

clbogsf]; f/fz

; /sf/l lgsfox?af6 ; Dkfbg ul/g]sfox(?sf]sfoffj ogsf]r/0fb]vg}cgludg ub{
; fj hlgS ; DklQsf]pkofu sxflsg, slt / s; /L ePsf]5 eG]s/fdf kf/blz{f
Nof0{hgtfnf0{; ; lrt ug]p2zo cg?k ; fj hlgS vr{cgludg sfo\$]yfngl
ul/Psf]xf]. o; }; Gbedf o; clbogdf ahø tyf sfoqmd thøf, ahø lgsf; f /
:jf:Yotkm\$]cf]fwl cfl't{Joj:yf tyf kfylds :jf:Yo ;]f s]bx?sf]cgludgsf]
kl'tjbg k|tt ul/Psf]5 . o; clbogsf p2zox?df sfoqmd tyf ahø vr{ug]
clVtof/L sfoqmd sfoffj og ug]lgsfo; Dd klG l9nf0{xgsf sf/0fx? klxrfg
ul/ ; wf/ ug{; emj kž ug] ahø lgsf; f k\$ofsf]j tdfg cj:yfsf]dNoflg ul/
o; nf0{cem l56f] 5l/tf]9Eaf6 lgsf; f lbg ckgfpg'kg]sfoffj lwsf]nflu ; emj
kž ug] tyf gdøf 5fglPsf sfoqmdx?sf]j tdfg cj:yfsf]dNoflg ul/ blvPsf
sdlsdhf]L x6fpg cfjZos ; emj kž ug]/x\$]f 5g\

p2zodhs 5gfø k0ffnl -Purposive Sampling Method_ sf] cfwf/df sfoqmdx?
5gfø ul/ cgludg sfo{; ~rfng ul/Psf]5 . cgludgsf]køV lj ifoj :tsf]?kdf
b0]6f lj ifox? ; dfjž ul/Psf 5g\M ; dosf] cgludg -Time Tracking_ Pj +
; ~rfng e0/x\$]f sfoqmdx?sf]sfo{Dkfbg l:ylt -Program Performance Status_ .
; dosf]cgludg cgtut sfoqmd :jls[t ug{nfu\$]f]; do -/fli6ø ofhgf cfof],
dGqfno, ljefu / sfoffodf_ clVtof/L kbf]g ug{nfu\$]f]; do -cy{dGqfno,
lfut dGqfno / ljefudf_ / ahø lgsf; f lbg nfu\$]f]; do -sf]f tyf n]vf
lgo6qs sfoffodf_ cgludg ul/Psf] 5 . ; ~rfng e0/x\$]f sfoqmdx?sf]
sfo{Dkfbg l:yltcgtut sfoqmd sfoffj ogsf]j tdfg cj:yfsf]cgludg ul/Psf]
5 .

; j]f0fsf ; fwg-Survey Tools_Sf]?kdf tYofl ; lng kmf/d -Data Sheet_ kžgfj nl
-Questionnaire_ / ; DalGwt klf; 5nkm tyf cjnf\$g -Discussion and
Observation_ nf0{køf] ul/Psf] 5 . ; j]f0fsf ; fwgx?sf]køf]udf ; se/ q6l
gxf] eG] p2zon] tYofl ; lngsfo{ clwst :t/sf sd{f/Lx?af6} ; Dkfbg
ul/Psf]5 .

; lldt cfly\$ tyf dfgjlo ; fwgsf]sf/0fn]ubf{cfofhgf÷sfoqmdsf ; a}klfnf0{
cgludg sfoqmdf ; d8g g; lSP tklg dVo dVo lj ifoj :thf0{ ; d8g] k8f;
ul/Psf]5 .

!= jflif\$ sfoqmd, thøf tyf :jls[t

cfly\$ kžf; g ; Da6wl lgodfj nl, @)%^ sf]lgod @#-!_ cg'; f/ >l % sf]; /sf/
tyf /fli6ø ofhgf cfof]uaf6 :jls[t e0{s\$]f]cfofhgxf? sfoffj og ug\$] nflu
cfofhgfsf]p2zo, glltut nlo / :jls[t ahøsf]clwgdf /xl ; fnj ; fnl ?kdf
tof/ xg]jflif\$ ljsf; sfoqmd :jls[t]nflu kgM/fli6ø ofhgf cfof]udf kž
ug{k8]j tdfg kl/kfl6n]ubf{cfofhgf thøf blv sfoffj og -lj:t[t ; øJotf
clboog, 80E, l8hf0g, tyf nfut cgdffg tof/ ug] sfoqmd sfoffj og cflb_
; Ddsf]lhDd]f/L af\$]f dGqfnox?df pQm cfofhgf kl't xgkg] :jfldTj j]vdf
sdl cfpg u0{lhDd]f/L k65fpg]kj]Q -Responsibility Shifting_ n]k8o k8pg]

u/\$f] sfoqmd :jls[ug{g}w]}; do nflu]u/\$f] tyf krlnt sfggn] t\$}\$f]
klj wfg ljkl/t sfoqmd :jls[xg]u/\$f]kf0of].

cfly\$ jif{z? ePsf]!% lbgleg :jls[sfoqmd sfofj og ug]lgsfodf k7fpg'
kg]krlnt sfgg\$sf]klj wfg ljkl/t cfly\$ jif{z? ePsf]P3f/f)-dlxgdf @-%
kl|zt sfoqmdx? sfofj og lgsfodf kl\$}f] kf0of]. :jls[sfoqmd kllt ge0{
sfoqmd sfofj ogsf]k\$}f z? ug{gldNg]/ sfoqmd kllt ug{I9nf0{xg]j tdfg
kl/kf6ln]ubf{lgwfl/t ; doleq sfoqmd ; DkGg xg g; Sg]u/\$f]j tdfg cj :yfdf
; wf/ ug{lgDg-cg; f/sf]JoJ :yf ug{pkoQm blvG5 .

!-= cgbflgt ah\$ k\$ ugI; dodf / ah\$:jls[ePkI5 kgMk\$ ug{kg]ul/
hdof b0{k6s sfoqmd :jls[tsfnflu k\$ ug]kl/kf6lsf]cGto ul/ jflif\$
ah\$ tyf sfoqmd ; fy;fy}:jls[ugI. sfoqmd :jls[ug{ckgfpq'kg]
; DkOf{k\$}f ah\$ 5nkm ug]cj lw leq}; DkGg ugI/ ah\$ 5nkms}
qmdf r\$fl; s ljefhg ; lxtsf]sfoqmd k\$ ug{kg]tyf ; f]sfoqmdnf0{
cfoyf gelgP; Dd :jls[ePsf]dfllg]ul/ /fli6\$ of]hg cfof]af6 ; fxl
; dodf k\$fl0ft ug]JoJ :yf ugI.

dllbsnlg vr{; Argf (MTEF) nf0{cfwf/ ln0{cfufdl cf-j= kl5sf]@
jif\$}sf]sfoqmdsf]nflu cfjZos kg]g\$; f 80E, n-0\$ nufotsf]tYofIx?
cufI8s}cf-j= df ; lngul/ sfoqmd thof ug]h; n]ubf{sfoqmdsf]
5nkmdf ; xof]u xg] / Psdl6 :jls[sfoqmdx?nf0{ klg
lf]qo÷c-rn÷lhNnfl:yt sfof]ox?nf0{ ah\$ af\$knf8 Pj + clvtof/L
>f]Ofsf]bf}f]xktt leq}k7fpg ; lsg]xG5 .

!=@= cfly\$ jif{z? xg]dlxgf >f]Of blv cfly\$ jif{cGto xg]dlxgf ciff9 ; Ddg]
sfoqmd :jls[ug]kl/kf6lsf]cGto ul/ ah\$ 5nkm cj lwd}sfoqmd
:jls[xg g; s\$}f jf k\$ ePsf] sfoqmd kl/jt\$ ug{kg]ePdf jf
cfsI:ds sfo{afx\$ cfo sfo{x?sf]sfoqmd krlnt sfggdf pNny eP
adfl]hd >f]Of !% ut]leq :jls[ul/ ; Sg' kg]klj wfgnf0{s8f0\$}f; fy
nfu"ugI. cfsI:ds sfo\$}f]sfoqmd pQm sfo{; hgf eP kZrft tyf
ah\$ 5nkm cj lwd}sfoqmd :jls[xg g; s\$}f jf k\$ ePsf]sfoqmd
kl/jt\$ ug{kg]ePdf sfoqmd sfofj og ug]jfwf gkg]ul/ :jls[ugI.

!=#= k]o\$ ljefu÷dGqfnon]sfoqmd thof tyf :jls[ug]sfof] ; Mlgxg]
zfvf÷dxzfzfvdf sfoqmd kllt ePkI5 sfo{kn5df\$ ul/; Sgkg] cj lw
ls6fg ePsf]sfof]lw tof/ul/ nfu"ugI. o; sfof] ; Mlg xg]k]o\$
lhDd]f/ clwsf/ln]lgwfl/t sfof]lw cg?k dftxt sdf/laf6 sfo{
kn5df\$ eP÷gePsf]cgludg ub}hfg]. cgludg sfo\$}hflu sfoqmd k\$
ug]lgsfoaf6 ljefudf sfoqmd k\$ ePkI5 sfo{fxl p7fg ug]zfvfaf6
cfkhsxf kllt ldl, sfo{kn5df\$ ug{nfu\$}f]lbg / dflyNnf]
clwsf/L÷lgsfodf k\$ u/\$f]ldlt ; d] blvg]tflnsf -Log Sheet_ agf0{
sfoqmd ; fy;fy}k\$ugI. o; k\$}fdf ; Mlg xg]; a}lgsfo÷kbflwsf/ln]
pQm tflnsfdf cfkhsxfkllt ldl, sfo{fxl ug{nfu\$}f]lbg / ; Dal6wt
lgsfo÷kbflwsf/Lsdf]k7fPsf]ldlt pNny ub}hfg]JoJ :yf ldnfpg].

!=\$= k|o\$ jif{sxl dGqfno÷lj efux? gdGfsf]?kdf 5gf6 ul/ ; dod}sfoQmd
:jls[tsf] nflu kž ePsf}gePsf] tyf :jls[sfoQmd ; dod}
k7fP÷gk7fPsf]cgludg ug{k0ffnl nfu"ug[.

@= ahø vr{ug[cIVtof/L k]fx

cfly\$ kžf; g ; DaGwl lgodfjnl, @)%^ cg; f/ clwsf/ k|kt clwsf/ln]ahø
vr{ug[cIVtof/L cfkhsxfk|kt ePsf] !% lbg leq dftxt lgsfo kð'vnf0{
pknJw u/f0{; Sg'kg[Jo] :yf u/\$f]5 . t/ sfoQmd :jls[ge0{cIVtof/L k|fg
gul/g] sfoQmd :jls[ug{g}w]} ; do nflu] sfoQmd :jls[eP/ cfP klg
cIVtof/L tof/ -Process_ ug{; DalGwt dGqfno tyf lj efudf a9L ; do nflu]cflb
sf/0faf6 lgodn] lglb[6 u/\$f] ; do leq sfoQmd sfof[og ug[lgsfo; Dd
cIVtof/L klg ; s\$] kf0Pg . o; k\$0fdf ; wf/ ul/ sfoQmd sfof[og ug[
lgsfonf0{ ; dod} cIVtof/L pknJw u/fpg lgdg-cg; f/sf] Jo] :yf ldnfpg
pkoQm blv65 .

@!= cy{dGqfnoaf6 ; DalGwt dGqfnodf >fj0f ! utg}ahø vr{ug[cIVtof/L
k|kt xg]/ lj efulo kðv sfoQmd sfof[og ug[lhdD]}f/ JolQm gePsfh]
dGqfnoaf6 lj efunf0{cIVtof/L k|fg ubf{sfoQmd :jls[gePsf]eP tfklg
sg}c; / kg[gePsfh] dGqfnoaf6 dftxt lj efunf0{cIVtof/L k|fg ug[
sfo{>fj0fsf]klxnf]xktf leq}; DkGg ul/ ; Sg].

ahø 5nkmsf]cfwf/df sfod cÍ zlif\$ut ?kdf cy{dGqfnon]; Dj lGwt
dGqfno÷lj efunf0{ hfgsf/L u/fpg] / pQm hfgsf/Lsf] cfwf/df
dGqfno÷lj efun] /sd afBknfB, vr{ug[cIVtof/Lsf] tof/L sfo{cl3Nnf]
cf=j=df g}ug[/ cy{dGqfnoaf6 k|kt cIVtof/Lsf]cfwf/df ; zfvwg ug{kg[
blvPdf ; f] ul/ cIVtof/L k7fpg] Jo] :yf u/df dGqfno÷lj efuaf6 klg
>fj0fsf]bf>f]xktf leq}cIVtof/L hfg ; Sg]x65 .

@=@= lj efulo :t/df cIVtof/L k|kt xBf sfoQmd :jls[gePsf]v08df sfoQmd
sfof[og ug[lgsfonf0{cIVtof/L k|fg ug{ug{kg[tof/L -Processing_
sfo{hf/L /fvL sfoQmd :jls[e0{cfpgf; fy ahø vr{ ug[cIVtof/L
tyf :jls[sfoQmd pknJw u/fpg ; Sg] Jo] :yf ldnfpg]. o; f] ugff]
sfoQmd :jls[ug[/ cIVtof/L tof/ ug[sfo{; fy ; fy}xg]xBf lj efulo
:t/df nflu]; do -Processing time_ nf0{w]}xb; Dd 36fpg ; ls65 .

@=#= jflif\$ ahø ; # ; #} sfoQmd klg :jls[ug[k\$0f ckgfPsf] v08df
sfoQmd sfof[og ug[lgsfonf0{>fj0f dlxgf leqg}cIVtof/L pknJw
u/f0{; Sg] Jo] :yf ldnfpg ; lsg]x65 .

@=\$= ; di6lut ?kdf xBf{@=\$ kltzt cIVtof/L Ho]7 dlxgdf / @=\$ kltzt
cIVtof/L cfiff9 dlxgdf -cem sg]lgsfodf t cfiff9 #) ut]klg_ sfoQmd
sfof[og ug[lgsfodf kl\$] kf0Psfh]o:tf sfof0{Jo]l:yt / lgo6qt
ug{cfj Zos blvPsf]5 . lj zlf kl/l:yltdf afx\$ lglZrt ; do e6f kl5
cIVtof/L lbg gkfp] Jo] :yf ug{pkoQm blv65 .

@%= k]o\$ jif{ s]l dGqfno÷ljefux? gdGfsf] ?kdf 5gf6 ul/ ; dod} c]Vtof/L k7fP÷gk7fPsf]cgludg ug]k0ffnl nfu"ug].

#= ah6 lgsf; f

:j]l\$[sfoGmd / ah6 afBkrfB adf]hd ah6 lgsf; f lbg]lhDd]f/ lgsfo sf]f tyf n]v lgoGqs sfofho /x\$]5 . cfly\$ kzf; g ; DalGwt lgodfjnl @)%^ tyf ; do ; dodf cy{ dGqfno÷dxn]v lgoGqs sfofhoaf6 lgw]t k\$0fsf] clwgdf /xl o; sfofhoaf6 ah6 lgsf; f lb05 . ah6 lgsf; f lbg]nflu k] { zt\$] ?kdf :j]l\$[sfoGmd tyf c]Vtof/L k]t ePsf] xg' kg] j]lzs ; xfotf ; dfjz ePsf cfof]hgfx?sf] xsdf dxn]v lgoGqs sfofhoaf6 ah6 lgsf; f k]s]f ePsf] xgkg] kyd k]yldstf k]t cfof]hgfx?sf] ah6 lgsf; f lbg *) k]tzt e]ts k]t kl\$] xg' kg] h:tf cfw/x? /x\$] 5g\ . * j6f sf]f tyf n]v lgoGqs sfofhoaf6 lgsf; f ePsf &\$ \$ j6f lgsf; fsf k]fonx? c]llog ubf{lgsf; f lbg nfu\$]cf} t ; do & lbg /x\$]k]0of]. o; /L ah6 lgsf; f l9nf] xgdf lgsf; f dfu ubf{ ckgfpg' kg] k\$0f k/f g'xg' kyd k]yldstf k]t cfof]hgfx?sf] k]t *) k]tzt gklg' / j]lzs ; xfotf ; dfjz ePsf cfof]hgfx?sf] ah6 lgsf; f k]s]f ePsf] cfbz k] gul/g' c]lb k]v sf/0fx? /x\$] 5g\

ctM]hNnfl:yt sfofhoaf6 ; Dk0f{k\$0f k/f ul/ lgsf; f dfu ePsf]cj:yfdf lgsf; f dfu u/\$]@ sfobg leq clgj fo{?kdf lgsf; f lb0{; Sg]Jo: yf ldnfpg cfj Zos b]v65 . o; snflu ; DalGwt sf]f tyf n]v lgoGqs sfofhoaf6 lgdg-cg'; f/sf]k\$0f ckgfpg l; k]f/; ul/Psf]5 .

#!= cfly\$ jif\$]z?dfg}; Dk0f{sf]f tyf n]v lgoGqs sfofhoaf6]cf^gf] sfo{f] leq /x\$] lgsf; f lbg' kg]sfofhoaf6]ah6sf]k\$]t x]l l]Bdfg lgsf; f k0ffnl cg?k lgsf; f lbbf k] ug{k] ; Dk0f{sfuhftx?sf] r\$ lni6 agf0{k]fondf /fv] / ; DalGwt sfofhoaf6{k]g hfgsf/L lbg] . ; DalGwt sfofhoaf6 lgsf; f dfu e0{cfpgf; fy sfuhkq hfF ul/ k\$0f k/f eP÷gePsf]Plsg ug]. k\$0f k/f gePsf]eP r\$ lni6d]s]k]mot n]v lgsf; f k\$0fk/f ug{hfgsf/L u/fpg]. k\$0fk/f ug]; Gbedf kl5 k]t xg cfPsf sfuhftx?sf]; d] clen]v /fvL ; Dk0f{k\$0f k/f ePsf]@ lbg leq lgsf; f lbg].

#=@= l]qo sf]f lgbzgfnoaf6 k]o\$ cf-j=df Ps k6s pQm l]q c]tu{sf sf]f tyf n]v lgoGqs sfofhoaf6 ePsf lgsf; fd]b] sg}Ps dlxgfnf0{ gdGf 5fgl l] :t] c]llog ul/ ; f\$]k]t]bg dxn]v lgoGqs sfofhodf k] ug] / ; w] / ug{k]b]vPdf ; DalGwt sfofhoaf6{lgbzg lbg]k\$0f cjnd]g ug{k]b]vPdf]5 .

#=#= dxn]v lgoGqs sfofhoaf6 k]g k]o\$ jif{s]t]ldf k]o\$ l]qaf6 @÷@ j6f sf]f tyf n]v lgoGqs sfofhosf]5gf6 ul/ pQm sfofhoaf6 ePsf lgsf; fx?d]b] sg}Ps dlxgdf ePsf]lgsf; f c]llog ul/ ; w] / ug{k]b]vPdf cfj Zos lgbzg lbg].

\$!@! = dfgj ; fwg

kfylds :jf:Yo ; Jf s[b\$]nflu, d[8]sn clws[-!, xly cl; :606÷l; cx]-
!, :6fkm g; {!, c=g=d=#, c=xj=@, Nofa cl; :606-! / lkog-# ul/ hDdf
!@ hgf sd{f/lx?sf] b/j Gbl :jLst ePsf] kf0of]. o; cnfjf kfylds
:jf:Yo ; Jf s[bh]cfkmg}cfDbfglaf6 jf :yfglo lgsfoaf6 kft cgbfg /sd
kpfu ul/ yk sd{f/l egf{ug[u/\$f]; d; klg kf0G5 . dfgj ; fwgsf]?kdf
dxTj k0f{ :yfgdf /x\$ d[8]sn clws[- tyf :6fkm g; \$f]of t kbkl't{g}xg
g; s\$]kf0of]eg]kbkl't{e0; s\$] :yfgdf klg pNn]vt sd{f/lx? sfh jf
labfdf a; \$f] sf/Ofn] sfo{yndf ; Jf klg ; s\$] kf0Pg . pkl:yt
sd{f/lx? klg tfnld, ; dgf/ cflb sfo{f efu lng] qmddf w}; do
sfo{ynaf6 aflx/ /xg]u/\$f]kf0of].

\$!@! = lj Qlo ; fwg

kfylds :jf:Yo ; Jf s[b\$]nflu lj Qlo ; fwg s[baf6 pknJw xg]ub5 .
o; /L kft ePsf] ; fwg vr{ ug[clVtof/L lhNnf :jf:Yo=hg:jf:Yo
sfof{osf kdVnf0{ hfg]ub5 . clVtof/L kfPsf clws[n]kfylds :jf:Yo
; Jf s[b\$]dfu cg; f/ jf cf^g} thjLhdf vr{ug[u56\ . sxl ; do
cuf8L; Dd kfylds :jf:Yo ; Jf s[b\$]kdVn]g}vftf ; ~rimg ug{kfpg]
ul/ clVtof/L lb0{ cfly\$ sf/f]f/ ug{ ; x-n]vfkfnsf] b/aGbl Joj:yf
ul/Psf]df xfn kfylds :jf:Yo ; Jf s[b\$]b/aGbl df /x\$; x-n]vfkfnf0{
lhNnf hg; Vof÷:jf:Yo sfof{odf lemsf0{Toxl g}/fvL sfd u/fpg]ul/Psf]
kf0of].

kfylds :jf:Yo ; Jf s[bh]; Jf zNs tyf cfjwl laqnlaf6 u/\$f]cfo tyf
:yfglo lgsfoaf6 kft ePsf]cfosf]n]yf cfkm)/Vg]u/\$f]kf0Ptf klg n]f
/Vg]lj zlf ; lksf sd{f/l gePsf]sf/Ofn]n]yf tyf cfjwlsf]cfDbfgl tyf
vr\$]cleny /fd] # g/flvPsf]sf/Of lx; fa-lstfa / clen] cBf]lws
ePsf]gkf0Gsf ; fy}n]fk/Llf0f u/fpg]tkm{klg kpf; ePsf]kf0Pg .

\$!@! = eflts ; fwg

eflts ; fwg tkm{xhf{kfylds :jf:Yo ; Jf s[bx?df 7hf]c; dfgtf b]V65 .
sg} kfylds :jf:Yo ; Jf s[b]ufpFlj sf; ; ldltn] pknJw u/fPsf] @-#
sf]fdf dl:snn]; Jf kbf g u/\$f]b]V65 eg]sg}kfylds :jf:Yo ; Jf s[bdf
eg] rflxg{Gbf a9l ejg /x\$]b]V65 . o; f]xg]sf]k5fl8 kfylds :jf:Yo
; Jf s[b]agfpg sg}bft[klfn]; xofu u/\$f]sf/Of /x\$]kf0G5 eg]st}
cGo lj lw sf/Ofn]; lj wfoQm kfylds :jf:Yo ; Jf s[b]ejg ag\$]kf0of].
pbfx/Offy{ ; g; /lsf]; Q]em\$ kfylds :jf:Yo ; Jf s[bh]ufpFlj sf;
; ldltaf6 pknJw u/f0Psf] # j6f sf]fx?af6 ; Jf kbf g u/\$f] 5 eg]
xl/gu/fdf rflxg{Gbf 7hf]kfylds :jf:Yo ; Jf s[b]xg]sf ; fy}sd{f/l sf]
nflu @ j6f ejgx? ; d; /x\$5g\ . o; }ul/ thgf]ds ?kdf sd lj/fdl
cfpg]dw]gsf]kfylds :jf:Yo ; Jf s[b]ejg hlt 7hf]/ ; lj wfoQm 5, To]f
eGbf s{f]ugf a9l la/fdl cfpg]06x/L kfylds :jf:Yo ; Jf s[b\$]ejg

;fgf] / ckof(t b]v65 . o; k\$f/ la/fdl ;Vof tyf efl]ts ;fwgsf] pknJwtfalr ; f]mf]; DaGw /x\$]f]b]vbg .

ejgafx\$ c6o pks/Of tyf cf]hf/sf]pknJwtf ; DaGwdf lj /fdl hf]Kg kof]u xg]:6y]sf]k, lkm6]sf]k, t]fng]d]zlg h:tf pks/Ofx? ; a}kfylds :jf:Yo ; J]f s]b]df pknJw ePsf]kf0of]t/ sg}pks/Of lau\$]f]v08df dd\$ ug\$ f nflu eg]; d:of kg]u/\$]f]kf0of]. o; /L pks/Of ; do d}dd\$ xg g; Sg\$ sf/Ofx?df dd\$ ug{cfjZos kg]ljQlo ;fwg pknJw gxg' tyf dd\$ ug{ hf]g]JolQm ghlsdf pknJw /x\$]f]kf0Pg .

\$=@= ; fdbflos cf]fwl sfoGmd

sg}klg :jf:Yo lgsfosf] nflu ; /sf/sf] tkmf6 pknJw u/f0g] cf]fwl kof(t gxg] tYo ; /sf/sf] tkmf6 g}:jlsf]Psf]kf0G5 . cf]fwl pknJw u/fpg g; lsPdf :jf:Yo lgsfoaf6 lb0Psf]:jf:Yo ; J]f k]fj sf/L gxg]x\$; J]fnf0{k]fj sf/L agfpg ; w}g}cf]fwl pknJw xf] \egl ; /sf/sf]; f]af6 lglZNs pknJw u/f0Psf]cf]fwlnf0{lglZrt dNo ln0{ljqm ug]/ To; af6 p7\$]f]/sdaf6 kg]Mcf]fwl v/lb ul/ cf]fwl ckl't{Joj:yfnf0{lq/Gt/tf lbg ; fdbflos cf]fwl sfoGmd ; ~rfng ePsf]kf0of]. of] sfoGmd nfu"ePsf] 7fp]f kfylds :jf:Yo ; J]f s]b]Joj:yfkg ; ldt]n]tf\$]f]dNodf cf]fwl lj qm lj t/Of ug] v/lb ug] cf]fwl lglZNs pknJw u/fpg' kg]cfw/ to ug] cflb sfo\$? kfylds :jf:Yo ; J]f s]b]h]ug]ub5 . kfylds :jf:Yo ; J]f s]b]Joj:yfkg ; ldt]df :yfglo lgsfosf kbflwsf/L, blnt, hghflt ; dXsf kl'tlgw, dlxf kl'tlgw, ; dfhsf u0odf0o JolQmx? ; m]lg x65g\eg] ; DalGwt kfylds :jf:Yo ; J]f s]b]sf kdV ; b:o ; lrj /xg]ub5g .

; g\!((^ df ; fdbflos cf]fwl sfoGmd z? eP of xfn; Dd clw/fHosf #) lhNnf?df of]sfoGmd nfu"ePsf]5 . of]sfoGmdsf]sfof]og sxl+; km ePsf]5 eg]sxl+/fhg]ts tyf ; fdlhs lj /f]vsf sf/Of Toit ; km xg ; s\$]f]kf0Pg . sfdkl't nufj / k]fj /fd] ePsf]kfylds :jf:Yo ; J]f s]b]sf kdV /x\$ / ; fdbflos cf]fwl sfoGmdsf]knf0bf aemfpg ; lfd :yfglo g]t] ePsf :yfgdf sfoGmd ; km xg ; s\$]f/ hgtfn]klg :jlsf/ u/\$]f]kf0of].

\$=#= cf]fwl Joj :yfkg

cfjZostfsf]thgdf ; /sf/af6 lb0g]cf]fwl cToGt Gog /xg hf]g]kf0Psf] 5 . cfjZostfg; f/sf]cf]fwl pknJw gu/f0Psf]sf/Of kof]udf cfpg g; Sg] cf]fwl ; d] ckl't{ul/g]-h:t}0dh]; L tyf cGt/E ; J]f grn\$]f 7fp]f klg ; nf0g, l/w/ Nof6 h:tf cf]fwl rn\$]f 7fp]f0{hlt g}k7f0g]x\$ vkt xg g; Sg] Pj+:jf:Yo lgsfodf cf0k]bf g}cf]fwlsf]Dofb ; lsg af]L cj lw cToGt 5f]f]/xg]j]f Dofb g}; ls0; s\$]f]xg]u/\$]f]; d] kf0of]. rfB}g}Dofb ; lsg]b]vPsf]/ ; f]cj lw; Dd vkt xg]kl/df0feGbf a9L xg]cgbfg ul/Psf] cj:yfdf c? :jf:Yo lgsfox?nf0{ cf]fwl x:tfGt/Of ul/65 eG] ul/Psf] kf0Ptf klg lhNnf :jf:Yo÷hg:jf:Yo sfof]on]lhNnf :t/df cf]fwl art / vktsf]lgoldt cgludg ug]Pj+l]qo d]8sn :6f]n] l]qo :t/df o;

lsl; dsf] cgludg ug] Jojl:yt k0ffnl÷kl/kf6L ; :yfut ?kdf j ; fn\$] gkf0Psfh]o:tf]JoJ :yf JoIQmut k0f; af6 dfq xg]u/\$]kf0of].

%=lgisif{tyf ; emfj

%!= kfylds :jf:Yo ;]f s[b|vfl]bf efyl]ns ; Gthg sfod ug] .

jt0fg cj:yfdf a9le6bf a9L hg; Vof; Dd lg/f]v]f]ds Pj+pkrf/f]ds ;]f k%ofpg ; lsof] \e6g]p2]on]k]o\$ lgjffg lqdf Ps-Ps kfylds :jf:Yo ;]f s[b|:yfkf ul/ ;]f k0fg ug]p2]o ; /sf/n]lnPsf]b]v65 . kfylds :jf:Yo ;]f s[b|:yfkf ubf{Ps lgjffg lqleqsf a9le6bf a9L hg; Vofnf0{ ;]f lng kfos kg]7fp0f :yfkf ul/g' kb5 . clwog ul/Psf \$ lhNnfx?d]w]# lhNnfx? ; g; /L, tgxFtyf af5df kfylds :jf:Yo ;]f s[b]x? :yfkf ubf{pQm p2]onf0{ cfd;ft u/\$] kfOP tklg sfeknf-rf\$ lhNnfd eg] kfylds :jf:Yo ;]f s[b]x? ; b/d\$fd gh]ssf] lqdf s]b} e0{c6o lqdf sg}klg kfylds :jf:Yo ;]f s[b|:yfkf gePsf]pQm lqsf hgtfx? :jf:Yo ;]f lngaf6 j]~rt xg ku\$] kf0of]. sfeknf-rf\$ lhNnfsf v]k;L tyf ; Gfyg kfylds :jf:Yo ;]f s[b]Pp6}gu/k]nsfsf b0]6f j8fdf /x\$fn] ; /sf/sf]k]o\$ lgjffg lq]kR5] Ps-Ps j6f kfylds :jf:Yo ;]f s[b|vfl]g]gllt ljk/Lt Pp6}lgjffg lq -lq g+@_ df b0]j6f kfylds :jf:Yo ;]f s[b|/x\$]kf0of]. a9le6bf a9L hgtfnf0{ ;]f kluf] \egl Pp6}lgjffg lqleq klg cwsfz hgtfnf0{kfos kg]7fp0f kfylds :jf:Yo ;]f s[b|vfl]ng' kg] Pp6}gu/k]nsfsf] cfwf 306fsf] k0n lx8f0df kl]g ; lsg]:yfgdf b0{kfylds :jf:Yo ;]f s[b|vfl]ngfn] ; /sf/L gllt tyf kfylds :jf:Yo ;]f s[b|vfl]ngfsf]p2]o cfd;ft ug{; s\$]b]vPg .

ctM kfylds :jf:Yo ;]f s[b|:yfkf ubf{ tyf ; /sf/L gllt ljk/Lt :yfkf e0{s\$ kfylds :jf:Yo ;]f s[b]h0{ Jojl:yt ug\$] nflu lgDg klqmf cjnd]g ug]{pkoQm b]v65 .

- u}; /sf/L ; :yf jf bftaf6 ; xof] kf0{:jf:Yo ; :yf :yfkf xg]cj:yfdf kl]g :yfglo /fhg]ts tyf sd{f/L ju{# ; Dks{/flvPsf] g}x65 . To; j]hf sd; \$d lgjffg lq]kR5]Ps-Ps j6f kg]ul/ kfylds :jf:Yo ;]f s[b|:yfkf ug] ; /sf/L gllt /x\$]s/f cjut u/fp]; se/ k]o\$ lgjffg lqsf]s]b}df kg]ul/ kfylds :jf:Yo ;]f s[b|:yfkf ug{hf\$ lbg' kg]b]v65 .
- xfn Pp6}lgjffg lqleqsf kl]g @ j6f j8fdf ; ~rfngdf /x\$] v]k;L tyf ; Gfyg kfylds :jf:Yo ;]f s[b]d]w] Pp6fnf0{hg lgjffg lqsf] sf6df v]lnPsf]xf] Toxl lqleqsf]kfos kg]:yfgdf ; fg]j]f hg lqdf kfylds :jf:Yo ;]f s[b]g}k/\$]5g, To; lqdf csf]kfylds :jf:Yo ;]f s[b|vfl] o; df ; wf/ ug{; lsg5 .

%=@ 8fS6/ tyf g; {?sf]pkl:y]t a9fpg].

:jf:Yo rf\$lx?df x]y cl; i6]6 -x]c_ jf l; lgo/ cShh/L x]y js{ -; =c=x]_ nf0{k0v kl]lws sd{f/L df]g ;]f k%ofpg]ul/Psfdf, ;]fsf]kl]lws klfd

:t/f[glit ul/ d]8sn clws[af6 ;]f k[bf]g ul/g] ul/ kfylds :jf:Yo ;]f s[bx?sf]:yfkf ug{vflhPsf]b]vG5 . k]o\$ kfylds :jf:Yo ;]f s[bx?df ! hgf d]8sn clws[sf]b/aGbl eP klg clwogsf nflu 5fglPsf !@ kfylds :jf:Yo ;]f s[bdlw] % j6fdf dfq d]8sn clws[pkl:yt /xl ;]f k[fof]Psf] kf0of]. o; }ul/ kfylds :jf:Yo ;]f s[bdf :6fkm g; \$]b/aGbl /xg]/ lrgdf clwsfzTM kbkl't{ePklg cGog ; ud lqdf sfhdf a:g]jf w}}; do cgkl:yt /xg]; d:of /x\$]b]vof]. o; n]ubf{k]j lws ?kdf u0f:t/lo ;]f lbg]p2]on] kfylds :jf:Yo ;]f s[bx?sf]:yfkf ug[p2]o /flvPsf]eP tfklg blf sd{f/l pkl:yt g]gxg]; d:ofn]ubf{:jf:Yo rf\$-x]ykf]6_af6 hg :t/sf];]f k[bf]g xg] u/\$]lyof]to; eGbf vf; }?kdf a9L u0f:t/oQm ;]f k[bf]g xg ; s\$]kfOPg . kfylds :jf:Yo ;]f s[bx?sf]nflu d]8sn clws[tyf :6fkm g; \$]b/aGbl l; hgf e0{k]kl't{; d] ePsf]t/ tflsPsf]:yfgdf tl kbflwsf/l pkl:yt ge0{ lbf ; /sf/sf]sf]dfly Joef/ ylkP tfklg kfylds :jf:Yo ;]f s[baf6 k[bf]g ul/g];]fdf eg]vf; }; wf/ xg ; s\$]kfOPg .

ctMj \$]nks /f]huf/l]sf]/fd]cj ; / kfpG ; Sg]d]8sn clws[tyf :6fkm g; x? blu lqsf kfylds :jf:Yo ;]f s[bx?df ;]f k[bf]g ug{clgR5s /xg]j tdfg cj:yfdf ; wf/ Nof0{kfylds :jf:Yo ;]f s[baf6 k[bf]g ul/g];]fdf ; wf/ ug\$] nflu lj:t[clwog ul/ pkoQm sbd rflng cfj Zos b]vG5 .

%#= kfylds :jf:Yo ;]f s[baf6 ;]f k[bf]g ug]; do a9fpg].

; fdfGtof ; /sf/l lgosfx?af6 xktfsf] \$) 306f ;]f k[bf]g ug{kb5 . t/ cfl:ds ;]f pknAw gePsf kfylds :jf:Yo ;]f s[bx?af6 xktfdf @\$ 306f dfq ;]f k[fof]Psf]kf0of]. o; sf]sf/of j emb cf]wlsf]lx; fals tfa ldnfpg tyf c6o sfdsf]nflu @ ah]Dd dfq cf]k=8l= ;]f lbg] u/\$]atf0of]. Toxl kof]hgsf]nflu dfq Tolt rfB}sfofno aGb ug]tsdf ; xdl't hgfpG ; lsbG .

ctM cfl:ds ;]f pknAw gePsf kfylds :jf:Yo ;]f s[bh] xktfdf \$) 306feGbf sd cj lw ;]f k[fof]Psf]b]vPsf]h]cf]k=8l= tyf c6o ;]f ; -rfng ug{c? ; /sf/l sfofno ; /x xktfdf \$) 306f sfofno vflh]bg]Jo]y:yf ul/g' kb5 . o; sf]cnfj]lhNnf :jf:Yo=hg:jf:Yo sfofnon]ahfahdf ; k/Lj]f0f ug] ;]f lbg] cj lw vNg] gful/s j8fkq kfylds :jf:Yo ;]f s[bdf 6f:g] cflb Jo]y:yf u/] kfylds :jf:Yo ;]f s[baf6 k[bf]g xg];]fdf ; wf/ Nofpg' kg] b]vG5 .

%\$= cf]fwl cfl't{Jo]y:fdf ; wf/ ug].

%\$!= s[baf6 ul/g]cf]fwl cfl't{

s[baf6 k]k't xg]cf]fwl :jf:Yo ;]f lj efusf]cfl't{dxzfzvfaf6 v/lb ul/ :jf:Yo ; :yfx?nf0{pknAw u/f0G5 . lxdfnl, kxf8l tyf t/f0{lqsf kfylds :jf:Yo ;]f s[b\$] nflu 5\$5\$}kl/df0fdf cf]fwl k[bf]g ug]ul/ :t/ lgwf{0f ul/Psf 5g\ . o; /L 5flgPsf cf]wlsf nflu cGt/f]60 af]hkq cfXjfg ul/ cf]fwl cfl't\$]7\$sk\$] ul/G5 . k]o\$ cf06d cf]fwl cfl't\$]nflu hg Jo]j ; flos ; :yfn]Gogtd b/ sj]h u/\$]xG5, To; h]f0{7\$]sf lb0G5 . o; /L

7\$sf kfpq]; :yfn]u0f:t/ hfF ug{tf]sPsf]; :yfaf6 k/lif0f u/f0{lflqo
dl]8sn :6f7x?df bflvnf ug{kb5 . lflqo dl]8sn :6f7df aemfpbf pQm
cf]fwlsf]Dofb ulhg af]l cj lw !* dlxgf xg'k5{ . klyds :jf:Yo ;]f
s[bl]hf0{cfkl't{ul/g]cf]fwlsf]cf06d ; Vof %) e6bf w}}xg]/ sl/j sl/j
olt g} ; Vofsf cfkl't{tf]h} cf]fwl cfkl't{ug] xbf k6s-k6s / nfd]f
cj lw; Dd cf]fwl cfkl't{k\$of rfn' /xg]l:ylt 5 . ; fdfgotof cf]fwl 7\$sf
; Dem]f ePsf]^ dlxgfleq lflqo dl]8sn :6f7df aemf0Psf]xg'kb5 . o; n]
ubf{; fdfgo ?kdf g}^ dlxgf; Dd cf]fwl kkt e0{xG5 eg]cfkl't{tf]h}csf]
^ dlxgf; Dd Dofb yk kfpq ; Sg]/ kfpq]u/\$f]l:yltdf ! jif{Dd cf]fwl
cfkl't{e0{xG5 . o; n]ubf{lflqo dl]8sn :6f7df z?df aemf0Psf]cf]fwl
ToxF/xbf/xb}^ dlxgfb]v ! jif{k/fgf]e0{S5 . lflqo dl]8sn :6f7df
cf]fwl kkt e0; skl5 klg pQm cf]fwl lhNnf :jf:Yo÷hg:jf:Yo sfof]hodf
k7fpg]tof/l sfof] nfu\$]; do cgudg ubf{Gogtd !@ lbg / clwstd
@^^ lbg; Dd nflg]u/\$f]s/f o; clbogn]b]vPsf]5 . ; fdfgotof (
dlxgfb]v !% dlxgf; Ddsf]cj lw lflqo dl]8sn :6f7n]cf]fwl k7fpg g}
nufpg]kf7f0Psf]cf]fwl lhNnf :jf:Yo÷hg:jf:Yo sfof]hodf kkt ePkl5
klg pQm sfof]hoaf6 ufpFufpbf /x\$ klyds :jf:Yo ;]f s[bl] :jf:Yo
rf\$] tyf pk-rf\$]; Dd k7fpg ; do nflg]xbf s[bl]af6 pkn]w u/f0g]
cf]fwl cfkl't{df cToflws l9nf0{xg]sf ; fy}Dofb ; lsg nfu\$]cf]fwl ; d]
; DalGwt 7fpbf kl]g]; d:of /x\$]kf0of]. s[bl]o v/lb kl]qomfdf /x\$]csf]
; d:of :jf:Yo lgsfosf]cfjZostf dtfljssf]cf]fwl cfkl't{gxg'klg xf].
k]os :jf:Yo lgsfosf]cfjZostf km/s-km/s xg]xbf Pp6}sf]fdf cf]fwl
af]Bbf st}sg}cf]fwl gku xg]t st}Toxl cf]fwl a9l xg]u/\$f]kf0of].
s[bl]af6 xg]cf]fwl v/lb Joj:yfnf0{ljs[bl]s[ul/Psf]v08df xfn cfkl't{df
xg]l9nf0df ; wf/ xg]tyf cfjZos gkg]cf]fwl cfkl't{gxg]; d:ofs]xn t
xg]; Snf t/ 7hf]kl/df0fdf v/lb u/\$f]sf/0f hlt ; :tf]b/df cf]fwl v/lb
xg ; Sg]xf]; f]l b/df lhNnf lhNnfd]cf]fwl pknAw xg g; Snf t/ ; dod}
cf]fwl pkn]w u/fpg g; lPsf]v08df hlt; s}; :tf]dNodf cf]fwl v/lb
ul/Psf]ePtfklg lglb{6 nlo kkt ul/of]eGg ; lsg]cj:yf /x\$.

; dli6ut ?kdf s[bl]o cf]fwl v/lb kl]qomfnf0{dNof]g ubf{dfu cg; f/sf]
cfkl't{Joj:yf -Demand Driven_ ge0{cfkl't{cg; f/ dfusf]tfnd]h -Supply
Driven_ ldnfpg' kg]cj:yf bl]vG5 . ctM ;]fuf]xl juof ; dod};]f
k]ofpgg}dVo nlo ePsf]xbf xfn e0{x\$]s[bl]o cf]fwl v/lb k\$ofnf0{
ljs[bl]t ul/ lhNnf :jf:Yo÷hg:jf:Yo sfof]hoaf6}cf]fwl v/lb ug]Joj:yf
ldnfpg pkoQm bl]vG5 . o; sf]flu lhNnf :jf:Yo÷hg:jf:Yo sfof]hoaf6}sf]
lfdtf ljsf; ul/ s[bl]af6 lG/Gt/ ?kdf cgudg ug]Joj:yf ldnfpg' kg]
bl]vG5 .

%-\$=@ lhNnf :jf:Yo÷hg:jf:Yo sfof]hoaf6 pkn]w u/f0g]cf]fwl

s]l kl/df0fdf cf]fwl tyf ydf{d6/, :6y]sf]k h:tf ; fdfgx? lhNnf
:jf:Yo÷hg:jf:Yo sfof]hoaf6]lsg] klyds :jf:Yo ;]f s[bl]:jf:Yo rf\$]
tyf pk-:jf:Yo rf\$lnf0{lbg]ub5 . lhNnfaf6 ul/g]cf]fwl cfkl't{df bl]vPsf]

;d:ofx?df klylds :jf:Yo ;]f s[bl tyf cGo :jf:Yo lgsfox?sf]
cfjZostf / dfu cg' f/ cfjfwl cfklt{gxb' tyf cfklt{ul/Psf cfjfwlx?sf]
dNo gvNg' cflb /x\$] kf0of]. cfjfwl cfklt{Joj:Yffdf kf/blz{f gePdf
Psftkm{ clgoldttfsf] ;Defjgf /xG5, eg] csf[km{ cfjZostf cg' f/sf]
cfjfwl ; d] pknAw xg ; Sbq . o; sf] cnjff dNo yxf gxBf ; dbflos
cfjfwl sfodm nfu"ePsf]7pBf laqm ul/g]cfjfwlsf]dNo sfod ug{klg
sl7gf0{kb5 .

ctM lhNnf :jf:Yo÷hg:jf:Yo sfofhoaf6 cfjfwl v/lb ubf{klo\$:jf:Yo
lgsfoaf6 dfu ; [ngul/ ; f] cg' f/ cfklt{ug{ ; ej b]vPsfh]lhNnfaf6
ul/g]cfjfwl cfklt{sfodf lgDg cg' f/sf] klqmf cjndjg ug{pkoQm
b]vG5 .

- klo\$:jf:Yo lgsfonf0{jifdf slt /sd a/fa/sf]cfjfwl pknJw u/fpg
; lsg]xf] To; sf]l; InE k7f0{ ; f\$] kl/lwleq /xg]ul/ cfjfwlsf]dfu
; [ngug]. cfjfwlsf]dNo yxf gxBf cgdffg ug{sl7gf0{kg]ePsfh]
klom kofudf cfpg]cfjfwlsf]dNo klg pNny u/] lbg]. o; /l ; [nt
dfu cg' f/ cfjfwl cfklt{ug{ lhNnf :jf:Yo÷hg:jf:Yo sfofhoaf6
jfhkq cfXjfg ul/ Gogtd b/ /p sjfh ug]cfklt{tfa6 cfjfwl v/lb
ug]. ; fxl dNodf cGo :jf:Yo lgsfon]klg cfjfwl v/lb ug{rfxof
pknJw u/fpg'kg]klj wfg ; Demf]fdf ; dfj z ug].
- lhNnf :jf:Yo÷hg:jf:Yo sfofhon]lhNnfl:yt :jf:Yo s[bx?nf0{cfjfwl
pknJw u/fpBf klo\$ cfjfwlsf]dNo ; d] vNg]ul/ pknJw u/fpg].

%-\$#=:jf:Yo lgsfo cfkmh]v/lb ug]cfjfwl

; dbflos cfjfwl sfodm nfu"ePsf :jf:Yo lgsfox?n]cfjfwl ljqm u/] cfDbfgl
ePsf]/sdaf6 cfjZostfg' f/ cfjfwl v/lb ug{ ; Sg]klj wfg 5 . cfkmh]u/\$f]
cfDbfglaf6 cfjZostfg' f/ cfjfwl v/lb ug{ kfpG]Joj:yfn] ubf{ cfjfwlsf]
pknJwtf ; w}e0{/Vg]Pj+aflx/L vbf k; ndfeGbf sd dNodf la/fdlnf0{cfjfwl
pknJw u/fpg ; s\$]kfOPtfflg :jf:Yo lgsfox?n]5\$5\$}?kdf cfjfwl v/lb ubf{
thgflds ?kdf ; :tf]dNodf cfjfwl v/lb xg ; s\$]kfOPg .

ctM o:tf]cj:yfdf ; wf/ Nofpgsf]nflu :jf:Yo s[bx?nf0{cfjfwl pknJw u/fpg
lhNnf :jf:Yo÷hg:jf:Yo sfofhon]jfhkq cfXjfg ul/ ; Demf]f ubf{ ; Demf]fsf]
ztQf g}:jf:Yo s[bx?nf0{ ; d] ; fxl dNodf cfjfwl pknJw u/fpg'kg]zt{/Vg]
/ :jf:Yo s[bx?n]klg lhNnf :jf:Yo÷hg:jf:Yo sfofhon]v/lb u/\$f]dNodf
; fxl cfklt{t{# cfjfwl v/lb ug]Joj:yf ldnf0Psf]v08df :jf:Yo s[bx?n]
5\$5\$}cfjfwl v/lb ubfGbf ; :tf]dNodf cfjfwl v/lb ug{ ; Dej xg]b]vG5 .

%=% klylds :jf:Yo ;]f s[bx?sf]cleny kffnldf ; wf/ ug].

; fdbflos cfjfwl sfodm nfu"e0{s\$ klylds :jf:Yo ;]f s[bx?df ; d]
cfjfwl kllkt, e08f/g, cfDbfgl tyf vr{cflbsf]cleny kffnldf ; Gtf]kfb ?kdf
ljsl; t xg ; s\$]b]vPg . clenya6 s]slt /sd a/fa/sf]cfjfwl sb}lbgdf
e08f/af6 lgsflnof] / s]slt cfDbfgl eof]egl oslg ug{ ; lsg]vfnsf]nyf

knf/fd lj sl; t gul/Psf] cgeIt kfylds :jf:Yo ; Jf s[bsf] cgludgsf] qmddf eof]. kflj lws sd{f/laf6 g} cfjfwl tyf /sdsf] cfDbfgl vr\$] lx; fj /flvg] ul/Psf]; Gbedf z?df lj sl; t ul/Psf knf/fdx? kofk{t eP÷gePsf] hfgsf/L Ing cgludg ul/ pkoQm knf/fd lj sl; t ug] / tfnld ; d] lbg] Joj :yf xg cfj Zos b]v65 .

%^ u0f:t/ k0f0f kfPsf] cfjfwl÷pks/0f dfq lflqo d]8sn :6f]df bflvnf ug].

:jf:Yo ; Jf lj efusf] cfklt{ dxfzfvaf6 cfklt\$tf{ u cfjfwl cfklt{ ; Dj Gwl ; Demf]f ePk15 cfklt\$tfh] ; Demf]f cg' f/sf] cfjfwl lflqo d]8sn :6f]x?df cfklt{ug{kg] Joj :yf /x\$] 5 . lflqo d]8sn :6f]df cfjfwl bflvnf ug{k] {pQm cfklt\$tfh] :jf:Yo ; Jf lj efusf] cfklt{ dxfzfvaf6 tflsPsf] ; yaf6 ; Demf]f cg' f/sf] u0f:t/ tyf zt? k/f u/\$] k0f0f kfltul/ ; sk15 dfq pQm cfjfwlx? lflqo d]8sn :6f]n] :jlsf/ ug{k] kfj wfg /x\$] 5 . pNn]vt kfj wfgsf] lj k/lt Quality control and Supervision sfo\$fhflu lgoQm "Centre for Quality Surveillance Nepal Pvt Ltd." n] "Supply for Ministry of Health was not printed in all the strips of Nepalgunj sector. The shipment can be considered acceptable and analysis of samples arranged only after clarification of satisfactory corrective action taken by the supplier on the above non-conformances." eGg] s]knot n]vbf n]vb}klg Pp6f lflqo d]8sn :6f]n] ; Demf]f cg' f/ kfl't xg' kg] Tetracycline HC 1 @%) mg !(,%*,)) Sofk; h cfklt\$tf{ u aem] ln0{ lj t/0f gul/ :6f]df /fv\$] kf0of].

; Demf]f sf] zt{cg' f/ Centre for Quality Surveillance Nepal Pvt Ltd. n] u0f:t/ / dfkb08 k/f ePsf] egl l; knf/z u/k15 dfq lflqo d]8sn :6f]n] cfjfwl cfklt{ :jlsf/ ug{k] pNn]vt cfjfwldf ; f] cg' f/ ePsf] kf0Pg . o; /l s]knot xBx6} cfjfwl :jlsf/gh] Psftkm{ :jf:Yo lgsfodf cfjfwl lj t/0f xg g; Sg] t 555,, csf] km{ cfjfwl cfklt\$tfh] f0{eQnfgl lbg' kg] j fllof]ds Joj :yf ; d] /xg u0{yk Joof/ j xg ug{k] cj :yf ; hgf xg cfp5 . ctM cfjfwl tyf pks/0f cfklt{ ubf{ tflsP adf]hd u0f:t/ k/f u/\$] k0f0f k] ePk15 dfq cfjfwl÷pks/0f alenng] Joj :yf s8f0\$; fy nfu"ul/g cfj Zos b]v65 .

%& kfylds :jf:Yo ; Jf s[bsf] efl]ts kj fvf/sf] lj sf; df Wbfg lbg' kg].

!@ jf6 kfylds :jf:Yo ; Jf s[bsf] efl]ts kj fvf/sf] cgludg ubf{@ j6f kfylds :jf:Yo ; Jf s[bsf] cf^g} ejg ge0{ ufpFlj sf; ; ldltn] pknJw u/fPsf] sxl sf]fx?af6 ; Jf kbfg u/\$] kf0of] eg] \$ j6f kfylds :jf:Yo ; Jf s[bsf] cf^g} ejg eP tklg pknJw efl]ts kj fvf/ ckofk{t ePsf] kf0of]. To:t} la/fdx?n] hFfpg cfpBf cf^g] knfn] gcfpGh] ; Dd kv6] :yfg tyf lb; f lk; fj ug\$] nflu cfj Zos z]fno h:tf Gogtd ; ljwfx? ; d] clwsfz kfylds :jf:Yo ; Jf s[bsf] n] pknJw u/fpg ; s\$] kf0Pg . z]fno pknJw ePsf sltko kfylds :jf:Yo ; Jf s[bsf] n] klg la/fdl]n] kof]u ug{k] gkfp] ul/ z]fno df tfnf nuf0{sd{f/lx?n] dfq kof]u ug] u/\$] kf0of].

ctM kfylds :jf:Yo ; Jf s[?af6 k[fg ul/g]; Jfnf0{k[efj sf/L jgfpgsf]flu
; fwg / ; f[n]EofP; Dd qmdzM efl]ts k]fw/x? yk ub]hfg]/ pknJw efl]ts
k]fw/nf0{k[efj sf/L 9Eaf6 pkof] ug]km[; r] xg'kg]b]v65 .

%*= ; fdbflos cf]fwl sfoqmdsf]k|f/ k| f/ Jofks agfpg].

:jf:Yo lgsfox?af6 lgn]Ns cf]fwl lj t/of xg] Joj:yf e0/x]sf]f ; fdbflos
:jf:Yo sfoqmd nfu"ePkI5 zNs ltg{k]ePsf]z?df jfwf lj /f]w cfpgsf ; fy}
:jf:Yo lgsfo hfg]lj /fdLx?sf]; Wof s]l kfylds :jf:Yo ; Jf s[?df 36b}
uPsf] b]vof]. pbfx/ofsf] ?kdf ; g; /lsf] dw]g kfylds :jf:Yo ; Jf s[?df
la/fdl ; Wof 36sf]b]v65 . o; /L ; Wof]ds ?kdf la/fdl ; Wof 36sf]b]vP klg
jf:t]s ?kdf la/fdl g36sf]s]l :jf:Yo lgsfox?n]atfPsf 5g\ . hgtfnf0{
; fdbflos cf]fwl sfoqmd nfu"ug{k]ePsf]sf/of atfpg /fd/L ; Sg]tyf u0f:t/lo
; Jf pknJw u/fpg ; lfd lgsfon]k]ofPsf]; Jfkl]t hglj Zjf; /x]sf]kf0of]eg]
o:t]sf/of /fd/L atfpg g; Sg]tyf u0f:t/lo ; Jf lbg g; Sg]lgsfon]lj /f]wsf]
; fdgf ug{k]ePsf]; fy}la/fdl]sf]; Wof ; d] 36b}uPsf]kf0of].

ctM ; fdbflos cf]fwl sfoqmdsf]; km]tfsf]nflu o; sf]lj ifodf Jofks k|f/
k|f/ ul/ hgtfsf]lj Zjf; k0f{?kdf lhTg ; km] xg]sf ; fy}u0f:t/lo ; Jf
pknJw u/fpg ; d] ; lfd xg'kg]b]v65 .