

**æNf3'ljQ ;Dd]ng g]kfn @)!Æ**  
**sf] pb\3f6g ;df/f]xdf /fli6«o cfof]hs ;ldltsf cWolf**  
**Pj+ ;]G6/ km/ dfOqmf]kmfOgfG; sf pkfWolf 8f= xl/x/ b]j kGtn]**  
**lbq' ePsf]**  
**:jfut dGtJo .**

n3'ljQ ;Dd]ng g]kfn @)! sf] ;d'b\3f6g ;df/f]xsf ;efklt tyf g]kfn /fi6« a}+ssf sf=d'=ueg{/ >L s[i0f axfb'/ dfgGw/ Ho", k|d'v cltyL dfggLo cy{dGqL >L ;'/]Gb| k|;fb kf08]Ho", cGo cltly Ho"x?, ;Dd]ngsf ;]jt JolQmx?, ;xeful ;fyLx?, ;~rf/sdL{ ldqx?, ;xsl{ tyf pkl:yt dlxf tyf ;Hhgj[Gb M

g]kfndf bf];f] k6s cfh b]lv kmfu'g \$ ut];Dd x'g uO{/x]sf] o; n3'ljQ ;Dd]ngdf /fli6«o cfof]hs ;ldtLsf] cWolfsf] tk{maf6 tyf d]/f] cf^g} tkm{af6 oxfFx? ;a}nfO{ xflb{s :jfut ub{5' . n3'ljQ lf]qsf] lj:tf/df ;xof]u k'¥ofO{ cu|ufdL lbzf lbq ;xof]u ub}{ ljut bz jif{b]lv ;]G6/ km/ dfOqmf]kmfOgfG; lqmofzLn /x]sf] 5 . kmn:j?k o; lf]qsf] ljsf;df pNn]Vo pknJwL ;d]t xfl;n ePsf] 5 . ut aif{ ;DkGg k|yd ;Dd]ng / ;Dd]ngn] lgsf]{n u/]sf ljifox?dfly oxfFx?n] b]vfpq' ePsf] rf;f] ;xeflutf / ;xsf{ k|lt cfef/ k|s6 ug{ rfxG5' .

ljZjsf ljleGg b]zx?df n3'ljQ lf]qn] ul/jL lgjf/0f / tL b]zsf] lbuf]ljsf;df u/]sf] of]ubfgnfO{ clxn] dxTjsf ;fy x]g{ yflnPsf] 5 . g]kfndf ;d]t n3'ljQn] ul/aL lgjf/0f / cfly{s j[l4b/ a9fpg uxlsnf] of]ubfg lbPsf] ;j{l]bt} 5 . cf=j= @)#!÷#@ ;fnb]lv ;fgf ls;fg ljsf; cfof]hgf tyf g]kfn /fi6« a}+ssf] lgb]{zgd f k|fylds lf]q shf{ sfo{qmdx?af6 n3'ljQsf] z'?jft ePtfklg ;g\ !(() sf] bzs kl5 dfq o;n] ljz]if ult lnPsf] b]lvG5 . xfn g]kfndf n3'ljQ ljsf; a}+sx? !%, ljQLo dWo:yt f ug]{ u}/ ;/sf/L ;+:yfx? (FINGOS\_ \$%, tyf % xhf/ eGbf a9L C0f tyf jrt ;xsf/L ;+:yfx?n] !\* nfveGbf a9L ljkGg kl/jf/df n3'ljQ ;]j k|bfg u/L/x]sf 5g\ . oL ;+:yfsf cltl/Qm xhf/f]+sf] ;+Vofdf ;d'bfof cfwfl/t ;+:yfx? klg n3'ljQ lf]qdf ;dlk{t 5g\ . g]kfnsf] n3'ljQ cfGbf]ng lghL tyf u}/ ;/sf/L lf]qaf6 :Jf:km"t ?kdf cuf8L a9]sf] cfGbf]ng xf] eGg' cTo'lQm gxf]nf .

lghL lf]qaf6 ;+rflnt oL n3'ljQ ;+:yfx? u}/;/sf/L ;+:yfaf6 z'?jft eO{ ;+:yfut x'b} cfPsf]n] logLx?sf] nlo / p4]Zo gfkmf cfh{g ug}' eGbf klg u/LaL lgjf/0f k|lt a9L k|lta4 b]lvG5g\ / o;df dxTjk"0f{ of]ubfg ;d]t ul//x]sf 5g\ . g]kfndf x/]s aif{ ul/jL lgjf/0fdf b]lvPsf] pknJwdf ;d]t oL s[ofsnfksf] of]ubfgsf] ;/sf/L tkm{jf6 ;d]t cj :ki6 n]vf+sg x'g h?/L 5 . ;/sf/L :t/af6 k|a4{g ul/Psf n3'ljQ ;+:yf

tyf ;~rflnt sfo{qmdx? eg] Tolt k|efjsf/L gb]lvPsf] :jo+ ;/sf/L lf]qj6 cfpq] u/]sf cleJolQmx?j]6 k'li6 ePsf] 5 .

ut 8]9 bzs of g]kfnsf] n3'ljQ lf]qsf] ljsf; / lj:tf/ b|'t ultdf ePsf] ePklg cem} klq of] ;]jf t/fO{sf lhNnfx?, s]xL zx/L lf]q / kxf8sf s]xL ;'ud 7fFpdf dfq} s]lGb|t b]lvPsf] 5 . clxn] of] lf]qsf] d'Vo r'gf}tL eg]sf] g]kfnsf ;a} 7fFpdf / ;a} ljkGgju{df n3'ljQ ;]jf k|efjsf/L ?kn] k'¥ofpg' xf] . clxn];Dd g]kfnsf ;a} 7fFp / ;a} ul/aauf{df of] ;]jf k'¥ofpg g;Sg'df s]xL cfkm|g} / s]xL lgtLut sf/0fx? /x]sf 5g\ . cfkm|g} s'/fubf{ clwsf+z lj]Qo ;+:yfx?sf] Joj:yfksLo tyf k|fljlws lfdtsf] sdL d'Vo sf/0f ePsf] kfOPsf] 5 . o;sf ctt/Qm n3'ljQ ;+:yfx?sf] ;+rfng nfut a9L x'g' klq r'gf}tLsf] ?kdf b]vfk/]sf] 5 . kftnf] a:tL ePsf b'u{d lf]qx?df ;]jf k'¥ofpg cfjZos lj]wsf] klxrfg tyf ljsf; x'g g;Sg' klq 7"n} r'gf}tLsf] ?kdf /x]sf] 5 .

lgtLut s'/f ubf{ ;/sf/n] ug{ g;s]sf] sfddf ;xof]u k'¥ofO/x]sf oL ;+:yfx?sf] lbuf] ljsf; / ;~rfngdf ;fdfGo rf;f] jfx]s cGo dxTjk"0f{ ;xof]u k'¥ofPsf] xfdLn] cg'e"lt ug{ kfPsf kfPsf 5}gf}+ . ;/sf/n] n3'ljQ lf]qnfO{ klq clwstd\ d'gfkmf sdfpg] p4]Zo ePsf a}+s tyf ljQLo ;+:yf ;/x s/ nufpbf n3'ljQ ;+:yfx?n] b'Mvn] cfh{g u/]sf] ;fwg ;|f]t yk ljkGg kl/jf/nfO{ ;]jf k'-ofpg vr{ ug'{sf] ;\$f ;/sf/nfO{ lgt'{k/]sf]n] o:tf ;+:yfx?nfO{ s/sf] b/ sd u/]df ljs6 kxf8L lf]qx?df klq n3'ljQ ;]jfsf] kx'+r k'-ofpg s]xL an k'Ug] lyof] .

g]kfndf lghL tyf u}:/sf/L lf]qsf] cu|;/tfd n3'ljQ lf]q cuf8L a9]tf klq ;fwg ;|f]tsf] sdLsf] sf/0fn] dfyL pNn]v ul/Psf] r'gf}tLsf] ;fdg uf{ n3'ljQ lf]qnfO{ sl7gfO{ kl//x]sf] 5 .

s]Gb|Lo a}+ssf] ljkGgju{ shf{ gLltsf] sf/0f clxn];Dd n3'ljQ lf]q olt cuf8L a9]g ;s]sf] xf] . g]kfnsf] n3'ljQ lf]qsf] ljsf; tyf lj:tf/df g]kfn /fi6« a}+saf6 lgb}{lzt ljkGg ju{ shf{ tyf g]kfn ;/sf/ / g]kfn /fi6« a}+saf6 k]j]4t ?/n dfOqmf]kmfOgfG; 8]enkd]G6 ;]G6/, u|fld0f :jfjnDag sf]if, ;fgf ls;fg ljsf; a}+s h:tf ;+:yfx?sf] ljz]if of]ubfg /x]sf] xfdL ;a}nfO{ lj]bt} 5 .

n3'ljQ ;+:yfx?sf] ljQLo ;|f]tsf] d"Vo cfwf/ jfl0fHo a}+sx?af6 k]j]fx ePsf]] ljkGg ju{ shf{sf] Ps ltxfO{ /sd o'jf :j/f]huf/ sf]jfdf hDdf ug'{kg}], tyf ljkGg ju{ shf{ lzif{ssf] bfo/f km/flsnf] kf/L c:ktfn, sd nfutsf] 3/ lgdf{0f, cflb ;dfj]z ug}{ lg0f{oaf6 xfn n3'ljQ ;+:yfx? ;|f]tsf] cefjdf 56\k6fO /x]sf 5g\, k|fKt ;|f]tdf klq a}+sx?n] Pstlkm{ ?kdf pRrb/df Jofh a9fPsf]n] n3'ljQ ;+:yfx?sf] nfut a9g uO{

yk ddf{xt ePsf 5g . pk/f]Qm sf/0fx?n] ubf{ b|'t ultdf lj:tf/ eO/x]sf] n3'ljQ lf]qsf] lj:tf/df ?sfj6 (Stagnation) cfpg yfln;s]sf]] 5 . olb of] ;d:of ;dfwfg gug]{ xf] eg] n3'ljQ lf]qsf] ;~rfngdf 7"n} afwf cfOkG]{ s'/f d o; cj;/df hfgsf/L u/fpg rfxG5' . of] ;d:of eg]sf] n3'ljQ ;+:yfx?sf] dfq ;d:of ge} d'n'ssf] ul/jL lgjf/0f k|ltsf] k|ltj4tfd cfpg] ;d:of klg xf] .

oxfF csf]{ klf tkm{ klg d oxfFx?sf] Wofgfsif{0f u/fpg rfxG5' Tof] s] eg] n3'ljQ lf]qsf] csf]{ Pp6f d'Vo r'gf}tLsf] ?kdf /x]sf] jfl0fHo a}+sx? k|ltsf] ljQLo ;|f]tsf] lge{/tfd sdL NofO{ ;j;lfd ;+:yfsf] ?kdf ;+rfngdf Nofpg' xf] . o;df of] lf]qdf ;+nUg ;+:yfx? / ;/sf/sf] ljz]if Wofgfsif{0f h?/L 7fGb5' .

ljz]iful/ ;/sf/sf of]hgf, gLlt tyf sfo{qmdx?df n3'ljQnfO{ ul/aL lgjf/0fsf] Pp6f c:q of dfWod elg pNn]v u/]sf] kfOG5 . t/ ul/aL lgjf/0f /0fgLlt kqx?df pNn]v eP adf]lhd n3'ljQ lf]qnfO{ cuf8L a9fpg ;/sf/ ;+j]bgzLn eg] ePsf] kfOPsf] 5}g\ . n3'ljQ lf]qsf] ljsf; tyf lj:tf/df ;xof]u k'¥ofpg ;/sf/ lqmofzLn (Proactive) x'g' kg]{ d}n} cg'ej u/]sf] 5' . t/ ;/sf/n] o; lf]qdf ;d]t /fhgLts sfo{qmdx? Dffkm{t x:tlf]k ubf{ n3'ljQ lf]qnfO{ To;sf] gsf/fTds c;/ k/]sf] 5 / o:tf lg0f{ox?jf6 of] lf]qnfO[ cf]/fnf] tkm{ ws]Ng d4t k'¥ofPsf] cg'e"lt xfdLn] u/]sf 5f}+ .

t/ oL / o:tf r'gf}tLx?sf] afah'b klg ljut s]xL jif{b]lv n3'ljQ lf]qdf sl/a @% k|ltztsf] b/n] j[l4 x'Fb} cfPsf] 5 . of] ;sf/fTds klf xf] . åGbsfndf sltko a}+s tyf ljQLo ;+:yfx? u|fld0f lf]qaf6 lj:yflkt x'+bf ;d]t n3'ljQ ;+:yfsf s[ofsfnfx?df lg/Gt/tf /xg', ljZjdf b]lvPsf 7"nf 7"nf dlGbsf 36gfx? vf;u/L ;g\ !((& sf] ljQLo ;+s6 tyf ;g\ @))\*)÷@))( sf] cfly{s dlGbdf ;d]t n3'ljQ lf]q afFRg ;kmn ePsf]n] of] lf]q s'g}klg r'gf}tL kf/ ug{ ;Sb5 eGg] s'/fdf d ljZj:t 5' .

n3'ljQ lf]qn] ;/sf/ tyf s]Gb|Lo a}+saf6 ;xof]u gkfO{ pN6f] ;fljsdf sfod ;|f]t ;fwg ;d]t cGoq hfFbf n3'ljQ ;+:yfx?sf] j[l4 /f]lsg] xf] ls eGg] 8/ Psftkm{ 5 eg] csf]{tkm{ ul/jL lgjf/0fsfnflu bft[lgsfox?jf6 ul/g] k|ltj4tf / ;xof]unfO{ of] lf]q ;+usf] ;dGjo / ;xsfo{ tkm{ eGbf klg a]Unf j]Un} af6f] ckgfpg] u/]sf sf/0f klg of] lf]q cK7]/f]df kb}{ hfg nfu]sf]df o;n] ;d]t 7"n} ;d:of lgDTofp5 eGg] dnfO{ nfu]sf] 5 .

oL r'gf}tLsf] ;fdgf ug{sfnflu xfdL cfkm}n] klg n3'ljQ lf]qdf b]lvPsf] ljQLo ;|f]tsf] cefjnfO{ sd ug{ n3'ljQ ;+:yfx?n] cf^gf u|fxs ;b:ox?nfO{ ljZj;df lnO{ yk jrt j[l4 ug'{kg]} b]Vb5' . t/ ljkGg kl/jf/sf] jrt] dfq shf{sf] cfjZostf k'/f

x'g ;Sb}g\ . t;y{ n3'ljQ ;+:yfx?n] klg ;j{;fwf/0faf6 lglf]k ;+sng ug{ kfp'g' kb{5 eGg] xfdL n3'ljQsld{x?sf] wf/0ff /x]sf] 5 . t/ ;j{;fwf/0fsf] jrtsf] k"0f{ ;'/lff / bL3{sflng ;]jfsf] k|Tofe"lt x'g]u/L g]kfn /fi6« a}+sn] cfjZos gLlt, lgod agfO{ Joj:yf ug'{kg]{ x'G5 .

o;sf] ;fy} cGt{/fli6«o hutdf n3'ljQ lf]qdf nufgL ug]{ p2]Zosf ;fdflhs nufgL stf{x?sf] ljsf; eO{/x]sf] 5 . olb To:tf nufgLstf{nfO{ g]kfn]sf] n3'ljQ lf]q tkm{ cfs{if0f ug{ ;lsPsf] v08df klg s]lx xb;Dd ljQLo ;fwgsf] cej sd ug{ ;lsg] b]lvG5 . o:tf sfo{x?df g]kfn /fi6« a}+s tyf g]kfn ;/sf/n] n3'ljQ ;DalGw b"/b[li6 /fvL ;sf/fTds ;xof]uL jftfj/0f l;h{gf ug}{ tkm{ kxn ug{ d cg'/f]w ub{5' .

g]kfn]sf] n3'ljQ ;+:yfx? ljkGg ju{nfO{ lhljsf]kfh{gsf] nflu ;fwg k'¥ofpgdf dfq l;ldt ePsf] ul/aL lgjf/0f, lbuf] cfly{s j[l4b/ tyf u|fxsx?sf] ;d[l4 xfl;n ug]{ tkm{ nfUg' kg]{ b]Vb5' . o;af6 k/Dk/fut lgjf{xd'vL s[lif kl§sf] lge{/tf x6g uO{ ;;fgf pBdx? -s[lif tyf u]/ s[lif\_ l;h{gf x'g] tyf /f]huf/Lsf] cj;/ l;h{gf eO{ k"+hL lgdf{0f ug{df ;d]t ;xof]u k'Ug] x'G5 . o; tkm{ xfdL ;a} n3'ljQsld{x?sf] Wofg hfg' cfjZos 5 .

xfd]f] csf]{ r'gf}tL b"u{d kxf8L j:tLx?df ;]jf lj:tf/ ug'{ xf] . n3'ljQ ;+:yfx?n] b"u{d, kxf8L a:tLx?df ;]jf k'¥ofpg ;+rfng nfut sd ub}{ n}hfg], pko'Qm k|ljwsf] pkof]u ug]{, ;]jf kljfx ug]{ sfo{ljwLdf ;+zf]wg, ;dfof]hg ug'{ Tolt g} cfjZos 5 . o:tf sfo{sf] nflu yk /sd vr{ ug'{kg]{ x'G5 .

t/fO{sf lhNnfx?df oy]i6 dfqdf n3'ljQ ;+:yfx?sf] pkl:ytL /x]sf] 5, t}klg t/fO{sf leqL 7fFpx? jf zx/ ahf/df g} klg clt ljkGg kl/jf/df n3'ljQ ;]jfsf] kx'Fr k'u]sf] 5}g . To:t}, ;/sf/L / u/ ;/sf/L lgsfoaf6 ;+rfng x'g] cfwf/e"t / Jofj;flos lzlff, ;Lkd"ns tflnd, ahf/ klj4{g, k|ljwL x:tfGt/0f, dlxnf ;zlQms/0f nufotsf ljsf;sf sfdx?, n3'ljQ ;]jf;+u lgs6td ?kdf ;dGjo u/L ;+rfng ug{ ;lsPdf / ;/sf/n] o;df cfjZos ;xof]u u/]df tL sfo{qmdx? klg ;fFIRrs} nllftju{ ;Dd k'Ug ;Sg] / o;af6 ljkGgju{sf] ;fdflhs, cfly{s lfdtfd clej[l4 u/L pTkfbsTj j[l4 eO{ Jofks /f]huf/L l;h{gf x'g]5 . o;af6 ljkGgju{sf] bLuf]?kdf ul/aL lgjf/0f x'g] b]lvG5 .

oL / o:t} k[i6e"lddf of] ;Dd]ngsf] p2]Zo n3'ljQ lf]qsf gLlt lgdf{tf, lgodg lgsfo, a}+s tyf ljQLo ;+:yf, n3'ljQsdL{x? tyf cGo ;/f]sf/jfnfx? aLr cGt{lqmof ug}{, ;femf /0fgLlt / k|ltj4tf to ug}{, n3'ljQ s[ofsnfx? ljr ;dGjo / ;fdfGh:otf Nofpb} n3'ljQsf] af/]df ;j{;fwf/0fdf ;r]tgf j[l4 u/L /fli6«o cy{tGqnfO{ ;jntf tkm{ pGd'v u/fpg] sfo{df n3'ljQsf] e"ldsf cem a9L k|efjsf/L agfpg] xf] . o; lf]qsf]

j[xQ/ lxtsf] nflu Jofks 5nkmn u/L ;xefuLx?nfO{ cBfjlws u/fpg] n3'ljQ  
;DaGwdf b"/ufdL k|efj kfg]{ gLit, lgod lgdf{0f ug{ ;'emfj lbg'kg]{ o;  
;Dd]ngsf] csf]{ dxTjk"0f{ p2]Zo /x]sf] 5 .

pk/f]Qm p2]Zo xfl;n ug{ ;s]df g]kfnsf] ul/aL lgjf/0f tyf bLuf] cfly{s tyf  
;fdflhs ljsf;df n3'ljQ lf]qn] dxTjk"0f{ of]ubfg ug]{ s'/fdf d k'0f{ ljZj:t 5' . o;  
;Dd]ngnfO{ o; sfo{df ;kmntf lbnfpg oxfFx?sf] dxTjk"0f{ / uXg rf;f] Pj+  
;s[otfsf] ck]lff ub{5' . ;fd'lxs ;xof]u, ;b\efj / ;xsfo{jf6} d'n'sn] ck]lff u/]sf]  
pkn]Jw xfl;n x'g] b]lvG5 . t;y{, of] ;Dd]ng o;df gofF ;DjGw / ;dGjo sfod  
ug{df ;xof]uL aGg]df d ljZj:t 5' .

cGTodf, cf^gf] Jo:t ;dosf] afjh'b oxfF kfNg' x'g] dfggLo cy{dGqL Ho",  
g]kfn /fi6« a}+ssf ueg{/ Ho", cGo cfdlGqt ju{, ;|f]t JolQmx?, ;xefuL ;fyLx?  
;~rf/sdL{ ldqx?, ;Dd]ngsf ;xsl{ ;fyLx? / dlxnf tyf ;Hhgj[Gbx?df d Åbo b]lv  
wGoafb 1fkg ub{5' .

wGoafb .

@)^^ kmfu'g @ ut] cfOtaf/ .