf]ult]lj lw

dfgj clwsf/ lgb3gfnon]ut c; f/ @\$ ut]cfknyf]5]f]aif0f k]z u/3f]pkn]odf ljle6g sfo0m]x? ; #fng u/3f]5 . o; qmdf lgb3gfnon]ut ! aif0f u/3f]k]l]t lj j /0f hfgs/l]df llofPsf]5 .

dfgj clwsf/ zfv]sf]kdf v8f ePsf]pQm sfof]o dxfzfvf xb})^# ; fn k]fug @ ut]6 dfgj clwsf/ lgb3gfnodf kl/0f ePsf]lyof]. ; xfos /yls]sdf08df /x3f]pQm lgb3gfnodf @h hgf ljle6g bh6f? sfo{t /x3f 5g\ . o; u/L k]g]x?df dxf; g]l]sf] sdf08df dfgj clwsf/ dxfzfvf / afxgl]df k6v ; g]l]sf]sdf08df dfgj clwsf/ zfvf v8f ePsf]5 .

o; u/L lgb3gfnon]lj ut ! jif0f hu6 c88f, k]gf, lzlfno, k]ti7fg / t]nd s]b]x?df dfgj clwsf/ tyf c6t/f]60 df]g]o sfgg ; D]l6w t]ndx? ; #fng u/3f]lyof]. ljle6g lq/fi60 tyf c6t/f]60 ; 3 ; #yfx?sf]; xof]udf gkfnl ; gfsf clws]x?n]j]h]ot, 06fnl, >ln]f tyf ef/tdf dfgj clwsf/ tyf c6t/f]60 df]g]o sfgg ; D]l6w t]nd xlf; n ug0Psf]5 .

k]0f ldn]5 e6g]cfknyf]df6otf /x3f]/ o:tf]h]l]vd / rgf]lk0f{k3f]df /x3f JoIQm?nf0{ hljg; fyl r6l ; b} st{okyd] k]l; flxt ug]tkf0x?h:tf ; fxl; , k]0f]bfol dlxfx?sf]k3f]f gu/l /xg ; lsb]g e6gxb} anflws] /yl >l k6tn]; f]c] ; /df /fi60]f, /li60tf / ; sn gkfn]sf]; du]lxtsf]nflu k]0f c]xlt lbgxg] To:tf]sfo0f cu| / xgePsf 3f0t] tyf cue0 ePsf ; xsdx ; fylx?sf] b]w, kl/ dsf]x?df ; b} ; ydf /xl si6s/ hljgofkg ug{ ePsf, /fi60]nflu of]ub6g lbg]; a}; Dem]o]llo / aw]0sf k6q xg\ pglx?klt hlt; s}>4f / ; Ddfg u/3f]klg yf]xg]s/f pln]y ug{eof].



; lgs Psn dlxf / 3f0t]kl/j f/sf ; b:ox? cg]zlf; t ?kdf ; u]7t e0{cfknyf ; d:ofx?nf0{phfu/ ub}cfknyf:tf ; d:of k]3fsf nflu kxn ub}c]fpg'ePsf]/ ; f]sfo{ c]06t ; /fxglo ePsf]s/f pln]y ug{eof]. ; fy)pxfn]; lgs >ldtl ; 3 / Psn dlxf ; dxn]o; k3f/sf] sfo0fnsf]c]f]h]gf u/L cem a9l hf]u?s sfo0md tyf /0fg]ltdf k]0fPsf]; xof]k]l]t x]l6s w6oj fb 1fkg ug'xb}; f]sfo0fndf ; dfkg ug{ePsf]lyof].

; Dk]bs M k]f= ; gfgl s3j atf]h]f, ; x-; Dk]bsao Mp=; 3 lg/f]h e08f/L, k]f=; = df]g yk]f, k3fzsm >l ; lgs hg; Dks{lgb3gfnno, >Job]o dxfzfvf, k]f/-k]f/ zfvf, h-l c88f, k]f]m \$@!&#!, db3 M>l ; lgs hg; Dks{lgb3gfnno, >Job]o dxfzfvf, 5f]k]fv]g zfvf .