

:j bzl ; wf/ sfoqndsf]klfdf ljZj a\$sf]; xfotf /ofglit

ul/al Gobls/of ; DaGwl :j bzl kof; df lj sl; t gkfnsf]dxTj fsf#fl
lj sf; ofhgfn]ljZj a\$sf]cgdfbg kkt ug{ ; kmn ePsf]5 . utM
@))# sf]gfe]a/ !* df gkfnsf nflu gof"; xfotf /ofglit ; DaGwl
5nkmkl5 ; f]cgdfbg kkt ePsf]xf]. ; fxl cj ; /df gkfnnf0{ul/al
Gobls/of /ofglit sfof]og ug{ul/al Gobls/of ; xfotf sfoqnd
-kl=cf/=P; =; l=-! cgtut & s/f\$ cd]sl 8n/sf]C0f-; xofu kbfq
ug]lgof6 ePsf]lyof].

gkfnsf] xfn} tof/ kfl/Psf] ul/al Gobls/of /ofglits sfoqnddf
cfufdl cf=j= ; g\@))& sf]cGto; Dddf ul/alsf]cgkftnf0{\$) af6
#) klzttdf cf]fNg]dVoM nlo lnOPsf]5 . gkfnsf]b; f}k~r jlif6
ofhgfsf] cleGg cEsf] ?kdf /x\$] o; /ofglitdf ; fdlhs
kyls/Ofnf0{ lj sf; sf] dxTj kOf{ rgf]lsf ?kdf lnOPsf] xbf of
/ofglit o; eGbf klxn\$ ofhgfx? eGbf lgtf6t leg 5 . o; n]bzs]f]
sl7g lj Qlo cj :yf tyf lkmtnf]sfof]og lfdtnf0{k]6tM cftd; ft
ub] sfof]og ug{ ; lsg] ; ef]o nlox?df cfwf/t dWbd cj lwsf]
vr\$] ; Argf Pj +t]sfnlS sfo{ofhg dfkmt lj sf; sf cj /f]wx?
x6fpg] Aofj xfl/s cj wf/off k]tflj t u/\$] 5 . ul/al Gobls/of\
/ofglitsf -s_ Jofks cfwf/sf]cfly\$ j [4= -v_ ; dflhs lf]sf]lj sf; =
-u_ ; fdlhs ; dfj zls/of= / -3_ c; n zf; g h:tf rf/j6f
cfwf/:tDex? /x\$] 5g\hg lj s]bl]s/of, ; /sf/sf s]bl]o lgsfosf
sfo{x?sf]tfls\$; dfofhg tyf kf/bzl]fsf]hudfly p7\$] 5g\
.

.ljZj a\$sf sfo\$fl lgbzsx? gkfnsf]ul/al lgjf/of sfoqndk]t
cTo6t ; sf/fltds xgfsf ; fy} pxfx? xfn; Dd sfof]og ePsf
; wf/x?af6 kkt pkn]Awx?af6 pI; flxt xgx65, ũ gkfnsf nflu ljZj
a\$sf lgbzs >l s]0fl cf]zlsf]egf0{5 ..o; sf]dtnj of]xf]g
ls aGåsf sf/of lj sf; sf ; ef]g fx?sf ; fy} cfd gful/sx?sf]u0fftDs
hljg g/fd/l keflij t e0/x\$] ; Gbedf gkfnsf]lj sf; df ; xsfo{ug]
ldqx?n]dh\$df lj Bdfg vt/fkOf{oyfyhf0{j]f:tf ug{vf]h\$] eg]
kSs}xf]g . ũ pxf" eGgx65- .jftf]f/f aGåsf] ; dfwfg, ; xefultf tyf

hjkmbxltfsf cfwf/df khftflGqs ; :yfx?sf]kga{fnlsf ; fy}; bØ
?kdf dfgj clwsf/sf] ; Af0f ug{ lakm ePdf cfly\$ ljsf; sf]
køf; df uel/ hfllvdx? pTkGg xg] / ul/al Gogls/Of /Ofglltsf
p27ox? xfl; n ug]lfdtf Jofks ?kdf l; ldt xg; Sg]; øfj gf /xG5 .l

gkfnsf nflu ; xfotf /Ofgllt ; fj hlgS ug]l; nl; nfdf sf7df8fØf
@))\$ hgj /L (sf lbg cfoflht ; df/fxdf >l cfxf; ln]ljZj a\$sf]
gof" ; xfotf /Ofgllt cl3Nnf] ; xfotf /Ofgllt- ; g\!((* sf
pknIAwx?df cfwf/t ePsf] hfgsf/L lbb} To; n] ; wf/sf klta4
køf; x?sf]yfngl ug{; 3fpg]s/f atfpg' eof]. gof" ; xfotf /Ofgllt
gkfns}g]ljdf ; ~rfng xg]Jofks tyf uxg ; wf/ sfoqmdnf0{6}f
køfg ug{cl3 ; /\$f]5 .

/fhg]ts åGå; u ufl'; Psf]cl:y/tf tyf clgZro / lx#fTds lj bflxsf
afj hb klg gkfndf vf; u/L, laut b0]j if{otf sxl xb; Dd gjlg tyf
dxTj k0f{; wf/x? e0/x\$ 5g\ o:tf]; wf/ klqmf]ult lng yfn\$]f
s/f sxl 7f] pbfx/Ofx?af6 k}t't xG5gM

??; øflj t lj Qlo ; s6nf0{ 6fg{ b0j 6f ?U0f j fl0fHo a\$sf]
; ~rfngsf] lhDd]f/L afxØ Joj :yfkG ; dxnf0{ lbP/ ; wf/sf
lbzfd dxTj k0f{yfngl ul/Psf].

??dWbd cj lwsf] vr\$] ; Argf -d=c=v=; ± kflbøf] u/] ljsf;
ahøsf]tfls\$; dfofhgsf ; fy}klrøf]ahøsf sf/Ofaf6 pTkGg
; d:ofx?sf alrdf klg sfd ug]u/L cgZf; g sfod ePsf].

??; fj hlgS ;]fsf] lj t/Of klqmfdf tTsf] ; wf/ Nofpg' kg]
cfj Zostfnf0{Wbfgdf /fvl kfylds lzlff tyf kfylds :jf:Yo
;]fnf0{ ; fdbflos Joj:yfkG cftu\$; ~rfng ug] u/L
; lDkPsf].

??kfyldstfkkt ; wf/ sfoqmdx?sf] sfofj ogdf ; lglZrtxf
Nofpg] sfof tftsnls sfo{ ofhg -tf-sf-of cfoflws
kfej sf/L kofloft ePsf] /

??cIVtof/ b?kofu cg' Gwfg cfofu -c=b=c=cf= n]e|6frf/lj?4
b|vg]lsl; dn]kfej sf/L cleofg yfn\$].

ljZj a\$]n]Psf]t/, o:tf ; wf/sf ljleg cfofdx?df kfi; fxg tyf 6]f
k%of0/x\$] 5 eg] csf]t/, a\$]sf] gof" ; xfotf /ofglltn] ul/al
Gogls/of sfoqmdsf ; a} rf/j6} cfwf/:tDesf dhet tIjx?nf0{
; d\$]5 . k|tfij t ; xfotf /ofglltn]cfkmgf nlox?sf]:ki6 ls6fg
ub{cf=j = ; g\@))\$- cf=j = ; g\@))& sf]; xofu tyf ; xfotf cj lwdf
@^ j 6f lglb{6 k|tkmx? xfi; n ug]nlo lnPsf] 5 .

ljZj a\$]af6 kbfq xg]lj Qlo ; xofu]sf]k|tfij t sfoqmdaf6 cgdflbt
& s/f\$ cd]sl 8n/ hlt g}/sd k|of\$ jif{ul/al lgjf/of Cof
; xofu sfoqmdnf0{kkt xg] / To; af6 gkfnnf0{ul/al Gogls/of
/ofgllt nfu'ug{; d] ; 3fp k|g]ck]ff ul/Psf]5 . o; c|tl/Qm of
; xfotf k|of\$ jif{lzlff, :jf:Yo, lj Qlo lfi ; wf/ tyf k|f/wf/ h:tf
dVom lfi x?df kbfq xg]tlgj 6f nufglx?sf]cf} t a/fa/ /x\$]5 . of
lj Qlo k]fxnf0{vf; u/L, efjL ; wf/sf glttut lfi x?sf]kfyldsls/of
ug{; b] lj Zn]rofftds sfoqmdaf/f >L % sf]; /sf/nf0{6]f k%of0g\$.
gkfnsf] cfo:t/ Gog ePsf]h] o; nf0{ cGt/fi6e lj sf; ; :yf
-cf0{8L=P= af6 cgbfg-; xfotf lng kfpq]; lj wf kkt 5 . cf0{8L=P=
af6 kkt xg]cgbfg ; xfotfnf0{:jf:Yo, lzlff jf ufdlof vfgkfgl
h:tf ; fdlhs lfi sf kl/ofhgfx?df nufpg ; ls65 .

a\$]sf]lghl lfi df sfo{t lgsfo cGt/fi6e lj Q lgud -cf0{Pkm#; L= n]
bl|f of Pl; ofnl pBd lj sf; ; lj wfs/of -; fpy Pl; of 0G6/kf0h
l8e]kd06 km]; ln6L- P; =0{8L=Pkm#_ dfkmt ; fgf tyf demf]f
pBdx?nf0{k|lj lws ; xfotf pknAw u/fpg]sfof wofg s|blt ug\$.
o:t} axklflo nufgl ; /lfof lgud -dN6L-Nof6/n 0Ge]6d06 uof/06L
Phq; L- Pd=cf0{nl=P= n]gkfndf k|olf nufgl leaofpg]sfof lg/Gt/
?kdf 6]f k%ofpg\$.

ul/al Gogls/of Cof-; xfotf sfoqnd dfknt ul/al Gogls/of /ofglitsf sfoqndx?sf]sfofj ogdf ; 3fp k%of0g]

ul/al Gogls/of ; xfotf sfoqnd cgtuf @))# sf]gfe]a/ !* df cgdffg
ul/Psf]& s/f\$ cd//sl 8n/sf]klxf]Cof-; xofu gkfnsf]ul/al Gogls/of
/ofglits sfoqnddf cfwf/t 5 eg]To; n]pkoQm ; Argf, ; fdfhs tyf
Gof; wf/L -km8al; o/L_ ; :yfx?sf]lj Zn]f0fsf cfwf/df lgldt gkfnsf nflu
a\$sf]; xfotf /ofglitsf p27ox?; u klg tbtDo /fvb5 . a\$nlaut sxl
jif{ of u/\$f nufgl jftfj/of ; DaGwl cWbog -!(((, Aofkf/ tyf
klt:kwf{ds lfdtf ; DaGwl cWbog -@))#_ ; fj hlgv vr\$]kg/fj nfg
-!(((, gkfnsf] lj Qlo hjfkm\$ltf ; DaGwl ; Dk/Lifof -@))@_ gkfnsf
nflu vl/b sfo{; DaGwl cWbog -@))@_ ul/al ; DaGwl cWbog -!(((/
hg; Vof tyf :jf:Yo ; j]f0f kltjbg -@))!_ ; lxtsf lj Zn]f0ffids
cWbog-cg; Gwfgx?af6 kkt kl/offd ; xfotf /ofglitdf kltlalDjt ePsf
5 .

cgt/fli6e dbf sfj tyf ljZj a\$nl u/\$f]; eQm ; dliffids cWbogdf
gkfnsf] ul/al Gogls/of /ofglit 7f] tyf Jofks k\$[tsf] xg\$; fy
sfofj ogdf klfd Tf]; :ki6 ePsf]s/f kfOPsf]5 . oBlk, ; f]cfsngdf
ul/al Gogls/of /ofglitsf]sfofj og zflgt tyf /fhg]ts l:y/tfdf e/ kg
s/fdf hf\$ lbOPsf]5, hg ul/advl vr{x?sf]; Dj 4g ug]lbuf]lsl; dsf
axt\cfly\$; Argfsf ; fy}zf; slo cfwf/ tyf ; du]glitut jftfj/ofsf
; wf/sf nflu dxTj kof{5 . ; eQm cWbogdf kl/nllot sfoqndx? sfofj og
ug\$ nflu lfdtf ljsf; , ; wf/Psf]; fj hlgv vr{Joj:yfkg kofnldfknt
vr\$]lgogof tyf ofhg klqomdf ; wf/ / kefj sf/L cgludg kofnlsf
ljsf; ug{g}sfofj og klfsf ttfsnls rgf]tx? xg\eg]s/f hgOPsf
5 . o; u/L_ ; eQm cWbogn] gkfnsf] ul/al Gogls/of /ofglitsf sdl
sdhf]lx?sf]klg klxrfg u/\$f]5 . tl sdl sdhf]lx? ; doqnddf lg/fs/of
xg\$; fy}jflif\$ kult kltjbgdf kltlalDat e0{ul/al Gogls/of /ofglit
kof]Mkefj sf/L tyf ; d; fdlos eP gePsf]s/fsf]lgSof] xg\$.

o:t} ul/al Gogls/of Cof-; xfotfaf6 gkfnsf ; wf/sdlx?nf0{cfly\$ j [4,
;]fsf]lj t/ofdf ; wf/, ; fdfhs ; dfj zls/ofsf]kj 4g tyf zf; gdf ; wf/
Nofpg] u/L Jofks lsl; dsf ; wf/ sfoqndx?sf] sfofj og ugdf 6]f
k%ofpg]p27o /flvPsf]5 . o; Cof-; xfotfn]; GtInt axt\; Argf sfod
/fvG / gkfnsf]lj Qlo sdl kl/klt{u/L pRr kfyldstfkkt kl/ofhgfx?nf0
; Alf0f ugdf ofubfg k%ofpg\$. Cofsf] kefj sfl/tfsf cfwf/df Psdl6
lj t/of xg] of] Cof-; xfotf ul/al Gogls/of /ofglits sfoqndsf
sfofj ogdf ; 3fp k%ofpg]axalife sfoqndsf]kyd ls:tf:j?k cfPsf]5 .

ul/al Gogls/of /ofgllt d:ofb fkq ; xlnotk0f{; xfotfsf
nflu pkoQm cfwf/MljZj a\$

t/ åGå tyf cl:y/tf 7hf vt/fsf ?kdf /x\$

gkfnsf] ul/al Gogls/of /ofgllts d:ofb fkq / ljZj a\$ tyf
cGt/fli60 dbf sf]sf] ; eQm ; dlffsf af/])# gfeDa/ !* df
jflzu6g 8l=; l= df 5nkm ub{ljZj a\$sf sfo\$fl lgbZsx?n]
ul/al Gogls/of /ofgllts d:ofb kqaf6 gkfnsf] ; wf/ sfoQm dnf0{
ultjfg tNofpg, cfly\$ tyf dfgj ljsf; df ; wf/ Nofpg Pj +ul/al
la?4 n8y plrt b[6sf0f ldn\$df To; sf]:j fut\ug{ePsf]5 . t/
hf/l åGå tyf /fhg]ts cl:y/tfaf6 pTkGg clgZrttf sf/of uel/
rgf]t tyf hf]vdx? v8f xg; Sg]; efj gfk]t pxfx?sf]lrGtf lyof].

gkfnsf] u]dlOf lf]sf]cfDbfgl tyf /fhuf/ldf tlj |?kdf j [4 Nofpg
Wofg s[blt ul/Psf]/ ; fdf]hs ; dfj Zls/ofnf0{bZsf ; GdV lj Bdfg
ljsf; sf]cfwf/et rgf]t sf]?kdf :j lsf]/Psf]df lgbZsx?af6 To; sf]
:j fut\ul/Psf]lyof]. pxfx?n]dh\$sf]kl]rnf]lj Qlo l:y]t / lkmtnf]
sfof]j og lfdtnf0{/ofglltn]cf]d; ft ub{To; k\$ /sf ; d:ofx?nf0{
Joj:yfkg ug\$ nflu dWod cj]wsf]vr\$]; Argf -d=c=v=; = tyf
tflsf]nls sfo{of]hgf -tf-sf-of] h:tf oyfyk/s cj wf/Offx? k]tflj t
ul/Psf]df ; /fxgf ug{eof] . :yfglo ; dbfof?nf0{ Joj:yfkg sf]
x:tfGt/Ofsf ; fy}e]6 kj]Qdf sdl Nof0{ ; fj h]lgs ;]fsf]lj t/of
kl]qmfdf ; wf/ Nofpg]lbzdf /ofglltn]hf] lbPsf]s/faf6 sfo\$fl
lgbZsx? p] ; flxt aGg'ePsf]5 .

ul/al Gogls/of /ofgllts d:ofb kq]sfof]j og kl]df gful/s åGåsf]
k\$]sf ; fy}To; af6 cfpG; Sg]; ef]o rgf]tx?nf0{gh/cGbfh u/\$f]
xf]ls eG]cfzsf sltko lgbZsx?n]ug{ePsf]lyof]. pxfx?n]ul/al
Gogls/of /ofgllts sfoQm dnf]kl/nllot u/\$f j [4sf kl/b[ox? cfzfk]b
eP klg To; qmddf cfpG; Sg]hf]vdx?sf]ulx/f]cWbog ug{cf]Jxfg
ug{eof] . o:t} j [4sf sf/sx?sf ; fy} ul/al Gogls/of; + It
sf/sx?sf]; DaGw kQf nufpg hf] lbgeof]. j flif\$ ah]sf]kl]qmfut
; fwgsf ?kdf ; fj h]lgs glltx?df ; wf/ ub{ ; a} k\$ /sf ; /sf/l

vr{x?sf] kfylds/Of ug\$ lglDt cem ; 3g ?kdf dWbd cj lwsf] vr\$] ; Argfnf0{ ljsl; t ugI ; Nnfx lbgEOF] . pxf{x?n] nllot sfoGmdx?sf dWbdaf6 ; fdfhs ; dfj zls/Ofnf0{ ; lglZrt\ ug{ ul/adVl ufdLof /Ofglltx?nf0{ Jofks kfbI ; a} lfx?df ; fj hgs ; J]fsf]lj t/Ofdf ; wf/ Nofpg ; emfj lbgEOF].

lgbZsx?n] ul/alsf] cj :yfsf] cgludg ug\$ nflu lfdtf ljsf; / To; sf] sfoGj ogsf nflu ; :yfut ; Argfsf] ljsf; u/L pkoQm lsl; dsf] cgludg tyf dNof\$g k4lts cjdJg ug{ hfB lbgEOF]. pxf{x?n] :jfldTjefj tyf hjfkmB\ltfsf] lbuf] clej [4sf nflu ul/al Gogls/Of /Ofgllts sfoGmddf cGt/lglxt ; xefultfdhs klqmf]sf] lj:tf/ tyf ; bZls/Ofsf] cfjZostdf ljzlf hfB lbgEOF]. o; } ; Gbedf lgbZsjun] /Ofgllts d:ofBfkqsf] sfoGj ogsf ; DaGwdf hfgsf/L pknAw u/fpg]Pj d\tt\; DaGwl kltsOfx? h6fpg vhf tyf kf/bzl{5nkmklqmf rnfpg]; :yfut kl/kf6l ckgfpg]/ To; af/\$f hfgsf/Ldhs ; fdulx? kv hghftl ; dxx?sf eflfsfx?df ?kGt/ u/L k|okOf ul/gkgIcfjZostf cfNofpg' eof].

ul/al Gogls/Of /Ofgllt g}ul/adVl vr{x? ; /llft ugI lbuf] axt\ cfly\$; Argf xg\$; fy} zf; gsf cfwf/ tyf ; dli6ut glltut jftfj/Ofdf ; wf/ Nofpg] kv sf/s ePsf] sfo\$ /L lgbZsx?n] ul/al Gogls/Of /Ofgllts sfoGm]sf] ; kmntf zflGt tyf /fhglts l:y/tfdly lge{ /x\$]s/fdf hfB lbgEOF]. kl/nllot sfoGmdx?sf] sfoGj ogsf nflu lfdtf ; bZls/Of, ; wf/Psf]vr{Joj :yfkG kOfnlsf dWbdaf6 vr\$] ofhgf tyf lgoGqOfdf ; wf/sf ; fy} kefj sf/L cgludg k4ltsf]lj sf; ug{clxn\$ tflsf]nls rgf]tx? xg\

5nkm]sf qmddf lgbZsjun] ul/al Gogls/Of /Ofgllts sfoGm]sf nflu dfkb08 tyf kltkmx?sf] lgwf{Of ugI sfo\$] dxTj bzfpb} kefj sf/L cgludg tyf dNof\$g k4ltsf]; :yfut ljsf; sf]cfjZostf cfNofPsf] lyof]. o; sf nflu pxf{x?n] ul/al Gogls/Of /Ofgllts sfoGm]sf] sfoGj og klfsf] kultsf] cf\$ng ugI sfo{x?df lx; ; bf/x?sf]a9bf]; xefultf xgkgI s/fklit ; xdlit hgfpb}; /sf/nf0{

/0fgllts d:of0fkqdf kl/nllot dVom ; wf/x?sf]; fdfhs tyf ul/al ; DaGwl kefj cVbog ug{b0tkj} \$ clekl/t ug{ePsf]lyof].

cGttM cGt/fk60 lj sf; ; :yf -cf0{8L=P= sf] ; xlnotk0f{ ; xfotf kfk t ug] lbzfdf gkfnnf0{ ul/al Gogls/Of /0fgllts d:of0fkqn] pkoOm cfwf/ k0fg u/\$f] a\$sf clwsf/lju\$] lj rf/df sfo\$fl lgbz\$xs?sf]klg ; xdlit kfk t eof].

-gkfn\$]ul/al Gogls/Of /0fgllts d:of0fkqsf ; DaGwdf @))# sf] gfe]a/ !* df jflzu6g 8L=; l= df cf0f]ht cGt/fk60 lj sf; ; :yfsf sfo\$fl lgbz\$xs?sf] a\$sd f clwlf dxfbon] lbg0Psf] ; dfg dGtJodf cfwf/t_

; wf/ g}bluf]zflGt tyf lj sf; sf nflu cfzfsf]ls/Of xf] gkfn\$ nflu ljZj a\$sf]; xfotf /0fgllt

w}lsl; dn]gkfn cfh lj sf; klqmf\$]; j0gzln df0df plePsf] dh\$ns]sg af6]lnG5 eGg]af/]k}f0dfg ug{sl7g ePsf]s'/f @))\$ sf] hgj/l (df sf7df8f0f ; fj hlg\$ ul/Psf]gkfn\$ nflu ljZj a\$sf]; xfotf /0fglltdf pNny 5 . .Psflt/, rfn' ; wf/ klqmf g} :yfol zflGt tyf lj sf; sf] cfwf/ v8f ug] cfzfsf]ls/Of xf] eg] csf]t/, lj bfl lqmf\$nfkx?n]ltg\$]sf0f]ogdf sl7gf0{pTkGg ug{ ; Qm50- ; f]/0fglltdf hg0Psf]5 . ; xfotf /0fglltdf pNny ulPemy .a\$sf]b0 ; xofuaf6 dfq}; wf/ klqmf] ; kmntf kfk t ug{ ; Qm5, cGttM h; n]gkfn\$; a0Gbf sdhf] tyf lj kGgj u\$] hljg:t/df ; wf/ Nofpg5 .U

kltj 0gsf cg' f/ gkfn cfh p0ofnf]/ cVwf/f]elj iosf]o:tf]bf0f0df plePsf]5, hxf" Psflt/, pm bluf]?kdf ul/al lgj f/Of xg; Sg]; vb\ elj iotkm{ pGdv xg; S5 eg] csf]t/, emg\nfdf] tyf Wj :f]ds cfGtl/s a0adf km'b0fg]; efjgf klg Tolts}/x\$]5 . ; g\@))! sf] gfe]a/b]v ; 0f; u} k]o]fM le8Gt ; ? ePsf] dfcf] fblx?sf] lj bfl ultlj lw laut sxl j ifb]v lgs}a9] uPsf]5 . o; sf ; fy}afx0 lf0df

lj sl; t 36gfqmdx?af6 cy{Gqdf kl|tsh c; / kf/\$f] 5 eg] b}zsf] lj Qlo l:y|t sdhf] xg klu\$]5 . .; g\ () df axbnlo khftGqsf] k|pbf] / ; g\ () sf]bzssf]; ?df cfly\$ pbf/Ls/Ofsf]lbzfdf cfPsf] nx/af6 g|kfndf w]}; sf/f|ds kl/j tGx? ePsf xg\ . t/ o; eGbf ljkl/t, cfDbfglsf]kZgdf dfq ge0{ ; fdf|hs tyf /fhg|ts lg0f6 klqmfxf?df ; l/s xg] g|kfnl gful/sx?sf]cfwf/e't lfdtfd}dh\$df uel/ / laubf] c; Gthg sfod xgklu\$] tYo xfn} lj sl; t kl/l:y|tx?af6 phfu/ ePsf]5 . o; f]eP tfklg, ulxl/b}uPsf]; \$6n] /fhg|ts tyf klj|lwj 1 ; wf/sdlx?nf0{eg]:yfol zflGt tyf ul/al Gogls/Ofsf nflu cfly\$ tyf ; fdf|hs hu xfnG]cj ; / ldn\$]5 .U

; wf/sf] g|tj bfol klfn] s|bl|o txd f hg phf\$ f ; fy ; wf/sf Ph08fnf0{ ; kmntsf ; fy cl3 a9f0/x\$]f eP klG ; wf/sf] kmn ; dfhsf]tNnf]txncem; Dd klG /fd/L rfVg kfPsf]cge|t ug{; s\$]f] 5g . o; h] ul/al Gogls/Of /Ofgl|tdf ; dfj } ePsf ; wf/sf sfoGmdx?nf0{bQ|t/ ?kdf cl3 a9fpg'kg|t 5b5, cemJofks ?kdf lj s|bl|s/Of xg'klG To|t g}h?/L 5 . .of]/fHosf kl|t hgtfsf]lj Zj f; kg|nfuf| ug{dfq cfjZos ePsf]ge0{ul/al Gogls/Ofsf lbzfdf cyk0f{k|t|tsf ; fy}; xz|Ab|sf]lj sf; sf nlox? -Pd=8L=hl= xfl; n ug{klG plQs}h?/L 5 .U

kl|tj }gdf ./fhg|ts pynkynx? e0/x\$]f] kl/l:y|tdf g|kfndf sfd ug{a\$]n]hfl|vdk0f{j ftfj /OfhGo cj :yfx?; u h|lgkg|s'/fdf sg}zsf 5g| elgPsf]5 . .g|kfndf Jofks ?kdf ; z:q aGa a9g; Sg]/ /fHo ; eGqx? lakm xg; Sg]hg ; e|lj t uel/ vt/f lj Bdfg 5, To; sf] nk0df a\$ klg kg{; Qm5, tfklg a\$]n]cflQ0{xfNg' eg]xbg . o; sf thgdf cGo hfl|vdx? lemfdl; gf geP klG To|t uel/ k\$|tsf eg] cjZo g} 5g|g\ .U a\$]sf]; xfotf /Ofgl|tdf pNny ul/Psf]5- .xfn rln/x\$]f]; wf/sf] t/E oxl cfwf/e't hfl|vd lg/fs/Of ug|; wf/j fbl g|tj sf]s|; \$|Nkt kof; sf]kl/Ofd xf]. ; wf/sf k|Int tf|tl/sf eGbf leGg ?kdf kl/j tGsf]g|tj a9leGbf a9L ; wf/j fbl klj|lwj 1 Pj + ; :yfkG leq}klG k|ys lj rf/ /fVg]sXl /fhg|ts g|fx?af6 ; d| k|kt e0/x5, h; n]vhf ge0{; ; kt ?kdf g|tj lbP/ ; xof|u k|of0/x\$]f 5g\ .U o; u/L, ; f] kl|tj }gdf elgPsf]5- .t; y{ ; wf/sf kof; x? d}

k7g ug[7fp"xg\$; fy}tl Tolt kēj sf/L ; d] b]vg ; s\$; 5g\ ; wf/ sfomdx?nf0{dhwf/sf /fhg]ts bnx?af6 sldtdf dfg ; Ddit dfq ldn\$;]eP klg cfdhg; dbfoaf6 eg]To; kl't b; ; dyg k]kt xg ; s\$;]5 . o;]eP tfklg /fhg]ts cfuxsf sf/of ; wf/ klqmf dGb xg; Sg] jf åån] sfof] og ug[lfdtnf0{ g} ; slrt kfg{Sg] vt/fx?nf0{ sd cfsG eg] ; lsb; . a\$ ckmf /ofgltx?sf] sfof] ogsf ; Gbedf To:tf hf]vdk0f{cj:yfx?kl't ; r] /xg\$. U

pk/fQm lsl; dsf hf]vdx? cfpG; Sg] ; e]j gfnf0{b[6ut u/L a;n] ; wf/ klqmf]sf]sfof] ogdf xfl; n ePsf]sfokult; u C0f-; xfotfnf0{ cfj 4 u/L C0f-; xfotfsf]km/s-km/s :t/ sfod ug[lglltnf0{lg/Gt/tf ?kdf sfod /fvG 5f\$]5g . ul/al Gogls/of /ofgltsf kfyldstfk]kt sfomdx?sf] b]t/ ultdf sfof] og ug{ ; 3fpg] sfomds ahonufotsf sfok?sf nflu cfwf/et txd a; lg sl/a !(s/f\$ cd]sl 8n/ -g]knsf nflu cGt/f[6 l]sf; ; :yfsf] ; fwg lalgofhgcg?k_ a/fa/ C0f-; xfotf k]ok0f ul/g\$. olb, ; wf/ klqmfdf /f\$]6 cfPdf -Gog txd_ ; xfotfsf]:t/nf0{)-% s/f\$ cd]sl 8n/df l; ldt kfg{; lsg\$. z]Gt sfod e0{ultzln ?kdf ; wf/klqmf cl3 a9\$]v08df pRr txd a9fQ/L u/L a; lg @)-@% s/f\$ cd]sl 8n/ a/fa/ C0f-; xfotf pknAw u/f0g\$. t/ xfnsf] clg]Zrt]j ftj /ofnf0{b[6ut ubf{; xfotf /ofgltnf0{km]L kl/dfhg ug[cj:yf gcfnf eGg ; lsgg . t; y{; xfotf /ofgltsf]sfof] og ; ? ePk15 em08}* blv @\$ dlxgfleq jf ; f]Gbf klg cl3 g}cj:yf x]L ;]/ofgltsf]kultsf]cgludg u/L To; ; DaGwl sfokult kl'tj]G tof/ kfl/g\$.

तालिका ५: सहायता रणनीतिका परिदृष्यहरूका मुलभूत मापदण्डहरू

परिदृष्य	मुलभूत मापदण्डहरू
(औसत वार्षिक ऋण प्रवाह)	
न्यून तह (०-५ करोड अमेरिकी डलर)	<ul style="list-style-type: none"> ■ वार्षिक ता.का.यो.को कार्यान्वयन लक्ष्यअनुरूप नभएको (आधा लक्ष्य पूरा भएको) ■ आधारभूत सेवाहरू खासगरी शिक्षा तथा स्वास्थ्यका क्षेत्रमा विकेन्द्रीत सेवा वितरण प्रणाली अवरुद्ध भएको ■ बैंकहरूको सुधार कार्य रोकिएको जस्तै, आ.व. २००५ मा पुनःसंरचनाको कार्य हुन नसकेको ■ सार्वजनिक खर्चको व्यवस्थापन फितलो भएको जस्तै, म.अ.ख.सं./परियोजना प्राथमिकीकरण प्रणाली/यस्तै संयन्त्रहरूको कार्यान्वयन फितलो भएको ■ भ्रष्टाचार विरोधी अभियान सेलाएको
आधार तह (१२-२० करोड अमेरिकी डलर)	
उच्च तह (२०-२५ करोड अमेरिकी डलर)	<ul style="list-style-type: none"> ■ ता.का.यो.को वार्षिक कार्यक्रमहरूको कार्यान्वयन पूरा भई कार्यान्वयन प्रक्रिया सबल भएको ■ आधारभूत सेवाहरूको विकेन्द्रीत वितरणमा तिब्रता आएको ■ आर्थिक विकेन्द्रीकरण तीव्र भएको, केही जिल्लाहरूमा पूर्णस्तरमा विकेन्द्रीकरण लागु भएको ■ सुविधाविहीन बालबालिकाहरूका लागि आधारभूत शिक्षामा पहुँच बढाउन व्यापक उपायहरू अवलम्बन गरिएको ■ ने.बै.लि./रा.बा.बै पुनःसंरचना योजना स्वीकृत भई कार्यान्वयन भएको ■ ग्रहणयोग्य क्षमता पुष्टि हुने गरी पोर्टफोलियोको प्रगति निरन्तर रुपमा सन्तोषजनक भएको

ljZj a\$sf lgbZsx?af/f ; wf/ sfoqmdsf]sfofGj ogdf
ePsf]kultsf]; /fxgf

*t/ sdhf] ; /lff l:ylt, /fhg]ts cl:y/tf tyf khftflGqs klqmofsf]
ult/fv]k]t lrlGt t*

gkfnsf nflu ; xfotf /ofglldfly lj rf/lj dz{ ug] qmddf gkfnn]
; fdgf ug{kl//x\$]f uel/ k\$[tsf rgf]tx?sf]vhf tyf :ki6 ?kdf
dNof\$g u/\$]f]f ; xfotf /ofglitsf]; /fxgf ePsf]5 . pQm ; /fxgf
gkfnsf nflu ; xfotf /ofglitsf af/] @))# sf] gfe]a/ !* df
jflzu6g 8L=; L= df ; DkGg 5nkmsf bf]fgdf ljZj a\$sf sfo\$]L
lgbZsx?af6 ul/Psf]lyof].

lgbZsx?n]vf; u/L, zf; slo, ; fj h]lgs vr\$]Jo]y:fk]g tyf ; Jf
lj t/0fsf klfx? h:tf Jofks lsl; dsf ; wf/x?sf]sfofGj ogdf lg/Gt/
?kdf kult e0/x\$]f]f :j fut \ug]eof]. ; fy} pxf?n]lkmtnf]; /lff
l:ylt, /fhg]ts clgZro, khftflGqs klqmofdf ult/fv]sf ; fy}to; af6
ul/al Gogls/0f /ofglitsf]sfofGj ogdf kg{Sg]uel/ rgf]tx? kl]t
lrlGtf JoQm ug]eof]. lgbZsx?n]dh\$df gful/s aG\$sf]; dftLsf
nflu ; Djfb Pj +khftflGqs klqmofx?sf]kgaxfnl u/L pk/fQm klfnf0{
; af]vg ug{ ; /sf/nf0{cfux ug]eof]. pxf?n]tl ; d:ofx? ; af]vg
ug{c; km ePdf to; af6 ul/al Gogls/0f ug]gkfnsf] lfdtdfly
l; wf c; / kg\$]f ; fy} sfoqmds ; xof]usf]; efj gdf llf0f xg; Sg]
s'/df hf\$ lbgeof].

lgbZsj u{ ; fdfGotofM ; xfotf /ofglitsf] kl]tkmd'vl kl] tyf
sfokult; u to; sf]cfj 4tfsf ; DaGwdf ; sf/flDs /xg'ePsf]kf0Psf]
lyof]. gkfndf ; 3g ?kdf a\$sf]; Ungtfsf]; j fut \ub]z; slo
klfx?df Wbfg lbg\$]f ; fy}e]6frf/ tyf dh\$sf u]dl0f tyf bu'd
Onfsfx?df cfwf/e't ; Jfx? k'ofpg g; l\$Psf lj ifox?df a9L Wbfg
lbg hf\$ lb0of]. s]xl lgbZsx?n]eg] cfwf/ txd] C0f-; xof]usf]
dfkb08nf0{ Wbfgdf /fvbf ; xfotfsf] k]tflj t cfsf/ / dh\$sf]
kl/l:yltnf0{Wbfgdf /fvbf vf; u/L, Gof; wf/L ; :yfx?sf] lfdtf ; DaGwL

klfsf ; fy}ul/al Gogls/of /ofglitsf ; eGqx? slt pkoQm xfhfg\egl
lrGtf k\$6 ug{ ePsf] lyof] . pxfx?n] ; tsf{sf ?kdf ljz]ftM
u}-nufgl shfx?df uNtl ugaf6 hfl]ug'kg] ; emfj lbg' eof]. o; u/L,
lgbZsx?n] tIsfn sfof]t e0/x\$ f sfoqmdx?sf] kulltsf] lg/Gt/
tyf a:tlut ?kdf dNofsg ug\$ f nflu 7f] Isl; dsf] ; eGq xgkg]
cfjZostf cf]ofpg' eof].

gkfnsf] cfkmg} ul/al Gogls/of /ofglits ; Argfsf] kj4G tyf
lqmfGj og ePsf] ; Gbedf sxl lgbZsx?n] dWofj lws cgludgsf nflu
cem kl/df0ffTds k\$[tsf kl/ ; r's tyf dfkb08x?sf] cfjZostfdf
hfB lbg' eof]. pxfx?n] ljz]fu/L, cgludg tyf dNofsg ; DaGwl lj ifo
Pj +:yfol ?kdf ; du|Cof ux0fotf nufotsf lfdtf clej]4sf
; Gbedf cem w]} sfo{ ug{ af\$ /x\$] s'/fdf hfB lbg' eof] .
lgbZsx?af6 gkfndf hftl, hghftl tyf n}'s cfwf/df ljBdfg
; fdfhs kysls/ofsf] ; :yfut ; d:ofx?sf af/]lj xud b]i6 k'ofpg]
p27on] ; fdfhs tyf n}'s lj ifox?df e0/x\$]lj Zn]ffTds sfo\$]
klg :j fut\ul/of].

lgbZsx?af6 k}tfij t /ofglit; u ufl'; Psf uel/ k\$[tsf hfl]vdx?sf
; DaGwdf pNny ul/of] eg] sxl]n] d:ofBkqdf lj b]xl ultljw,
/fhg]ts cj:yf tyf ; du|sfof] og klfnf0{gh/cGbfh ug{vfl]hPsf]
xf]ls eGg]cfzsf JoQm ug{eof]. tyflk, gkfnnf0{kbf]g ul/bcfPsf]
; xof]u sfoqmdaf6 kOf{?kdf xft lensg'cGt/fl]i6 ; dbfosf nflu emg]
7hf] hfl]vdkOf{xg\$; fy}/fHo ; eGqx? w/f; fol xg; Sg] hfl]vdkOf{
; efjgkllt ; a\$] ; xdtl lyof]. o; qmddf lgbZsx?af6 ljZj a\$
tyf Pl; ofnl lj sf; a\$sf lhDd] f/lx?sf]l; dfgsg pkoQm Isl; daf6
lgwfl/t xgkg]cfjZostf cf]ofpg'ePsf]lyof].

cGttM ljZj a\$sf sfo\$ /l lgbZsx?n] ; wf/sf kof; x?df ; /sf/L
:j fldTj efj sf ; fy}bft[; dgj ofTds kof; x?df ; /sf/sf] g]lj bfol
eldsdfd lj :tf/ xg]ck]ff ug{eof].

-gkfnsf] ul/al Gogls/of /ofglits d:ofBkqsf ; DaGwdf @))# sf]
gf]a/ !* df j flzu6g 8l=; l= df cf]of]ht cGt/fl]i6 lj sf; ; :yfsf

sfo\$fl lgbZsx?sf] ; #fns ; ldltsf] a7sdf cllobf dxflbon]
lbgèPsf]; dfkg dgtJodf cfwfl/t_

**kf7kml]nof\$fl]sfoKult ; DaGwl
; dembf/L kqdf x:tfllf/**

>L % sf]; /sf/ tyf gkfnsf]lj sf; df ; xsfo{t ; fembf/x? Pl; ofnl
lj sf; a\$, cGt/fl[60 ; xfotfsf nflu hfkfgl a\$ -h]al=cf0€; l_ tyf
lj Zj a\$af/f @))# gfeDa/ @\$ blv @* ; Dd gkfndf kf7kml]nof\$fl]
sfoKult -Pg=kl=kl=cf/_ ; DaGwl ; dlff ul/of]. j flif\$?kdf ul/g]of]
; dlffTds cllobog >L % sf]; /sf/nf0{tlgj 6f lj sf; sf ; fembf/x?sf]
; xofludf ; #flnt ; xfotf sfoqmdx?; # ; Da4 hflvdx?sf ; fy}
sfofj ogf lj leGg lj ifox?sf]klxrfg ug{ ; 3fp k%ofpg]p27oaf6
ul/Psf]t}f]; 0Qm ; dlffTds cllobog xf]. o:t}o; sf]csf]p27o
; Da4 kf7kml]nofdf c; / kfg]; femf k\$[tsf cfwf/et ; d:ofx?nf0{
; afvug ug] u/L sfofj ogf] kultdf ; wf/ Nofpg] sfo{ of]hgdf
; xdlf h6fpg' /x\$fl]yof]. gof"9un]kf7kml]nof]JoJ :yfkg u/L 6]f
k%ofpg]o; ; dlffTds cllobognf0{efjL sfoqmdx? tyf ; xfotf; #
cfj 4 ul/g5 .

; dlffTds cEof; sf]cGtodf x:tfllf/t ; dembf/Lkqdf ; Hfkt ?kdf
sfofj ogf kdV ; d:ofx?sf ; fy}cf=j = @))\$ df kf7kml]nof\$fl]
sfoKultdf ; wf/ Nofpg]sfoX?sf]l; kmfl/; ul/Psf]5 . ; f]kqdf >L
% sf]; /sf/n]cfkmg of]hg tyf sfoqmdx?, lj Q tyf ah6 JoJ:yf
Pjd\dWod cj lwsf]nufgl sfoqmdx?df kf7kml]nof]JoJ :yfkgdf kOf{
?kdf PlssE u/L To; kl't kOf{kl'ta4tf tyf ; j fldTj efj ; lglZrt\ug{
sl6a4tf hgfPsf]5 . o; cj wf/Offn]kf7kml]nof\$fl]sfoKult lgoldt
cgludg, kl/of]hg; # ; Da4 lj ifox?df sfoqmdx k/fdz{ kl/of]hg
JoJ :yfkgf]; b9ls/0fsf ; fy}l/kfl[6E, Gof; wf/L ; #yf, cgludg tyf
dNofsg ; DaGwl cfj Zostf tyf klqomfx?nf0{tfls\$?kdf ; dfof]hg
ug{lj sf; ; fembf/x?nf0{kf]; flxt ug{/ ; xsfo{t\ ; #yf?alr ; #gf,
hfgsf/L tyf 1fgsf]cfbfg k6fg ug]sfohf0{/fdfl]9un]; #fng ug{

cj ; / pknAw u/fpg\$. >l % sf] ; /sf/n]kf[kmf]nof\$]sfok\ultdf
cfPsf] xk; f\ldv kj [Q / Pl; ofnl÷ljZj a\$?sf] kf[kmf]nofdf
CoffTds /sdfGt/sf sf/Ofaf6 clGtd kl/Offddf kf/\$f]c; /sf af/df
lrGtf k\$6 ub\eljiodf kf[kmf]nof\$]sfok\ult tyf ; xfotf ; DaGwl
kl|ta4tfsf]cfotgdf ; wf/ Nofpgsf nflu ; fembf/x?; # ldn] sfo{
ug{ ; xdl t hgPsf]5 .

>l % sf] ; /sf/sf kl|ta4tfx?M ; dembf/lkqdf >l % sf] ; /sf/n]
cfkmf] cl3Nnf] tflsfnl sfo{ ofhg -tf=sf-of_ df gkfnsf]
kf[kmf]nof\$] sfok\ult ; DaGwl ; dlffTds cl\bogdf p7\$
lj ifox?nf0{ ; dfj z u/fpg]p27o /fVg]s/f hgfoPsf]5 . o; sf ; fy}
>l % sf] ; /sf/n]cfly\$ j if\$]cGtodf -hhf0{!%, @))\$ _ ; fj hlg
vl/bsfo{ ; DaGwl P\$sf]d:ofbf tof/ kfg] lj Qlo Joj:yfkgdf ; wf/
Nofpg gkfnsf] lj Qlo hjfkm\ltf ; Dk/Llf0f kl|tj\ogdf ul/Psf
l; kmf/ ; x?sf] sfofj og ug] lghfdt l ; jfdf ; wf/ tyf zf; slo
sfoGmdsf]sfofj ogdf tlj tf Nofpg] /fli60 ofhg cfof\udf :yflkt
cgudg tyf dNofsg koffnl]sf]sfofj og tyf ; b9ls/Of ug] pkoQm
dfqdf ; dod} ; dfgGt/ sf]f -sfpG6/kf6{ km08_ pknAw u/fpg]
sfohf0{ ; lglZrt\ug]/ kl/ofhgfx?sf]k\ultsf lglDt c?sf cltl/Qm
k/fdz\ftf tyf 7\$bf/x?nf0{ hjfkm\l agfpg] pkfox? ckgfpg]
kl|ta4tf hgPsf]5 .

bft[; fembf/x?sf kl|ta4tfx?M>l % sf] ; /sf/n]bft[; fembf/x?nf0{
gkfnl:yt cfkmf] sfofjox?sf] ufxsx?; #sf] lgs6 ; DaGw tyf
w/ftnlo oyfyhf0{cfd; ft u/l clwstd\; vofdf kl/ofhgfx? k\og
ug{kfyldstf lbg cg/fw u/\$f]5 . ljZj a\$no; ; Gbedf cutf
lnPsf] 5 . bft[; fembf/x?n] kl/ofhgfsf Joj:yfksx?; # a; lg
kl/ofhgfsf] ; k/lj]f0f ; DaGwdf 5nkm tyf ; dlff ug{ vl/bsfo{
; DaGwl lg0f0x? l56f]5l/tf]ug{ kl/ofhgfx? ; DkGg ePkl5 vl/bsfo{
; DaGwdf n\yfk/Llf0f u/l pkoQm l; kmf/ ; ug{ vl/bsfo{ ; DaGwl tflnd
sfoGmd ; #fng ug{ lj Qlo dxflgoGqssf] sfofj tyf dxfn\yf
k/Llfssf] sfofj; #sf] lgs6 ; dgjodf lj Qlo Joj:yfkg tyf
cfrf/x?sf] cfj]Bs kg/fj nfg ug{ / kl/ofhgfx?sf] thdf tyf

sfof{og ubf{>l % sf]; /sf/sf]j }z s ; xfotf gltfnf0{; fble\$
pkofu ug{; xdlf hgfpf 5g\

Pl; ofnl lj sf; a\$, cgt/f{60 ; xfotfsf nflu hfkfgl a\$ tyf lj Zj
a\$; k/fdz{u/l cy{dGqfnon]cfj lBs kf{kfn]nof]; dlff a7s a:g]
sfo{flnsf to ug\$. kf{kfn]nof]; DaGwdf xg]cfufdl dVod cj lwsf]
a7sdf -@))\$ sf]clkhdf xg]ck]ff ul/Psf] ; dembf/lkq Pj d\sfo{
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World Bank Strategy for Nepal Underpins Homegrown Reforms

Ambitious poverty reduction targets identified by Nepal in a homegrown development plan found support at the World Bank on November 18, 2003, when it discussed a new Country Assistance Strategy (CAS) for the country and approved a US\$70 million Poverty Reduction Support Credit (PRSC-1) to help Nepal implement its Poverty Reduction Strategy.

The key target in Nepal's recently completed Poverty Reduction Strategy (PRS) is the reduction of the overall poverty ratio from about 40 percent to 30 percent by the end of 2007. The strategy, which is embodied in Nepal's Tenth Five-Year Plan, breaks significantly with previous plans in recognizing social exclusion as a fundamental development challenge. The strategy also explicitly recognizes the country's constrained fiscal situation and weak implementation capacity and proposes a realistic approach to manage these constraints through a Medium Term Expenditure Framework and an Immediate Action Plan focused on achievable implementation targets. The PRS is built around four pillars: (i) broad-based economic growth; (ii) social sector development; (iii) social inclusion; and (iv) good governance. These are rooted in turn in the strategy's explicit emphasis on decentralization, the rationalization of central government functions, and transparency.

"The Bank's Executive Directors are very supportive of Nepal's Poverty Reduction Strategy and encouraged by progress achieved in the implementation of reforms so far," said Kenichi Ohashi, World Bank Country Director for Nepal. "This does not mean that Nepal's development partners have overlooked the real risks that exist in a country where conflict has severely undermined the prospects for development and the quality of life of all the country's citizens," he added. **"Failure to achieve a negotiated resolution to the conflict, restore democratic institutions based on participation and accountability, and strengthen protection of human rights will pose serious risks to economic development efforts and severely limit the ability to achieve the PRS objectives."**

Launching the CAS at a public event in Kathmandu on January 9, 2004, Ohashi said the Bank's new assistance strategy builds on the achievements under the 1998 CAS which set out to facilitate the beginnings of determined reform efforts. The new CAS supports a strong Nepali-led reform process that is significant in its scope and depth.

Despite the instability and uncertainty linked to political conflict and a violent insurgency, important and often innovative reforms have emerged in Nepal, particularly over the past two years. The reform process is picking up momentum as illustrated by a number of tangible examples:

- ?? To prevent a possible financial sector crisis, an important initial step toward reform was taken by putting two ailing commercial banks under external management teams;
- ?? A Medium Term Expenditure Framework (MTEF) was introduced to rationalize the development budget and instill the discipline of a hard budget constraint;
- ?? Responding to the urgent need to improve public service delivery, primary education and primary health care facilities are being transferred to community management;
- ?? To ensure implementation of priority reforms, an Immediate Action Plan (IAP) has been extremely effective; and
- ?? A highly visible anti-corruption drive has been started by the Commission for Investigation of Abuse of Authority (CIAA).

The World Bank has worked to support and encourage these reform dynamics as they have emerged and the new CAS explicitly underpins key elements under each of the four PRS pillars. The CAS clearly identifies its goals and has established 26 specific outcomes as the key targets for the FY04-FY07 period of support and assistance.

It is expected that the proposed program of financial assistance from the World Bank would be anchored each year in further Poverty Reduction Support Credits akin to the \$70 million PRSC-1 and

designed to support implementation of the Nepal's own Poverty Reduction Strategy. In addition, this assistance would be complemented by an average of three investment or sectoral operations each year to support key programs in the areas of focus like education, health, financial sector reform and infrastructure. This lending would be accompanied by a strong analytical program, with a particular focus on helping the Government of Nepal to prioritize future policy reform areas. Given the country's low income level, it qualifies for a portion of the International Development Association (IDA) assistance on a grant basis. IDA grant funds are likely to be used for social sector projects in health, education or rural water.

The private sector arm of the Bank, the International Finance Corporation (IFC), will focus on providing technical assistance for small and medium enterprises (SMEs) through the South Asia Enterprise Development Facility (SEDF), while the Multilateral Investment Guarantee Agency (MIGA) will continue to support foreign direct investments into Nepal as they present themselves.

**Poverty Reduction Support Credit to Help Realize Poverty Reduction Plans
(321 words)**

The US\$70 million PRSC-1 approved by the World Bank on November 18, 2003 is based on the Nepal PRS, linked to Bank's CAS objectives and built on appropriate structural, social and fiduciary analysis. Its design reflects the findings of several pieces of analytical work completed by the Bank in the last few years including an Investment Climate Assessment (2000), a Trade and Competitiveness Study (2003), a Public Expenditure Review (1999), a Country Financial Accountability Assessment (2002), a Country Procurement Assessment Report (2002), a Poverty Assessment (1999), and a Demographic and Health Survey report (2001).

A Joint Staff Assessment carried out by staff of the International Monetary Fund (IMF) and the World Bank notes that the Nepal PRS is coherent, comprehensive and explicit in its emphasis on implementation. However, the assessment highlights that the success of the PRS process is contingent on peace and political stability which, in turn, is key to a sustainable macroeconomic framework to protect pro-poor expenditures, and improving governance and the overall policy environment. It says the immediate challenges for implementation are strengthening capacity to execute the envisaged programs, improving expenditure planning and control through an improved public expenditure management system, and building an effective monitoring system. The Joint Staff Assessment has also identified some shortcomings of the Nepal PRS that could be addressed over time and reflected in the annual progress reports to ensure the strategy is fully effective and operational.

The PRSC aims to support Nepal's reform champions in implementing far-reaching reforms that could revive growth, improve service delivery, promote social inclusion and improve governance. The credit will also contribute to maintaining a sound macro framework and protecting high priority programs by filling part of Nepal's financing gap. The amount will be disbursed in a single tranche upon credit effectiveness and is envisioned as the first slice of a multi-year program of support for implementation of the PRS.

PRSP Provides Sound Basis for Concessional Assistance to Nepal: World Bank Directors *But conflict and instability pose major risks*

Discussing Nepal's Poverty Reduction Strategy Paper (PRSP) and the Joint World Bank-IMF Staff Assessment on November 18, 2003, World Bank Executive Directors welcomed the PRSP as providing a good vision for accelerating Nepal's reform momentum, improving economic and human development and fighting poverty. However, they noted major challenges and risks from the uncertainties posed by the continuing conflict and political instability.

Directors welcomed the focus on accelerating income and employment growth in rural Nepal and the recognition of social inclusion as a fundamental development challenge facing the country. They noted the strategy's recognition of the country's constrained fiscal situation and weak implementation capacity, and welcomed proposals for a realistic approach to manage these constraints through a Medium Term Expenditure Framework and an Immediate Action Plan. They were also encouraged by the strategy's emphasis on improving delivery of public services through devolution of management to local communities and reducing corrupt practices.

Some Directors felt that the PRSP may have underestimated the impact of civil conflict and the challenges it posed to implementation going forward. They noted that PRSP growth scenarios appeared optimistic and called for deeper analysis of the risks involved. They stressed the need to identify sources of growth and their linkages to poverty reduction. Directors also called for improvements in the costing of public policies as inputs to annual budget processes and further development of the MTEF to deepen prioritization to cover all government spending. They advised further elaboration of pro-poor rural strategies to ensure social inclusion through targeted programs and improvements across all the sectors in public service delivery.

Directors emphasized implementation of a coherent monitoring and evaluation strategy, including building capacity for poverty monitoring and developing an institutional framework for its implementation. They stressed the need for broadening and deepening the participatory process underlying the PRSP in order to enhance and secure ownership and accountability. In this regard, Directors urged that an open and transparent dialogue be institutionalized to share information and seek feedback about the document's implementation, and translate it into languages of the major ethnic groups.

Directors emphasized that the success of the PRSP process is contingent on peace and political stability which, in turn, is key to a sustainable macroeconomic framework to protect pro-poor expenditures, and improving governance and the overall policy environment. The immediate challenges for implementation are strengthening capacity to execute the envisaged programs, improving expenditure planning and control through an improved public expenditure management system, and building an effective monitoring system.

Directors noted the importance of developing output and outcome targets for the PRSP and the need to institutionalize effective monitoring and evaluation. In this regard they supported greater stakeholder participation in assessing progress in the implementation of the PRSP. They strongly encouraged the government to undertake poverty and social impact assessments of key reforms envisaged in the PRSP.

Finally, Directors concurred with staff that the PRSP provides a sound basis for IDA's concessional assistance to Nepal.

(From the Chairman's Concluding Remarks at the Meeting of IDA Board of Executive Directors on the Nepal PRSP, Washington DC, November 18, 2003)

Reforms offer best hope for sustained peace and development: World Bank CAS

In many respects, Nepal is truly at a critical juncture in its development process, and it is difficult to predict which path the country will follow, says the World Bank Country Assistance for Nepal, made public in Kathmandu on January 9, 2004. While the on-going reforms offer the best hope for laying the foundation for sustained peace and development, the insurgency makes their implementation more difficult, it says. "Yet, one thing is clear. With strong support of the Bank as outlined in this CAS, the chances are much greater that the reform program will succeed, and hence, lead eventually to real improvements in the lives of Nepal's poor and most vulnerable."

Today, Nepal stands at the crossroads between a brighter future that promises more sustained poverty reduction and the possibility of the country becoming mired in a more protracted internal conflict, according to the report. During the past few years, the insurgency has escalated sharply, it says, involving an open conflict with the army since November 2001. This, combined with external developments, has undermined the economy and weakened the country's fiscal position. "Despite the many positive changes Nepal has seen since the advent of multi-party democracy in 1990 and the first wave of economic liberalization measures in the early-1990s, the recent developments have highlighted the stark and worsening inequities in Nepal, not only in terms of incomes, but also of the fundamental ability of the Nepali citizen to participate in social and political decision-making processes. The deepening crisis, however, has also created the space for the reform-minded political and technocratic leaders to begin a renewed drive to build an economic and social foundation for sustained peace and poverty reduction."

Despite the successes and a palpable change in the energy with which the reform leaders are pushing the agenda at the center, the benefits of the reforms have not yet been felt widely at the grassroots levels. The report says there is clearly a need to accelerate the reform actions embodied in the PRS, including in particular greater decentralization. "This would be essential not only for rebuilding the people's confidence in the state, but also for making meaningful progress toward poverty reduction and achieving the Millennium Development Goals (MDGs)."

Given the continuing political turmoil, the Bank no doubt faces a risky environment in which to operate in Nepal, it says. "The Bank, however, should not lose sight of the most important risk the country faces, and hence by extension the Bank also faces—i.e., the risk of Nepal spiraling into a widespread armed conflict and a breakdown of state institutions. In comparison, many of the other risks are modest if not trivial." The report says the current wave of reforms is a determined effort by the reform leaders to mitigate this fundamental risk. Unlike in typical reform episodes, it says the leadership for change has come more from a growing number of reform-minded technocrats and some enlightened political leaders who stand apart in an establishment that has provided largely passive support rather than explicit leadership. "Because of this, the reform efforts may seem more tenuous and less spectacular. Nevertheless, the basic contents of the reform program enjoys strong support from the population at large and at least tacit support from mainstream political parties. This is not to minimize the risks that the reform process could be stifled by myopic political interests or the implementation capacity is curtailed by hostilities. Implementation of the Bank's strategy will be cognizant of these risks."

Given these risks, the Bank will continue to maintain sharply differentiated lending levels linked to progress on reform implementation. The base case envisions an average annual lending of about US\$190 million (consistent with the current IDA resource allocation for Nepal), including programmatic support to facilitate accelerated implementation of the core PRS priorities. If the reform process stalls (low case), the lending support will be curtailed sharply to a range of US\$0-50 million. In the high case—which is associated with peace and accelerated reforms—lending could increase to US\$200-250 million annually. With the prevailing uncertainties, however, there could be a need to revisit the strategy. As such, a CAS Progress Report (CAS PR) will be prepared in approximately eighteen to twenty-four months, or sooner should the situation warrant.

Key Triggers for CAS Scenarios	
Scenario	Key Triggers
(average annual lending range)	
Low Case (US\$0-50 million)	?? Implementation of annual IAP falls significantly short of targets (less than half attained). ?? Decentralization of basic service delivery—especially in education and health—stalls. ?? Banking reform stalls—i.e., restructuring by FY05 not in sight. ?? Management of public expenditures weakens—i.e., weakened application of MTEF/project prioritization system/similar mechanisms. ?? Anti-corruption drive loses momentum.
Base Case (US\$120-200 million)	
High Case (US\$200-250 million)	?? Annual IAP implementation is complete and the process is deepened. ?? Decentralization of basic services accelerates. ?? Fiscal decentralization accelerate, with full decentralization implemented in some districts. ?? Strong measures implemented to improve access to basic education for disadvantaged children. ?? NBL/RBB restructuring plans agreed and implementation initiated. ?? Continued satisfactory portfolio performance to confirm absorptive capacity.

World Bank Directors Welcome Progress in Reform Implementation

But concerns abound over fragile security; political instability and breakdown of democratic processes

Discussing the Country Assistance Strategy for Nepal on November 18, 2003, World Bank Executive Directors appreciated its open and frank assessment of the severe challenges facing the country.

Directors welcomed the continued progress being made in the implementation of the wide range of reforms, particularly in the areas of governance, public expenditure management and improving service delivery. Nevertheless, Directors noted with concern the continued fragile security situation, political uncertainty, the breakdown of democratic processes, and how these pose formidable challenges to implementing the Poverty Reduction Strategy (PRS). Directors urged the Government to continue to address these concerns especially with regard to negotiating a resolution to the civil conflict and restoring democratic processes in the country. They stressed that failure to address these problems will directly limit Nepal's ability to reduce poverty and undermine the case for programmatic support.

Directors were generally supportive of the CAS, and its results orientation and its linkage to performance. They welcomed the Bank's intensive engagement in the country, and noted the strong focus on governance and stressed that greater attention be given to issues of corruption and the inability to provide basic services in rural and remote parts of the country. Some Directors however, expressed concern about the proposed level of support given the range of the base case and about the appropriateness of the PRSC instrument given the country's circumstances, particularly on the fiduciary capacity side. They suggested that there was still a need to err on the side of caution, especially with regard to non-investment lending. Directors also urged that a mechanism be put in place that would consistently and objectively evaluate implementation progress that is taking place on the ground.

Some Directors stressed the need for more quantitative intermediate monitoring indicators and benchmarks as the country's own PRS policy framework evolved and deepened. They emphasized that more work needs to be done in terms of strengthening capacity—especially with regard to monitoring and evaluation, absorption capacity as well as overall debt sustainability. Directors welcomed the ongoing analytical work on social and gender issues with a view to a deeper understanding of the institutional underpinnings of caste, ethnic and gender-based economic and social exclusion in Nepal.

Directors noted the substantial risks associated with the proposed strategy, with some suggesting that the risks associated with the insurgency, political situation and overall implementation may have been underestimated in the document. Nevertheless, there was general consensus that it was even a greater risk for the international community to withdraw support to Nepal entirely and risk the potential of a

serious breakdown of state institutions. In this connection, Directors also noted the need for an appropriate division of labor between the Bank and the ADB.

Finally, Directors noted the broadening ownership of the Government to the reform efforts and more importantly leadership with regard to the donor coordination efforts.

(From the Chairman's Concluding Remarks at the Meeting of IDA Board of Executive Directors on the Nepal CAS, Washington DC, November 18, 2003)

MOU signed on Portfolio Performance

His Majesty's Government of Nepal (HMGN) and three of its development partners, the Asian Development Bank (ADB), the Japan Bank for International Cooperation (JBIC), and the World Bank (WB) conducted a joint Nepal Portfolio Performance Review (NPPR) from November 24 to 28, 2003. This is an annual exercise and the third such joint review aimed at assisting HMGN identify various implementation issues and risk factors relevant to the assistance programs of the three development partners. Another purpose is to agree on an action plan to improve implementation performance by addressing generic issues affecting the respective portfolios. Representing a new way of doing business in portfolio management and support, the NPPR will be linked to future assistance and operations.

A Memorandum of Understanding (MoU) signed at the end of the exercise summarizes key implementation issues and recommends actions to improve portfolio performance during FY 2004. It states that HMGN is committed to fully integrate portfolio management in its planning and programming, finance and budgeting, and medium term investment program, thus ensuring its full commitment and ownership. This approach will allow for regular monitoring of portfolio performance, action-oriented consultation on project related matters; focus on strengthened project management; encourage the development partners to harmonize procedures and requirements relating to reporting, fiduciary, monitoring and evaluation; and ensure better exchange of information and knowledge among the partner agencies. HMGN shared concerns about the declining portfolio performance and end results of negative transfer in the ADB/WB portfolios and agreed to work with the partners to improve portfolio performance and the volume of commitments in future.

HMG Commitments: The MoU states that HMGN will aim to tie up some of the emerging issues from NPPR in its next Immediate Action Plan. It will also prepare a draft Public Procurement Law by the end of fiscal year, i.e. July 15, 2004; implement the actions recommended in the Country Financial Accountability Assessment (CFAA) to bring reforms in financial management; accelerate the implementation of Civil Service Reform and Governance Program; strengthen and implement monitoring and evaluation systems established at the National Planning Commission; ensure sufficient provision and timely release of counterpart funds; and implement measures to make consultants and contractors accountable for project performance, among others.

Donor Partners Commitments: HMGN has requested preference for donor partners to consider managing maximum number of projects from the country offices due to close proximity to clients and understanding of ground reality. WB is already in the lead in this respect. The donor partners also agree to annually review and discuss project supervision with project managers; respond timely to procurement decisions; carry out ex-post procurement audits in projects and take remedial actions; carry out a program of procurement training; carry out periodic reviews of financial management systems and practices in close collaboration with Financial Comptroller General's Office (FCGO) and the Office of the Auditor General (OAG); and refer to HMGN's Foreign Aid Policy while preparing and implementing projects, among others.

The Ministry of Finance in consultation with ADB, JBIC, and WB will schedule periodic portfolio review meetings. The next mid-term portfolio meeting (tentatively scheduled for April 2004) will review implementation progress of the MOU and the Action Plan. The next Annual NPPR is planned for August 2004.

Development Marketplace 2003: Three Nepali Innovations Awarded

Three innovative proposals from Nepal were among 47 small development projects from 27 countries that have been awarded seed capital in the form of grants. This year's Development Marketplace had 2,700 applications and 183 finalists who displayed their ideas at the World Bank Headquarters in Washington D.C., in early December 2003. The Marketplace awarded more than US\$ 6 million this year, the highest in the history of the program.

A proposal, **Reduce Land Use Conflicts through Local Incentives**, submitted by the World Conservation Union-Nepal, has been awarded US\$ 194,400. The project will be implemented at the Koshi Tappu Wildlife Reserve, which protects about 150 threatened Asiatic Wild Water Buffalo. The area around the reserve is home to over 15,000 domestic cattle and 5,000 domesticated buffalo, often grazing illegally in the reserve. The proposed project was deemed innovative as it provides a novel incentive to keep wild and domesticated animals out of the wildlife reserve. Since meat from cross breeds of wild and domesticated buffalo fetch higher market prices the project will use the semen of wild buffalo to produce a hardier and more valuable cross with domestic buffalo. This will be an incentive for people to switch from herding cattle to buffalo. The project is expected to raise the incomes of at least 200 households by 20 percent and improve relationships between protected area authorities and local communities.

Another proposal, **Sustainable 'Doko Dai' Mobile Library**, submitted by the Nationwide Scholarship Program, has been awarded US\$ 166,770. The innovation in this proposal is the use of an existing distribution network of dais (elder brothers) who transport necessities in their doko (cane basket) to penetrate remote interior villages with educational material to supplement Nepal's poorly functioning school system. The project expects to provide access to reading materials to more than 20,000 people.

A third proposal, **Arsenic Biosand Water Filter for Rural Nepal**, submitted by the Massachusetts Institute of Technology (MIT), has been awarded US\$ 115,000. This proposal was deemed innovative in that the Arsenic Biosand Filter, invented by engineers at MIT with the support of local partners provides simultaneous arsenic and pathogen removal for safe, clean drinking water. The filters are constructed using local materials and labor and demonstrate strong technical performance and high user acceptance. The project will work with villagers to encourage long-term, self-reliant water provision, involving 25 villages totaling 10,000 people. Almost 40 percent of well water in the Terai region of Nepal is contaminated by pathogens and arsenic.

Since 1998, Development Marketplace has funded more than 370 innovative projects with investments of US\$ 22 million. Recognizing these accomplishments the Harvard Business Review described Development Marketplace as "best practice" in innovation.