

**;jf]{Rr cbfnt, ;+o'Qm Ohnf;
;DdfggLo k|wfg GofofwLz >L bdfdf]b/ k|;fb zdf{
dfggLo GofofwLz >L rf]n]Gb| zDz]/ h=a=/f=
cfb]z**

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d'2fM- pTk]if0f, k/dfb]z .

dx]Q/L lhNnf, vo/df/f uf=lj=;=j8f g+=^ 3/ eO{ xfn sf7df8f}+ lhNnf
sf7df8f}+ dxfgu/kflnsf j8f g+= \$ a:g] d's]z/fh sfkm\n] — **lgj]bs** —
—!

ljz4

g]kfn ;/sf/, d]Gqkl/ifb\ k|wfgdGqL tyf d]Gqkl/ifb\sf] sfof{no —
—!

phf{ dGqfno ————— **ljklfL**

dGqL, phf{ dGqfno —————
—————!

g]kfn ljB't k|flws/0f s]Gb|Lo sfof{no —————
—————!

ch'{gs'df/ sfsL{, lgb]{zs, g]kfn ljB't k|flws/0f s]Gb|Lo sfof{no —
—!

g]kfnsf] cGtl/d ;+ljwfg, @)^# sf] wf/f #@, !)&-!_ / !)&-@_ sf]
cfwf/ lnO{ bfo/ x'g cfPsf]df o; cbfntsf] ljz]if Ohnf;n] ;+o'Qm Ohnf;df
k7fpg] cfb]z eO{ k]z x'g cfPsf] k|:t't l/6 lgj]bgsf] ;+llfKt tYo Pj+
cfb]z o; k|sf/ 5M-

phf{ dGqfnoaf6 ldlt @)^*.!.!% df g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb]{zs kbdf k|k"lt{sf] nflu lj1fkg k|sfzg u/]sf]df d ;d]t !% hgf k|lt:kwL{n] efu lnPsf]df clGtd r/0fdf d lgj]bs / /fd]Zj/ ofbj 5gf}6 ePsf lyof}+ . To;dWo] /fd]Zj/ ofbj klxnf] ;jf]{Ts[i6 / d]/f] gfd ;f] kl5sf] ;jf]{Ts[i6df 5gf}6 ePsf] lyof] . t/ @)^*.!.!% sf] lj1fkg tyf ;f] adf]lhdsf sfd sf/afxL /2 ug]{ u/L phf{ dGqfnon] ;"rgf k|sflzt u/]pk/ /fd]Zj/ ofbjn] bfo/ u/]sf])^*-wo-)((\$% sf] l/6 lgj]bgdf phf{ dGqfnon] lj1fkg /2 ug]{ u/L ePsf] lg0f{o pTk]jif0fsf] cfb]zåf/f ab/ eO{ @)^*.!.!% sf] lj1fkg Pj+ @)^*.!.!% sf] cGtj{tf{adf]lhd g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb]{zs kbdf lgo'lQm lbg' egL ;jf]{Rr cbfntaf6 ldlt @)^*.!.!% df cfb]z ePsf] lyof] . ;f] cfb]zkZrft\ /fd]Zj/ ofbj d'Vo pDd]bjf/ / d]/f] gfd j}slNks pDd]bjf/sf] ?kdf phf{ dGqfnoaf6 ldlt @)^*.!.!* df lgo'Qm ul/Psf] lyof] . o;/L lgo'Qm ul/Psf] kbdf g]kfn ljB't k|flws/0f P]g, @)\$! sf] bkmf (-\$_ adf]lhd lgb]{zssf] kbfiwL \$ jif{sf] x'g] t/ To:tf lgb]{zssf] sfo{ ;Dkfbg ;Gtf]ifhgs gePdf h'g;'s} a]nf klg cjsfz lbg ;lsg] Joj:yf 5 .

lgb]{zs kbdf lgo'Qm ePsf /fd]Zj/ ofbj 6«fG;kmd{/ v/Lb k|lqmofdf e|i6frf/ u/]sf] eGg] cf/f]kdf lgh lj?4 d'2f rnL clxn] lgh lgnDjgdf k/L d'2fsf] sf/jfxLdf y'gfdf /x]sf 5g\ . lgh y'gfdf k/]kl5 pQm kbdf lgo'lQm kfpF egL ldlt @)&).%.!% df phf{ dGqfnodf lgj]bg lbPsf]df dnfO{ lgo'Qm gu/L ldlt @)&).%.!^ df sfo{sf/L lgb]{zs jf dxfk]jGwssf] ;j]f, zt{ tyf ;'ljwf;DaGwL l]lgodfjnL, @)^! df u/]sf] bf];|f] ;+zf]wgåf/f l]lgod #! s yk u/L lgb]{zs jf dxfk]jGws kbdf /x]sf] s'g] kbflwsf/L sf/afxLsf] l;nl;nfdf :jtM lgnDjg k/]df To:tf] lgnDjg ;dfKt geP;Dd jf csf]{ kbflwsf/L lgo'lQm eO{ gcfP;Dd g]kfn ;/sf/sf]

/fhkqflít k|yd >]0fLsf] sd{rf/LnfO{ lgb}{zssf] ħkdf sfd sfh ug{sf nflu
g]kfn ;/sf/n] v6fpg ;Sg] u/L u/]sf] Joj:yfaf6 ch'{gs'df/ sfsL{ pQm
k bdf lgo'Qm x'g' ePsf] 5 . of]Uo j}slNks pDd]bjf/ x'Fbfx'Fb} pQm
xsnfO{ jl~rt ug]{ p2]Zosf;fy sfo{sf/L lgb}{zs jf dxfk|jGwssf] ;]jf, zt{
;'ljwf ;DaGwL ljlgodfjnL, @)^! df ldlt @)&).%.!^ df bf]>f] ;+zf]wg
u/L pQm lgodfjnLdf #! s yk u/L lgb}{zs jf dxfk|aGws k bdf /x]sf]
s'g} kbflwsf/L sf/jfxLsf] l;nl;nfdf :jtM lgnDjgdf k/]df To:tf] lgnDjg
;dfKt geP;Dd jf csf]{ kbflwsf/L lgo'lQm eO{ gcfP;Dd g]kfn ;/sf/sf]
/fhkqflít k|yd >]0fLsf] kbflwsf/LnfO{ v6fpg ;lsg] u/L ePsf] Joj:yfaf6
g]kfnsf] cGtl/d ;+ljwfg, @)^# sf] wf/f !@-#_ r !#-!_, !*-!_, !(-!_ áf/f
k|bQ df}lns xs xgg\ x'g'sf] ;fy} ;f] Joj:yf ;+ljwfgsf] pQm wf/fxĥ;Fu
aflemPsf] xF'+bf pQm ;+zf]lwt ljlgod #!s nfO{ g]kfnsf] cGtl/d
;+ljwfg @)^# sf] wf/f !)&-!_ adf]lhd ab/ ul/kfpF ;fy} pQm yk ul/Psf]
ljlgodadf]lhd ch'{gs'df/ sfsL{nfO{ dlGqkl/ibf\af6 ldlt @)&).%.!& df
u/]sf] lgo'lQm tyf phf{ dGqfnon] ldlt @)&).%.!* df lbPsf] kq;d]t
pTk][if0fsf] cfb]záf/f ab/ u/L lgj]bsnfO{ g]kfn ljB't k|flws/0fsf]
sfo{sf/L lgb}{zssf] k bdf lgo'lQm lbg' egL g]kfnsf] cGtl/d ;+ljwfg,
@)^# sf] wf/f !)&-@_ adf]lhd k/dfb]zsf] cfb]z hf/L ul/kfpF eGg]
lgj]bg Joxf]/f .

o;df o; cbfntaf6 ldlt @)&).&.@) df ljlflLx?sf] gfpFdf hf/L
ePsf] sf/0f b]vfp cfb]z .

g]kfn ljB't k|flws/0f P]g, @\$! sf] bkmf !&-!_ adf]lhd g]kfn ljB't
k|flws/0fsf] sfo{ ;~rfngsf] nflu k|zf;sLo clws[tsf] ħkdf dxfk|jGws jf
sfo{sf/L lgb}{zs lgo'Qm ug{ ;Sg] k|fjwfgsf cfwf/df phf{ dGqfnoaf6
ldlt @)^*.%.!* df k|flws/0fsf] sfo{sf/L lgb}{zs k bdf u/]sf] lj1fkgdf

@)^*.!* glthf k|sflzt x'Fbf lgj]bs j}slNks pDd]bjf/ /x]sf lyP . d'Vo pDd]bjf/ /fd]Zj/ ofbjn] lgo'IQm lnPkl5 lgj]bssf] ;f+of]lus clwsf/ sfg"gL¿kdf g} ToxLa]nf lgiqmLo ePsf] lyof] . l/6 g+=)^*-wo-)((\$% sf] l/6 lgj]bs d'Vo pDd]bjf/n] cfkm\gf] xsdf lgj]bg u/]sf] cj:yf x'Fbf ;f] lgj]bgdf k|fKt pkrf/ cGo JolQmnfO{ k|fKt x'g ;Sb}g .

lgb]{zssf] kbdf lgo'Qm ePsf /fd]Zj/ ofbj e|i6frf/ d'2fsf] cf/f]k nflu d'2f sf/jfxLo'Qm cj:yfdf /x]sf] x'Fbf lgh :jtM lgnDjgdf k/]sf] cj:yf xf] kbd'Qm jf kbvfnL ePsf] cj:yf xf]Og . cf/f]lkt s;"/af6 ;kmfO{ kfPdf jf lgnDjg km's'jf ePdf ;f] cjwLsf] ;Dk"0f{ tnjeQf ;lxtsf] ;'ljwf k|bfg ug'{kg]{ x'Fbf lgnDjg k/]sf] cj:yfnfO{ kb l/Qm ePsf] dfGg ldNb}g . k|flws/0fsf] sfo{sf/L lgb]{zs jf dxfk|jGwssf] ;]jf, zt{ tyf ;'ljwf;DaGwL ljlgo]fnL, @)^! sf] ljlgod #&-@_-3_ adf]lhd lgnDjg /x]sf] cjwLe/ kbflwsf/ sfod /xg] ePsf]n] kbflwsf/ sfod /x];Dd To:tf] kbdf csf]{ JolQm lgo'IQm x'g ;Sg] cj:yf 5}g . :jtM lgnDjgdf k/]sf JolQmsf] kbflwsf/ sfod /xg] t/ ;f] kbdf sfd ug{ gkfp]g] x'gfn] g]kfn ;/sf/sf k|yd >]0fLsf] clws[t ch'{gs'df/ sfsL{nfO{ g]kfn ;/sf/n] sfdsfh ug{ v6fPsf] xf] gof lgo'IQm xf]Og . k|flws/0fsf] sfo{sf/L lgb]{zs :jtM lgnDjg ePsf] cj:yfdf k|flws/0fsf] sfo{sf/L lgb]{zssf] sfo{ ug]{ JolQmsf] Joj:yf ug{sf nflu ljlgod #!s yk u/L ;f] kbdf g]kfn ;/sf/sf k|yd >]0fLsf] clws[t v6fpg] ;Sg] u/L Joj:yf ePadf]lhd pQm kbdf dGqLkl/ib\sf] ldlt @)&).%.!& sf] lg0f{ofg';f/ g]kfn ;/sf/sf] /f=k=k|yd >]0fLsf ch'{gs'df/ sfsL{nfO{ k|flws/0fsf] sfo{sf/L lgb]{zssf] kbdf sfdsfh ug{ v6fOPsf] xf] . bf]>f] ;+zf]wgsf] ljlgod #!s= g]kfnsf] cGtl/d ;+ljwfg @)^# ;+Fu gjflemPsf] / hGdbft[P]gsf] s'g k|fjwfg;Fu ljlgod #!s= aFflemPsf] xf] eGg] s'/f lgj]bsn] pNn]v ug{ g;s]af6

lgj]bg vf/]h ul/kfpmF eGg] ;~rfns ;ldlt ljB't k|flws/Of, g]kfn ljB't k|flws/Of s]Gb|Lo sfof{no / sfo{sf/L lgb]{zs ch'{gs'df/ sfsL{sf] ;+o'Qm lnlt hjfkm .

g]kfn ljB't k|flws/Of P]g, @)\$! sf] bkmf !&-!_ df g]kfn ljB't k|flws/Ofsf] sfo{ ;+rfngsf] lgldQ d'Vo k|zf;sLo clws[tsf] ı kdf dxfk|aGws jf sfo{sf/L lgb]{zs lgo'Qm ug{ ;Sg] k|fjwfg /x]sf] 5 . o; bkmfåf/f :yflkt kbdf lgj]bs lgo'Qm ePsf] jf k|rlnt sfg"gadfl]hd pk/f]Qm kbdf lgo'lQm k|fKt ug]{ xsflwsf/ ePsf JolQm xf]Ogg\ . lgj]bsnfO{ pk/f]Qm kbaf6 x6fO{ cGo JolQm lgo'Qm ul/Psf] jf v6fOPsf] klg xf]Og . phf{ dGqfnoaf6 ldlt @)^*.*!% df k|flws/Ofsf] sfo{sf/L lgb]{zssf] kbdf u/]sf] lj1fkgdf ldlt @)^*.*!* df k|sflzt glthfdf lgj]bs j}slNks pDd]bjf/ ePsf] cfwf/df k|:t't lgj]bg bfo/ u/]sf] b]lvG5 . k|:t't lijfbdf ldlt @)^(*.*!* sf] glthfadfl]hd d"Vo pDd]bjf/n] lgo'lQm lnPk15 lgj]bssf] ;f+of]lus clwsf/ sfg"gL?kdf k|efjsf/L geO{ lgiqmLo ePsf] 5 .)^*-wo-)(\$% sf] l/6 lgj]bg oL lgj]bsn] bfo/ u/]sf] gx'Fbf pQm l/6 lgj]bgdf ;j]{Rr cbfntaf6 ldlt @)^(^.*!\$ df ePsf] cfb]zaf6 cGo JolQmnfO{ pkrf/ k|fKt x'g ;Sb}g . ;]jfsf] cGt x'g', OIR5t ?kdf c;lfd x'g', :jtM lgnDjg x'g' km/s cj:yf x'g\ . k|:t't lijfodf :jtM lgnDjg ePsf] cj:yf xf] . pk/.]Qm kbdf kbflwsf/ ePsf] JolQm /fd]Zj/ ofbj lgnDjgdf k/]sf] / ;f] sf/Ofn] kbflwsf/ ePsf] JolQmn] sfd ug{ gkfpg] cj:yf ePsf]n] cGo JolQmnfO{ sfdsfh ug{ v6fpg] lgOf{o ePsf] xf] sfdsfh ug{ v6fpg' / lgo'lQm km/s cj:yf xf] .

k|flws/Ofsf] sfo{sf/L lgb]{zssf] lgo'lQm P]gsf] bkmf !& sf] pkbkmf -!_ sf] k|ltjGwfTds afSof+zadfl]hd g]kfn ;/sf/n] ug{ ;S5 . sfg"gåf/f g]kfn ;/sf/nfO{ lbOPsf] of] clwsf/ cGo k|fjwfgn] s'li7t x'g

g;Sg] k|i6 5 . k|lt:kwf{sf] cfwf/df lgo'lQm ug{sf] nflu sfo{sf/L lgb}{zs
jf dxfk|jGwssf] ;]jf, zt{ tyf ;'ljwf ;DaGwL l|lgodfjnL, @)^! adf]lhd
k|lqmof cjnDjg ug{ ;lsg] Joj:yf ul/Psf] xf] . k|flws/0fsf] sfo{sf/L
lgb}{zs :jtM lgnDjg ePsf] cj:yfdf k|flws/0fsf] sfo{sf/L lgb}{zssf] sfo{
ug}{ JolQmsf] Joj:yf;DaGwL k|fjwfg l|lgodfjnLdf cefj ePsf]n] ;f]sf]
pko'Qm Joj:yfsf] nflu l|lgodfjnLdf bf];|f] ;+zf]wg u/L l|lgod #!s yk
ug]{ sfo{ ul/Psf] sfg"gL k|fjwfgnfO{ cGoyf eGg kfpg] xf]Og .
l|lgodfjnLsf] l|lgod #!s sf] k|fjwfg g]kfnsf] cGtl/d ;+ljwfg, @)^# sf]
s'g} klg wf/f;+Fu gafFlemPsf] x'Fbf l/6 lgj]bg vf/]h ul/kfpFm eGg]
phf{ dGqfnosf dGqL pdfsfGt emf / ;lrj pbo/fh ;fksf]6fsf] Pp6}
Joxf]/fsf] 5'§f 5'§} Inlvt hjfkm .

g]kfn l|B't k|flws/0fsf] sfo{sf/L lgb}{zssf] sfdsfh ug{ v6fpg]
lijfosf] phf{ dGqfnosf] k|:tfj ldt @)&).%.!& df dlGqkl/ib\sf] a)+7sdf
k]z x'Fbf dlGqkl/ib\n] hn tyf phf{ cfof]usf ;x;lrj -k|flj|ws_ >L
ch'{gs'df/ sfsL{nfO{ csf]}{ Joj:yf geP;Ddsf] nflu g]kfn l|B't
k|flws/0fsf] sfo{sf/L lgb}{zssf] ?kdf sfo{ ug{ sfh v6fpg] lg0f{o ePsf]
xf] . 6«fG;km/d/ vl/b ubf{ clgoldttf u/]sf] eGg] lijfosf] ph"/Lsf]
cg';Gwfgsf] l;nl;nfdf g]kfn l|B't k|flws/0fsf] sfo{sf/L lgb}{zs >L
/fd]Zj/ ofbjnfO{ lx/f;tdf lnOPsf] / ldt @)&).%.(df ljz]if cbfntdf
cf/f]kkq ;d]t btf{ ul/Psf] tyf lgh :jtM lgnDjgdf k/]sf] x'Fbf g]kfn l|B't
k|flws/0fsf] sfo{sf/L lgb}{zssf] sfdsfh ug]{ j}slNks Joj:yf ldnfpg
cTofjZos ePsf]n] hn tyf phf{ cfof]usf ;x;lrj -k|flj|ws_ >L ch'{gs'df/
sfsL{nfO{ csf]}{ Joj:yf geP;Ddsf] nflu g]kfn l|B't k|flws/0fsf] sfo{sf/L
lgb}{zssf] ?kdf sfd sfh ug{ v6fpg] lg0f{o ePsf] xf] . g]kfn l|B't
k|flws/0f P]g, @)\$! sf] bkmf #% n] lbPsf] clwsf/ k|of]u u/L sfo{sf/L

lgb]{zs jf dxfk|jGwssf] ;]jf, zt{ tyf ;'ljwf;DaGwL ljlgodfjnL, @)^! nfu' u/]sf] / pQm ljlgodfjnL lgdf{0f ug{ jf ;+zf]wg u/L nfu' ug{ g]kfn ljB't k|flws/0f :jo+ ;lfd /x]sf] 5 . ljlgodfjnLsf] ljlgod #!s df sfo{sf/L lgb]{zs jf dxfk|aGws k|rlnt sfg"gadflhd sf/afxLsf] l;nl;nfdf :jtM lgnDjgdf k/]df To:tf] lgnDjg ;dfKt geP;Dd jf k|rlnt sfg"gadflhd csf]{ sfo{sf/L lgb]{zs jf dxfk|aGws lgo'Qm eO{ gcfP;Ddsf] nflu g]kfn ;/sf/sf] /fhkqflit k|yd >]0fLsf] sd{rf/LnfO{ sfo{sf/L lgb]{zssf] ?kdf sfdsfh ug{sf] nflu v6fO{ k7fOlbg g]kfn ;/sf;/dlf cg'/f]w ug{ ;Sg] Joj:yf ePadflhd csf]{ Joj:yf geP;Ddsf] nflu g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb]{zssf] ?kdf ch'{gs'df/ sfsL{nfO{ sfdsfh ug{ v6fpg] u/L lg0f{o u/]sf] xf] . ch'{gs'df/ sfsL{nfO{ lgo'Qm ul/Psf] geO{ csf]{ Joj:yf geP;Ddsf] nflu sfdsfh ug{ v6fOPsf] ;Dd ePsf]n] o;af6 lgj]bssf] ;+ljwfg jf sfg"gk|bQ clwsf/df cf3ft k'u]sf] dfGg gldNg] ePsf]n] l/6 lgj]bg vf/]h ul/kfpFm eGg] ;d]t Joxf]/fsf] d'Vo ;lrj Innfd0fL kf}8\ofnsf] Inlvt hjfkm .

o;df ljB't k|flws/0fsf sfo{sf/L lgb]{zs lgnDagdf k/]df ;f] ;+:yfsf] k|zf;lgs Pj+ cGo Joj:yfksLo sfo{ ug{sf] nflu g]kfn ;/sf/sf] /fhkqflit k|yd >]0fLsf] clws[tnfO{ sfhdf /fVg ;lsg];Ddsf] Joj:yf u/]sf] b]lvFbf lgj]bsn] bfjL u/]h:tf] g]kfnsf] cGtl/d ;+ljwfg, @)^# sf] wf/f !)&-!_ sf] cj:yf ljBdfg gePaf6 g]kfn ljB't k|flws/0fsf sfo{sf/L lgb]{zs jf dxfk|jGwssf] ;]jf, zt{ / ;'ljwf;DaGwL ljlgodfjnL, @)^! sf] ljlgod #!s= ab/ ug'{ kg]{ cj:yf /x]g . ljB't k|flws/0fsf] sfo{sf/L lgb]{zs kbsf] cfk"m j}slNks pDd]bjf/ ePsf]n] ;f] kbdf lgo'lQm x'g'kg]{ eGg] ;d]t pNn]v u/L g]kfnsf] cGtl/d ;+ljwfg, @)^# sf] wf/f !)& -@_ cGtu{t ;d]t lgj]bg u/L ljB't k|flws/0fsf] sfo{sf/L lgb]{zs kbdf sfo{ ug{ ch'{gs'df/

sfsL{nfO{ g]kfn ;/sf/n] ldt @)&).%!& df sfhdf v6fPsf] lg0f{osf] ab/
dfu u/L lgj]bg lbPsf] ;d]t b]lv+Fbf o; Ohnf;n] k]:t't lijfodf ;'g'jfO{ ug{
;Sg] cj:yf b]lvPg . t;y{, k]:t't l/6 lgj]bgsf] liz]if Ohnf;sf] nut s\$ f u/L
lgj]bsn] dfu bfjL u/]sf] g]kfn]sf] cGtl/d ;+ljwfg, @)^# sf] wf/f !)& -@_
sf] lijfodf ;'g'jfO{sf] nflu ;DalGwt Ohnf;df lgodfg';f/ k]z ug"{ eGg]
;d]t Joxf]/fsf] o; cbfnt, liz]if Ohnf;af6 ldt @)&).(@% df ePsf] cfb]z

lgodadf]lhd lg0f{o ;'gfpg] k]zL tf/]v tf]sL k]z x'g cfPsf] k]:t't l/6
lgj]bgdf lgj]bs d's]z/fh sf^n]sf] tkm{af6 pkl:yt jl/i7 clwjQmf >L
xl/k];fb pk]tL / clwjQmf >L bfns'df/ v8\sfn] g]kfn ljB't k|flws/0fsf]
sfo{sf/L lgb]{zs kbsf d'Vo pDd]bjf/ /fd]Zj/ ofbj;Fu ldt @)&).!!@ df
sfo{;Dkfbg ;Demf}tf eO{ ;f]xL ldtb]lv xflh/ eO{ sfo{ u/L cfPsf]df lgh
/fd]Zj/ ofbj ldt @)&).%(df lgnDjg eO{ sfd ug{ gkfPsf] cj:yfdf ;f]xL
ldtaf6 j}slNks pDd]bjf/ d's]z/fh sf^n]sf] xs >[hgf ePsf] 5 . g]kfn ljB't
k|flws/0fsf] sfo{sf/L lgb]{zssf] d'Vo pDd]bjf/ /fd]Zj/ ofbj lgnDjg eO{
vfnL /x]sf] kbdf j}slNks pDd]bjf/ lgj]bs d's]z/fh sf^n]nfO{ lgo'IQm
lbg'kg]{df ch'{gaxfb'/ sfsL{nfO{ pQm kbdf sfhdf v6fpg] u/L
dlGqkl/ibf\af6 ePsf] ldt @)&).%!& sf] lg0f{o pTk]jif0fsf] cfb]zåf/
ab/ u/L pQm kbdf lgj]bsnfO{ lgo'IQm lbg' egL lklfLx?sf] gfpFdf
k/dfb]zsf] cfb]z hf/L ul/of];\ eGg] ;d]t Joxf]/fsf] ax; ug'{sf] ;fy} lgj]bs
clwjQmf >L bfns'df/ v8\sfn] ;f]xL Joxf]/fsf] lnlt ax;gf]6 ;d]t k]z
ug'{eof] .

lklfL g]kfn ;/sf/, dlGqkl/ibf\, k|wfgdGqL tyf dlGqkl/ibf]sf]
sfof{no ;d]tsf] tkm{af6 pkl:yt gfoj dxfGofoflwjQmf >L /fhgf/fo0f
kf7s Pj+ pk-GofoflwjQmf >L ;"o{/fh bxfnn] g]kfn ljB't k|flws/0fsf]

sfo{sf/L lgb}{zs jf dxfkjGwssf] ;j]f, zt{ / ;'ljwf ;DaGwL ljlgodfjnL, @)^! df bf];|f] ;+zf]wgåf/f @)&).%.!^ df ljlgod, #!s= yk u/L To:tf] kbdf g]kfn ;/sf/sf] k|yd >]0fLsf] sfd{rf/L v6fpg] u/L ePsf] Joj:yf ;+ljwfg;Fu aflemPsf] eGg ldn]g egL ljz]if Ohnf;af6 ldlit @)&).(.@% df cfb]z eO;s]sf] 5 . g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb}{zs kbsf] d'Vo pDd]bjf/ /fd]Zj/ ofbjpk/ clVtof/ b'?kof]u cg';Gwfg cfof]uaf6 ei6«frf/sf] cleof]udf ljz]if cbfntdf cleof]ukq bfo/ ePsf]n] lgh ldlit @)&).%.(df lgnDjg ePsf]df lghnfO{ ldlit @)&).!@.@& df cjsfz lbOPsf] 5 . lgnDjg eg]sf] kb vfnL eGg] gx'Fbf j]slNks pDd]bjf/ d's]z/fh sf^n]nfO{ pQm kbdf lgo'lQm lbg sfg"gn] ldn]g . t;y{, k|:t't lgj]bg vf/]h ul/of];\ eGg] Joxf]/fsf] ax; k|:t't ug'{eof] .

plNnlvt ljåfg\ sfg"g Joj;foLx?n] ug'{ ePsf] ax; Pj+ lgj]bs clwjQmfaf6 k]z ePsf] lnlt ax;gf]6 Pj+ ldl;n ;+nUg ;Dk"0f{ sfuhftx?sf] cWoog u/L x]bf{ lgj]bg dfuadf]lhdsf] cfb]z hf/L x'g'kg]{ xf], xf]Og eGg] ;DaGwdf lg0f{o lbg'kg]{ b]lv g cfof] .

lg0f{otkm{ ljr/ ubf{ g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb}{zssf] kbdf kbk"lt{sf] nflu ldlit @)^*.!.% df ePsf] lj1fkgadf]lhd clGtd r/0fdf /fd]Zj/ ofbj klxnf] ;j]{Ts[i6 eO{ lghn] lgo'lQm kfPsf] / cfk"m To;kl5sf] j]slNks pDd]bjf/ ePsf]df d'Vo pDd]bjf/ /fd]Zj/ ofbj e|i6frf/sf] d'2fdf ldlit @)&).%.(df lgnDjgdf k/]sf] x'Fbf pQm kbdf cfkm"nfO{ lgo'lQm ug{'kg]{df ;f] gu/L g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb}{zs jf dxfkjGwssf] ;j]f, zt{ ;'ljwf;DaGwL ljlgodfjnL, @)^! df ldlit @)&).%.!^ df bf];|f] ;+zf]wgåf/f ljlgodfjnL #!s= yk u/L :jtM lgnDjg k/]sf] kbdf g]kfn ;/sf/sf] /fhkqf+lst k|yd >]0fLsf] sd{rf/L v6fpg] ;Sg] k|fjwfg /fv]af6 pQm Joj:yf g]kfnsf] cGtl/d ;+ljwfg, @)^# sf] wf/f !@-

#_r_, !#-!_, !*-!_ / !(-!_ l|kl/t eO{ ;+ljwfg;+Fu afFlemPsf] x'gfn] afFlemPsf] xb;Dd ab/ u/L l|dt @)^*.*.!% sf] lj1fkgcg';f/ l|dt @)^*.*.!* df k|sflzt ePsf] glthfadf]lhd j}slNks pDd]bjf/ lgj]bsnfO{ g]kfn ljB't k|flws/0fsf] lgb]{zssf] kbdf lgo'lQm lbg' kg]{df g]kfn ;/sf/sf] ;x-;lrj kbdf sfo{/t ch'{gaxfb'/ sfsL{nfO{ sfhdf v6fpg] u/L g]kfn ;/sf/, d|Gqkl/ifb\af6 ePsf] l|dt @)&).%.* sf] lg0f{o Pj+ phf{ dGqfnosf] l|dt @)&).%.* sf] kq ;d]t pTk|]if0fsf] cfb]zåf/f ab/ u/L lgj]bsnfO{ ljB't k|flws/0fsf] sfo{sf/L lgb]{zssf] kbdf lgo'lQm lbg' egL l|klfLx?sf] gfpFdf k/dfb]zsf] cfb]z ;d]t hf/L ul/kfpFm eGg] d'Vo lgj]bg dfu bfjL /x]sf] b]lvG5 .

ljB't k|flws/0fsf] lgb]{zs kbdf lgo'lQm kfPsf /fd]Zj/ ofbj e|i6frf/ d'2fdf :jtM lgnDjgdf k/]sf] / g]kfn ljB't k|flws/0f sd{rf/L ;]jf l|lgodfjnL, @)^@ sf] l|lgod #& -@_-3_ adf]lhd lgnDjg /x]sf] cjwLe/ To:tf] JolQmsf] kbflwsf/ sfod /xg] eGg] sfg"gL Joj:yf ePsf]n] To:tf] kbdf csf]{ JolQmnfO{ lgo'lQm ug{ g;lsg] x'Fbf To:tf] kbdf sfdsfh ug{sf] nflu g]kfn ;/sf/sf] /fhkqf+lst k|yd >]0fLsf] sd{rf/L v6fpg ;lsg] u/L k|flws/0fsf] sfo{sf/L lgb]{zs jf dxfk|jGwssf] ;]jf, zt{ tyf ;'ljwf;DaGwL l|lgodfjnL, @)^! l|dt @)&)%.*!^ df bf]>f] ;+zf]wgåf/f #!s= yk u/L pQm kbdf g]kfn ;/sf/sf /fhkqtf+lst k|yd >]0fLsf ch'{gs'df/ sfsL{nfO{ v6fOPsf];Dd xf] . lghnfO{ ljB't k|flws/0fsf] sfo{sf/L lgb]{zs kbdf lgo'lQm u/]sf] xf]Og . d'Vo pDd]bjf/nfO{ lgo'lQm ul/Psf] kbdf lgh kbd'Qm geP;Dd j}slNks pDd]bjf/nfO{ lgo'lQm ug{ g;lsg] x'Fbf k|:t't lgj]bg vf/]h u/L kfpF eGg] l|klfLx?sf] ln|vt hjfkm /x]sf] kfOG5 .

g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb]{zs jf dxfk|jGwssf] ;]jf, zt{ / ;'ljwf;DaGwL l|lgodfjnL, @)^! df l|dt @)&).%.*!^ df ;+zf]wg u/L lgod

#!s= yk u/L sfo{sf/L lgb}{zs lgnDjgdf k/]sf] cj|w;Dd To:tf] kbdf
sfdsfh ug{sf nflu g]kfn ;/sf/sf] /fhkqtf+lst k|yd >]0fLsf] clws[tnfO{
v6fpg ;lsg] u/L ePsf] Joj:yf g]kfn]sf] ;+ljwfg, @)^# sf] wf/f !@-#_-
r_, !#-!_, !*!_ / !(-!_ ;Fu aflemPsf]n] ;f] xb;Dd ab/ u/L kfpF egL
lgj]bsn] lbPsf] lgj]bg ;+ljwfg;Fu aflemPsf] gb]lvFbf g]kfn]sf] cGtl/d
;+ljwfg, @)^# sf] wf/f !)&-!_ adf]lhd k|:t't ljifodf ;'g'jfO{ ug{ ;Sg] cj:yf
b]lvG cfPg . t;y{, k|:t't l/6 lgj]bssf] ljz]if Ohnf;sf] nut s\$ u/L lgj]bsn]
bfjL u/]sf] g]kfn]sf] cGtl/d ;+ljwfg, @)^# sf] wf/f !)&-@_ sf] ljifodf
;'g'jfO{sf] nflu ;DalGwt Ohnf;df k]z ug'{ egL o; cbfntsf] ljz]if
Ohnf;af6 ldt @)&).(@% df cfb]z ePaf6 k|:t't lgj]bgdf ljB't
k|flws/0fsf] sfo{sf/L lgb}{zssf] kbdf lgj]bs d's]z/fh sf^n] j}slNks
pDd]bjf/ x'Fbf x'Fb} ;f] kbdf ch'{gaxfb'/ sfsL{nfO{ g]kfn ;/sf/,
dlGqkl/ib\sf] ldt @)&).%.!& sf] lg0f{ocg';f/ sfhdf v6fpg] u/L ePsf]
lg0f{o ab/ u/L ljB't k|flws/0fsf] sfo{sf/L lgb}{zs kbdf lgj]bs d's]z/fh
sf^n]nfO{ lgo'lQm lbg' egL lklfLx?sf] gfpFdf k/dfb]zsf] cfb]z hf/L
ug'{kg]{ xf], xf]Og eGg] ljifodf o; Ohnf;n] lg0f{o lbg'kg]{ b]lvG cfof]
.

g]kfn ljB't k|flws/0fsf] l/Qm sfo{sf/L lgb}{zs kbdf g]kfn ;/sf/,
dlGqkl/ib\sf] lg0f{oadf]lhd g]kfn ljB't k|flws/0f P]g, @)\$! sf] bkmf
!&-!_ sf] k|of]hgsf] nflu v'nf k|lt:kwf{Tds k|ltof]lutfåf/f pQm P]gsf]
bkmf (sf] pkbkmf \$ adf]lhd a9Ldf rf/ jif{sf nflu k|k"lt{ ul/g] ePsf]n]
Go"gtd\ of]Uotf k'u]sf g]kfnL gful/saf6 g]kfn ljB't k|flws/0fsf] ;'wf/sf]
nflu cfk"mn] ug]{ sfo{of]hgf ;lxtsf] /f0fgLlts k|:tfj -Strategic Reform
Proposal_ dGqfnodf k]z ug'{ u/L g]kfn ;/sf/, phf{ dGqfnoaf6 ldt
@)^*.!.!% df ;"rgf k|sflzt ePsf] b]lvG5 .

plNnlvt ;"rgf adf]lhd !% hgf pDd]bjf/x?n] cfj]bg lbPsf]df g]kfn
ljB't k|flws/Of sfo{sf/L lgb}{zs d"Noflg ;ldltåf/f pDd]bjf/sf] z}lfs
of]Uotf tyf cg'ej, k|:tfj d"Noflg, k|:t'tLs/Of cWoog Pj+ d"Noflg u/L
cGtj{tf{sf] nflu pQds'df/ >]i7, d's]z/fh sfgm\n], /fd]Zj/ ofbj;d]t tLg
hgf 5gf}6 ePsf]df ldlt @)^*.(.@(df lnOPsf] cGt{jftf{ ;d]taf6 g]kfn
ljB't k|flws/Ofsf] sfo{sf/L lgb}{zs kbdf /fd]Zj/ ofbj d'Vo pDd]bjf/ /
d's]z/fh sf^n] j}slNks pDd]bjf/sf] ?kdf g]kfn ljB't k|flws/Of sfo{sf/L
lgb}{zs d"Noflg ;ldltaf6 ldlt @)^*.(.@(df l;kmfl/; ul/Psf] kfOG5 .
pQm l;kmfl/z adf]lhd g]kfn ;/sf/, d]Gqkl/ib\sf] ldlt @)^*(.*.!(sf]
lgOf{ofg';f/ /fd]Zj/ ofbjnfO{ a9Ldf rf/ jif{sf] nflu g]kfn ljB't k|flws/Ofsf]
sfo{sf/L lgb}{zs kbdf lgo'lQm ul/Psf] ldl;n ;+nUg ldlt @)^*(.*.@\$ sf]
kqaf6 b]lvG cfpF5 . pQm kqdf /fd]Zj/ ofbj / phf{ dGqfnoaLr sfo{
;Dkfbgdf cfwfl/t ;Demf}tf lgo'lQmsf] cleGg c+u x'g] Pj+
sfo{;Dkfbgdf cfwfl/t ;Demf}tfsf] cg'udg phf{ dGqfnoaf6 ug]{ eGg]
zt{ ;d]t pNn]v ePsf] b]lvG5 .

tTkZrft\ g]kfn ;/sf/, phf{ dGqfno / g]kfn ljB't k|flws/Ofsf sfo{sf/L
lgb}{zs /fd]Zj/ ofbjaLr ;g\ @)!# clk|n @% tb\g';f/ lj=;+=@)&).!!@
df sfo{;Dkfbg ;Demf}tf -Performance Agreement_ ;DkGg eO{ ;f]xL
ldltaf6 /fd]Zj/ ofbjn] g]kfn ljB't k|flws/Ofdf lgb}{zssf] ?kdf sfo{ u/L
cfPsf]df /fd]Zj/ ofbj g]kfn ljB't k|flws/Ofdf dxfk]jGws eO{ sfo{ ubf{sf]
;dodf 6«fG;kmd{/ v/Lb ;DaGwdf e|i6frf/ u/]sf] cleof]udf clVtof/
b'?kof]u cg';GWffg cfof]uaf6 ldlt @)&).%.(df ljz]if cbfntdf cf/f]kkq
btf{ u/fPsf]n] clVtof/ b'?kof]u cg';Gwfg cfof]u P]g, @)\$* sf] bkmf
!& cg';f/ ;fj{hlgs kb wf/Of u/]sf] JoIQm d'2fsf] lsgf/f geP;Ddsf]
cjlwe/ ;jtM lgnDjgdf /xg] sfg"gL Joj:yf cg';f/ g]kfn ljB't k|flws/Ofsf]

sfo{sf/L lgb}{zs /fd]Zj/ ofbj ldl @)&).%.(b]lv :jtM lgnDjgdf k/]sf] kfOG5 .

/fd]Zj/ ofbj / phf{ dGqfnoaLr ldl @)&).!!@ df ePsf] sfo{;Dkfbg ;+emf}tf -Perfomance Agreement_ df sfo{sf/L lgb}{zssf] sfo{;Dkfbgsf] ^ dlxgdf k"Of{ d"Nofíg x'g] / sfo{;Dkfbg ;Gtf]ifhgs gkfOPdf csf]{ Ps 5 dlxgf cjlwdf ;'wf/ ug]{ cj;/ lbOg]5 . sfo{;Dkfbg:t/df k'gM ;'wf/ x'g g;s]df lghnfO{ tTsfm cjsfz lbOg]5 eGg] zt{ pNn]v ePsf] b]lvG5 . g]kfn l]B't k|flws/0fsf] sfo{sf/L lgb}{zssf] kbdf lgo'lQm ePsf /fd]Zj/ ofbjnfO{ e|i6frf/sf] s;"/df cleof]u btf{ eO{ lgh ldl @)&).%.(af6 :jtM lgnDjgdf k/]af6 /fd]Zj/ ofbj / phf{ dGqfnoaLr ldl @)&).!!@ df ePsf] pNn]lvt sfo{;Dkfbg ;+emf}tfadf]lhdsf] sfo{ lgh /fd]Zj/ ofbjaf6 k"/f x'g ;s]sf] cj:yf b]lvFb}g .

g]kfn l]B't k|flws/0f P]g, @)\$! sf] bkmf #% n] lbPsf] clwsf/ k|of]u u/L g]kfn l]B't k|flws/0fsf] ;+rfns ;ldltsf] ldl @)&).%.!^ ut] a;]sf] ^^@ cf}+ a}7saf6 æsfo{sf/L lgb}{zs jf dxfk|jGwssf] ;]jfsf] zt{ tyf ;'ljwf;DaGwL l]lgodfjnL, @)^!Æ df lgDgadf]lhd l]lgod #!s= yk ug]{ u/L lg0f{o ePsf] b]lvG5 .

æ#!s= sfo{sf/L lgb}{zs jf dxfk|jGws ;DaGwL l]z]if Joj:yf M o; l]lgodfjnLdf cGoq h'g;'s} s'/f n]lvPsf] eP tfklg sfo{sf/L lgb}{zs jf dxfk|jGws k|rlnt sfg"gadf]lhsf] sf/afxLsf] l;n]nfd] :jtM lgnDjgdf k/]df To:tf] lgnDjg ;dfKt geP;Dd jf k|rlnt sfg"gadf]lhd csf]{ sfo{sf/L lgb}{zs jf dxfk|jGws lgo'lQm eO{ gcfP;Dd g]kfn ;/sf/sf] /fhkqflít k|yd >]0fLsf] sd{rf/LnfO{

sfo{sf/L lgb}{zssf] ?kdf sfdsfh ug{sf] nflu v6fO{ k7fO{ lbg ;ldltn] g]kfn ;/sf/;dlf cg'/f]w ug{ ;Sg]5 .Æ

tTkZrft\ g]kfn ;/sf/, dlGqkl/ib\sf] ldltn @)&).%.!& sf] lg0f{ocg';f/ hn tyf phf{ cfof]usf ;x-;lrj ch'{gs'df/ sfsL{nfO{ csf]{ Joj:yf geP;Ddsf] nflu g]kfn ljb't k|flws/0fsf] sfo{sf/L lgb}{zssf] sfdsfh ug]{ u/L v6fOPsf] ldl;n ;+nUg ldltn @)&).%.* sf] kqaf6 b]lvG5 . ljb't 6«fG;km{d/ v/Lb k|s[ofdf clgoldttf u/L e|i6frf/ u/]sf] s;"/df clVtof/ b'?kof]u cg';Gwfg cfof]uaf6 ljz]if cbfntdf d'2f bfo/ eO{ lgnDjgdf /x]sf g]kfn ljb't k|flws/0fsf sfo{sf/L lgb}{zs /fd]Zj/ ofbj / g]kfn ;/sf/, phf{ dGqfnoaLr @)&).!!@ df ePsf] sfo{;Dkfbg ;Demf}tf cg';f/sf] bfloTj k"/f gePsf] / g]kfn ljb't k|flws/0fsf] b}lgs sfdsfhdf afwf k/]sf]n] g]kfn ;/sf/ -dfggLo dGqL:t/_ sf] ldltn @)&).!@.\$ sf] lg0f{ocg';f/ & lbgleq ;kmfO{ k]z ug'{ egL /fd]Zj/ ofbjnfO{ g]kfn ;/sf/, phf{ dGqfnosf] ldltn @)&).!@.% sf] kqaf6 /f :kli6s/0f dfu u/]sf] kfOG5

/fd]Zj/ ofbjn] ldltn @)&).!@.!) df k]z u/]sf] :kli6s/0f lrQ a'%bf] gePsf]n] g]kfn ;/sf/ -dfggLo dlGq:t/_ sf] ldltn @)&).!@.@! sf] lg0f{ocg';f/ g]kfn ;/sf/, phf{ dGqfno / g]kfn ljb't k|flws/0fsf tTsfnlG sfo{sf/L lgb}{zs /fd]Zj/ ofbjnLr ;g @)!# clk|n @% tb\g';f/ lj=;+=@)&).!!@ ut] ;DkGg sfo{;Dkfbg ;Demf}tf e+u u/L ;f]sf] ;"rgf /fd]Zj/ ofbjnfO{ lbPsf] phf{ dGqfnosf] ldl;n ;+nUg ldltn @)&).!@.@\$ sf] kqaf6 b]lvG5 . tTkZrft\ g]kfn ;/sf/, dlGqkl/ib\sf] ldltn @)&).!@.@& sf] lg0f{o cg';f/ g]kfn ljb't k|flws/0fsf] sfo{sf/L lgb}{zs kbaf6 /fd]Zj/ ofbjnfO{ cjsfz lbOPsf] k|df0f ldl;n ;+nUg g]kfn ;/sf/, phf{ dGqfnosf] ldltn @)&).!@.\$ sf] kqaf6 b]lvG cfpF5 .

g]kfn ;/sf/, dIGqkl/ifb\sf] ldt @)&).%!.& sf] lgOf{ocg';/f/ g]kfn
ljB't k|flws/0fsf] sfo{sf/L lgb}{zssf] sfdsh ug]{ u/L v6fOPsf hn tyf
phf{ cfof]usf ;x-;lrj ch"[{gs'df/ sfsL{nfO{ g]kfn ;/sf/, dIGqkl/ifb\sf]
ldt @)&!.#.@ sf] lgOf{oadf]lhd kbflwsf/ /x]sf] lgsfodf lkmtf{
k7fOPsf] x'Fbf xfn g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb}{zssf] kb
l/Qm /x]sf] cj:yf ;d]t 5 .

g]kfnsf] cGtl/d ;+ljwfg, @)^# sf] wf/f !@^ sf] pkwf/f -^_ cg';/f/
**æs'g} ;fj{hlgs ;+:yfsf] ;]jfsf sd{rf/Lsf] ;]jfsf zt{ ;DaGwL k|rlnt
sfg"g / To:tf] ;]jfsf kbsf] lgo'IQm, a9'jf / ljefuLo sf/afxL ubf{
ckgfp' kg]{ ;fdfGo l;4fGtsf] ljifodf nf]s;]jf cfof]u;Fu To:tf]
;+:yfn] k/fdz{ lng rfx]df nf]s;]jf cfof]un] k/fdz{ lbg ;Sg]5Æ
eGg] ;+j}wflgs Joj:yf /x]sf] kfOG5 . To;}u/L ;f]xL pkwf/fsf]
:kli6s/0fdf æo; wf/fsf] k|of]hgsf nflu æ;fj{hlgs ;+:yfÆ eGgfn]
krf; k|ltzt jf ;f]eGbf a9L z]o/ jf hfoh]yfdf g]kfn ;/sf/sf] :jfldTj jf
lgoGq0f ePsf] ;+ul7t ;+:yfnfO{ hgfp'g]5Æ eGg] pNn]v ePsf] 5 .**

nf]s;]jf cfof]u P]g, @)^^ sf] bkmf @-h_ cg';/f/ æ...;fj{hlgs
;+:yfÚ eGgfn] krf; k|ltzt jf ;f]eGbf a9L z]o/ jf hfoh]yfdf g]kfn
;/sf/sf] :jfldTj jf lgoGq0f ePsf] k|rlnt sfg"gadf]lhd :yflkt ;+ul7t
;+:yf ;+emg'k5{Æ egL kl/efiff ul/Psf] 5 . ;f]lx P]gsf] bkmf @-u_
cg';/f/ æ...;fdfGo l;4fGtÚ eGgfn] ;}lgs ;]jf, ;z:q k|x/L ;]jf jf k|x/L
;]jf jf cGo ;xsf/L ;]jfsf] kbdf lgo'IQm / a9'jf ubf{ jf s'g} ;fj{hlgs
;+:yfsf] ;]jfsf] kbdf lgo'IQm, a9'jf / s'g} sd{rf/LnfO{ ljefluo
sf/afxL ubf{ ckgfp' kg]{ ;fdfGo l;4fGt ;+emg' k5{Æ egL
sfg"gL Joj:yf ul/Psf] kfOG5 .

plNnlvt ;+j}wflgs Pj+ sfg"gL Joj:yf ;d]taf6 g]kfn ljB't k|flws/Of
g]kfn ;/sf/sf] k"Of{ :jfldTjdf /x]sf] ;fj{hlgs ;+:yf eGg]df ljjfb b]lvFb}g .
g]kfn ;/sf/sf] ;du| lghfdtL k|zfg ;+rfngsf] dxTjk"Of{ e"ldsf lgjf{x ug]{
;+j}wflgs c+usf] ?kdf /x]sf] nf]s;]jf cfof]un] cjnDjg ug]{ ;fdfGo l;4fGt
;fj{hlgs ;+:yfsf] kbdf lgo'lQm Pj+ a9'jf ubf{ ;d]t cg'z/Of ug'{kg]{ x'G5

nf]s;]jf cfof]u P]g, @)^^ sf] bkmf #^ n] pDd]bjf/sf]
5gf}6;DaGwL ;Dk"Of{ k|s[of ;DkGg ePkl5 cfof]un] ;a}eGbf a9L
c+s k|fKt ug]{ pDd]bjf/sf] gfd l;kmfl/; u/L of]Uotfqmd cg';f/ clGtd
glthf k|sfzg ug'{sf ;fy} j}slNks pDd]bjf/sf] ;"rL ;d]t k|sfzg ug'{kg]{
Joj:yf u/]sf] 5 . ;f]xL P]gsf] bkmf #& n] lgo'lQmsf] nflu
of]Uotfqmddf l;kmfl/; ePsf] pDd]bjf/sf] lgo'lQm /2 ePdf cfof]un]
of]Uotfqmd cg';f/ j}slNks pDd]bjf/nfO{ lgo'lQmsf] nflu l;kmfl/; ug]{
sfg"gL Joj:yf /x]sf] 5 .

To;u/L g]kfn ljB't k|flws/Of sd{rf/L ;]jf ljlgodfjnL, @)^@ sf]
ljlgod @& sf] k|ltlff ;"rL lzif{scGtu{t **aelgo'lQmsf] nflu**
of]Uotfqmd ;"rL k|sflzt ubf{ l/Qm kbsf] cg'kftdf oyf;Dej kGw|
k|ltzt / sDtLdf b'O{hgf -h'g a9L x'G5_ pDd]bjf/sf] gfd
of]Uotfqmddfg';f/ k|ltlff ;"rLdf k|sfzg ug'{k5{ . o:tf] k|ltlff ;"rL
k|sflzt ul/Psf] ldltn] Ps jif{;Dd dfq sfod /xg]5Æ eGg] sfg"gL
Joj:yf /x]sf] 5 .

plNnlvt sfg"g Pj+ ;fdfGo l;4fGt cg';f/ ;/sf/L lgsfo jf ;fj{hlgs
;+:yfsf] nflu lnOPsf] v'Nnf k|ltof]lutfTds k/Llffdf ;kmn pDd]bjf/x?
dWo]af6 ;a}eGbf a9L c+s k|fKt ug]{ JolQmnfO{ d'Vo pDd]bjf/ /
tf]lsPadf]lhdsf] ;+Vofdf j}slNks pDd]bjf/sf] gfd l;kmfl/; ug]{ ul/G5 .

j}slNks pDd]bjf/sf] gfd l;kmfl/; ug{ eg]sf] d'Vo pDd]bjf/ l;kmfl/;
ePsf] kbdf lghn] lgo'IQm glnPdf, lgo'IQm lnP/ klg k'gM kb l/Qm
ePdf, d'Vo pDd]bjf/ s'g} sfg"gn] cof]Uo ePdf, lghsf] lgo'IQm s'g}
sf/Ofn] /2 ePdf, lghsf] d[To' ePdf jf l;kmfl/; ePsf] kbdf sfd ug{ c;dy{
eO{ lglZrt ;doleq l;kmfl/; ePsf] kb l/Qm x'g cfPsf] cj:yfdf j}slNks
pDd]bjf/nfO{ lgo'IQm u/L kbk"lt{ ug]{ ul/G5 . o;/L j}slNks
pDd]bjf/nfO{ lgo'IQm u/L kbk"lt{ ubf{ ;+:yfdf cfjZos hgzlQm 5gf}6
k|lqmofdf nfUg] ;do tyf vr{sf] art x'g'sf] ;fy} lgo'IQm ug'{kg}{ kbdf
tTsfk k"lt{ eO{ ;+:yfsf] sfd ;'rf? /fVg ;3fp k'¥ofpFb5 . To;}n] d'Vo
pDd]bjf/n] lgo'IQm lnPsf] Ps jif{leq kbk"lt{ ePsf] kb s'g} sf/Ofn]
l/Qm x'g cfPdf j}slNks pDd]bjf/sf] clwsf/ ;[hgf x'g] x'Fbf To:tf] kbdf
j}slNks pDd]bjf/n] bfjL ug{ gkfp] eGg ldNb}g .

g]kfn ;/sf/, phf{ dGqfnoaf6 ldlt @)^*.!.% df k|sflzt ;"rgf cg';f/
g]kfn ljB't k|flws/Ofsf] sfo{sf/L lgb}{zs kb v'nf k|lt:kwf{åf/f k"lt{
ug{sf] nflu lnOPsf] ljleGg r/Ofsf] k/Llffdf ;xefuL eO{ kbk"lt{ ;ldlt]
lgo'IQmsf] nflu l;kmfl/; ul/Psf d'Vo pDd]bjf/ /fd]Zj/ ofbj / j}slNks
pDd]bjf/ d's]z/fh sfkm\n] ePsf]df d'Vo pDd]bjf/ /fd]Zj/ ofbj e|i6frf/sf]
cleof]udf ;jtM lgnDjgdf k/]sf] cj:yfdf j}slNks pDd]bjf/ /x]sf]
cfk"mnfO{ g]kfn ljB't k|flws/Ofsf] sfo{sf/L lgb}{zs kbdf lgo'IQm lbg'
kg]{df g]kfn ljB't k|flws/Ofsf] sfo{sf/L lgb}{zs jf dxfk|jGwssf] ;]jfs]
zt{ tyf ;'ljwf ;DaGwL ljlgodfjnL, @)^! df ldlt @)&).%.!^ df ;+zf]wg
u/L ljlgod #!s= yk ul/Psf] x'Fbf pQm ljlgodfjnLsf] yk Joj:yf g]kfn]sf]
cGtl/d ;+ljwfg, @)^# wf/f !@-#_r_, !#-!_, !*-!_ / !(-!_ ;Fu aflemPsf]
x'Fbf afFlemPsf] xb;Dd ;+ljwfgsf] wf/f !)&-!_ adf]lhd ab/ ul/kfpF
egL lbPsf] lgj]bgsf] ;DaGwdf g]kfn ljB't k|flws/Ofsf] sfo{sf/L lgb}{zs

lgnDjgdf k/]df ;f] ;+:yfsf] k|zf;lgs Pj+ cGo Joj:Yffklso sfo{ ug{sf] nflu g]kfn ;/sf/sf] /fhkqflít k|yd >]0fLsf] clws[tnfO{ sfdsfh ug{ v6fpg ;lsg];Ddsf] Joj:yf u/]sf] b]lvFbf lgj]bsn] bfjL u/] h:tf] g]kfnsf] cGtl/d ;+ljwfg, @)^# sf] wf/f !)&-!_ sf] cj:yf ljBdfg gePaf6 g]kfn ljB't k|flws/0fsf sfo{sf/L lgb]{zs jf dxfk|jGwsf] ;]jf, zt{ / ;'ljwf ;DaGwL ljlgodfjnL, @)^! sf] ljlgod #!s= ab/ ug'{kg]{ cj:yf b]lvf cfPg egL o; cbfntsf] ljz]if Ohnf;af6 ldlt @)&).(@% df cfb]z ePsf] cj:yf ;d]t 5 .

k|:t't d'2fdf lgj]bs d's]z/fh sf^n] g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb]{zs kbsf] cfk"m j}slNks pDd]bjf/ x'Fbf x'Fb} ;f] kbdf hn tyf phf{ cfof]usf ;x-;lrj ch'{s'df/ sfsL{nfO{ g]kfn ;/sf/, dlGqkl/ib\sf] ldlt @)&).%.!& sf] lg0f{o cg';f/ sfdsfh ug{ v6fPsf]n] pQm lg0f{o pTk]jif0fsf] cfb]zåf/f ab/ ul/kfpF egL ldlt @)&).&.!% df k|:t't l/6 lgj]bg lbPsf] kfOG5 . g]kfn ;/sf/, dlGqkl/ib\sf] ldlt @)&).%.!& sf] lg0f{o cg';f/ g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb]{zssf] sfdsfh ug}{ u/L v6fOPsf g]kfn ;/sf/, hn tyf phf{ cfof]usf ;x-;lrj ch'{gs'df/ sfsL{nfO{ g]kfn ;/sf/, dlGqkl/ib\sf] ldlt @)&!.#.@ sf] lg0f{oadf]lhd lghsf] kbflwsf/ /x]sf] lgsfodf lkmtf{ u/L ;s]sf] ldl;n ;+nUg phf{ dGqfnosf] ldlt @)&!.#.% sf] kqaf6 b]lvFbf k|:t't lgj]bgdf g]kfn ;/sf/sf ;x;lrjnfO{ g]kfn ljB't k|flws/0fsf]sfo{sf/L lgb]{zssf] ?kdf sfdsfh ug{ v6fpg] u/L g]kfn ;/sf/, dlGqkl/ib\sf] ldlt @)&).%.!& sf] lg0f{osf] cf}lrTo;d]t ;dfKt ePsf]n] k|:t't lgj]bgsf] /f]xaf6 lgj]bsn] dfu bfjL lnPsf] plNnlvt lg0f{o ab/ ug'{kg]{ cj:yf b]lvf cfPg .

hxfF;Dd g]kfn ljB't k|flws/0fsf sfo{sf/L lgb]{zs kbsf d'Vo pDd]bjf/ /fd]Zj/ ofbj e|i6frf/sf] cleof]udf ljz]if cbfntdf d'2f bfo/ ePaf6 ldlt @)&).%.(ut]af6 :jtM lgnDjgdf /x]sf] x'Fbf l/Qm kbsf j}slNks

pDd]bjf/ d's]z/fh sf`n]nfO{ lgo'lQm lbg' egL k/dfb]zsf] cfb]z hf/L
ul/kfpF eGg] lgj]bg dfusf ;DaGwdf ljr/ ubf{ g]kfn ljb't k|flws/0fsf]
sfo{sf/L lgb}{zs kbdf g]kfn ;/sf/, dlGqkl/ib\sf] ldt @)^(*.!(sf]
lg0f{o cg';f/ /fd]Zj/ ofbjnfO{ a9Ldf rf/ jif{sf] nflu lgo'lQm ul/Psf]
g]kfn ;/sf/, phf{ dGqfnosf] ldt @)^(*.@\$ sf] kqaf6 b]lvG5 . pQm
lgo'lQm kqdf /fd]Zj/ ofbj / g]kfn ;/sf/, phf{ dGqfnoaLr sfo{;Dkfbgdf
cfwfl/t ;+emf}tf lgo'lQmsf] cleGg c+u x'g] Pj+ sfo{;Dkfbgdf cfwfl/t
;+emf}tfsf] cg'udg g]kfn ;/sf/, phf{ dGqfnoaf6 ug]{ eGg] zt{ ;d]t
pNn]v ePsf] b]lvG5 .

g]kfn ;/sf/, phf{ dGqfno / g]kfn ljb't k|flws/0fsf sfo{sf/L lgb}{zs
/fd]Zj/ ofbjaLr ;g\ @% clk|n @)!# tb\g';f/ lj=;+=@)&).!!@ df
sfo{;Dkfbg ;+emf}tf -Perfomance Agreement_ ;DkGg ePsf] kfOG5 .
pQm sfo{;Dkfbg ;+emf}tfdp plNnlvt sfo{;Dkfbg ;+emf}tfadf]lhd
q]df]s ?kdf sfo{;Dkfbg d"Noflg ul/g'sf] ;fy} sfo{;Dkfbgsf] ^ dlxgdf
k"0f{ d"Noflg ul/g] / sfo{;Dkfbg ;Gtf]ifhgs gkfOPdf csf]{ Ps ^ dlxgf
cjlwdf ;'wf/ ug]{ cj;/ lbOg] Pj+ sfo{;Dkfbg :t/df k'gM ;'wf/ x'g g;s]df
lghnfO{ tTsfn cjsfz lbg], o;/L cjsfz lbg' k"}{ lghnfO{ ;kmfO{ k]z ug]{
cj;/ ;d]t k|bfg ul/g] eGg] ;d]tsf] zt{ pNn]v ePsf] b]lvG5 .

plNnlvt ;+emf}tf ;DkGg u/L /fd]Zj/ ofbj g]kfn ljb't k|flws/0fsf]
sfo{sf/L lgb}{zssf] ?kdf sfo{ u/L cfPsf]df lgh dxfk]jGws kbdf sfo{/t
/x]sf] cj:yfdf ljb't 6fG;kmd{/ v/Lb k|s[ofdf clgoldttf u/L e|i6frf/ u/]sf]
s;"/df ljz]if cbfntdf d'2f bfo/ eO{ /fd]Zj/ ofbj ldt @)&).%.(ut]b]lv
:jtM lgnDjgdf k/]sf] x'Fbf g]kfn ;/sf/, dlGqkl/ib\sf] ldt @)&).!@.@&
sf] lg0f{o cg';f/ lgh /fd]Zj/ ofbjnfO{ g]kfn ljb't k|flws/0fsf] sfo{sf/L
lgb}{zs kbaf6 cjsfz lbOPsf] ldl;n ;+nUg g]kfn ;/sf/, phf{ dGqfnosf]

ldlt @)&!.\$ sf] kqaf6 b]lvG5 . t/ /fd]Zj/ ofbj e|i6frf/sf] s;"/df ljz]if
cbfntdf ldlt @)&).%.(df d'2f bfo/ eO{ ;f]xL ldltb]lv :jtM lgnDjgdf k/L
y'gdf /x]sf]n] g]kfn ;/sf/, phf{ dGqfno / /fd]Zj/ ofbjaLr ldlt
@)&).!!@ df ;DkGg sfo{;Dkfbg ;+emf}tf cg';f/sf] zt{ lghn] k"/f ug{
;s]sf] jf lghsf] sfo{;Dkfbg d"Nofíg x'g ;s]sf] cj:yf b]lvFb}g . cyf{t\
g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb}{zssf] kbdf /xL sfo{;Dkfbg
u/]sf]df plNnlvt zt{ cg';f/ q}df];s ?kdf / k|To]s ^ dlxgdf lghn] u/]sf]
sfdsf] d"Nofíg x'g ;s]sf] b]lvFb}}g .

o;/L /fd]Zj/ ofbjn] sfo{;Dkfbg ;+emf}tfadf]lhdsf] zt{ Pj+ bfloTj
k"/f ug{ g;s]sf] cj:yfdf g]kfn ;/sf/, phf{ dGqfno / /fd]Zj/ ofbjaLr ldlt
@)&).!!@ df ePsf] sfo{;Dkfbg ;+emf}tfsf] kl5Nnf] ^ dlxgfkZrft\
lgh /fd]Zj/ ofbj g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb}{zssf] kbdf axfn
/lx/x]sf] eGg ldNg] cj:yf b]lvFb}g .

g]kfn ;/sf/, phf{ dGqfnoaf6 ldlt @)^*.!.!% df k|sflzt ;"rgf cg';f/
g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb}{zs kbsf] nflu lnOPsf] v'nf
k|lt:kwf{Tds k/Llffdf /fd]Zj/ ofbj d'Vo pDd]bjf/ / oL lgj]bs d's]z/fh
sf^n] j}slNks pDd]bjf/sf] ?kdf l;kmfl/; ePsf]df ljfb b]lvFb}g . g]kfn
ljB't k|flws/0fsf] sfo{sf/L lgb}{zs kbsf d'Vo pDd]bjf/ /fd]Zj/ ofbj
e|i6frf/sf] s;"/df ldlt @)&).%.(df lgnDjgdf k/]sf] sf/0faf6 g]kfn ;/sf/
phf{ dGqfno / /fd]Zj/ ofbjaLr ldlt @)&).!!@ df ;DkGg sfo{;Dkfbg
;+emf}tfadf]lhd q}df];s tyf kl5Nnf] ^ dlxgfsf] sfo{;Dkfbg d"Nofíg x'g
g;s]sf] cj:yfdf /fd]Zj/ ofbj g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb}{zs kbdf
axfn /xL /x]sf] eGg gldNg] x'Fbf j}slNks pDd]bjf/sf] ?kdf l;kmfl/;
ePsf oL lgj]bs d's]z/fh sf^n]nfO{ l/Qm /x]sf] sfo{sf/L lgb}{zs kbdf
tTsf]n lgo'lQm lbg'kg]{df g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb}{zs jf

dxfk|jGwssf] ;]jfsf] zt{ tyf ;'ljwf ;DaGwL ljlgoijnL, @)^! df ldlt @)&).%.!^ df ;+zf]wg u/L g]kfn ;/sf/sf] ;x-;lrj ch"{gs'df/ sfsL{nfO{ g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb]{zssf] kbdf sfdsfh ug{ v6fpg] u/L dlGqkl/ifb\af6 ePsf] ldlt @)&).%.!& sf] lg0f{o ab\lgotk"0f{ /x]sf] b]lvG5 .

g]kfn ;/sf/sf] k"0f{ :jfldTjdf /xL hgtfsf] k|Tolf ;/f]sf/ ePsf] ljh'nL pTkfbg, k|;f/0f tyf ljt/0f sfo{df ;+nUg ;fj{hlgs ;+:yfsf] ?kdf :yflkt g]kfn ljB't k|flws/0fsf] k|d'v sfo{sf/L lgb]{zs h:tf] dxTjk"0f{ Pj+ lhDd]jf/L /x]sf] kb nfdf] ;do;Dd l/Qm /xg' :jo+ ;+:yf / hgtfsf] lxtdf ;d]t x'Fb}g . To;}n] g]kfn ljB't k|flws/0f k|k"lt{ ;ldlt] lglZrt dfkb08 tf]sL lnOPsf] v'nf k|lt:kwf{Tds k|ltof]lutfTds k/Llffdf j}slNks pDd]bjf/sf] ?kdf l;kmfl/; ul/Psf lgj]bs d's]z/fh sf^n]nfO{ g]kfn ljB't k|flws/0fsf] l/Qm /x]sf] sfo{sf/L lgb]{zs kbdf lgo'lQm lbFbf plNnlvt sfg"g Pj+ ;fj{hlgs Joj:yfkgsf] ;fdfGo l;4fGt cg's"n x'g'sf] ;fy} g]kfn ljB't k|flws/0fsf] lgb]{zs kbsf] 5gf}6 k|lqmofdf nfUg] ;do Pj+ vr{sf] ;d]t art eO{ pQm ;+:yfsf] Joj:yfkg ;'rf? ?kdf ;~rfng eO{ ;j{;fwf/0f hgtfnfO{ cTofjZos ;]jf ;'ljwf k|bfg ug{ ;xh x'g hfG5 .

t;y{, plNnlvt cfwf/, sf/0f ;d]taf6 g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb]{zs kbsf d'Vo pDd]bjf/ /fd]Zj/ ofbjnfO{ g]kfn ;/sf/, dlGqkl/ifb\sf] ldlt @)ε(.*.!(sf] lg0f{ofg';f/ lgo'lQm u/L g]kfn ;/sf/, phf{ dGqfno / /fd]Zj/ ofbjaLr @)&).!!!@ df sfo{;Dkfbg ;+emf}tf ePsf]df /fd]Zj/ ofbj pk/ e|i6frf/sf] s;"/df ljz]if cbfntdf ldlt @)&).%. (df d'2f bfo/ eO{ ;f]xL ldltaf6 lgh :jtM lgnDjgdf k/]sf]n] plNnlvt sfo{;Dkfbg ;+emf}tfadf]lhd q}df]s tyf kl5Nnf] ^ dlxgfsf] sfo{;Dkfbg d"Noflg x'g g;sL l/Qm x'g cfPsf] g]kfn ljB't k|flws/0fsf] sfo{sf/L lgb]{zs kbdf j}slNks

pDd]bjf/sf] ?kdf l;kmfl/; ePsf lgj]bs d's]z/fh sf^n]nfO{ tTsfm lgo'lQm
lbO{ sfdsfh ug{ nufpg' egL ljkLfLx?sf] gfpFdf k/dfb]zsf] cfb]z hf/L
x'g] 7x5{ . cfb]zsf] hfgsf/L dxfgoflwfjQmfsf] sfof{no dfkm{t\
ljkLfLx?nfO{ lbO{ bfo/Lsf] nut s\$ f u/L ldl;n lgodfg';f/ u/L lbg' .

pQm /fodf d ;xdt 5' .
GofofwLz

k|wfg GofofwLz

Ohnf; clws[t M xl/ sf]O/fnf
sDKo"6/ M cld//Tg dxh{g
Olt ;Djt\ @)&! ;fn >fj0f dlxgf !\$ ut] /f]h \$ z'ed_____
