

រ)aykar NRsarCarxãtt
SBI

គណៈកម្មាធិការ
សហប្រតិបត្តិការ
សម្រាប់កម្ពុជា
Cooperation Committee
for Cambodia
Comité de Coopération
pour le Cambodge



បទពិសោធន៍របស់គណៈកម្មាធិការសហប្រតិបត្តិការសម្រាប់កម្ពុជា ក្នុងការកំណត់តម្លៃសេវាសម្រាប់ប្រជាជនក្នុងតំបន់ ក្រៅស្រុក

ក្រសួងសេដ្ឋកិច្ច និងហិរញ្ញវត្ថុ
គណៈកម្មាធិការសហប្រតិបត្តិការសម្រាប់កម្ពុជា
ក្រសួងសេដ្ឋកិច្ច និងហិរញ្ញវត្ថុ



ការវាយតម្លៃសេវាសម្រាប់ប្រជាជនក្នុងតំបន់
ក្រៅស្រុក

សម្រាប់ប្រជាជនក្នុងតំបន់ក្រៅស្រុក
របស់គណៈកម្មាធិការសហប្រតិបត្តិការសម្រាប់កម្ពុជា
ឆ្នាំ ២០០៤

bTBèSaFnrbSRkmRbikSaXMsgát; kíjkar
el kkBSGPi)al kicmU danedaymankarCU rñ

krNlskSarbs;XMsgát;MhR)abñAkjRbeTskm@a

karvPaKbBaàGPivDñ_
RsavRCaveday³ GttskəkaménvKÁ nigRkmGiksMbsM KñrageGDGay

mina qãM2004

matkarerög

	TB½
esckfjgGMrKIN	3
esckfseglc	4
GkSrkat;	5
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eKal bMNg	6
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sRmgÉksar	8
vFIsaRspnkarRsavRCav	11
TmMigEdnkM t;	12
I TøI rkeXlj nigkarvPaK	13
rdæal XM	13
karerobcMhigGnut pEpnkar	17
PaBCaedKlagRkmRbikSaXMhigsgÅnsLil	21
karTMak;TmIgrvagrdaP)al enAfakCatingKNbkSneya)ay	25
esckf snlan	28
kareronsBtBbTBÈsaFn_rbsRkmRbikSaXM	28
karrncMnkarkatbnByPaBRkRk nig I TøCaFbet yuenAmU dan	31
GnsasnsMboGgkarminEmnrdaP)al	33
Jbsmk ₁ ³ krNlskSa T1	35
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escklsq

karRsavRCavrbs; KltagkarvPaKbBaGPIvDAn_ -eGDCGay; Kldm,Bhitüemll bTBesaFn_ rbsRkmRbikSaXlmgkarel kksGPi)al kicmü danedaymankarcU rñ . krNlskSacmñ 5 RtU)an el keLg edayeFKarGegatemll eTAelI karERbRbVl énrdaal XM dñNrkarenkareFepnkar nig karGnvtñskmpPaBGPIvDAn_ PaBCaedKlvagRkmRbikSaXlmgsgñskil nigTMak:TMgrvagRkm RbikSaXlmgñtMnagrdap)al fakCatingTPakgarnanaRBMtalmRñKnbkSneya)ay . karRsavRCav enHcgRkgsmitP)l Edl smc)anenAküvisyTajenH nigBhitüemll bBaRbQmmxEdl RtUedaH RsayenAküvisyñmly² .

eK)anrkeXlj bBaRbQmmxsmñmlycmñ . Bess RkmRbikSaXlmaTbTaminmanTMak; TMgCitsif CamlyngGikPthisamBaðLly . KltagEdl TTV l yBifvikaXlmanRbsitPaBtictelI karkatbnRyPaBRkRk . kmuFEdl edfTñmKärsGgkarminEmnrdaP)al GacngelFGaykarxitXM RbngERbgrbsRkmRbikSaXlmayeTACaGskmpTAvij . rÉGikRbkanKnbkSk)aneFVGayxbRbsitPaBkargarrbsRkmRbikSaXlmedr . enATb)it karbeginl TñbCaFbet yuenAtammü dan tñMeGay mankarEkERbdF)FgenAküvisgñ . eTahbCaman]bsK)ayagenHkp karRsavRCavGacsñ)an)anfa bTBesaFn_rbsRkmRbikSaXlmgñ)anClyCñij [mankarEkTMgkmpFvmCÄkaryageRch . eTahbl CamkdI eBl enH PaBeCOneI OnTTV)anminesKä ehlymineXlj manGic,as;l askpEtebKitBbBl evl ad)ij eXlj famankars)anc)aneRchehly .

Gksrkat;

ADI	karvPaKbBaðGPiVDAñ_
CARERE	KMagsBkarsprnitism, TanigkartadTII MhAeLgvij enAkme&a
CBRD	karksagsmtPaBSMabkarGPiVDAñ_CnbT
CCSP	KMtagKaRTRkmRbikSaXMSGát;
CDP	EpnkarGPiVDAñ_XMSGát;
CDRI	viTiasðnsavRCavedm,IGPiVDAñ_km&a
CEDAC	mCAmNð skSanigGPiVDAñ_kskmpkm&a
CIDSE	kiçShRbtbtikarGnpCatedm,IGPiVDAñ_nigsamKPaB
CPP	KNbkSRbCaCnkm&a
DFT	RkmsMbsM fákRsk
DIW	sikasal asmahrNkmfákRsk
DOLA	naykdänrdæal mU dan
E&D	kmarnigkarGPiVDAñ_
FAO	Ggkares,ogGaharnigkskmpj
GTZ	Gesellschaft für Technische Zusammenarbeit
HEKS	Hilfswerk der Evangelischen Kirchen Schweiz
ICD	GPiVDAñ_shKmnçM
IFSP	kmpjFisnsxes,ogçM
NGO	GgkarminEmnrdaP)al
PBC	KN ³ kmpFkarerobçEpnkarnigfvka
PLG	PaBCaedKtsMabGP)al kicmU dan
POLA	kariyal yextsMabRKbRKgrdæal mU dan
PRA	karvaytMl enAtamCnbTEdI manI kN ³ çU rh
RACHA	smkPaBedm,IsxPaBkmarnigsxPaBbnBC
RDRP	kmpjFisprnitism, TanigGPiVDAñ_CnbT
UNDP	kmpjFIGPiVDAñ_GgkarsHbCaCati
VDC	KN ³ kmpkarGPiVDAñ_Phi
WFP	kmpjFes,ogGaharBPBel ak
WVC	TsSn ³ BPBel akkm&a

esckpp

cab;ta;Bkare)aheqätXMsgätenAküjExkmö qäl 2002 mk mRnRkmRbikSaXMsgät; EdI)anCabeqät RtU)antMeGayGnutpKal neya)ayvmCÄkarEdI kINtedayrdaP)al . Carh minRtmEtkaREkTmgdäal bänNHeT EtkäankarerobcM nigkarGnutpknkarpgEdr . tamBiteTA RkmRbikSaXMsgätRtUkareBl evI aRkbRkan; edm,bBj thaTrbseKeGay)an eBj el j tamkar EdI ekrEgTik . yagNaköday mankarstic)anPaBeConeI OnxdenAküjdenNrenkareFvmCÄkar CaBëss RkmRbikSaXMsgätEdI)anTTM karKaNT yagxaköBrdaP)al nigGgkarnana .

karskSaRsavRCavBëssrbsKMag sBkarvPaKbBaäGPivDAn_ (ADI) Bnitüemll eTaeI bTBësaFn_rbsRkmRbikSaXMEdI TTV)ankarKaNT yageBj TihgBITPäkgarana . krNiskSa chh5RtU)aneI keLgedayephteTaeI bTBësaFn_rbsXMMh5 EdI XMMY²RtU)an eRCiseris nigKaNTedayGgkardteTA³ World Vision Cambodia (Takeo), GTZ (Kampot), CIDSE (Kampot), PLG (Pursat) nig Concern Worldwide (Pursat) ¹ . visyEdI RtURsavRCavrñ mankarERbRvI rdäaI XMDNrkarenkareFpknkar nigkarGnutpskmPaBGPivDAn_PaBCaedKtvag RkmRbikSaXMsgänswil TMak;TmgvragRkmRbikSaXMsgätNagrdaP)al fakCatinig TPäkgarana nigKN³bksneya)ay . karRsavRCavtamry³Éksar nigkareRbobeFobbTBësaFn_enAküjXWadJ5 CaameronEdI KVeronsAttam küjkarCMj [manGP)al kicmU danEdI mankarCU rñ . dëcäkar RsavRCavenH manbMngcgrñcENkdI karRbgERbgTöTA küjkarBRgügdNrkavmCÄkar enAküj RbeTskmCa .

eKal bMNg

- 1> Bnitüemll karERbRvI EdI ektmanenAküjrdäaI XMcab;ta;BbBl e)aheqätXmk .
- 2> Bnitüemll dNrkarkargarrbsRkmRbikSaXMM küjkarEfpknkar nigkarGnutpskmPaB GPivDAn_

¹ KyktsMal fakarKaNTEdI shKmnIadjenHTTV)anminEmnsTst)anmkBGgkarEdI eRCiserisenatE . PLG CyvdI ; kmvFisll arbsrdäaI enAküjXWadJ5 cMnkÉGgkar Concern Worldwide CyenAküjXWadI eRCiseris eday PLG .

- 3> Eslyl critl kN³ nig PaBCaedKlvagRkmRbikSaXlhigsgñslil .
- 4> vaytll el critl kN³ énkartMak;TmgCamlytMnagrdal)al TPakgarnana nig KNbkSneya)ay .

sMNYKnH

karERb^QV rdal XHgat:

- 1> etmankarERbRbV kgrdal XHdrbeT cab;taMBeBl e) aHeqatRkmRbikSaXmk?
- 2> etGkEdl)anERbRbV ? etGkEdl minERbRbV ?
- 3> etGkEdl mankarBakBñAnkñXMyI yagNaEdrcMalkarERbRbV TalgenH?

dmNrkarenAkñkareFVpnkar nigkarGnut p_skmPaBGPiDAn_nana

- 1> etRkmRbikSaXlhigKN³kmpFkarEpnkarnigfvka GaceFVpnkarGPiDAn_XManbeT? etek manytSaRS^G etekSmcG)anehly? etktGkEdl man\TBl el kareFVpnkarbsek?
- 2> etRkmRbikSaXlhigKN³kmpFkarEpnkarnigfvka GacGnut p_kargarGPiDAn)anEdrbeT? etekmanytSaRS^G etekSmc)anGkdehly? etktGkEdl bHbal dl smtPaBrbsekkñ karGnut p_skmPaB?

PaBCaedKlvagRkmRbikSaXlhigsgñslil

- 1> etPaBCaedKlEdl ekteLgrvagRkmRbikSaXlhigsgñslil Qandl kmtNa? etkarshkar nigkarstbsM eppteTael lisyGk?
- 2> etktGkEdl Cydl karel kks; -karFakcd; PaBCaedKlvagRkmRbikSaXlhigsgñslil ?
- 3> etkarcdl rñbkarincU rñrbssgñslil bHbal yagNaxtdl GP)al kicmU dan?

TMak;TmgvagrdaP)al fñkCatinigKNbkSneya)aynana

- 1> etRkmRbikSaXlhigTmak;Tmgedaypal CamlyngtMnagrdal)al beT? etITmak;TmggenH -bkgM TMak;Tmg;bHbal dl karGnut p_kargarrbsekYagemcEdr?

2> et RkmRbikSaXmankarTak:Tgyagdtemp:xdCamYngGPi)al Rsk? CamYngtNagenmnb
 RksyEdI BakBnsana? etITMak:TMgenHmankarTak:Tgyagdtemp: eTAngkargarGnutp_rbs;
 RkmRbikSaXm

3> et RkmRbikSaXmankarcl rthCamYKNbkSneya)ayel lsbmYb? etITMak:TMgenHmankarbH
 Bal yagdtemp:eTAngkargarGnutp_rbsRkmRbikSaXm

SRngEksar

enAkjExkkala qn2001 David Ayers EdI enAeBI enaHCaRbFanen CCSP)anBnituemll
 eI RbPBÉksarcMhRbEhI 100 edayeppteTaeI bBaàkareFVmCÀkarEdI RtU)aneKemll eXlj fa
 manI kN³bgAbBaaclBaHRbeTskmCa² . cMncsMan²EdI Rsgcej mkenH RtU)anel kyk
 mkgaj enAkj)aykarN_edm,el kCasMVenAkjkarRsavRCavenH ()ankanEtTU MU ay .

karBhitürbs; CCSP bgaj [eXlj manI kN³bgAbBaaclBaHRbeTskmCa² . eFVGaydMNFkarVmCÀkarTTV
 eCaKCy . 1; Rkbx¹abEdI RtU)ankNtc,as; . 2; sbhRbbedaysmtPaB . 3; RbBns
 énKNenyüPaB nig 4; sgñslil EdI skmp . ebhiyayeGayxBRkbx¹abKYEcg [c,as,GBl
 sbhEdI RtUeFVmCÀkar bgaj BkarEdI sbhTajenaHRtU)anbegiteLg bgaj eGayeXlj
 c,asBITMak:TMgrvagsBhTajenaHTAngsBhdeTeTot . sbhEdI RtU)aneFVmCÀkarkVetman
 smtPaBenAkjkarGnutpGINac nigkarTTV xSRtUEdI RtU)aneKRbKI eGay edayrñTajkar
 manfvika nigsmtpaBRkbRkanenAkjkarpl esval ¶ . dechRbBnsimCÀkarRtUeTfanafabCa-
 CnGaccl rñyagskmpñAkjkarstccitpbsrdal mü dan ehlyGactamdankarGnutp_kargar
 rbsmñpnAtammü dan . Tak:TgngerOgenH sgñslil RtUCMj [mankarcl rñheyabI BRbCaCn
 enAkjGPi)al kicmü dan ehlyeFVGaymRñmankarTTV xSRtUcBaHTegWbseK . dech karBnitü
 emll eLgvij rbs; CCSP)anbgaj [eXlj fa karEkTMgymCÀkarKVeTdakbBaP rñman³ 1; Rkb
 x¹ab; nigneya)ayEdI gayyl ; edaymankarKaMtyageBj TMngBrdaPi)al . 2; karerobclM

² David Ayers, Decentralization: A Review of the Literature, (Phnom Penh: Commune Council Support Project, July 2001)

EpiksareBBinAnRKbRkan; . 3! ynkkaredm,elkkBstmaPaB 4! ynkkarsmabelkTkkcibGay
sgAnstil mankarCU rth .

sRmgÉksarrbs; CCSP epptpgEdreTaelIskpnBlplRbeyacn_énkareFVmCÄkar .
sRmgÉksarenH elkeLgnWisyymlycMhEdI kareFVmCÄkarTTY)an . Tn vimCÄkarRtU)aneK
emill eXlj fa edm,BRgysBbkenAfäkerkam . ekkemill eXlj pgEdrfavaCyCmj eGaymankarcU
rhrbsRbCaCnenAkjBbaðGPi)al kic© . enAeBl EdI vimCÄkarKayeTACaEpikmyénkarEkTmgEbb
l TRbCaFbetüyü eBl enahvaGacbeghikarykciTfkdakBstNakrdaPi)al . dbeñ vimCÄkarGac
beghikarpñ nigpösbñBTmanrvagrdaPi)al nigRbCaCn . bEnñBeI enHeTot ekemill eXlj fa
vimCÄkar CyefEGaymanninPaBénKtragGPiVDAñ_ elkkBstmaPaBénsBbhrdaPi)al begñ
karTTY xisRtUrbsmRnñBbRbCaCnEdI e)HeqäteGayek pñ »kaseRcheGaymankarcU rñenA
kj kicRarneya)ay . dbeñ vimCÄkarGacBRgymkarxitxñm,bNñl TRbCaFbetüyüenATTadñ
RbeTs .

enAkjvisyepSgeTot vimCÄkarminSumanRbsitPaBerchbñpneT .]TahrN_kmpFGPivDAñ_
EdI CaEpikmyénvimCÄkar)aneqy tbercheTAnwesckñtUkarrbsGikmU dan EtercheppteTaelI
Ktragehdarncasmñkñc² . karepñGMaceTAFäkerkamRtU)aneKyl fa CakarBRgymkarebñcäcib
rbsrdaPi)al fäkCaticñBalkarGPiVDAñCnbT EtrdñGMnacfäksenAetmankarCMasxñ . BitEmnEt
karEkTmgEbbvimCÄkarGacpñ sitGMnacdl shKmnñAtammlU dan kjkarTb;Tl ngy\TB I EdI ek
mincg)anBeI akxagl ic EtvaGaceFEGayekmanCmñ0 nigTm abGnutpñkargartamEbbñkanEterch .
Gacniyayfa vimCÄkarminFEGñaneRchenAkj kareI kkBspl Rbeyacn_rbsRkmsasna CnCati
PaKtic nignar)aneLly . ktasManKñmCÄkarpñ »kas eGaymankarshRbtbtñkarCamly
KäenAkjny sbñnarvagGñkarminEmnrdaPi)al nigrdñGMnacmlU dan EtTal EtkarsgSyEdI)ancak;
bñsenahRtU)anb)Matecal eGayGssñ . erkABenHeTot ÉksarenaHmin)anbBaak;[c,asBl
Tmak;TmrvagkarEkTmgEbbvimCÄkar nigkarkatbnñyGñBBkr I yyeT .

ebKiteGayEmnETneTA karBhitüemll Éksarbs; CCSP kINT;[eXlj BEdnkMnténkar eFVmCÄkar . KY [cMll k ÉksarenaHlgöj favmCÄkar manpl vCmantictteTael karkatbnfy PaBRkRk . ehTPl cBbaHerOgenHKWfa GikmanGINacenAtammU danerChekobsgäteTael RbBkS neya)ayenAtammU dan ehlyTaj ykpl RbeyaCnBkarekobsgeH . sPaBkarNEbbenHBit CamanTmak;TmgcbBaHReTskmCa edaysarTisedAénkarEkTmgvmCÄkarrbsrdaPi)al KlUpateTA el karkatbnfyPaBRkRk . erKABenH vmCÄkarmaneCaKCYtictténAküjkarCmj karcll rhrbs; shKmnénAküjkarGPivDAn_ . ehTkarNenHbNpl mkBITitayFBk bFMagSbBvmCÄkarEdl Ca KmitpüepnrbsrdaPi)al)aneRKagTik karRbktRbECgenAküj(kare)ahéqätenAküjPthi bwsmpaB enAküjCmNamPthi . erKABenH vmCÄkarRtU)aneKemll eXlj faeqlytbictténAküj karkatbnfykar clNayTtArbsrdaPi)al epPFnFaneTAmU dan ehlynigkareFKargaredl epbeGayedayrdaPi)al .

enAküjExslna qäm 2002 TRbksaBérKaheyabl mkBl Padrigu)anerobcBsmgÉksar sBbBaävmCÄkar smberobcRkbxNbnkarRsavRCav énkmpFRsavRCavel eKal neya)aysBl vmCÄkar³ rbs; CDRI . I Tpl rkeXlj sMan;énr)aykarNenHpl nUcMneyag yagman RbeyaCn_smbbBaäénkarRsavRCavedl RtU)anel keLgenAküjkarSkSaenH .

karBhitüemll ÉksareLgvij eday Padrigu)anbBaäkeTotfavmCÄkarEtÉkÉgminGacnaM eTArkRbCaFibetyü nigkarkatbnfyPaBRkRkenAtammU dan)anenaHeT . manlyfa neya)ayny minmankarpasbpl GP)al kicPnygminekltman ehlyPaBRkRknymnRtU)ankatbnfyCasly RbvtpdaysarEtvmCÄkarenaHeT . qnÞneya)ayrbsrdaPi)al enAküjkarGnvtpl_ nigtamdan karEkTmgKmansar³sMan; dtsmtPaBepksBbhenAtammU danKüjkarbBj kargareGay)an RtvmRtU . karyl eXlj TadjenH Tak;TgnüjRbeTskmCaSmRbCaFibetyü nigkarkatbnfyPaB RkRkenAtammU dan dEdl)anel keLgenAküjTisedAénkarEkTmg; . karBhitüeLgvij el EpkxH eday Padrigu el keLgBkarSkSaenAtamRbeTSGastleTeTot Edl el keLgBkgV sBÉkraCüPaB

3 Joakim Ojendal, Robin Biddulph, Pia Wallgren, and Kim Sedara, Understanding Decentralization in Cambodia: A Research Framework to Support the Process of Devolution and Deconcentration in Cambodia, (Goteborg/Phnom Penh:Padrigu Consultants, August 2002).

nig PaBrtmRtUensBbWmCÁkardtCa RkmRbikSaXWsgát;Tak;TgnmRnCanxsénrdapi)al
ehlyinig KNbkSneya)ayEdl manbgbGtRbeyaCnpl xñ . mansMNYmYcmhel cecj eLg .
etIsmaCkRkmRbikSaXWsgát; Edl mnsUmankarskSaGbrMchGacbbBj mrgarrbsek)anI Edr
beT ? etIsmaCkRkmRbikSaXWsgát; TTV)annUkarKaMTsmRsbBfákel EdrbeT ? etGikman
VTB)enAtammU dan enAkjgsánPaBdtsBéf¶ ekobsgáel GPI)al kic¶U danbeT? enAerkam
I kx¶UbbenH etIsghnsuil mansit¶nAkjkarbeBaj¶mteyabl ; CamYngjrd¶NacmU daneT?
Éksarbgáj fa karEkTtg; vñCÁkareF¶TA)anI b¶dt enAeBl Edl sghnsuil mYEdl ngmalM
TamTareGaymanGPI)al kic¶¶nigkarTTV xisRtUBrd¶NacmU dan .

vFIsarsþnkarRsavRCav

karskSaenHRtU)anerobc¶LgCaskmpPaBRsavRCavBess stabskøkamknøgmkenAkjvKA
bN¶bN¶l rbs; ADI . TisedActUgénskmpPaBenH KWsagsmt¶PaBrbsGtlt skøkamkøkar
RsavRCav edayepptel karRsavRCavEbbKINPaB . karRsavRCavenH mankarU rñBIGkRKbRKg
GgkarmínEmnrdaPi)al c¶Mh21nak; -Rbs 10 Rsl 11 ;mkBIGgkarc¶Mh15 -sthemll]bsmk¶b ;
skøsal a s¶kareNnamYEdl RtU)anR)arB¶LgBéf¶¶ 12 dI ; 15 Ex sha qãm2003 enAP¶Bj
eday)anBPakSaeTael RbePTénkarRsavRCavEbbKINPaB erobc¶kxbx¶NRSavRCav erobc¶M¶agén
karRsavRCav vFIsarskøkarRbmU Thñ¶y nigktRta nigvPaKTñ¶y . enAkjgskøsal a TisedAén
karRsavRCav nigsMNYKn¶RTU)aneKykmkéc¶[ecj CabBalsMNYnahx stabskarBPakSaCaRkm nig
CabKA . c¶Balkarerobc¶MargarchtammU danvij skøkamRtU)anEbgEckCab¶RkmstabsE¶kar
RsavRCav . RkmnimY²díknaðday bKA kADI mäk; .

karRsavRCavenAtammU danepptetAel X¶Mh5 Edl TTV karCY]btñ¶yagerchBITPakgar
xagerKA . Béf¶¶ 20 dI ; 21 Exsha qãm2003 Rkmrbs; ADI Edl mansmaCkcmh 5nak;
)aneF¶karRbmU Thñ¶y sak I ,gCamnenAkjX¶Kad¶I av Rsk)aTtext¶tækv . X¶Mh)anTTV karCY
KaMTBIGgkarTsSn³BPBel ak . Béf¶¶ 1 dI ;16 ExkBað qãm2003 Rkm skøkamRsavRCav2Rkm
køc¶M¶Nam4Rkm)anchRsavRCavenAtammU danenAkjext¶k¶t . mYRkm)ancheTAX¶M¶UkøRsk
GgÁCY Edl TTV CMYBIGgkar GTZ . c¶NKRkmmyeTot)ancheTAX¶Rcs køRskCM¶I
Edl TTV)anCMYBIGgkar sbles . Béf¶¶ 8 dI éf¶¶ 13 ExkBað qãm2003 . Rkm skøkam

RsavRCav...)andTeAextpBaFisat; . mYRkm)andTeTAX... RskRkvaj
 EdI)anTTM CMYBI PLG . RkmmYeTot)andTeTAX... enAkjRsk)akan EdI TTM CMYBI
 Ggkar Concern Worldwide . SkmPaBkargarenAtammU danenAkj... Tab5 rhmankarsPasn_
 CabkA nigCarKk CamYngsmaCkRkmRbkSaXUkarsPasnrbsRkm CamYngemdknatsgAnsvil
 karsPasneRkApukarrbsRkm CamYngGikrsenAenAkjXMsPasnCamYngmRnfakRsk sPasn_
 CamYngRkmsMbsM kmpFisll aenAfakRsk nigsPasnCamYngbka kTPakgarEdI pl CMY
 EdI mkBGgkar World Vision, GTZ, CIDSE, PLG bConcern .

skasal acgekaybg; cu rnedayskqkamTabGSRtU)anerobc... LgenAPBj Bf... 21
 dl; 24 Extul a q... 2003 . enAkjeBl enH RkmRsavRCav)ank... tkl nigvPaKel ITmYyEbb
 KINPaEdI TTM)anBkrNiskSaenAkjXmY² . dteH Rkm)anerobc... RgagkrNiskSa ehly
 el kykmkbgaj edm,pl eyabl enAkjRkmFM. karvPaKEbbeRbobeFobel II Tpl rkeXlj ehly
 nigkarvPaKel bTBesaFnénXmY5RtU)aneF... LgenAmmeBl cbskosal a . bnabmk Rkm ADI
)anerobcMarsPasnTakTgnngkarskSaRsavRCavenAtammU dan karsresrkrNiskSa nigkarvPaK
 edaybBaPvaeTACar)aykarNcgeRkayenH .

TTM nigEdnkINT;

eday sarRkmRbkSaXMsगतenAkjRbeTskm&acmH 1621 RtU)anbegiteLg ehly
 karskSaRsavRCavBbTBesaFnRkmRbkSaXmAkjXmYR)alminGacRtU)ancat;TikfaRkbRCgerCay
 enaHeT . EtkarRsavRCavenHmanb... ngeF... GaymankarBPakSael b... Nrkar kjkmpFEkTmgEbb
 vimCakar edayEpkel karRsavRCavenAtammU dan [SCMA manEdnkINT; EdI RtU)aneFV
 eLgenAry³eBl 2q... nabBkare)ahqatXMsगत; . enAkjRbkarenH GikGarr)aykarNenH
 RtUemil kargard... ant... s... k... EkTmgEbbvimCakarEdI RtU)aneF... LgedaykarskSa⁴ deTeTotenA
 eBl f... enH . tamkarBhituel II Tpl rkeXlj enkarRsavRCavenH edayebobeFobonngkarRsavRCav
 CakEs... p... SgeTot eKsg... mfabBaT... LayenAkj... m... NrkarvimCakarenAkjRbeTskm&a nngmanPaB
 kanEtc,asehly Cakmpt... nyedm,ef... skmPaB edayGikBakB... LayCaerch .

⁴]TahrN_sthemil Caroline Rusten, Kim Sedara, Eng Netra and Pak Kinchoen, *The Challenges of the Decentralization Design in Cambodia*, (Phnom Penh: Cambodia Development Resource Institute, 204); Christina Mansfield and Kurt MacLeod, *Commune Council & Civil Society: Promoting Decentralization Through Partnership*, (Phnom Penh: PACT, January 2004); and Robin Biddulph, *PAT Empowerment Study – Final Report*, (Phnom Penh:DFID/Sida & UNDP, November 2003).

I TÛI rkeXj nigkarvPaK

rdæal XMgât;

karpasbj nigkarmanCabnp

enAkjgXMaj5Edl)ansksa mankaryl RsbKäCaTtTAFamankarERbRbVl enAkjgrdæal XM cab;taBkare)aHeqätXMhAkjExkmöqä2002 . karERbRbVl enHTak;TgsManel IsmasPaB nigkar Gnutpr_bsmRnpKM. enAmneBl begtRkmRbikSaXMemXEdl RtU)aneKETgtatjRKbRKgXMtatNag éNKnkSEdl mansMl gPaKerch . bcD,nñ RkmRbikSaXEdl CabeqätEdl mansmaCk BBeTA11nak; ehlyEdl erchEt tNageGayKNbkSel IsBlmYCaGikRKbRKgXM . Blmm emXM eFkarBcMictt ehlystckicRæTAtamkarbgäbbBaärsrdæ)al fäkkNþl . bcD,nñ Rkm RbikSaXMFkarBcMogTat; ehlystckicRæedaymankarBèRKaHeyabl CamYKæTAvij eTAmk . Blmm mRnpKMkanEtCaGikpSBpSay GnRktüEdl EcgeLgedayGiktakEtgc,abfäkcati . bcD,nñ RkmRbikSaXManecj bTbBaä belkarstæbXMbseKþal ; Edl bTbBaä belkarxstæbedæRsay bBaärs;XM. Blmm thaThig karTTY xisRtUrbsrdæNacXMhmanPaBc,as;l aseT . bcD,nñ thaTI nigkarTTY xisRtUrbs,smacK RkmRbikSaXEdl)ankNtc,as;l as; ehlysmacKnimY² manParkicedayELkBKä. Blmm eKkitfamankarbNþbNþl ticttEdl mRnpKM . bcD,nñ smacKRkmRbikSaXM)anTTY karbNþbNþl edm,eFkargarrbseKedaykareBj citp . Blmm rdæNacXM mankarTak;TgticttCamYngGgikarsmaKmnenAkjPthi . bcD,nñ RkmRbikSaXM eFkarCitsitCamYngRkmTatjenH .

eTahbCamankarRbestelgyagenHkp kKarpasbjenAkjgrdæal XMinsayPayeTARKb;TI kEngenatheT . smacKRkmRbikSaXhABigBakeRch el karENnatbs;fäkel Itak;TgnngEdl eK KYeFVehlyemXMhAman\TBI erchel karsstccitCarth . Caj kj ab; smacKEdl mkBKnbks Edl mansMl gPaKtic minGacbeBa)Tssn?rbseK)anRKbRKaneT ehlykarsstccitpbsRkmRbikSa XMsbetAngeKal CmrrbsKNbkSEdl mansMl gPaKerch . emXPaKerchCamnisSdEdl ehly

min)ane)ahbgecal nUTM abeRbGINacrbseKeT . karclU rhrbsnarCasmaCkXMMSPetminman⁵.
 CaTtTA RkmRbkSaXMMkarTTY xisRtUcNBahGike)ahqateGayxh ehlykRbCM bBerKah
 CamYngBkeKNas; BitEmnehlyfasmaCkRkmRbkSaXMMacdaKecj bTbBaarbsXMEteKminman
 GINacenAkjgkareFEGaymankarGnutp)aneRcheI bTbBaataJenaHeT . smaCkRkmRbkSaXMMaerch
 minsUmankarskSaGbr)ManeRcheT ehly)anEfgfaekRtUkarkarbNjbnjEfmeTot edm,bbj
 thaTbseKeGay)ansmRsb . CaTtTA Tmak;TmgCamYngGgkarSmaKmn_enAkjgPthRtU)an
 kINteTAtamI kxNfTamTarenc,ab;CaCagkINteday»kasRbkbedaykarécRbDit .

dtKäenHedr karyI eXlj GbkarGnutp)kargarmanPaBxisKäerchenAkjgcbNamGikEdI
)ansMasn_ . CaTtTA RkmRbkSaXMMdI eylg)anskSa Kitfaek)aneFikar)anI Cab;taJBeBI cU kan;
 thaThk . tINagrbssgAnslil kAnkarrkayngdNNfkareTAmxknmgmkenahEdr edayEpkeTA
 el karvaytll rbseK . eberbobeFob CaTtTAGikPthiminmankareBj citpugkargarrbsRkmRbkSaXMM
 eT . tamTssn³rbsRbCaCnkjgPthi smaCkRkmRbkSaXMMRchCaGikRbkanKNbkSneya)ay
 EdI minnaM BkeKcU rhenAkjgkargar bKAnraykarNR)abeKeGay)aneTogTatenahET .

kareRbobeFobI kN³énkarpasbj

karsegæXlj xagel enH KVal kN³CaTtTAénkarpasbjEdI manI kN³eI ceFæBXMM
 nmly² kjgcbNamXMMaJR)adI)anskSa .

enAkjgXMMaM av -exttfaekv; RbFanRkmRbkSaXMMdI Cabeqät KValGtitemXMas; . kjgnam
 CaGikdiknabKajmak; emXMMahGacTaj ykRbeyaCnBdNNfkarmCÄkaredm,beginGINacrbSKat;
 ehlyeKogKrkarcYBIGgkarTPakgarGPivDAnBkageRKA . enARkaldI av RkmRbkSaXMMFikarRbCMITog
 TatRbcaMkeTAtamc,abkINt; ehlyxitxMMGaymankarRBmerBogKäCarh RBmTatjedahRSaybBaä

⁵ manEtmaKCanarI-2/45°; kjgcbNamSmaCkRkmRbkSaXMMh40nakenAkjgXMMaJ5EdI)anskSa . enATTUajRbeTs
 man 983nak; -8/7°; éncMhSmaCkRkmRbkSaXMMrb cMh11 261 nakenAkjgXMMh1 621 KValanarI-sstemil
 Mansfield and MacLeod, *Commune Council and Civil Society*, 5-6). Rusten et al, *The Challenges of Decentralization Design
 in Cambodia*,)ansegæXlj faenAtamkEngEdI mankarclU rhrbsnarCasmaCkRkmRbkSa I TPaBrbseKenAkjgkarsMrc
 citjKMMantcttNas; .

eGay)anqabr h¹ . edaysarenAk¹ c¹ NamsmaCkRkmRbkSaX¹ Ma¹ 9nakenaH manEtmäkeTEdI
 minEmnmkBKnbkSRbCaCn d¹ H¹ minmankarRbECgKä erchrvagKNbkSenaHeT . karTak;Tgeday
 paI CamYng¹ rd¹ Rn¹ fdI mkBKnbkSRbCaCn¹ n¹ EtCYeGaymankarKa¹ TE¹ AeTot . Etminman
 smPaBEpk¹ keynD¹ T edayB¹ kekenahs¹ t¹ t¹ Cabus . t¹ Nagrb¹ ssg¹ An¹ sil)anbgäj eGayeX¹ j¹ fa
 rd¹ N¹ acX¹ manPaBskm¹ Cagmm ehlypt¹ kard¹ kna¹ d¹ l mns¹ Skan¹ EterchenAk¹ P¹ thi¹ M¹ 23enAk¹ j¹
 X¹ naH . RbCaCnFm¹ tamin)ancU r¹ h¹ b¹ minRtU)aneKR)abG¹ B¹ Ba¹ Tak;Tgn¹ GP¹)al k¹ c¹ m¹ d¹ aneT
 EttamCakE¹ sp¹ emX¹ M¹ nig¹ smaCkRkmRbkSaX¹ M¹ eTeTotcU r¹ henA k¹ j¹ BFmg¹ A¹ karnigb¹ Nüexp¹ c¹
 enAk¹ P¹ thi¹ eF¹ GayRbCaCn¹ m¹ ankareKarBdI B¹ keK . kt¹ p¹ r¹ h¹ p¹ SM¹ enkarxit¹ x¹ F¹ kargar karmanT¹ Mak;
 T¹ Mg¹ x¹ d¹ eT¹ An¹ j¹ KNbkSneya)ay ehly¹ nigPaBCit¹ s¹ t¹ t¹ fdI manCa T¹ M¹ abmkCamYng¹ G¹ k¹ P¹ thi¹
)aneF¹ Gay RkmRbkSaX¹ Ma¹ j¹ l av¹ s¹ t¹ c¹)aneCakCY¹ BedmTenAk¹ j¹ karRKbRK¹ grda¹ al X¹ M¹ Rbkbeday
 Rbsit¹ PaB .

enAk¹ X¹ M¹ -ext¹ k¹ t¹ ; RbFanRkmRbkSaX¹ M¹ l Cabeqät¹ k¹ eF¹ CaRbFanX¹ M¹ mmkEdr K¹ W¹ A
 xagKNbkSRbCaCn . RkmRbkSaenHmansmaCk¹ c¹ M¹ h¹ b¹ h¹ nak¹ mkBKnbkSRbCaCn mäkmkBKnbk
 bkSh¹ h¹ s¹ im¹ b¹ ic¹ nig mäkeTotmkBKnbkSsmrgS¹ li . smaCkRkmRbkSaT¹ ad¹ G¹ s¹ s¹ t¹ t¹ Cabus . eT¹ aH
 b¹ Camann¹ n¹ a¹ karneya)ayx¹ s¹ K¹ äk¹ p¹ eK)anC¹ M¹ H)aneI h¹ n¹ äkarT¹ ad¹ j¹ enH ehlyeF¹ karr¹ h¹ Kä . kars¹ t¹ c¹)andF¹ M¹
 m¹ yenaHk¹ W¹ arGnm¹ z¹ el b¹ T¹ b¹ Ba¹ rbs¹ X¹ Mak;Tgn¹ s¹ n¹ p¹ s¹ enAk¹ j¹ X¹ ehly¹ nigkarRKbRK¹ G¹ F¹ n¹ Fan .
 smt¹ PaBrbsRkmRbkSaX¹ M¹ enAk¹ j¹ karT¹ Mak;T¹ Mg¹ CamYng¹ G¹ k¹ P¹ thi¹ edm, p¹ l B¹ t¹ manG¹ B¹ G¹ d¹ l eK)an
 eF¹ naH K¹ W¹ insUmanRbsit¹ PaB¹ m¹ p¹ neT . müagedaysarkarX¹ M¹ karyI d¹ j¹ G¹ B¹ t¹ M¹ kark¹ j¹ karbeg¹ h¹
 t¹ maPaB nig PaBebk¹ c¹ h¹ kanEterch . müageTotK¹ W¹ daysarT¹ M¹ abG¹ n¹ ut¹ p¹ kargarrb¹ s¹ eK¹ tamry³
 RbFanP¹ thi¹ nig KN³ k¹ m¹ F¹ karGP¹ v¹ D¹ An¹ P¹ thi (VDCs) . RkmRbkSaX¹ M¹ Ukarbeg¹ h¹ karyI d¹ j¹
 nigsm¹ t¹ PaB k¹ j¹ karG¹ n¹ ut¹ p¹ kargarrb¹ s¹ x¹ h¹ ehlyRt¹ U¹ Tak;TgedaypaI CamYng¹ RbCaCnEdI e) aHeqät
 eGayeKenAk¹ j¹ P¹ thi¹ t¹ ad¹ 11 enAk¹ j¹ X¹ M¹

enAk¹ X¹ Rcs -ext¹ k¹ t¹ ; RkmRbkSaX¹ M¹ mant¹ NagmkBKnbkSx¹ s¹ 2Kä K¹ W¹ k¹ BKnbkS
 RbCaCn¹ M¹ h¹ b¹ r¹ b¹ KNbkSh¹ h¹ s¹ im¹ b¹ ic¹ m¹ y¹ r¹ b¹ nigKNbkSsmrgS¹ in¹ y¹ m¹ y¹ r¹ b¹ . EteT¹ aH¹ b¹ y¹ ag¹ Nak¹ eday
 emX¹ M¹ fdI mkBKnbkSRbCaCn RtU)anCabeqät¹ cU CM¹ semX¹ M¹ asehlyRbCaCnenAk¹ j¹ X¹ Rcsmin
 cU cit¹ p¹)anesck¹ l¹ faKatenA¹ E¹ ts¹ t¹ enAk¹ j¹ smasPaBRkmRbkSaX¹ M¹ EdI . smaCkRkmRbkSaX¹ Ma¹ j¹ 5
 K¹ W¹ abus . RkmRbkSaX¹ Rcs¹ m¹ ank¹ arRbC¹ M¹ ogTat; . kargarenH eF¹ GayB¹ keKmanT¹ Mak;T¹ Mg¹ l j¹

enAkūcNāmbKēk ehlyGacedaHRsaybBaēnAkūkarRKbRKg . EtRkmRbikSaXmīnsUbbis
eGaymankarcU rñBGikPthēnAkūkarBPakSaG(BGP)al kicmU dan mīnsUraykarNeGayRbCaCn
dngBkargarrbsek bpsBpsaysaracrBfākel tT. CaTtTA RkmRbikSaXmīrtCardmNacXm
EdI enAkūgeBl Gtltkal)anbBj mīxgarsMancaMac; dōCakareFICaGaCakNpI enAkūcMl aH
ehlyrkSaeGaymansnlsx enAkūPthitajbhrbs:XM . dōKāenHedr RkmRbikSamankarTTV
xīsRtUchBaHfākdiknaldāP)al CaCagcBaRbCaCnEdI CaGike)ahēqāteGayek . BitEmnEt dNf
kare)ahēqāt)anebk»kaseGaymankarRKbRKgCal kN³BhbKSkfētTm abRKbRKgrdāal rbsRkm
RbikSaXmīrcsEsjgeGay eXlj BhīnākarbnpebobcasCaCagkarpasbī .

enAkūcXmīrgr -extpBaFisat; dōKāenHedr RkmRbikSaXmīntmNagmkBKNbkSneya)ay
epSg²³ 8nakmkBKNbkSRbCaCn 2nakmkBKNbkShhshinbic nig1nakmkBKNbkSsmrgSli.
emXmīwasmaCkKnbkSRbCaCn manEtsmaCkRkmRbikSamākbaNūHedI Canarl . tamry³kar
eFkarenAkūRkmEdI manhākarneya)ayxīsKā smaCkRkmRbikSaXmīnrcaredayEpkel ItthaTI
CamlyKāeTavij eTAmkehlysbccitpñkā . eTahbCa emXmīan\TBI erchkp kōsckpUkarrbs;
PthKatminRtU)anTTV GaTPaBel sBPthidēTeLy . RkmRbikSaXmīp Btman nigescckpfgkar
tamry³RbFanPthi nigvDC bñp)aykarNIajenHminEmnechEt)andI GikPthRKbRsTabenaHeT .
ehntenH GikPthCaerchenAetmindngBkarsbccitpbsRkmRbikSaXmī. emPthi nignrK)al EdI RtU)an
eRCIsatjēLgenAkūgrdāal mm erChEtenACabCamlyngGikPthCagmPpXEdI)anCabeqāt fpi .
RkmRbikSaXmīrgr)anCmHel IjbsKādI bnSI BrdēNacXmīngmk EtekenAminTankSag)an
Tmak;TmīgrgmaUamlyngGikRskēnAkūPthitaj13rbs:XMEdI .

enAkūcXmīrtk -kūextpBaFisat; RkmRbikSaXmīnasmaCkEdI mkBKNbkSneya)ay
epSg² KwanōnakmkBKNbkSRbCaCn 2nakmkBKNbkShhshinbic nig1nakmkBKNbkS
smrgSli . emXmīkBKNbkSRbCaCnehlyasmaCkTajGsenRkmRbikSaXmīwabrus . kare)ahēqāt
RkmRbikSaXmīneFICaycMmñpbs:XMkh ehlymankarepkkargarTTV xīsRtUerch . thāThigkar
TTV xīsRtU)ankmītc,as; ehlykarRbCManerobcMogTat; . Cal TpI énkarpsbīTajenH kar
garRtU)ansmīc nigEckrMl k)anqabrñsCagkal Brdāal mm . eTahbCamaneCaKClyyagenHkp
karRbkanKNbks enAeteFICayradjsHdI RbsitPaBrbsRkmRbikSaXmī edaysmaCkKitKtBI
RbeyaCn_rbsbkSerchCagkgV rbsrdēNacmU dan . cMīcKreGayktsMāI mlyKVRkmRbikSaXmī

)anecj bBaamineGaymankarqkRtl nigel gEl ,gsIs genAkjgXMEtmankarBi)akng eF#GayekeKarB
 tambTbBaenHebIsinCaminmankarKaRTBm⁶ . PaBminsUmankarskSaGbrM⁷)anRtmRtU
 eF#GayasmaCkRkmRbikSaX⁷mankarBi)akenAkjgkareFikareTAtamkareTAtamtthaTrbsek eTahbCaek
)anTTV karbN⁷bN⁷l CaekchBGgkarminEmnrdaP⁷)al nigkmpFIsll arbsrdaP⁷)al kp. edaysar
 smaCkRkmRbikSaminsUcheTAtamPthit⁷al 15enAkjgX⁷M ehlyeFV)aykarN⁷minsU)anj k⁷j abtam
 ry³RbFanPthinig vDC d⁷chekminsUmanTmak;T⁷mgngmaM CamYngRbCaCnEdI eKRTURKbRKg
 enaHeLly .

karerobcM nigGnutpEpnkar

karCU rhenAkjgkarGPivDAnmU dan

CaEpkmyénk⁷NT⁷ngEbbvmCÁkar RkmRbikSaX⁷M⁷)anbeglteLgedm,I⁷ mankarCU rhenA
 kjgkarGPivDAnmU dan . karbeglt [manEpnkar nigkarGnutpEpnkarGPivDAnenAfakX⁷Ms [eX⁷lj
 famankarpasb⁷pBkarRKbRKgedayrdaP⁷)al fakCati ehlyKitfanngmanpl⁷)ak⁷y⁷GEg⁷ Bess
 s⁷hbGkEdI cU rhenAkjgkarGPivDAn⁷nbT . edayTaj ykbTBesaFr⁷y³eBl 5q⁷m-1996-
 2001; rbs;UNDP/CARERE CamYngkmpFIsll arbsrdaP⁷)al c,abRtU)anGnm⁷ehlyRbB⁷s
 nignitvFRtU)ank⁷teL⁷gedm,CYs⁷M dI karCU r⁷h⁷rsRkmRbikSaX⁷MenAkjgkarGPivDAnmU dan .
 d⁷EdI RtU)aneKagerobcM⁷lg d⁷N⁷rkar⁷h⁷mankartakEtgnigBRg⁷gEpnkar5q⁷mEdI RtU)aneF⁷L⁷g
 CamYngkarCU r⁷h⁷rsGkP⁷th⁷ . d⁷ch⁷l b⁷nbomkRtUmankarbegltKN³kmpFkarEpnkar nigKN³-
 kmpFkarfvika nigKN³kmpFkar⁷p⁷g;EdI r⁷h⁷manrd⁷GN⁷acmU dan nig⁷IN⁷agr⁷ssg⁷h⁷swil edm,I
 CY⁷ngp⁷l eyabI RbikSadI smaCkRkmRbikSaX⁷M Rb⁷kar⁷sManK⁷NT⁷ng)anbeglteGaymanfvika
 X⁷M EdI EbgEckerogral q⁷sb⁷hbKbragGaTPaBnana enAkjgEpnkar⁷ . eKal karN⁷EN⁷na⁷ltU)an

⁶ Biddulph, *PAT Empowerment Study* BPakSaEvgBbBaenAkjgkarCU r⁷h . karskSaenHedI RtU)aneF⁷L⁷genAkjgX⁷M⁷h20
 nig sgátch⁷h4 Ecgfa50°énGkP⁷thEdI mant⁷haT⁷TTU x⁷sRtUenAkjgshKmn⁷EdI RtU)ans⁷Wasn⁷nig49°énGkP⁷thEdI
 RtU)aneRC⁷seL⁷gedayminc⁷h⁷Bah)anR)abfaek)ancU r⁷henAkjgd⁷N⁷rkar⁷RC⁷ser⁷sK⁷brag .

⁷ eyageTAtam Rusten et al, *Challenges of the Decentralization Design in Cambodia* -bBa⁷Rb⁷QmenAkjgkareKag
 erobcM⁷CÁkarenAkjgRbeTskm⁷Ca/ X⁷Manak⁷IN⁷tRtUTTV)anCamFüm⁷UR)akRbEhI 5Bandu ⁷s⁷hbkarGPivDAn⁷ nig 3
 Bandu ⁷s⁷hb⁷rd⁷al enAkjgq⁷m2003. Biddulph, *PAT Empowerment Study* niyayfa38°énGkP⁷thEdI manm⁷x
 TTV x⁷sRtUehlyEdI RtU)ans⁷Wasn⁷CamYng⁷ 17°eTotEdI RtU)aneRC⁷ser⁷sedayminersm⁷x d⁷g⁷fakRkmRbikSa manfvika
 s⁷hbkarGPivDAn⁷EdI x⁷h⁷GacTTV)an .

Gnm%\$BrebobeFkaredj éfkgRta⁸ . skasal a smahrNkmpfakRskRtU)ankNteF#rogral qam edm,IsMbsM kareF#pnkarfak:XWamYngkareFV EpnkarenAfakextpigfakRsk nigedm,Es#grk fvkabEnfnBGgkarxagerkA . RkmsMbsM fakRsk RtU)anbeg#teLgenAk#kmpuFslI a edm,CY kargarrbssmaCkRkmRbikSaXW nigedm,bF#yagNaeGayParkicEdI)aneF#nah s#rc)aneTAtam k#t#bTdankNt; .

Carth RkmRbikSaXWabR)abI)anskSaenah mankareConeI OneRchenAk#karbbBj Parkic[©] erobc#pnkar nigkarGnut#EpnkarenAtammU dan . enAeBI RsavRCav RkmRbikSaXWab5)anbeg#t KN³kmpFkarEpnkarnigfvka)anerobc#EpnkarenAk#Pthi ehly)anerobc#pnkarry³eBI 5qam. RkmRbikSa)anGnm%fvka nig)anCVI GikemAkartamry³karedj éfodm,Gnut#K#ragEpk#ehdar#na smk#sd#Cap#fil ;sal aeron nigI UkenAk#PthiedaymankarrhvPakTanb#PakrbsGikPthi . K#rag T#nH#l RbeyaCndI Rk#sarGikmanRBI T#Rk#sarGikRkRk . smaCkRkmRbikSaXW)anbg#j BI EpnkarrbseKdI skasal asmahrNkmpfakRsk ehly)anTTY fvkabEnfn#s#abK#ragBITP#kgar GPiD#n#kageRkAp#edr . eb#yal eT#el bBI evI aEdI smaCkRkmRbikSaXW)aneL#k#ant#haTI nig k#t#nkar#s#kSaGbr#b#seK kargarenH#rc)anI T#l K#eGayktsMal ehly . BitEmnehlymly Epk#theCaKC#yr#b#seK K#day#sareK)anTTY C#lyx#d#k#B#rd#P#)al nigTP#kgarGPiD#n#nana .

eT#hbCaRkmRbikSaXWab5)ans#rc)aneCaKC#yB#l#d#mkenAk#kareF#pnkar nigGnut#penA tammU dan#p#k#N#rkarminTan)anrl #nig\tex#penah#T . karcU r#hrbsRbCaCnenAk#karRbC#FV Epnkarmin)anCab#l ab#l #ehlyeBI x#d)anRtm#t#seg#⁹EtbaN#H . eKal b#N#genkarRbC#WamYng GikPthi#rch#t#m#nc,as; . kareRC#sen#k#rag#s#ab#y#keTAGnut#p#K#rch#t#C#h#j edayGik#enAf#kel I EdI cg)ankarGPiD#n#ehdar#nas#m#s EdI m#s#t#te#q#y#t#beT#n#ges#ck#B#t#k#ar#Ca#Mac#Cam#U dan rbsRbCaCn . mankarB#)ak#k#karRb#m#U v#PakTanrbsGikPthi . Ebb#T#nkarGn#B#t#e#l karcay vay nigkarCVI GikemAkarm#nGac [eKyI)anCaT#eT#AeT . karbeBa#R)ak#B#r#n#k#ar#Ca#e#BI x#d

⁸ Sthemil Mansfield and MacLeod, *Commune Council and Civil Society*, 7-8 EdI manniyayBC#m#ank#d#N#r#karedj éfo

⁹ Sthemil karBPakSa Rusten et al eT#el Bak#f#akarcU r#nenAk#C#B#k#T#7#en *The Challenges of the Decentralization Design in Cambodia*

mankaryi yay ehlyeBl xbl) antic Cagkarr Bng Tik¹⁰ . Kbragehdarcnasm ksin RtU) ane FRsb eTAtamkt bT dancT . karcNays MabKbrag GPivDAn tam Fmptamin RtU) an saFar NCnTtAdygeT . pl Edl) anmk BKbrag eTahbCapl ; [CaTtTAkp EtmineXlj manercheT . karBngEpkeTaeI l RkmsMbsM fakRsk nigTPakgar GPivDAnenAkug karmBeBj kargar enAeBl xbl dCamanerch hlyeBk . RbEhl eK Gacyl) anfa eTahbCamankgl xbl k kANrkar RtU) anClij edayEpnkar nigI kAN dI dakchedayfakel ICaCagedaykareronsBtecj Blfakerkam .

eRbobeFobbTBesaFnenAkugkarGPivDAnml dan (Comparative Experiences in Local Development)

karrkeXlj xagel enH bgaj [eXlj BhinakarCaTtTA EtcMncI GitenbTBesaFnrb sbkAl kZakarI Edl eKRtUdngEdr .

enAkugXkagI av -exttfaekv; karskSavaytMl BesckPtUkar RtU) aneFVLgenAkugPthi nimy²enPthi²atj23 . bnabmk ekykl Tpl enHmk bksrbCaEpnkar5qam edaymankarCY eRCamERCgBRkmsMbsM fakRskrb skmpFslil a . RkmRbkSaXngEpK CabzmeTaeI RbFanPthi nigvDC edm, eFikarskSavaytMl kugnameK CasmaCkenKN³ kmpFkarEpnkarnigfvka Edl rihman smaCkRkmRbkSaXngEdr . CaTtTA karRbCvFepnkarmankarcl rinerch eTahbCakarRbCvhaH GikPthimankaryl RcLQamYngkarRbCvll kmm²Edl ek) ancU rih . karRbCvMRTU) aneFVLbg kugnamRkmRbkSaXMeHykarRbCvMteTotkugnamGgkarminEmnrdaPi) al . dCkaenHedr GikPthixbl cl rihenA kugkarvaytMl BesckPtUkar ehlyGikxbl) ancU rihenAkugkarRbCvMgeBl eFij eTlsnam BEpnkarn5qam . RkmRbkSaXMan sagsgsal aeroncmhbh edayerRbifvkaXMeTahbCaekmankar B)akenAkugkarRbmU vPaKTanrbsGikRskkp . cMncI KyeGayktsMal Kwa RkmRbkSaXGacdknaM Kbragehdarcnasm ksin EdéTeTot enAkugRkxbXbl EnEpnkarR) adakmb sek tamry³fvka nigCMlyEdl TTV) anBl World Vision Cambodia nig Spean Kampuchea-Holland .

enAkugXkagI -extkbt; KN³ kmpFkarerobcl pknarnigfvka) anskSavaytMl nigkNt; Mab; GaTPaBenesckPtUkarenAkugPthi²atj8 . KN³ kmpFkarenHrhmansmaCk

¹⁰ ebeyal eTAtam Seila/PLG Mid-Term 2003 manEt50°énfvkastMordjal nig40°énfvkastMokargarGPivDAnEt beNHRtU) anbeBa²enATUatRbeTseTaeGayrtnaKextpsMabXbHARTmdNacExtu a qam 2003 -RtU) anel keLgenA kug Rusten et al, *The Challenges of Decentralization Design in Cambodia*

RkmRbikSaXWRbFanPthi tMnagsgAnswil ddtCa vDC. CakEsq RkmsgAnswil cU rnyagskmp enAkjgkareFepnkar EtRbCaCnTtAenAetsitenAerKArgtg; ehlyminyI c,asBGEdI ekiteT,genah eT. Epnkar5qadIdI erobcMLgedaysmaCkRkmRbikSaXWnigsmackKN³kmpFkar ehlyedayman karCYrbsRkm sMbsM fakRsk nigGgkar GTZ edm,bFkarqibBaDeTAnqfvkamankMtrbs; XM RkmRbikSaXM)aneFpbi nigI uedaysarl yrbsrdaP)al GTZ ehlyGgkardéTeTotEdI pl ; fvkastabel kKbsEpikkskmp bsBTü karEftalsPaBenAtamPthi ehlynigKMagdeTeTot . RkmRbikSaCbRbThngbBaamycMh enAkjgkarRbmU R)akvPaKTanBGikPthi nigRtUedahRsayCamly ngRKYsarEdI mandbHcMEngRtUeFfI ; . bñitMnagsgAnswil Bñul edayemaTn³PaBfa karrh cMnkénFnFan BRbCaCneFwGayekmansprth&skarTTV xisRtUel KMagCaeCh . enAkjgeBI CamlyKaenah tMnagsgAnswil dEdI enH)anGHGagfa mankarRbesreLgkjkarRkbRKghirBaDtB nigmantmaPaB Gacpl pl RbeyaCndI karGnutpKMag .

enAkjgXWRcs -extkDt; KN³kmpFkarEpnkarnigfvka EdI mansmaCk CasmaCkRkm RbikSaXWad5nak;RbFanPthi4nak; smaCk vDC 4nak; ehlynigtMnagPthi2nak;)aneFepnkar5qadI edaymankarCYBRkmsMbsM fakRsk sbles ehlynigGgkar FAO . RbFanPthi nig vDC TTV xisRtUCacldgenAkjgkarrkemil nigkMnt;I MabGaTPaBenAkjgPthiAtjbrbs;XM RkmRbikSaXW)sag KMagehdarcnasmks -sal aeron pufil ; TtrTik; edayerbolfvkarbs;XM eTahbCakarGnutp skmpPaBtamEpnkarenaHCbng]bsKAdayGikPthimincgcl rhCafvkanigI ykakkp. müagKuday sarismaCkRkmRbikSaXWmannakarRbkanKNbkSneya)ay . smaCkEdI mkBsgAnswil enAkjg KN³kmpFkarEpnkarnigfvka)antj Et#faekmindogc,asBkarcMnayeI karGPivDAnrbs;XMeHlyfa sMngxEdI RtU)anksageLgmin)anbBj tambTdanenkMbecReTseT . eTahbCaman]bsKA yagenHkmanCMYrbsGgkar sblesnig FAO smabEnneI KMagskmpPaBenH mannlyfaXWRcs TTV)annUgtRbeyaCneRchEpikGPivDAn_.

enAkjgXWArg -extpBaFisat; KN³kmpFkarEpnkarnigfvka EdI rñmanRbFanPthi nigemXM)anCYbMbskarcU rñrbsRbCaCnenAkjgMnIkareFepnkar . karskSavaytMl BescKpUkar RtU)aneFpLgenAkjgPthiAtj13 edaymanCMYBRkmsMbsM fakRsk . eTahbCamanskmpPaB GaTPaBcaeRchKeday RkmRbikSa)ansMrcpl ,fvkaCacldgeTaeI KMagEpikchedarcnasmksIbCa

GNjTik púfil ; sal aeron nigRbLayTik . vDC RtU)anekGBavnaveGayCYpsBpSayEpnkar
 cmeRkayeTARbCaCn nigrGgÁsvPaKTanBGkPthi . CaTATA Rkm sgÁnsLil minmankarBakBhRch
 enAkj dNrkarenHeT . RkmGksMbsM fákRsk)anCYcatEcgdNrkaredj éfø nigGik
 emAkaredm,ekarBtambTdanbecReTsénKtrag . fvkaEbgEckstabykeTAcayenaH minRtU)anek
 ykeTAerBd)anxabtamtarkMteT ehlyfvkaerchEteKdkBKtragmyykeTAerbenAkjKtragmy
 eTot . KtragEdl manenAkjEpnkarEdl TTV fvkaBGgkarkmpFbs,ógGaharBPBel ak nigGgkark
 GPiDAndeTeTotRtU)antamdan nigGnutpedaypbl edayRkmGgkarkTaldenH .

enAkjXmTik -extbafisat; RbFanPthi vDC ehlynigbKÁ krbsGgkark Concern
 Worldwide mankarTTY xisRtUerchCageK el kar)anRbmaNel esckRtUkarenAkjPthi ad15.
 KN³kmpFkarerobcMpnkarnigfvka Edl mansmaCkRkmRbikSaXmM9nak; rhCamYningmaCk
 vDC cMh2nak; mkBPthimY²énPthi15enaH)anbBaP EpnkarPtheTAKjEpnkarXmY³eBl 5qál
 edaymanCMYBGgkark Concern Worldwide nigRkmsMbsM fákRsk . RkmRbikSaXmMj fvka
 sMabKtragehdacnasmkStCa púfil ; nigRbBhR sacRSB EtmankarB)akenAkjkarRbmU
 vPaKTanbdPaKedaysarRbCaCnxWes,ogxatj . Ggkark Concern Worldwide)anpH mlycMnkFM
 énfvkadl EpnkarrbsXMTahbCaxbeppt eTael Pthim5Edl sH enAkj tlnkmpFbbsxkKeday .
 karpH fvkaedch eFVGay Concern Worldwide GacRKbRKgnigtamdanKtrag)an EtvabEgV
 TisénkarGPiDAnmU dan ehly)aneFVGayel cecj nu bBaRbQmmxcBhGgkarkinEmnrdaP)al
 Edl KitKteAmxcBhGPi)al kicmU dan.

PaBCaedKlvagRkmRbikSaXm nigsgÁnsLil
karksagPaBCaedKU

enAmmeBl e)ahcqatXm sgátenAExkmöqáM2002 GgkarkinEmnrdaP)al)ansMdnUkgV ;
 nigkarsgSy cBhvimCÁkarenAkjRbeTskmCa . ek)anrHKnel c,abe)ahcqat tamBhS mamaRt
 nigkareRbBakNbkS ehlyek)anecaTCasMNYF²GBbMNgBitR)akdenkarEk TMgebbvimCÁkar nig
 I TPaBedl GaceFVGaybHbal ; b&ac)anpI BeyaCnBkmpFGPiDAnrbsGgkarkinEmnrdaP)al
 edm,bbj bMNgEpikneya)ay . eyal eTael kar)armBbMgmkemH kMtenkarshkarEdl ek)an
 ktsMal mkrvagGgkarkinEmnrdaP)al nigRkmRbikSaXmAkjXmMj5 Edl)anskSaenaHeXlj fa

I KyeGayktsMal ; . GgkarminEmnrdaP)al CybNpbNpl dI smaCkénRkmRbikSaXMenAkög vKÁFvEpnkar ehlyEfmTajbgäj nUcitpogpH fvkaCydl KbtagnanakögEpnkar5qámbs:XM. vDC nigsmakMgikdiknaPthi EdI CasmaCkénKN³kmpFkarfvka nigEpnkar)aneFkarCit sif Samlyng RkmRbikSaXMedm, bFkarskSavaytMl BescckPtUkarrbsPthi ngedm, bksrEpnkar5qám smaCk énsmaKmpthi)ancU rhyagskmpnAkögvKÁFvEpnkar nig)anrhncMnkCafvikabdPaK smbdMnkRkar KbtagnAkögXM.

edayeppteAel PaBCaedKthAkögkareFVimÄkar GgkarminEmnrdaP)al)anebkskqsal a sP)PaBCaedKBefTl 27 dI ; 29 Ex mkra qám2003 CamlyngtMnagRkmRbikSaXmigsánslil mkBXMMH11 . enAkögskqsal aenH PaBCaedK(RtU)aneKkMnt:faCa :Tmak:TmgEdI pth ; pI RbeyaCneTAvij eTAmkrvagPaKBberchedm, bMceK edArh nigeKal edArbsPaKhmly²{ . I kN³sm, tCamU danénPaBCaedKU RtU)aneKkMnt:faCakareKarBKaeTAvij eTAmk eKal edArh karebPacitpnigkarBPakSaedaymanGtbl¹¹ . Éksare)ahBmenAeBl fpenHrbsGgkar PACT SPl RkmRbikSaXmsgát; nigsgánslil kMntniymnyénPaBCaedK(fa Ca{Tmak:TmgvragRkmRbikSa Xmsgát; nigsmakrbsxh CamlyngPaKhmlyberchedm, bMceKal bMngrhEdI RtU)anRbkas ecj {¹² . RkanfemankarshkarKärvagRkmRbikSaXmigsánslil enAkögXMaj5 köry³kal knömkentH eKminTanGacniyayfa)anbegiteT, gnUPaBCaedK(BtR)akdenaHeT . eKRtUkarrgcM eGayeBl evl akngéTAmlyry³sin ehlyeKRtUkarkarxitxMfmeTot edm, bGayTmak:TmgEdI mansBefenHGackoyeTACaPaBCaedK(Bj el j . eTahCayagNakp karsMbsM nigshRbtbtP karmanPaBRbesteLg ehlyRkmRbikSaXM nigRkmmsgánslil)aneFkarrhKáCitsif edm, brobcM nigGnutpEpnkarXM.

kareRbobeFobbTBésaFnkögkarksagPaBCaedKU

eTahbCamanTmak:TmgshkarKärvagRkmRbikSaXM nigsgánslil enAkögXMaj5kp EtTmak: Tmgmly²xbs²Kä .

¹¹ Sthemil Shelley Flam, *Perspectives for Partnership: Workshop Handbook*, (Phnom Penh: CIDSE Cambodia, January 2003).

¹² Mansfield and MacLeod, *Commune Council & Civil Society*, 4.

enAküXMaI av -exttækv; RkmRbikSaXManTTV eCaKCyenAkükareFkGayGgkarmin
EmnrdaP)al nigTPäkgarGPivDAnçU rhenAkükarpl fvkadI KtagEpnkar5qambsXM. kargar
enHCyBRgkkarGPivDAnçbsRkmRbikSaXM ehlyenAeBI CamlyKäenahEdr kyanbEgVggar [ecos
vagkarerobcbFKmpFdbKä . edaymanGgkarBerKAmlycmheFKarenAküXbhH dëtkkMénCMY
becReTSKManekch . RkmRbikSaXngBak,yagxöjeI IvDC enAkükareFKarsikSavaytMl Besckp
RtUkar nigpöseGayGikRskcU rhvPaKTan . erkamkarSbnarbskmpFslI a nigkarTTV xisRtU
tictcBaHskmpPaBEI KarTedayGgkarminEmnrdaP)al vDC eRtomCYdI kargarrbsRkm
RbikSaXM . eobkeFKareRbobeFob RkmRbikSamin)anskmkükareFkGaysmaKmpthicU rhenAkü
kargarshkareT .

enAküXMaI -extkbt; RkmRbikSaXManTTV karbNpNpI nigCMYfvkaCærchBGgA
kar GTZ EdI CaGgkarGPivDAnçTPaKI . GgkarminEmnrdaP)al mlycmhtEdI eFKarenAküXMan
shkaryagCitsifCamlyngRkmRbikSaXM EtminEmnküRTgRTayFhaheT . karEdI fa GTZ
-RBmTajPLG) eFKartamry³bkA krdaë manlyfarkmRbikSaXmankarTak:TgCærchCamlyng
tINagrbsrdæhlykarTak:TgCamlyngGgkarminEmnrdaP)al KManic . enAtamfäkmU dan vDC
nig smaKmpthi)ancU rhenAkükar)anRbmaNBesckpRtUkar ehlycU rhndI karGnvtPiktag ddtCa
karksagpüfiri Caedm . cMncKyeGayktsMal ; bNpRkmnnsSenAküPthi ddtCaFnaKarRSU
NNTan nigcV EdI)anbegteLgedayGgkar GTZ BgEpkel RkmRbikSaXngkarpl karENnaM
nigeFsvnkmpI KNenyühirBaütö . kargarenHögöj eGayeXij BPaBI kkkkr énTlak:TMgrvag
sgänsuil nigrdöMnacenAtammU dan .

enAküXBRcs -extkbt; RkmRbikSaXManepnskmpPaBGpivDAnçbseKCamlyngkmpFI
GPivDAnçshKmnndfMlyrbsGgkarsbles EdI RtU)andMnkary³eBI 8qamkehly . edm,Qan
eTAeFKarrinKä RkmRbikSa nigGgkarsbles)ansmbsM kareFzpnkarGPivDAnçPthi ehlysbles)an
pl fvkasmabKtagEpnkar5qam EdI RsbeTAtameKal bMngrbsxh . enAküeBI CamlyKäenah
skmpPaBGpivDAnçbssblesenAküshKmnmanPaBTU MU ayCagskmpPaBEI)aneKkMtykCa
GaTPaBenAküEpnkarXM ehlyebhiyayeGaycmfArhmankmpFRsbmlyeTAnngkmpFfbsRkm
RbikSaXM . karenHecaTCabBaöcbBaHPaBcaedKEdI eTbEtmanfpfag . RkmRbikSaXntUkarEspj

eGayeXij fa xh GacRkbRKgkmpFF)anRbkbedayPaBes pRtgenAkjkarcatEcgl ykakk; cNk
 Éblesvij RtUkarbBaP skmPaBercheTotrbsxheTAKjEpnkar5qam . erKABenH edaysbles
 CyBRgygsmtPaBrbsRkmRbkSaXhAkjkarGPiDAnmU danenaH xhRtUBRgygsm grbsRkmsgán
 slil enAkjTmak;TmgCamYngGaCaFrmU dan . karEdl sblesbeglt smaKm vDC enAfak;XMa
 ClhancalMacenAkjTisedAenH . cNkRkmRbkSaXhRcs RtUkarykcitfkdakcBaHvDC nig
 smaKmPthi .

enAkjXhArg -extpBaFisat; RkmRbkSaXhanel kTkkcitpGayGgkarminEmnrdaP)al eFV
 karsMbsM kargaredm, bCosvagakareFis kmPaBkargardtKa nigedm, pti fvkadl KMagdtEdl RtU
)anel keLgenAkjEpnkar5qam BitEmnehlyfa karsMbsM KamankarEkI BrehlyGgkarminEmn
 rdaP)al)anpfi fvkasMbs kmPaBxhAkjEpnkar5qam Et karpApj;fvkadl KMagkarGnwti
 nigkartandan RtU)aneFedayEL kedayRkmRbkSaXhahlyngGgkarminEmnrdaP)al . enAkjeBl
 CamYkaenah RkmRbkSaXhahTmak;TmgngmaCamYngkmpFisll arbsrdaP)al Edl TTM)anfika
 BPLG . Bmm sil a)anbeglt vDC ehly)anrhcNkFnFanCaerchdI ;Xhamry³fvka
 GPiDAnmU dan . edaysarfavaCakmpFbsrdaP)al sil amnsUmantthaTenAkjkarCmj eGay
 manTmak;TmgkanEtCitstifsvagRkmRbkSaXhahlyngGgkarminEmnrdaP)al bsmakmenAtamPthi
 eT . RkmRbkSaXhah erChEteFkkartamry³RbFanPthi ehlymineFkkarbNheGaymanTmak;Tmg
 CamYngRkmSmaKmenAtamPthiT .

enAkjXhTik -extpBaFisat; RkmRbkSaXhahTmak;TmgCayutSaRsfamYngGgkar
 Concern Worldwide . GgkarenH)aneroCMytSaRsbttbtplyc,as;I assMbcYdI kargar
 rbsRkmRbkSaXhahAkjkarGPiDAnmU danenAkjrgyRkbxhNkmpFisll a . kargarenHrhman
 karrkemll XhdI RkRk karbNpbNpl el kMNTmgGP)al kicmU dannigvimCakar karvPaKsánPaB
 enAkjshKmn_ nigCMYenAkjkarRkbRKgvdEpnkarGPiDAnKMag¹³ (Project Development
 Cycle). enAXhTik RkmRbkSaXhahTmV CMYerchBGgkar Concern Worldwide
 enAkjdNfkarGPiDAn_ . Et karRbkanpI RbeyaCnKNbkSneya)ayrbs;smackRkmRbkSaXhah

¹³ Sthemil { NGO Pathways to Decentralization: The Experience of Concern Worldwide,” *Commune Council Support Project Bulletin*, July 2003, issue No. 14.

nigkarRbkanxabrbsGgkar Concern Worldwide eTael karGpivDAnrbsxh RBmTadI kxkxkD
TamTarfvka)aneFveGayTMak;TMgmankarB)akenAeBI xh . eTahbCaRkmRbkSaXWgEpkel I vDC
enAkjkarGnutpParkicEdI Tak;TgnngkareFvnpkarnigkarGnutpEpnkargpivDAnkpb Etxhminman
TMak;TMgCamYng vDC bSmakm deTeTotenAkjPthi)anCab;I abeT .

karTMak;TMgCamYrdap)al enAfakCati nigKNbkSneya)ay

Tak;TgCamYrdap)al enAfakCati

edm,FanaeCaKCyel karEkTMgEbbvmCAkar raCrdaP)al km@a)anxitxGnmk,c,ab; nigp; ;
RbBhignitivFismbCYdI kargarrbsRkmRbkSaXM. CaTETA kareFvch)aneCaKCy¹⁴ . kargar
rbsRkmsMbsM fakRskrbskmpFisII aKhanI kN³KYeGayktsMal CaBess . enAkjXMadj
5EdI)anskSa RkmGksMbsM fakRsk)anp) CMYyagsMandI RkmRbkSaXWgEpkarGpivDAn
mu dan . CMYenHrhmnp) karbNpbNp) EpkRkRkg sM dI karskSaGBlkar)anRbmaNBI
esck)atUkarrbsPthi sresrEpnkarsqam erobch)kasal asmahrNkmpfakRsk erobch)Ntr
karedj efonigtamdankarGnutpKmag . kargarEdI sM)c)anedayRkmGksMbsM fakRskGac
famaneRch b)hminp) »kassMberonsBteLy¹⁵ . GINac nigfvkaktU)anepteTaeGayRkm
RbkSaXM ehlynigCMYEdI)anmkBkmpFisII a eFkarBngEpkrbsXW rdap)al fakRskmankar
fyd) . enAeBI CamYkaenahfvkaXWdI mankNt;nig]bskAnAkjkarRbmU BngfbsRkmRbkSaXM
eFv[eKByEpkrxat)aeTael rdaP)al fakCati.

¹⁴ Robert B. Oberndorf, *Law Harmonization in Relation to Decentralization*, bT]eT]snamenAÉskasal apSBpSaysP
bBaRbQmmxénkarerobch)MCAkarenAkjRbeTskm@a EdI erobch)FvdayvituasAnGpivDAnFnFankm@a (CDRI) enA
P)Bj kal BExmkra qal2004 .

¹⁵ Rusten et al, *Challenges of the Decentralization Design in Cambodia*, -bBaRbQmmxénkarerobch)MCAkarenAkjRbeTsk
km@a; GHGagfaPaBexSayénsmtPaBenAkjkarCYrbsRkmGksMbsM fakRsk s)tenARTgfarKmenHmsUman
I TP)B eFkarpp)epnKmitenAngmu dan . eKess)fa {dI eBI ehly -yagehacNasenAtamext)pdI mankmpFisII a
Bhm; EdI eKRtUerobch)Mlgvij el karCYybegh)smtpaB ehlyRtUep)tkarykcit)fkidakeTael karskSa edayp)al CaCag
edayRbeyal ehlyRtUpt) »kassM)kmitp)epn)ff)smbChj dI karp)l esva) . Mansfield nig MacLeod, *Commune
Council & Civil Society*, 29, 30 & 33 Chj dI kN)hénkarTakTgKaeTAvij eTAmkrvagshKmn_.

Cam Kyäenah kar Gnutp tam Rb Bks sama Rt t Nag nig b Ba KN bk Sen Aköj d Nt kar
 e) aHeqät Fana fa KN bk Sneya) ayman tha Ts Manen Aköj kark N tv Fe F kar Ek T Mg Ebbvm CÄkar
 en Aköj X Ma 5 Ed I) an sk Sa Pa Ke R chén sma Ck R km R bk Sa X M nig em X Ma G s s t Cas ma Ck
 rbs KN bk SRb Ca Cn Ed I Ca kare F Gaye K nk Kit d l rd al cas; . dt Käen Hedr en At am P thi
 Ta t G sen Aköj X Ma 5 enah paks Ba rbs KN bk SRb Ca Cn h h s m b i c nig smrg S i F Gaye k
 emll e X l j c, as B kary k cit F k dake l p l R beya Cn rbs KN bk Sen Aköj C l Pa Br sen At am m U dan .
 Ca t t A kare C ot c U én kar R b E C g Kär vag KN bk Sen At am m U dan nit E te F Gaye m an kar min Rt U Kä
 nig man kar Ebg Eck ehly b g ä k d l kar xit x M j e Gaye man kar sh kar nigs am K Kär bs G k m U dan .
 kar Ed I fasma Ck R km R bk Sa X M a beqät Ca t Nag KN bk Sneya) ay man n y fae K Kit B p l R beya Cn
 KN bk Sneya) ay r b se k er ch C ag p l R beya Cn rbs Rb Ca Cn Ed I e) aHeqäte Gaye k . e Ta h Caman
 yagen H k p Pa Ke R chén R km R bk Sa X M d l Rt U) an sk Sa enah Gaccrc ar Käedm, C M He l kar Ex t j K M t Kä
 rvag KN bk S ehlye F k are dm, R beya Cn én X M b se k . en Aköj kr N d e Te Tot kar R b kan KN bk S
 neya) ay b g ä Ca j b s K Ad I R bs i T Pa B k argarr bs R km R bk Sa X M¹⁶ .

erBobe Fobb TBesaFnkjkarTmak;TmgCamKyrdGNacfaKelI

dt en Aköj visyep Sge Tot Ed I Rt U) an Rsav R Cavpg Edr Tmak; Tmg rbs R km R bk Sa X M am Y ngr dæ
 G Nac fa kel I nig KN bk Sneya) ay man Pa B x is Kä .

en Aköj X Ma 5 l av -ext t ta Ekv; R km R bk Sa X M aned r tamesck f i N na m b s R k s y m h a e p) an
 yag x b x ä dt Ca kare F) ay kar Ne T og Tate TA Ga Ca Fr R sk nig ext p . em X M B k R) a R s y Tak; T g
 ehlye ch T aj y k R beya Cn B i s k a sal asmahr N km f ä k R sk edm,) an C M Y B m n p R k s y B ak B k nig
 G g k ar G P i D e i x a ge r k A . R km R bk Sa Ed I man sma Ck man c M He l l s l b m k B KN bk SRb Ca Cn
 man T mak; T mg ngr ma Q am Y ngr dæ R n p nig sma Ck r d as Pa en A P h B j Ed I Gac p l kar j b t h e d a y p a l ; .

¹⁶ Caroline Hughes sresrfaim CÄkar r h c N kd l kare l k k s; T mak; T mg rvag KN bk Sen Afä km U dan en Aköj kare) aHeqät
 qäl 2003 en Ae B l erBobe F obnig kare) aHeqät qäl 1998 . bün p Kat) an s m Gaye man kar R by i f a s th, E ten Aköj qäl 2003
 k ä n m an s p r h n i g s h R b t b t k ar vag t Nag KN³ bk Sen At am m U dan e T . S themll Hughes, "Evolution of Conflict
 Management During Election Periods," *Cambodia Development Review*, January-March 2004 .

enAkjgXWdu -extkEt; RkmRbikSaXManeFV)aykarN_CaeTogTateTAmRnFakRsk ehly emXManCU rnkjgkarRbCthAfakRsk . RkmRbikSamanT_Mak;T_MgI CamYngmnpSbhzrdkzjg EpkkskmpnigsxaPi)al EdI)anCYdI kargarGPiD/An_Ak_jXM. RkmRbikSacgbegltT_Mak;T_Mg Cit_sit_CamYngmRnFMenAk_jrdPi)al edm,IsMar]btInS_MbK_MraghdarcnasmkS_F_MdCapUfil ; sal aeron ngmNth saxPaB . RkmRbikSaEdI mkBKNbkSneya)aycM CaTtTAGacCMH)aneI I ninakarneya)ayxisKa ehlyRstRsvI eFkarCamYKa .

enAkjgXWrcs -extkEt; RkmRbikSaXManTTV karKaRT yagxajBGaCaFRsk . mRnFak; Rsk)aneFkarekaHRbCMvagbKA kkmjFIsII a nigsmackRkmRbikSaXWdm,edatRsaykarI Mak EdI)anekiteLgenAk_jkarGnutp_K_Mrag . ekmantHaTlyagsManenAk_jkartamdanK_MraghdarcnasmkS rbsXM. karI GogEpikneya)aynaBGaymankarRbECgKaenAk_jkarGnutp_K_Mrag ehlybHBal dI ; karcU rhrbsGkPthi . smaCkRkmRbikSaXWcheRbmxtENgrbsxh edm,eFGayRbCaCnman PkPaB nigKaRTdI KNbkSrbsek .

enAkjgXWrg -extpBaFisat; RkmRbikSaXManTTV CMYBkmjFIsII a EdI)anpI eGayXM nuCMYGPiD/An_tajBqam1996mk . sil a)anCYksagsmtPaBrbssmackRkmRbikSaXWehly)anCYkargarbseKTak;TgnjgkarGnutp_RBMtajkareFipnkarGPiD/An_ . CarIn RkmRbikSaXWdI mansmackmkBKNbkSerch)anxitxWMinakarneya)ayxisKarbsek edm,bMpl RbeyaCn_RbCaCnenAk_jtWnrbssek . CaTtTA KWij maneCaKCjy eTahbCakarmankarRbECgKärvagKNbkS nigkarmineBj citkAkp.

enAkjgXWhtik -extpBaFisat; RkmRbikSaXManeFV)aykarNe_TogTateTAeGayGPi)al Rsk nigRbFanmnpSbhzEdI mankarBakBhs . RkmRbikSakYansMbsM kargarCit_sit_CamYng kmjFIsII a . EtkarRbkanKNbkSneya)ayenAetCa]bsKaBalkarGnutp_kargarCarInrbsRkm RbikSacMKNBkS . edayminGacCMH)aneI hinakarKNbkS ehlyminGaceFkaredaymanRbsitPaB RkmRbikSaXMatbgkarKaRT rbsRbCaCnxh ehlyeFGayRbCaCnmankarRsgakcitlyagxaj .

esckþnðæ

kareronsBtBbTBesaFnrbsRkmRbikSaXM

karBhitüel bTBesaFnrbsRkmRbikSaXMald5 Edl)anRsavRCavenAkügdMnakkaI dldg
énkarEkTMgvimCÄkar p l karel kTkkcitpRchkgkarkAMtküRTgRTayTU MU aydl kmvFl. eTaHbCa
PaBeCOneI OnrhTmkTI ngeBl enHminmaneTARBmKæhlymnc,as;l askpEteKstrc)ansmitp l
eRch enAküry³eBl d3änH . RkmRbikSaXMManBRgk karcU rhBtINagEdl mkBKNbkSepSg²
enAkürdæal XM ehlyTTV xisRtUel karsMccitpdl ek)aneFV . RkmRbikSak)anecj bTbBaä
rbs:XMsbbedahRsaybBaäsMan²Edl ekteLgenAküXM. CaTøTA edaysarcmhénsmäCkRkm
RbikSamankanEterch RkmRbikSaGacTak:TgCamYngmCÄdanCaerch ehlyeqy tbcMHaHbBaäEdl
RtU)anbBaäm k dldCaenAkügdMNaHRsayCMll ah nigkükarp l esvasaFarN³¹⁷ . RkmRbikSa)ancab;
epmpSBpSayBtmantamry³ vDC . Bmm ekpSBpSayEttamry³RbFanPtheT . eTaCayagNa
køday RkmRbikSamin)aneCaKCykükkarbegt TMak:TMgCit sit CamYngRbCaCnsamBaönigkardik
naGayeKcU rhenAkügdMNaHRsayCMll karvmCÄkareT .

cbBalkarGPivDAnmU danvij RkmRbikSaXMald5Edl RtU)anRsavRCav)anbeglynUParkic[©]
CaeKal Edl (U)ankMteGayeFV .]TahrN_RkmRbikSaTaldGs)anbeglynUkarerobcEpnkar5qäl
ehly)anGnutpKMragehdarcnasmküRTgRTaytd . CamYkäenahrdæMnacmU dan nigfäkdiknaM
sgÄnsuil)ancU rhyagskmpnAkügdMNaHRsayCMll karkargar EtRbCaCnminsUCacU rhercheT . CaTøTA
RkmRbikSaXM rhenAkükareFUpnkar nigGnutpKMragenAtammU dan exlj faCabTBesaFnstMab;
edlm,bkRsgCaemerondManRbeyacnmly . enAkügeBl CaerchqälTeAmxetot RtUerobcMksM
nitivFbenfn edlm,eFVGaymankarpEepmKmitBmU dan ehlykareFUtentH nignaGaymankarcU rh
RBmTaldmanPaBm@s karel kargarrbsxülkanEtercheT,lg . edlm,FanaRbsitPaBry³eBl ydeTAmx
RkmRbikSaXMUGnutpsitfjoseKenAkükarkRbmU fvika tamry³karTarBnšnigkarTTV)anfVkaCati

¹⁷ Sthemll Mansfield and MacLeod, *Commune Council & Civil Society*, 13-14, 19-21 Tak:TgnngkarBPakSael karcU rh
rbsRkmRbikSaXMakükarkCYedaHRsayCMll ahnigp l esvasaFarN³ .

erch nigfvkaBGgkarGPiDAnana . dtKienHedr RkmRbkSaXmRtUpj fvkastabEtKbragehdæ
rcnasmtgRTaytd²beNHeT Et²UedahRsaybBaäcbBaHmxFfjFfenAküshKmnpgEdrddCa
kgMes,ögFfjFfj cNak²Skedh,tArkkargareFlnAtUnepSg CjWGs_ehlynig PaBKankargareFV
enAtamtUnCnbTCaedh. RbkarcaMac; küjkarKitKtdl bBaäenHKW²UEteFkar tshtCamlynig
fäkel leBal KkwarBRgysMl gxaldkamy küjkarCmj eGayKitKteAel bBaäekal neya)ayfäkCati
sMabedahRsaybBaäTaldenH .

taljBedmTsvtSTPomk raCrdaP)al)anGnBaäteGayGgkarminEmnrdaP)al eFkareday
pal CamlynigshKmnml dan . TakTgnügerOgenH GgkarminEmnrdaP)al)ancHhtbl xael I
GnsSarN³énkicBmeRbogCamlynigRksyBakBhs epI)aykarNeTAm²pxtp nigcU rhrbCmAfäk;
extpenAeBl EdI mankarcaMac. TnlnngenaH GgkarK²anCmbeTArdeNacmU danGBRbePTkargar
rbseKedr . GgkarmankarTmak;TmgCamlyfäkdiknaKUnigemPthiEtekyI fard²NacmU danKWa
tNagEdI RtU)anEtgtaldBsmNakKNbkSedI mansMl gPaKeRch etbeKsbccitpinpI FnFan
sMabkargarGPiDAn_tamry³rd²NacmU danEdI EtgtaldenaHeT . kareF²üchI)aneFVGaykmyFI
GPiDAnrbsGgkarminEmnrdaP)al mandNrtNnKäeTAnigkmyFGPiDAnnanarbsrdedr . I hmk
dl eBl evl aEdI mankarbegteRkmRbkSaXmasb²EdI RtU)ane)aheqät tamI kN³RbCaFbetüyü
ehlyEdI manParkic²Ftpnkar nigGnvt²p_kargarGPiDAnenaH eBl enaHeKemill eXlj fa manbBaä
RbQmmxmyyagFmI GgkarminEmnrdaP)al . CaTöTA GgkarminEmnrdaP)al EdI eFkarenAküj
X²Mad²5EdI RtU)anRsavRcav)ansMldgeGayeXlj fa ekmanarykcit²fkdakcMbahI TjPaBén
kareFkarshkarCitsit²CamlynigRkmRbkSaXm CakEspjek)anCykjgdNrkareFtpnkarmU dan .
EtekenAmankarsgSy²cbahsmtpaBrbsSmaCkRkmRbkSaXm ehlynigkare²asfvkaeGay)an
smRsb . enAeBl EdI Ggkar)anpI fvkaeTAtamKbragEpnkar5qambs;XMBkeKRtU)anTTd [kSa
naTkagRkbRkg nig²ttBnitü . ekemill eXlj c,asfa Ggkars²fenAküjCmreBjel j küjkarCmj
dl kargarrbsRkmRbkSaXMan . EtedaysarTm²nkmyFrbSgGgkar EdI k²gEteF²WNrSbKä
CamlykmyFrbSrdæ nigkarmnH sgSy²rbseK küjkarFkarCamlynigrdP)al RBmTaljTmab;
eFkaredayÉkraCürbseKpgenaH GgkarminEmnrdaP)al k²acbgäCa]bsKk²küjkarGnvt²p_kargar
rbsRkmRbkSaXManEdr .

I T&I sManmyrbsGg&karminEmnrdaP)al eFKarenAk&shKmnmu danKlkarbegt)anCa KN³km&karsg&nsuil nigsmakmepSg²dtCa KN³km&karGPivD&An_Pthi FnaKarRSU FnaKareKa \N TansacR)ak; nigRkm[®]S&EdI RkmTajenH&Bj bEnfheI RkmEdI manRsabdtCa RkmCYx&Eg nigRkmGacar&vt&caedm. enAk&XMa&5EdI RtU)anRsavRCav tINagrbsRkmTajenHRTU)aneK G&avnavGaycu rhenAk&smasPaBKN³km&FkarEpnkar nigfvka&edr. smaC&kenKN³km&Fkar TajenH)ancU rhyagskmp&Ak&kareF&pnkarXM nigd&NfkarGn&vt&pkargarechCagRbCaCn T&TAk&Pthi. CaBesseTaeTot Rkm&sg&nsuil enAf&akmu danTajenH)anecaTCasIN&YG&kar Gn&vt&pr&bsRkmRbkSaXMa&T;gn&gkarpSB&SayBtman nigtm&PaB&enkar&INaypg&edr. enAk&g&N&NamRbCaCnT&TA smaKmTajenHmanI T&PaBerchCageK&g&kareF&GayRkmRbkSaXMa& mankarTTV x&SRtUc&B&hral skmp&PaBrbsek. KYktsMa&fa kareb&acit&pr&bsRkm&sg&nsuil enAk&g&kareF&karCam&yn&gRkmRbkSaXMa&enAeBI x&lsmakmenAtammU dan min[®]U)anp&I sar³sMan; RkbRkank&g&thaT&it&andanemII kargarr&bsRkmRbkSa k&g&PaB&Ca&edK&f&fagen&heT. Bess KN³km&FkarGPivD&An_Pthi ek&ch&EteF&ka&CaG&ken&Aer&k&amb&g&ar&bsRkmRbkSaXMa&edaymin&hanecaT&st eT&aeI PaBes&pr&t&g&k&g&kar&b&Bj kargarr&bsRkmRbkSaeT.

cb&h&RkmRbkSaXMa&ij B&ke&Kman&kar&sk&Kmn&c&B&h&kar&CY&B&Is&IN&ak&f&ak&dk&n&as&g&nsuil k&g&kar sk&Sa)anRbmaN&t&rm&Ukar nigkar&b&pr&se&Gayman&kar&inv&Pa&K&Tan&bd&Pa&KB&Rb&CaCn. Ettam&Fm&pa RkmRbkSaXMa&t&T&k&G&k&TajenH&hak&dtCa Pa&k&garr&bs&e&Ken&Ak&g&Pthi&dt&K&ae&T&an&g&Rb&fan&Pth&edr. CaT&TA RkmRbkSaXMa&inyI; b&min&TTV ykn&U&T&ak&T&M&g&k&g&PaB&Ca&edK&bs&Ka nigCY&b&Bj K&ae&T&avij eT&Am&k rvag&sg&nsuil nigrd&IN&acmU dan&en&heT. en&Tam&X&Ma&g&T,ay&EdI k&gen&h&G&g&karmin&EmnrdaP)al manPaB&mins&U&skmp& e&Kemil eX&ij f&aman&b&Ba&en&hc,as; eh&ly&Ex&son&at&T&ak&T&M&g&rvag&sg&nsuil eh&lynigrd&IN&acmU dan manPaB&min&c,as;I as;.

st&he&k&ats&res&tr&cb&h&ra&C&rd&P)al km&Ca&EdI)anxit&x&Ma&M&f&dl k&M&N&T&M&g&vm&C&Ak&aren&H. k&arr&h c&IN&k&r&bs&km&F&S&ll ak&g&dn&f&kar&en&H k&an&kar&TTV s&AI &edr. kar&cu& Bak&B&pr&bs&KN&b&ks neya)ay)aneF&Gayman&b&Ba&er&ch. Cak&Es&g& manRkmRbkSaXMa&G&ace&F&kar&Cam&Y&Ka)an eT&ah&Ca man&karmin&c&H&st&M&g&K&ak&g&er&og&KN&b&ks&eya)ay&kp EtRkmRbkSaXMa&T&ot min&G&ace&F&aneT. karTTV x&SRtUc&B&h&f&akeI &en&KN&b&ks&erog²&x&h& nig&karmin&s&Um&an&karTTV x&SRtUc&B&h&m&Rb&CaCn begt)anCa]bs&K&ay&ag&F&M&g&dn&f&kar&Ek&T&M&g&en&H. vm&C&A&kar t&Rm&Ue&Gayman&T&ak&T&M&g&h&pr&ct&rvag&f&ak;

PaBsRksaj . karsegateXlj TamTenHTamTareGaymanyuT\$arsppSgeTotedm,katbnfyPaBRkRk
 enAkjdnNrkarmCAkar . manyuT\$asplyKW RtUbeht l kxND -el kkbssmtPaBrbs;
 GkmU dan nigpl CMYBkagerKA; Edl GaceFEGayekerobcNFPnkarSMAStfc)ansknBl
 eBjel j²⁰ . manyuT\$arsmuageTotKWrtUbeht eGaymanevTikaBPakSavagfakmU dan nigfak;
 kNpl sBbBaPaBRkRkenATTadRbeTsedm,smbsM kjkaredahRsaybBaEdl manerchsNan .

TakTgnngkarCMj l TpbCaFbetyuenAtammU dan kMNTMgvmCAkar)ansMrcsmiTp l
 KveGayktsMal ; . kare)ahqatXMSGatenAkjExkm0qam 2002 eFEGayBl rdExpe)ahqat
 eRCiserismRnlfakmU danCael kldnAkjry³eBl rab;TsvtSmkenH . enAkjXM kjkM Nam
 XMatj5enah RkmRbkSaXManismaCkmkBNbkSneya)aybl ehlyenAkjXMYeTot RkmRbkSa
 mansmaCkmkBNbkSneya)ayEtcMhBrbeNñH . eTahbenAmankarRbECgKärvagKNbkSkpEt
 karRbCMhgBPakSaKäeTogTate l bBaänana)anbeght»kassMabeFKarpasbpeyabl Kä edm,eFKar
 smccitp enAkjeBl CamyKäenahEdr dnNrkareFEPnkarCal kN³cl nh kMnteGayismaCk
 RkmRbkSasMyabl ; nigkarshkarNBlMnagsgänslil nigRbCaCnTöTA . kjknyenH karCMj
 l TpbCaFbetyuenAtammU dan nigkarkatbnfyPaBRkRk BitCamankarTakTgKäeTAvij eTAmk .
 enAkjRbeTskm&a karkatbnfyPaBRkRk TamTareGaymankarl bMatbBaäenAkjsgänCaeCh
 dtCa karPlyxác karminTkcitKä GMBhgSa GnkrPaB ehlyngPaBRbeglykenly Edl TajGsenH
 KWaEpiksManenkarel kkbSclvPaBrsenA²¹ . eK@urgcabmil fa etlvb,Fmneya)aykjRbeTs
 km&a GacCyCMj kjkkar l bMatbBaäxagel l bKMEteFEGay l kxNDcD,nñH cakbbskanerCA
 eTAEtotbyagNaenah eRbaHCaerOgEdl minGacTsSnTay)aneT . tamBiteTA edm,GbGrceBaH
 GnaKtén l TpbCaFbetyuenAtammU danenAkjRbeTskm&a(eTA)an eKRtURbemil emll karsMrc)an
 nUekal bMNgénH kjkry³eBl EvgqlyteTAmxeTot²² . erkayry³eBl 2qamUjénkMNTMg;
 vimCAkarenH eKemll eXlj fa enAmankargarekcheTotEdl RtUeFV EtenAeBl CamyKäenah kñanGP
 ekhteT,berchKYCaTemaTn³pgEdr .

²⁰ Sthemll Rusten et al, *The Challenges of Decentralization Design in Cambodia* SthbkarBPakSael bMncenH .

²¹ Caroline Rusten nq Joakim Ojendal, "Poverty Reduction through Decentralization? Lessons from Elsewhere and Challenges for Cambodia," *Cambodia Development Review*, October-December 2003, 5.

²² David Ayers, SnpkfaEdl RtU)anEFgenAÉkicRbCMcabmbsKN³kmpFkarshRbtbttkar edm,km&a Fñ2001 .

Gn̄asnr̄ys N̄Gḡk̄arminEmnrdaP̄)al

- Gḡk̄arminEmnrdaP̄)al RtUkarbegh̄karyl d̄gr̄bseK̄el d̄N̄tkarv̄mC̄akar nigp̄l b̄hBal ; eTAel k̄mp̄F̄r̄bseK̄ . edayRk̄mRb̄kSaX̄M̄sḡat; (U)ane)ah̄eq̄at tam̄l T̄b̄CaF̄bet̄yü eh̄lyEd̄l mant̄haT̄k̄ḡkarḠP̄iD̄An̄m̄U dan̄enah̄ Gḡk̄arminEmnrdaP̄)al El ḡman̄eh̄tp̄l ḠV̄ k̄ḡkarbn̄Ḡnut̄p̄k̄mp̄F̄r̄bsx̄h̄ Ed̄l mand̄N̄T̄n̄K̄anḡk̄mp̄F̄r̄bsRk̄mRb̄kSaeT̄,ly .
- Gḡk̄arminEmnrdaP̄)al RtUkarbegh̄karc̄U r̄hr̄bss̄mak̄msḡh̄sl̄il ed̄m,ksaḡT̄h̄ak;T̄h̄ḡ r̄nḡmah̄vaḡRk̄mRb̄kSaX̄M̄h̄ḡR̄bCaC̄nT̄b̄TA . Rk̄mRb̄kSaX̄M̄h̄)ank̄saḡT̄h̄ak;T̄h̄ḡCit̄s̄īf̄S̄am̄ly n̄ḡR̄bCaC̄nT̄b̄TAk̄ḡP̄h̄iX̄M̄T̄ Etman̄T̄h̄ak;T̄h̄ḡl (TA)an̄ l̄h̄R̄taĒtR̄bCaC̄nT̄aj̄enah̄)anc̄U Ca smaC̄k̄énRk̄msḡh̄sl̄il Nam̄lyenAk̄ḡP̄h̄r̄bsx̄h̄ .
- Gḡk̄arminEmnrdaP̄)al RtUkarC̄ȳd̄l kar̄xit̄x̄h̄b̄ss̄mak̄menAm̄U dan̄k̄ḡk̄areF̄k̄Gay Rk̄mRb̄kSaX̄M̄T̄V̄ x̄sRtUc̄b̄BaH̄TeḡV̄b̄seK̄ . enAeB̄l Ed̄l smaC̄k̄menAm̄U dan̄c̄U r̄h̄nyaḡ sk̄mp̄n̄Ak̄ḡd̄N̄tkareF̄k̄ep̄nkarenAtam̄m̄U dan̄ B̄k̄ek̄R̄tŪr̄nk̄mah̄K̄aeGaykan̄ĒterCh̄ ed̄m,l̄ eF̄k̄GayRk̄mRb̄kSaX̄M̄h̄an̄T̄V̄ x̄sRtUc̄b̄BaH̄ḠEd̄l Rk̄mRb̄kSaenah̄)aneF̄V̄.
- Gḡk̄arminEmnrdaP̄)al RtUkarC̄h̄j̄ kar̄eron̄s̄B̄tBRk̄mRb̄kSaX̄M̄lyeTARk̄mRb̄kSaX̄M̄ly enAk̄ḡt̄M̄nR̄b̄t̄b̄tk̄ar̄bsx̄h̄ . Gḡk̄arminEmnrdaP̄)al mant̄haT̄C̄h̄j̄ kar̄eron̄s̄B̄t k̄ḡc̄b̄NamRk̄mRb̄kSaX̄Man̄ B̄eR̄BaH̄CaT̄b̄TA Gḡk̄areF̄k̄arR̄K̄bd̄N̄p̄enAk̄ḡX̄M̄h̄Ch̄.
- Gḡk̄arminEmnrdaP̄)al RtUerons̄B̄tBK̄aeT̄Av̄ij̄ eT̄Am̄k̄B̄IGḡk̄arm̄lyeTAGḡk̄arm̄ly . Gḡk̄arminEmndaP̄)al k̄B̄ḡĒterons̄B̄tB̄rebobR̄)aR̄s̄ȳTak;T̄ḡCam̄lyn̄ḡRk̄mRb̄kSaX̄M̄ed̄m,l̄ eGayman̄R̄bs̄īT̄PaB̄ eh̄lykar̄Eck̄r̄M̄l kn̄Ub̄TB̄eSaF̄n̄BK̄aeT̄Av̄ij̄ eT̄Am̄k̄ n̄ḡBit̄Canah̄kn̄U Ḡt̄R̄b̄eyaC̄neR̄ch̄ .
- Gḡk̄arminEmnrdaP̄)al RtUkar̄eF̄k̄arts̄b̄it̄ed̄m, eGayman̄kar̄Ek̄T̄h̄ḡel̄ kare)ah̄eq̄at ed̄m,l̄ Fanaf̄a smaC̄k̄Rk̄mRb̄kSa man̄kar̄T̄V̄ x̄sRtUc̄b̄BaH̄R̄bCaC̄nCam̄s̄eq̄at CaC̄aḡc̄b̄BaH̄

KNbkSneya)ay . c,abenAeBl bc, nänH eFVGaysmaCkRkmRbkSantEtman
karTTV xisRtUcBaKN³bks CaCagcaBaHRbCaCnEdI Cam&Seqät .

- GgkarminEmnrdaP)al RtUkareFkartshtiedm, eGayRkmRbkSaXMTV)ancMNkénfvka
sMabGPivDAnXMs gateGay)ankanEterchCagbc, nänH . RkmRbkSartuRbsitjösxü
edm, RbmU fvka tamry³karykbnş nigTTI)annUcMNkFhfvkaCati RBmTadfvkaBl
GgkarGPivDAnepSg² edm, eGayKMagnanarbsXM)ancU rñcMNkkatbnByPaBRkRkkan;
EtxeT, gEfmTot.
- GgkarminEmnrdaP)al RtUkareFkartshtiedm, eGaymankarEkERbBaşsgñFEdI Ca
RbkarsMan; MabPab; T Mak; T MgénkarkatbnByPaBRkRkeTAngkarCñj I TñbCaFbetyü
enAmU dan . enAkñRbeTskmCa karkatbnByPaBRkRk TamTareGaymankarI bobMat;
bBađenAkñsgñCaerch edm, BRgkI TñbCaFbetyü ehlykarenHTamTareGaymanvb, Fm'
neya)ayenAkñRbeTskmCaEdI gakoñyBkarcakbbsRCaI eRCA EdI bgäGaymanI kxñD
dteBl sBefñH .

Tbsmks 1

krNlskSaTI 1³

XNkav Rsk)aTI

exttEkv

CaXWdI RtU)aneRCiserls nigpl CMYedayGgkarTSSn³BPBel ak enAkmea

Rovtp

RkavI avKWaXMYenAkjcbNamXMMH15enAkjRsk)aTI exttEkv . PaKerchenRKYsar enAkjPthicMH23enAkjXMHKWakskr eTahbCaBkeKmandERstt nigminsUmanCrCatiKeday . ktptajenH)aneFidGayXMH RkRkCageKenAkjRsk)aTI . manGagskTikdFMY RtU)anCVSdI cab;atjBqM2003 . enAkjXMHmanGgkarGPiDAn⁷ KWGgkarTSSn³BPBel ak Ggkar RD/RP Ggkarkmar nigGPiDAn_Ggkar HEKS nig Ggkarsankmea-hu d_.

enAkjqal2001 KN³kmpFkarGPiDAn²thiCaerch RtU)anbegiteLgenAkjXMedaykmpFII a EdI KalFedayGgkar UNDP . KN³kmpFkarGPiDAn²thimY²EdI mansmaCk5nak;edayman smaCknarmakpgenah)ansmsM skmpaBGPiDAn²shKmnCamYngRbCaCnenAkjPthi . kargarrbsKN³kmpFkarenhrnman karRbmU Timy tamRKYsar nigkarkINt;tmUkarGaTPaB rcppl BtmanTajenHeTAdI kmpFIsII a nigGgkarminEmnrdaPi)al nana edm,ICYdI KMagGPiDAn_ enAtamPthi .

GgkarTSSn³BPBel ak)ancabepneFkarenAkjPthi1 OenPthitaj23rbs;XNkavI avenAkjqal2001 bnabmk)anBRgkdI PthicMH13enAkjqal2003 ehlyeRKagnngBRgkdI PthicMH15 enAkjqal2004 . kmpFrbGgkarenHeppteTael visybn³ kskmpkarEFTalsPaBfakbzmenA tamry³mNI sPaB tamsal abzmskSa nigmfmskSa RBmTajkarksagsmtPaBkjdNtkar eFpknkar nigerobctfvka .

RkmRbikSaXEdl mansmaCkcmh 9nak; RtUbeglLeLgeRkayBkare) aHeqätenAExkmØ qälM 2002. smaCk8nakmkBKNbkSRbCaCn nigmynakmkBKNbkShhshinbic. smaCkTaldGs; sUtTtCabrus. chBaHRbFanRkmRbikSaXWj FabkanmxdENgCaemXWtaI Bhme) aHeqätRkmRbikSa XWsgät;.

rdæal XM

karERbRbW cab; taljBkarbeglRkmRbikSaXW

tamTssn³rbs; smaCkRkmRbikSaXWkaldI av karERbRbW enAkjrdæal XMab; taljBkarbegl RkmRbikSamkKWanerch. enAmmeBI e) aHeqätenAExkmØ qälM2002 emXWigrdæMnacXWéTeTot RtU) anEtgtaldedayrdæ ehlyeFicatinNageGaypl RbeyaCnrbsKNbkSRbCaCnEdI CaKNbkS mansWl gPaKerch. TMak; TMgrvagfäkdiknaXWnigmrnbnAfäkel KWanI kN³CakarbgAbbBaa Bel lUmkerkam.]TahrN_ebshCamanbBaäGkltmaneLgenAkjXWldCaTikCmN; bmanGKIPy rdæMnacXWjkarNeTAFäkkNpl -fäkel I; edm, sMaredaHRsay. mRnFäkel eFKarsMccitp r'ehlyeGayfäkdiknaXWnigPthGnutp_tam. manEt'fäkdiknaXW b3nakbeNHEdI) ancU rh kjgdMnrkareFipnkar ehlyKpnrNamakbeBaj⁹eyabI eTaeI EpnkarEdI) anTTV Bfäkel eT.

smaCkRkmRbikSaXWanRbkasfa yuT\$arspnAeBI enHKw kareFKargarBt⁹kameT, geTaeI l erchCag.]TahrN_smaCkRkmRbikSa) anBPakSarhKæI bBaänana ehlystnceFicPedayEpkel l esckpUtUkarrbsRbCaCn. enAeBI eksMcehly smaCkRkmRbikSaXWnigemPthiykkarstMccitp enaHeTAGnutp_. edayeFitamrebobenH RkmRbikSaXWl kehTpl fa ekGaceqlytb) aneTAnjBbaä)anerch ehlyEfmTald) anqabrhzseTot BBRBaHRkmRbikSamincalMaceTAqgdI fäk; NaeT. BitEmnEt smaCkRkmRbikSaXWankargareFURchCagenAkjrdæal mn²kp EtRkmRbikSakWansmaCk erchehlyGacebgEckkargarTTV xisRtUenAkjcmNamsmaCk) anRtmRtU. smaCkRkmRbikSaXW eronsRt tamry³karGnutp_CakEsj ehlymankareBj citpugbBj Parkic⁹sxüEdr.

Tak; TgnjgkareFipnkarGPiD/An_RkmRbikSaXWaneFKar) anRbmanItRmUkar ehly) ankMnt; nUGaTPaBbBaäsMan;²CageK. smaCkRkmRbikSa) anniyayfa RbCaCnPaKerch) ansMdgnu

kareBj cit pnykargarrbsek BerBaHeK)aneXlj l Tpl én kargarCakEsq . EtTnlnngenaH
kianRbCaCnxd minsb,aycit bedaysarKMagsgsgpfil)anbHBal dI edmeQlbelrbsek .

tNagénRkmsgAnswil Edl RtU)ansMasnenAsal aXmkYanKaRTnukaryl eXlj CavCnan
rbssmaCkRkmRbkSaXmak:TgnngkarERbRbVl Edl)aneKltmaneLgenatEdr . tNagTajenH)an
GHGagfa kgrdjal mn rdanNacXmansmaCkctc ehlyminsUskmpnykargareT . karsMccitp
rbseKkUpkel II kN³I GogmkRbeyaCnpal xü ehlybBaadI ekltmanenAetminGacedaHRsay
ecj)an . edaysarehtpl enH eTbeFllGayXm mankarGPvDAn² . cabtalyBkarbeglt
RkmRbkSaXmk manRbCaCnerch)ancU rhenAkj kardiknaXm . emXmngsmaCkRkmRbkSaXm
eBl enHmanPaBskmpNas; . esckpMccitkUpkel IIsSn³rbssmnsSPaKerch ehlybBaRTU)an
edatRSay)anPam² . edaysaremXmanTmak:Thgl CamYngsBvGPvDAnBerkaenaH RkmRbkSa
Xm)anTTV fvkaedm,lykeTAcayenAkjKMagGPvDAnCnerch . dteH XmankarckbH)an
qabrHs .

karRbCM

ehTpl mYkngcNamehtpl Caerch Edl RkmRbkSaXmacsMrc)annUdNreTAmxI ¥
enAkjXmakajl avKwmankarRbCMbcaMkeTogTatCamYngsmaCkTajGscU rñ . kareFllch eFV
eGayekedaHRsaybBa)anTaneBl evl a ehlyTsn³epSg²RtU)anel kykkmBPakSa nigpasbpl
eyabl KaeTavij eTAmk . enATbdt ral karExgKmitKa RtV)ansMbsM edayemXmOnabmk)an
dakecj nuKarsMccitpacwRkay . eRkABkarRbCMTogTatRbcaMk RkmRbkSaXmYanerobcMarRbCM
eRkApukaredm,edaHRsaybBaCakEsqEdl ekltE,lg . enAkjeBl RbCMRkApukarenH RkmRbkSaXm
kYanGeBaj Ggkar bsbzEdl BakBngGaymkcU rñEdr .]TahrN_ebmankarBPakSaGbbBa
snlsxenAmU dan RkmRbkSaXmngGeBaj RbFanbspGaymkcU rñ . EtebmanBPakSaGbbBa
sPaBvij enaH RkmRbkSaXmngGeBaj bKA kmNH sPaBeGaymkcU rñEdr . RkmRbkSaXmtRta
TknUGEdl)anBPakSaenAkjGgRbCM ehlyRbkasfanngFkarpSBpSayBtmaneGaydI RbCaCn
enAkjXmandng . espnXmanniyayfa RkmRbkSaXmanecj dkarcMh7mkehly Etxmsar
éndkarTajenatmn)aneXlj c,aseT .

Tmak;Tmgkj kargar

eyageTAtamkarsPasnRkmRbkSaXM smaCkmin)anCbRbThbBaäFMenAkj kareFkar
CamlyKäeT eTahbCamaneBl xBekmanTsSn³pbYKäkb . emXhanthtaTIsManenAkj karsM
karExtgmtKä ehlyeFGayasmaCkRtUKä . enAeBl Edl RtU)ansPasnedayELkBKä smaCk
RkmRbkSaXhAkEdl mkBKNbkShhsinbic)anniyayfa Kat;)anCbkarBi)akxh edaysarKatman
EtmäkEgenAkjcbNamsmaCkEdl sUftmkBKNbkSRbCaCn . enAkjkrNltictcbNÄH Edl
smaCkRkmRbkSaXNyI RsbCamlyngKat;EtkjkrNÉeTotCaerch BkeKminyI RsbtamKateT .
eTahCayagNakp Katemil eXlj nUPaBxIsKäFhlyAkjkarRkbRKgrdjal XhEBl mn nigerkay
kare)ahEqätRkmRbkSaXWcmk . Kat;)anniyayfa \LüenH RbCaCn)haneLgniyay nig
TamTarcNBahrd@NacXM . BhmekminGaceFVyagenH)aneT BBRBaHemXhT)anEtgtajeday
mRnfräkel enAkjraCrdap)al . \LüenH edaysarRbCaCn)ane)ahEqäterCIsersRkmRbkSaXW
ekGacTamTareGaymankarTTV xSRtUkanEterch. kjeBl CamlyKäenaHedr smaCkRkmRbkSaEdl
mkBKNbkShhsinbic)ansresfBkarebPacitpbsemXM ehlyngkarKaMEdl manl kN³RtmRtU
énkmpFIsII a. Kat;)anktsMal fa eTahbCaGMNayxhRbsrdap)al)andI Gikman ehlyng
smaCkKNbkSRbCaCnkEtenAkjkmFIsII a minmankrNbltenHeT .

bKÄ kGgkarTsSn³BPBel ak)anyI RBmfa RkmRbkSaXhARKat)I av)aneFkarsMccitp
Edl RsbeTAtamTsSn³rbssmaCkRkmRbkSaXPaKerch nigminEmnCaTsSn³päl xhRbsemXM
Edl eFhtamkarbBaäBifäkel eT. EtbKÄ kGgkarenH)anktsbBaakfa smaCkRkmRbkSamkBl
KNbkSRbCaCnerchEteFhtamKäkj karsMccitp . dÜch smaCkEdl mkBKNbkShhsinbic min
GacTamTarGRbqaldETAngeKal ChtrrbssmaCkmmkBNbkSRbCaCneT . eTahbCamankarebkcH
eLgnUdNrkarsMccitpnaerKamrdjal fpanHkp EtemXhARKat)I avmkBKNbkSEdl mansM g
PaKerch enAetman\TBl erchel II Tpl énkarSMccitp . eTahCayagNakp bKÄ krbsGgkar
TsSn³BPBel ak)anGHGagfa karman tNagerchenAkjRkmRbkSaXWYbegtTmak;TmgngmaQamly
ngRbCaCn eh tenHehly)anCard@NacXWngBGPEdl kEgEteklmaneLg .

TsSn³rbSRbCaCnenAtamPthi

edm,lyI)anc,asBfTsSn³rbSGkPthiRkmGkRsavRCav)ansPasnCamlyngRbCaCnenAkj
PthiMhbrbsXWdl sRenAqlyBKäKWthRkat)I avTV Esog nigRBht .

smaCkRkmRbikSaX~~W~~nakrsenAküjPthRkatjI av . tamFmpta RbCaCnminmankarBi)akküj karR)aRsyCamlynngsmaCkRkmRbikSaX~~W~~ ehlyasmaCkTaldjenH)aneqlytbnngsMNsManadtCa s~~W~~CRsU nigCl . RbkarsManKWismaCkRkmRbikSaXManbBj nuksqCmrbSRbCaCn edaycU rñ enAküjbuNüexpc nigBFbuNüdeTeTot . GikPthRkatjI avcat;TkrdeMnacX~~W~~hAküjeBI Gtitkal fa xitx~~W~~FKargareRch ehly\LüenH smaCkRkmRbikSaX~~W~~xitx~~W~~FKarddKaEdr . cMncxisKäK~~W~~hARTgfa RkmRbikSaX~~W~~mansmaCkerchCagmm . ral Ex RkmRbikSaGeBatj emPthRkatjI aveGaymkRbCM eTogTat; ehlyebmankarBPakSael kargarGPivD/ñ_KN³kmkarGPivD/ñPthi k~~W~~U)anGeBatj eGay cU rñEdr . smaCkRkmRbikSaX~~W~~BësssemX~~W~~anTak;TgCamlynngGgkarGPivD/ñepSg² edm,rPrk meFüa)ayCYGPivD/ñenAküjX~~W~~.

RbCaCnenAPthiTV EsqGacrabeQpHsmaCkRkmRbikSaX~~W~~ManEtBfobhakbøN~~W~~ . eTahCayag enHkp eksresfT~~W~~abrbs smaCkRkmRbikSa BësssemX~~W~~Idl mkcU rñenAküjBFmgA kar nigBFI epSg²eTotenAküjPthi ehlypñ GgüdI GikRkenAküjeBI x~~W~~ixat . emX~~W~~Idl CabeqätenAeBI enH KWabCaemX~~W~~meBI e)aheqätRkmRbikSaX~~W~~dr ehlyKat;)anrkSanURbCaRbijPaB)anI ¥ tatjBbdm mk . RbCaCnenAPthienH)anniyayfa Kat,CammisSgayRsvl R)aRsyTak;Tg ehlynigmanPaB RssRsay rak;TakCamlynngRbCaCn . ekniyayfa KatmanR)aCa manTmak;TmgI CamlynngRbCaCn nigCYkarBarsn~~W~~sx)anI enAküjPthieTotpg .

RbCaCnenAPthRBht)anniyayfa emX~~W~~hemll tamPthieTogTat; nigcU rñküjBFmgA kar buNüexpc nigBFÉeTot² . emX~~W~~itKüBëssck~~W~~UkarrbsRbCaCnedayRbEmRbmU FnFanBGgkar minEmnrdaP)al nig~~W~~ÉeTot²edm,ksagpñfil ;nigCkGN~~W~~ . RbCaCnenAküjPthi)andINal fa enAmmeBI e)aheqät emX~~W~~ab~~W~~eteFKars~~W~~cGP~~W~~Et~~W~~mäkÉg Et\LüenHRkmRbikSaX~~W~~stccitpday ykmtPaKeRchrbssmaCk . RbCaCnKitfaRkmRbikSaX~~W~~mankarykcit~~W~~fk~~W~~dak~~W~~cbalkargarrbsx~~W~~h Et)anbgäj eGayeXlj fa ebKpnkarCYBkm~~W~~uFslI a nigGgkarminEmnrdaP)al eTenah eKk~~W~~inGac s~~W~~tc)anG~~W~~PerchEdr .

smaCkRkmRbikSaXM tNagsgñswil bKÁ krbsGgkarTsSn³BPBel akEdI RtU)an sPasnCamly maneyabl erch ehlyCaTtAmankaryI eXlj dKácBaldMNFkareFpknkar Etkar sPasnCamlyngRbCaCnvij)anbgäj fa BkekmankaryI eXlj Ebk²BKæTaeI bMNFkar nig karclU rñrbsEkenAkğdMNFkarenaH. enARKatğI av manRbCaCnxñ)anbgäj BkaryI RcLGBI dMNFkaréneFpknkarXM . ek)ancU rñRbCñamlyngemPthi KN³kmkarGPivDAnPthi RBmTatğ GgkarminEmnrdaPi)al nigsBbñGPivDAnepSg² EtenAmnc,asfa karclU rñrbsBkeKenah)anQan eTAdI kardakecj nUepknkar5qñbñb:XM bKMagdeTeTenaHeT . RbCaCnxñenARKatğI av)an niyayfa BkeKRtU)anGeBatğ eGayeTARbCñamlyngRkmRbikSaXññm,BPakSaBKMagGPivDAnñdCa karksagsal aeron nigkarEckcayCIeTeK)anniyayfa ekmindğBlskmPaBéneFpknkareT .

RbCaCnmlyRkmEdI RtUsPasnCamlyenAPthiTM Esğ)anniyayfa ekKññ)andğBls kmPaBeFpknkarEdr . eKcaManfa emPthi)anR)abekBEpknkarXMeTmncadMññC I KitenAkğEpnkar enaHeT .

enAkğPthRBht RbCaCnCaerchRkmEdI RtU)ansPasn)andğerchBlskmPaBeFpknkar . enAkğbTsPasnedayELk manBrRkm)anRbkasfa ek)ancU rñenAkğkarRbCñFpknkarPthiedm,I BPakSaBitRmUkarrbsRbCaCn . ek)anniyayfamanmnsSerchclU rñenAkğkarRbCñnaH ehlyRtU)aneKsYeGayel keLğ nigkññtrktRmUkarGaTPaBrbsEK . enAPthRBht esckBtUkarEdI RbCaCn)anel keLğrñman pñfil ;GNñTik pñsñbGñkRk bgñ; nigeKa . esckBtUkarTadjenHRtU)andakCñeTARkmRbikSaXññtamry³emPthi nigKN³kmkarGPivDAnPthi . eRkaymk emPthi ehlyng KN³kmkarGPivDAnPthi)anraykarNmkRbCaCnvij GñGEdI RtU)andakbBaP eTAKğEpnkarXM.

karGnutp_kargar

enAkğqññ2002 nig 2003 RkmRbikSaXññkatğI av)andMNFkaredayeCaKCyel KñragEdI mankññtenAkğEpnkar5qñbñb:XM. RkmRbikSaXññansagsgsal aeronmlyenAkğqññ2002 ehly sagsg)anbeTotkğqññ2003 . RkmRbikSaXññmTatğ)anCñCul pñmlyEdI manRbEvg 6/2Km BI PthirgeTAPthBBaBekakEdI EtgEtTm rgTikCññnardUvSa. eRkABññRkmRbikSaXññaneFñkarCamly ngGgkarTsSn³BPBel akedñ,CñCul pññ mlyEdI manRbEvg4Km BPthieQññal RCññAkanPthEt, . KñragFññyeTotrbsRkmRbikSaXññ CñCul CabññI GagsñkTikTññbññfil ðac; edaymanCññyBñññ

FnFanTik nigGgkarsankm&a-hul ogd_ . bEnmBeI enHeTot RkmRbikSa)aneFIGNjTik nigbgA; RkmRbikSaXMin)anEbgEckfvkasMabKMagTaldjenHedayxhEgeT Et)anemAkareGayeTARKmhIn EkCn tamry³karedj efø . RkmhInEdI edj efø)anehlyRtUGnutpKMag RtU)anTUatI oy tamry³rtnKarextp.

enAeBI dMNIkarKMaghdarncasmkS RkmRbikSaXManTareGayGikPthrvPaKTancMh 10°entém&rbbsKMag . tamFmpta 7°RtUKitCaBI kmunig3°eTotKitCasacR)ak; . eTahBl CaRbCaCnCncgbg;Taldj 10° CasacR)akkp enAXMkaldI av RkmRbikSaXMankarBi)akkjkar RbmU vPaKTanBRbCaCnsmabKMagddCa sagsgsal aeronCaedh . RkmRbikSaXMhigbKÁ ksll a)anTTY xisRtUKjkartandanel karGnutpKMag . enAkjPthRBht RbCaCn)anniyayfa eK)an rVcENkCakM aljBI kmpl oy nigsPar³smabKMagddCa púfil ; GNjTik nigbgA; . enAkjPthi RkaldI av emPthi)anniyayfardapi)al pl sPar³smabKMagehly dbeRbCaCnCyCakM aljBI kmpl

PaBCaedKCamlyngsgÁnsLil

T Mak; TMg Camlyng Ggkar RbCaCn anaen At amPthi

enARKaldI av RkmRbikSaXMRcheFikartamry³emPthiddEdI rd&MnacXMAkgeBI knogmk)an eFidr . CaEpikmyénrcnasmkS bsrdaemPthEdI RtU)anEtgtaldLgenah minEmnCaEpikmyén sgÁnsLil eT . kjgeBI CamlyKäenahEdr RkmRbikSaXMkaldI avBgEpKxaldI KN³kmjkarGPivDAnPthi edh,CyefIpnkar nigsmbsM kargarGPivDAn_ . KN³kmjkarGPivDAnPthEdI RtU)ane)ahcqät eRCIselgehlymanI kN³EkraCüdacec j BrdaetCaEpikmyénsgÁnsLil Edrenah mankarykcitfik dakkjkarFkargarCamlyngRkmRbikSaXM. mU ehTidI eK)anshkar)anI KVRbEhI edaysarfa KN³kmjkarGPivDAnPthi RtU)anbeglTeLgenAerkamkmpFIsll a eTbBkeKRtUykcitfikdakCydl ; skmPaBrbssll a . ebsinKN³kmjkarGPivDAnPthi RtU)anbeglTeLgedayGgkarminEmnrdaPi)al EdI mankmpFIGPivDAnFMysMabeGayKN³kmjkarGnutpEdrenah RbEhI KN³kmjkarGPivDAnPthi minsUCaykcitfikdakxaldEdI kmplFIsaerobcldeglTeT,genahET .

Tmak;TmgCamYnyGgkarminEmnrdaP)al

eh t p l mYEd l RkmRbikSaXmBrc)ansmitf l erchkjry³eBl xbnHKW edaysar)anTTV
CMYBIGgkarminEmnrdaP)al nigsbbwGpivDAnepSg² . GgkarTabjenHrthman³
GgkarTsSn³BPBel akEd l CYkijEpikkskmp GbrM nigksagpifil ; cBhGgkar CEDAC
CYenAkijEpikkskmp Ggkar RACHA CYEpikswPaB Ggkar RDRP CYEpikkskmpnigCl
GgkarsankmCa-hul g d_ CYEpikGbrM nigkarRKbRKgTik Ggkar HERKS CYEpikkskmp
nigTksit rEGgkarkmar nigGpivDAnCYEpikswaP)al . KbragxbrbsGgkarTabjenH
minRtU)anbBaPeTAKijEpnkar5qabbs:XM bkrRtU)andMNIkareTAcdayRkmRbikSaXm . eTahCa
yagNakp smaCkRkmRbikSaXmCaBessmXManxitxMstjrkCMYBIGgkarepSg² edm,GpivDAn_
KYktsMal fa RbCaCnenAPthRkatj l av Tl Esj nigRBht)anTTV sAl ;nUkarrhctNkrbsGgkar
minEmnrdaP)al kijkarCYRkmRbikSaXmGaystc)ankarGpivDAnAkijXM

enAkijkrNPaKerch Tmak;TmgvragRkmRbikSaXm nigGgkarminEmnrdaP)al man l kN³Ca
karshkarKa eBa l KIGgkarminEmnrdaP)al nigRkmRbikSaXm)abKaBlskmpPaBenAkijEpnkarrbsek
ehlyEstjrkemll vFstmsM kargar . enAkijkrNkbeTot karTmak;TmgKael cecj nUPaBCaedKU
fipfag eRbalfagGgkarminEmnrdaP)al nigRkmRbikSaXm)aneFikarCamYKaedm,IsbrcKal edArh .
GgkarminEmnrdaP)al Ed l eFikarkijXMkatj l av)anbgaj nUqnPrbseKkijkarCYd l skmpPaB
Ed l manenAkijEpnkarXM . kareFibctH)anCij eGayekmanTmak;TmgkargarkanEtCitstfS
CamYnyRkmRbikSa ehly)anbgaj eGayeXij fa GgkarminEmnrdaP)al gakec j BkmpFGpivDAn_
mYEd l edlTntnKanjkmFGpivDAnanarbs:XM . enArtgcMncenH skasal asmahrNkmp
enAfakRskEd l maneFhlyqahij)anp l d l emXM»kasedm,JeTtsnamBEpnkarfBocadatsMab;
eGayGgkarnana)aneXij nigrPrkmeFua)ayedm,CYKaM d l Epnkarrbs:XMhal .

cBhbkA krbsGgkarTsSn³BPBel akvij Kitfa skasal asmahrNkmpfakRskEd l
manry³eBl mYefl)anbgajGayGgkarGpivDAnITl ykKbragepSg²Ed l)anel keT,lgkjry³eBl
d3b . eKKitfa skasal aenahmanRbeyaCnerch ebshCaRkmRbikSaeFikarcrcarBhdijCamYny
masml nFINamly erkayBdMNIkareFepnkarrc edm,eGaydjgfaKbragNamYEd l eKacTTV
yk)an . GgkarTsSn³BPBel ak)aneFikarCamYnyRkmRbikSae l KbragdtCa GNijTik pifil ;
RbLayTik bgah; nigkarbNpbNpl xagkskmp . GgkarenH)anchkicRmerBogCamYny

RkmRbikSaXm, bNfkarKMagEbbentH . KMagRtU)andNfKaredayGgkarTSn³BPBeI ak
KN³kmkarGPiV/fn_PthiRbM Td/RbCaCn ehlyRtU)an tamdanedayRkmRbikSaXm yagykcitfkdak:

Tmak:TMgCamYngraCrdap)al nigKNbkSneya)ay

RkmRbikSaXm katI avdgc, as;fa RkmRbikSaRtU)an begiteLgenAerKamc, abrbSraCrdap)al
kmCa ehlyBkeK)aneFitamyagxobxöel maKaEdI dakecj edayRksGmhæp. RkmRbikSaXm an
raykarNBII Tpl énkarrbCmboseKeTAm[®] fäKRsik nigextitamy³espnXM. ral qabAKöExtu a
smaCkRkmRbikSacU rhenAKöskasal asmahrNkmpnAfäKRsik . emXmanTmak:TMgI CamY
ngsBbrdaehlyGacTak:Taj Gikpti CMYCaercheGayClydI EpnkarXm dI ekcg)an . RkmRbikSa
manTmak:TMgedaypäl CamYngtMnagra[®]SpnAPBj EdI ktbenH)aneFEGayRkmRbikSaGacTak:Tg
edaypäl CamYngsBbrfäkel énrdaP)al)an .

eI akGP)al RstK)aT)aneI keT, gfa RkmRbikSaenAXm katI avmankarRbCMTogTatmg
kymlyEx . ekGnutp)anI eI kargarEdI rdRbKI eGay . smaCkrbsRkmRbikSaenARkatI av
mankarshkarKä)anI ehlymanCmaj RKbRKgedm, bliknaKboseK . kgcM Nam smaCkTald 9nak;
man8nakmkBKNBkSRbCaCn eI kEI gEtmäkmkBKNBkSdeT dbeHkarRbECgKärvagKNbkSmly
eTAKNBkSmlyeTot minmanCabBaäcaTGHT .

Íbismál 2

krNlskSaTI 2

Xmblu RskGgÁCy

extkBT

CaXWdI RtU)anerCIsers nigpfl CMYedayGgkar GTZ

Rovtp

clbKWaXmlykjccNanXWaldj11enAkjRskGgÁCy extkBT . XhHmanPthcMh8 ehly manRbCaCncMh1762RkYsar . RbPBdNU sManKVKareFERS nigkardadMNaWk; . snpsxes,ogKW CabBaðsManenAkjXMedaysarkskreFERSxMRbBkFarasaRsp ehlyTnpl RsUTab . enAkjgqM 2001 nig2002 XWbRbThERKaHTkCMn;nigPaBradjs . bNbj pbenAkjXmBkUkarEkI GrEdr . GgkarGPvDAnshMan?EdI eFKarenAkjXWGTZ ehlynigGgkares,ogGaharBPBel ak.

GTZ)ancabepheFKarenAkjXhAkjgqM1996 enAerKamkmpFcmEpk snpsxes,og . kmpFenHmanKbragcMh5KW kskmp \NTanRSU ehdar cnasmKSnAkjPthi sPaB nigkarEkéçñ GahareFbbEnkjRTgRTaytd . GTZ)anCyPthbegtKN³kmpkarGPvDAnPthEdI manthaTI Gnrtpkargar erkamCMYBIGgkar GTZ dltCa FnaKarRSU \NTansacr)ak;nigsmakmt smab,CY enAeBl manbnü bSaBah_BBah_ . GTZ k)anCyKbrages,ogBl kmp smabEkI GrpbenAkjPthEdr . taljBExemsa qM 2002 mk GTZ)anbEgWkarykcitTkdakénkmpFbbsxb eTArkkargar GPvDAnshKmn_nigvimCÁkar . kmpFenHksagsmtPaBrbsmPfkRsk nigfakextpedm,CYdI ; kareFVmCÁkarenAkMtfák:XM

RkmRbikSaXmbluHmansmaCkcmh6nakEdI sTstCabus . emXM nigsmakRkmRbikSa bhakeTotmkBKNbkSRbCaCn . mansmaCkRkmRbikSamakmkBKNbkShhshimbic ehlynigmak; eTot mkBKNbkSsmrgSlu -smaCkTI 7 EdI mkBKNbkShhshimbic)ansab,taljBebI e)ahcqat embl; . emXWdI)anCabeqatmkenH KWaemXWdI RtU)anEtgtagjBqM 1980 rhtmkTI nig kare)ahcqatExkmð qM2002 .

rdæal XM

karERbRbV tabjB)anbegitRkmRbikSaXM

eTahbCaRkmRbikSaXManbBj kargarmindl 2qâdg EtsmaCk)anemil eXlj karERbRbV
KyeGayktsMal ; cab,tajBRkmRbikSaRtU)anbegiteLg . Bmm rdæMnacXbEgEpkel mRnFâkel I
eGaynâdâ nigeFpknkar . \LÛenH smaCkRkmRbikSamanthtaTc,as;l as;ehlyGacTTV xisRtU
)aneRch . ekKtsMal ,fa eKGacedaHRsaybBaârbSRbCaCnedaypâl ;)aneRch . edaysarman
smaCkkmBKNbkShâhsinbic nigKNbkSsmrgSenAkjCYGkdknâpâgenah eTbekemil eXlj fa
CakarCYbnBy I MGogEdl EtgEtgakeTArksmaCkEdl mkBKNbkSRbCaCn .

tMnagénRkmSgânsWil Edl RtU)ansPasnenAsal aXManniyayfa RkmRbikSa\LÛenHman
karTTV xisRtUerchcâBaHGEdl ekiteLgenAtamPthi . Bmm emXMahtpâ karyl RBmcbBaHSâNf
Edl RtU)andakCbBemPthibâNâH . \LÛenH smaCkRkmRbikSamanthtaTedaypâl enAkjkarFanafa
snâsRtU)anEfrkSa ehlyFnFanFmâatRtU)ankarBar . karl ÷eKarkbl nigkarqkRtRtU)an
katbnBy . emXMahtpâ gCaGksMrcGPtâjGsehly . rebobefikarenAeBl bcd,nkMmanl kN³cU rh
edaymansmaCkkmBKNbkSepSg²cU rhenAkjkarFkarsMccitp . GP)al RskGgâCY)an
ktsMal eXlj fa BmmmanEtemXMahtEdl CaGkmanGMnac . dMNRkarvmCâkarenAeBl enH el k
TkkcitpGaymankarcU rhârbSRbCaCn nigkarsMccitpâCamlyngtMnagmkBKNbkSepSg² .

bKâ krbs; GTZ)anKtsbBaak,fa BmmrdæMnacXMaht)anTTV karbNâbNâp edm,eGay
xâeKgacbbj kargar)anl ET . \LÛenH GTZ ehlynigRkmGksMrosM fâkRsk nigfâkextp)an
pâ karbNâbNâp dl RkmRbikSasBkarkMg;Tis karerobcâpknkarPthi karerobcMârag karRKbRKg
hîBaâtâkareFpknkarel karvniyaK nigkarerobcMâj éfø . edaysarRkmRbikSamankarTTV xisRtU
kanEtercheLg bKâ krbs; GTZ Kitfa smaCkRkmRbikSaenARTUkarkarbNâbNâp bEnâxag
karRKbRKgrdæal XMkareFpknkar nigRKbRKghîBaâtâkarkTkdakÉksar nigkarR)arsyTak;TgCa
mlyngRbCaCn nigrdæMnacfâkel I . GP)al RskGgâCY)anKtsbBaakBkarxixMbsraCrdâP)al
kâkarksagsmtâPaBrbs,smaCkRkmRbikSaxagkarRKbRKgKârag kareFpknkarhîBaâtâkRKbRKg
rdæal .

karGnutp_kargar

RkmRbikSa)anniyayfa xh)mankarRbCMTogTatRbcaBk ehlyenAkjGgRbCmH smaCkGac
bEnf'rebobvar³rbsxh) ehlysmaredaHrsaycBbaHbBaatamry³karBPakSakä . smaCkKkAman
karRbCMe'sspgEdr enAeBl manecj dkar nigenAeBl erobcBfEpnkar . RkmRbikSabBaDr)aykarN_
eTAsal aRsknigRkmsMbsM fakRsk Etmin)aneGayptl r)aykarNenHdI mAdaneRcheT .
tINagsgAnsil niyayfa RtUbeghkarTak:Tg nigkarEckrM kBtmaneGay)aneRcheTot
rvagmPXM nigRbCaCnenAtamPthi . bKA kenAfakRskrbs; GTZ)anniyayfa RkmRbikSa
KYEteckrM kBtmandI RbCaCneGay)aneRch . eK)anktsMal faeXlj mantmaPaBkanEterch
EtkAETmanxHcenaHxHedr .]TahrN_manEtemXWhigespnXMEdI kan; nigeR)as;I yrbS;XM
ehlykareFhchGacppl ;I TPaBeGaymanGMBBkrI y)an .

RkmRbikSaXMMmanPaBskmpukjardakecj nUdkarbs;XM. dkarxhTak:Tgnigkarbegit
KN³kmkarerobcEpnkar nigfvkarbs;XMeHynigEbbTkgarsMbsmaKmepSg²enAkjPthidC
FnaKarRsu nigRkmGikppl ;tCV smbGaBah_Bah_ . dkarxhTotTak:TgnigbBaakjshKmnidC
karqkRtenAkjERSnigbj karkarBarkGaystbHaj dNAm nigkaredaHrsayTmasenAkjcbNam
mnisEdI rsenAkjXM. eTahbCakarGnutp_tamdkarTak:TgnigbBaarbssHkmnmankarBi)ak Et
PaKeRch RkmRbikSaGacdakecj c,abEdI xhRbkaseLg. Tak:TgnigkarpsBpSaynltdaRkmRbikSa
)anRbkasBkarcdGRtankU dan EtrhtmkTI nigeBl enH manmnisSticNasEdI)anmkcdenA
sal aXM . enAkjgeBl CamYKaenaH c,abPthi)al rbs;Cati RtU)anRkmRbikSaXMykeTApSBpSay
dI RbCaCnTETAedr .

TsSn³RbCaCnenAtamPthi

edm,lyI c,asBITsSn³rbsGikPthi RkmGikRsavRCav)ansPasnCaRkntd²enAkjPthichMhbl
EdI sRenAdacBKäenAkjXMKPthitenmam edmeBaFinig xlv .

CaTETA GikrsenAkjPthitenmamancit kraycBbaHkarEdI PthimansnpsxI ¥ taljBman
RkmRbikSaXMK ehlyeKmankarxitxhBaAbkarensaTxisc,ab;nigkarTbsatkmGaystbHaj dNAm
Rkntd²PaKeRch EdI RtU)ansPasndigfa mansmaCkRkmRbikSaXMKfnakrsenAkjPthirbsek .

manRkmmy)anbBaak,yagc,asfa ParkicSManrbsRkmRbkSaXMMkarBarRbCaCn bRgabTel s
GPiD/AnPthingXMeHyecj dkkardCakarhamqkRtCaedm . EtPaKeRchenRkmEdl RtU)ansPasn_
minmankaryl c,as;l asGMMNfkarvmCAkar nigkarTak;TnrbsRkmRbkSaXMMdMMNfkarenHeT .

mYcMMkénbBaakWsmackRkmRbkSaXMMinsUmankarR)arskyTak;TgCamlynngRbCaCnenA
PthiTennameT. eKcU cit)abGPeTAdl RbCaCn tamry³RbFanPthi nigKN³kmkarGPiD/AnPthi
ehlyBtmanxblmin)andogBel RbCaCneT . eTahbCarbFanPthi)ancU rñRbCMTogTat;enAkogGgRbCM
rbsRkmRbkSaXMM ehlyKN³kmkarGPiD/AnPthi)ancU rñyagskmp enAkogdMMNfkareFpnrkarkp
EteKenAetminTaneF)anRkbRkan;kgkarel kkkkskaryl dgrbsRbCaCnenAPthiTennameI lvmCAkar
nigkarCU rñedaypal enAkogdMMNfkarkMMTgrdjal enaHeT . karbNfbNbl Edl pñ eGay
edayGgkar GTZ tamry³RkmsMbsMM fakRsk nigextppptEteTael lsmackRkmRbkSaXMMdMMNf.

enAPthiedmeBaFi smaCkénsmakmenAtamPthEdl RtU)ansPasnenAkogRkmtbmy man
Tkkcitlsb,ayrkrayc)Balkarpasb)Edl maneLgedaysareRkamRkmRbkSaXMM . eK)anel keLgBl
karmansnlsx l ¥ karGPiD/AnXMtmaPaBenAkogkarRkbRkg l ykak; nigTMak;TMgCitstirvagRkm
RbkSaXMMnigRbCaCn . eK)anniyayfa smaKmenAkogPthiCaj k j abCbCamlynngsmaCkénRkmRbkSa
XMM,BPakSaBkarGPiD/AnMU dan . RkmenH)anktsMal eXlj fa RkmRbkSaXMManraykarNcb
RbCaCnBlskmpPaBenAkogKfagsagsgpb)fil ;)anej dkarSBkarbegitKN³kmkarnana nigdkar
hamR)amkarenaTxisc,ab; nigkarBarstBah³pbaj dMMal . blnpKenAetniyayfa smtPaB
rbs)smackRkmRbkSaXMMAmankmt ehlyfaRkmRbkSaeRchGnutp)tamrebobCakarca)ts)pb; nigeFV
tamfakel l .

RbFan nigGnRbFanPthiedmeBaFimankarsb,aycitpedaysarkarpasb)Edl ektmaneLg .
eK)anniyayfa rdjal bcd,nimankarcU rñeRchBRbCaCn c)NkÉrdjal mnekpbk)bedayRbFan
XMMmakÉg . c)NkenHKYeGayktsMal Edr BBRBa)emXMMa)Bl mm nigenAeBl enHK)CamnsS
Etmly . EtCMb;T2KWasmaCkrbsKNbkSsmrgS)id l rsenAkogPthienal . Tn)nkangkarEdl

eKkaRT d l karxit x t b s R k m R b k S a X d l m , h a m R) a m k a r e n s a T x i s c , a b ; R b F a n n i g G n R b F a n P t h i) a n t j E t F B G a k b , k r i y a r b s n K r) a l X d l m i n e K a r B t a m d k a r e h y e n A e t b n p d r q k R t b E d l .

R m t b ² e p S g e T o t E d l R t U) a n s P a s n e n A P t h i e d m e B a F i m a n e y a b l e p S g ² B K a e T A n i g s m i T p l r b s R k m R b k S a X M m y R k m n i y a y f a C M b ; T E d l r s e n A k j P t h e n a h C U r h) a n e T o g T a t ; e n A k j R b C M b s s m a K m G P i v D / A n P t h i n a n a . R k m e n H) a n k t s M a l e X l j p g E d r f a R k m R b k S a X M a n P a B s k m C a g r d a l m n k j k a r g a r K M a g G P i v D / A n d t C a k a r k s a g p u f i l C a e d m . R k m m y e T o t) a n T T V s A l G t R b e y a C n _ e n k a r g a r E p k e h d a r c n a s m k E d l e F d a y R k m R b k S a X M E t e K K i t f a K M a g m i n) a n e q l y t b e T A n i g e s c k p t U k a r B i t R) a k d r b s R b C a C n e l E p k s n s w e s , o g e T . R k m m y e T o t n i y a y f a e K m i n e X l j m a n k a r p a s b p G R c h e n A k j g r d a l X M T e d a y e K n i y a y f a s m T p l p u f i l ; n i g s a l a e r o n) a n m k B l G g k a r G n p C a t i C a G i k C Y . C a T e T A R b C a C n e n A P t h i e d m e B a F e d l m i n E m n C a s m a C k e n s m a K m N a m y e n A k j P t h i m i n s U) a n d j B i t h a T r b s R k m R b k S a X M n i g d M N k a r v i m C A k a r e T . e K e F k a r R) a R s y C a m y n i g s m a C k R k m R b k S a X M E t e n A e B l N a m a n b u N u T a n n i g B F e r o b m g A k a r E t b e N H .

e n A k j P t h i x t v s m a C k e n s m a K m P t h i m y R k m n i y a y f a R k m R b k S a X M a n P a B s k m p R c h e n A k j k a r g a r G P i v D / A n C a g r d a l N a c X M m . e m X M a n c h t a m P t h i e d m , e F e p n k a r n i g t a m d a n K M a g G P i v D / A n E t B m n K a t e n A e t p b e N H . R k m e n H e n A e t t j E t f a E p n k a r r b s s m a K m n a n a e n A k j P t h i m i n R t U) a n b B a p e T A k j E p n k a r G P i v D / A n X M T . e K n i y a y f a e K m i n) a n c U r h e B j e l j k j d M N k a r e F e p n k a r e h y) a n d j t i t t C B s k m P a B k a r g a r r b s R k m R b k S a X M d a y s a r R k m R b k S a X M j E t e T A e l e m P t h e n A k j k a r T a k ; T g p a l C a m y n i g R b C a C n . E t R k m e n a h s r e s t n U k a r x i t x t b s R k m R b k S a X M A k j k a r e c j d k a r e d m , k a r B a r d N a h i g m c a k j F m C a t i e h y n i g k a r k a t b n j G M B h y S a k j R K S a r .

R k m t b ² d e T e T o t e n A k j P t h i x t v k j a n d j E d r G B l d k a r E d l e c j e d a y R k m R b k S a X M a k ; T g n i g s n s x k a r k a r B a r d N a h i s t B a h n ³ e h y n i g k a r h a m R) a m e l k a r e n s a T x i s c , a b ; . E t C a T e T A P a k e R c h G i k E d l R t U) a n s P a s n K i t f a R k m R b k S a X M i n m a n P a B C i t s i t C a m y n i g R b C a C n e h y e K m i n s A l ; s m a C k R k m R b k S a X M b e T d l e K e F i n a t e T . G i k P t h e d l) a n c U r h R b C M a n n i y a y f a e K T T V) a n n U k a r E N n a b G a y e F G h y E t m i n R t U) a n e K s m t e y a b l G e L y .

karerobcM nigGnutpEpnkar

dMnrkareFpnkar

RkmRbikSaXManR)ab:fa ek)anbegtKN³kmkarerobcEpnkar nigfvkaedaymansmaCk
cMh4OnakmkBPthicMh8EdI RtU)aneKerCiserseLgenAküjXM enAküjKN³kmkarenHmansmaCk
RkmRbikSaXMMh8nak; emPthi nig tNagmkBsgÁnsuil dtCa KN³kmkarGPiDAnPthi . edayman
karCYeRCamERCgBisMnakbKA ksil a nigRkmsMosM fákRsk KN³kmkarenH)anRbmU Btman
Tak;TgnwesckPtUkarrbsPthimY² . I TøI énkareGegatenH RtU)aneI kykeTABPakSaenAküj
eBl RbCMAküjPthi ehlytRmUkarRtU)ancatCal MabGaTPaB . bnabmk smaCkrbsKN³kmkar
)ancU rhenAküj skasal asBl kareFpnkarCamYng smaCkRkmRbikSaXM . enAküj skasal aenH
ekbksrbotRmUkarGaTPaBnanarbsPthi edm, dakbBaP eTAKüjEpnkarXMRsbeTAtamkarsnüapfl ;
fvkaBraCrdap)al . smaCkénRkmRbikSaXManel keT, gfa ÉksarEpnkar5qalRtU)anTkdak; nig
sresredayesjnXMeHymancmogCbeTAPthimY² RkmsMosM fákRsk rdGMnacextpnigGgkar
GTZ . PthimY²TTV xisRtUkügkarpSBpSay Bil TøI éEpnkareTAdI RbCaCnenAtamPthi
nigGgkaragGIdI RtUykmkGnutpenAtamPthimY² .

bnabmk smaCkrbsRkmRbikSaXM nigKN³kmkarerobcEpnkarnigfvka cU rhenAküj
skasal asmahrNkmfákRskedm, l]eTisnamBEpnkarXMMbTAmP fákRsk sabbEdI BakBks
GgkarminEmnrdaP)al nigsbokGPiDAndeTeTot . smaCkrbsKN³kmkarenHedI mk
BPthimY²)ancU rhenAküj skasal asmahrNkmfócalafákRskedm, BnüI BbBaá nig tRmUkar
rbsPthimY²eGay)anc, as;I as; . smaCkKN³kmkarKitfa skasal asmahrNkmfákRsk
manRbeyaCn_ BerBah)aneFGayGgkar bsabbnanamankarykcitfkdakmkel IsAnPaBenAtam
PthiXMeHyTTV)annUkarKaMtcBakMragepSg² . erkayBbBaóskasal a sabbrdanigGgkar
GPiDAnanasnüaCYdI KMragepSg² dtCakarbnPbNpl sPaB karCkGNüj nigkarCYcU
püfil ; .

tNagrbssgÁnsuil EdI RtU)ansPasnenAsal aXMTV sál fa ek)ancU rnkügdMnrkar
eFpnkarXM . tRmUkarCaGaTPaBRtU)aneKkMN tenAfákPthi ehlyngGnmzedayfákXM .

GikdiknašmakmenAtamPthi emPthi smaCkKN³kmkarerobcEpnkar nigfvka nigsmacKRkmRbkSa
XManCU rnyagskmanAkogdNrkareFzpnkar . bñp GikdiknašgñsWil)anKšbBaakfa
karcU rñrbsRbCaCnKlWinesKæT .

enAkogPthiTenmam smaCkKN³kmkarGPivDAnPthi nigsmakmPthEdI RtU)ansPasnCamly
mankarcU rnyagskmanAkogkarRbCWFzpnkar . bñp RbCaCnTøTAmincabobvar³énkarRbCMT
ehlyniyayfa ekeTAeFkarsegáCaCagcU rnyagskmpkogkarBPakSa . RbCaCnCaerChEtget
el keT,gbkaryl RcLMAel karRbCMAk;TgeTAnogkareFzpnkar nigkarRbCWPakSaKärPrkmeFüa)ay
sñabGnutp .

enAPthiedmeBaFiKN³kmkarGPivDAnPthi nigsmacKénsmakmenAtamPthicU rñerch enAkog
kartakEtgEpnkarXM . enAkogeBl sPasnCarKkmCamlynygsmacKsmakmenAkogPthiedmeBaFi
GikeqlyGacerobrab;I ðitBdNfredmTg ehlyGacr)abBKtragCaGaTPaBedI ek)ankMt; . Et
RbCaCnenAkogRkmxheTotEdI RtU)ansPasn_ mankarBi)akenAkogkarEckeGaydacBKärvagkarRbCMT
edlm,EFzpnkarKtrag nigkarRbCMTm,érGgásbdPaKsñabodNrkarktrag . enAmankaryl RcLM
pgEdrBkarRbCMTm,EFzpnkarGPivDAnXMnigRbCMTm,EFzpnkarKtragrbsGgkarminEmnrdaP)al .

enAkogPthixlv RbCaCnmlyRkmEdI RtU)ansPasn)anerobrabc,asBkarcU rñrbsEkenAkog
skmpaBeFzpnkar nigKtragGaTPaBedI RtU)aneKšmrcyk . pñyeTAvij RkmmlyeTot manPaBmñ
c,asGMBkarcU rñrbsEkenAkogkarRbCWFzpnkarenaheT,ly .

karGnut p_kargar

eyagtamRkmRbkSaXMKtragEdI RtU)anGnut p_kngmkenAerKkamEpnkar5qñbS;Xñman³
pñ3EXsr nigGNñ2enAPthicWu pñmly nigl thlykEngenAPthiTenmam pñBExSrenAPthERSCa
l thlyenAPthiGáCat pñBrenAPthiedmeBaFipñBnigGNñ3stomlyenAPthiNgsaEhk ehlynigpñmly
enAPthRksatj . RkmRbkSaXManeGaydygfa ek)anTTM l gysñabory³eBl mlyqñññ 33/42 l an

erol BrdaP)al sMbGnutpEpnkarenaH . kmFfSll aCYEpkehdaencasmks -püfil ; TüTik
GNüj; ehlyngskmp-RKabBC kareRbR)asCl karCBanfstVnigkarbNüBnpl Cmaj ; tamry³
fvkaXM RbCaCnpl R)akbdPaKsMbKtragehdarcnasmksdr . GTZ nigTsbwGPvD/AndeTeTot
)anrincMnkfvka RBmTajsb,risCnenAbreTs nigenAPBj)anpl ,fvkaEdr . fvkarbsGgkar
GPvD/An_ nigsb,risCn)anCYdl KtragnanadCa karbNüBnpl kskmp eBTüstV FarasaSp
\NTan karEftaSpPaB nigGaharrbthö . RkmRbikSaXmYanRbmU cMNU bEnBkRbmU éfösva
GRtankU dan . I yenHeKykeTATikenAÉrtnaKarextküt .

RkmRbikSaXmYanBnüI,fa KtragehdarcnasmksFMedI pl ,fvkatamry³EpnkarXmU)an
RbKI dI GikemAkartamry³karedj éfö . RkmRbikSaXmYanRkmGiksMbsMl fäkRskCaGikcatEcg
dMnrkaredj éfö . Gikedj éfö)anKCaGikdkI yedaypäl BrtnaKar . edaymankarCYBI GTZ
ehlyngRkmGiksMbsMl fäkRsk RkmRbikSaXmYanGagfa xüningKN³kmkarerobcEpnkar nigfvka
Bhitüemll dMnrkarGnutpKtragedm,bFVGayGikemAkareFTAtamGzdI manEcgkjgkicRmeRBog .
RkmRbikSaXmYanRbmUfa xüningKN³kmkarerobcEpnkarnigfvka kYantamdanel KtrageDr .
RbCaCnEdI CaGikTTV pl TTV xisRtUEFTaMtrageGay)anI ¥ enAkjkrNkH RkmRbikSaXmYan
karBi)akkjkarRbmU bdPaKBRbCaCn nigkjgkaredaHrsayCamYngGikEdI TTV rgnUkarbHbal ;
dI RTBüsm,tjbsék edaysarkarsagsgpüfil ; .

tMnagrbssgñslil EdI RtU)ansMasnenAfäkXmanktsMal edayemaTnPaBfa RbCaCn
)ancU rhFnFandI karGnutpKtrageGPvD/AnXM karCU rhenHCYksagsprthasKarTTV xisRtU
rbseKcbahKtrage . KtrageXdeTotRtU)andMnrkartamrebobes,ögBI kmfdI CYeGayRbCaCn
mansnlsxes,ögl Rbestelg edayenAeBI CamYKäenaHedrKZyeGayeKmanpüedr bmanI Tik
enAkjPthi . enAeBI CamYKäenaHedr sgñslil mankartU EtYfa karRkbRKgfvkarbsRkmRbikSa
Xm minEmnsUftmantmaPaBenaHeT . el IsBenHeTot dMnrkarKtrageRchEtmankaryW yav
edaysarI ykRmFakmkBrtnaKarCati . Rkmsgñslil niyayfa RkmRbikSaXmUkareronsEt
EfmeTotel karRkbRKgfvka .

PaBCaedKbvagRkmRbKsAXM nigsgñslil

T Mak: T Mg Cam Yng sma Km Rb Ca Cnen At am P thi

RkmRbKsAXManniyayfa eK)aneGay sma Ckmäk;²eFkarCit sif CamYKN³kmkarGPivDAn_ Pthi nig sma Km nanaen At am P thi d d Ca F na Kar RsU \ N Tan nig Rkm CV t Ga Bah B Bah_.

tM Nagésgñslil Edl RtU)ans Masn CamYen Afak: X Mane Gay d d g fa sma Ck sma Kmen A kñ P thi nig sma Ck Rkm RbKsAXMankarR) aKsY CamY Kä en Akñ e Bl ebk kar Rb Cñ Akñ P thing . sma Ckén Rkm RbKsAXMancU rñkñ Gg Rb Cñ s Rkm F na Kar RsU Etmin man vt pñkñ kar Rb Cñ e Tot eT . fäkd kna s gñslil niyayfa sma Ck Rkm RbKsAXMKY EtcU rñen Akñ kar Rb Cñ M d Laye Gay)aneRch CagenH . Rkm sgñslil el ke L g fa sma Kmen Akñ P thi) anray kar Ne TAem XM nig Rkm RbKsAXMane Tog Tat; ebe Tahb Caek mincU rñen Akñ kar Rb Cñ s Rkm RbKsAXMñ . sma Kmen Akñ P thi cgcU rñen Akñ kar Rb Cñ Asal aXñ d m, pSBp Say B t mans B Kñ rag GPivDAn_ b seK . maner OgmY Ky eGay cab Garmñ N KW Rkm RbKsAXMñ itüemll Éksar l yk akr b s b N p Rkm b sma Km n GPivDAn_ nana kñ P thi nig skm Pa Bep Sg² rb seK Edr . tam Ts Sn³ rb s Rkm Gk Rsav RCav kare Fñ eñ b gñ j eGay eXlj nUPaBRcbk Rcb l Kä rvagsgñslil nig GaCa FmU dan .

Rkm sgñslil GHGagfa sma Km GPivDAn_ en At am P thi) anrñc Mñ kñ kartak Et g Epñ kar XM ekkñ ancU rñp g Edr CamY ng Rb Ca Cñ Ee Tot kñ skm Pa B GPivDAn_ XM d Cakarks agpñ fil Caedm . ebñ sñ Camankares ts M Rkm RbKsAXMñ acCYd l sma Km nanaen At am P thi) an .]TahrN_ sma Kmtu)andaksñ N tsñ fvk ae T Akan Rkm RbKsAXMñ abe Fñ rag kar .

en AP thi Ten mam Rkm RbKsAXMñ an Gmñ zel kar Gñ vt pñ Kñ rag Ca Ga TP a B Br . Kñ rag TmY Kñ kar eFñ bñ Rka l RkY Rkñ m rÉKñ rag T B r Kñ kardak; l Uñ k . sma Km GPivDAn_ en At am P thi) an pñ fvk ab d PaK sñ ab Kñ rag Tañ B rñenH . fvk aenH) anmk B Kñ rag \ N Tan nig KN³ km kar s ag s gen Akñ P thi .

en Akñ P thied me Ba Fi fäkd kna s gñslil mY Rkm) anniyayfa rvag sma Km P thi nig Rkm RbKsAXMñ ank ar sh kar Kä l y mñ er Coter Ck kic Rar Kä ehly mankar Tak; T g Kä Rb k beday kare b kñ h .

enAkjPthixlv smaCksgÁnslil mYRkm)anniyayfa mankarshkarKál fvagsmaKmnana ehlynigRkmRbikSaX^M. RkmRbikSaX^ManCYBnitübaF nigÉksarrbsRkmFnaKarRSU . cM^Nk RkmFnaKarRSUvij)ancU rñfvkabdpakEdm,lykeTaeFpü . GTZ)anpüepñKMitrebobentHedm,l Rbmü fvkabdPaK . RkmRbikSaX^MNageGaypl RbeyaCnrbs,smakm ehlyeBl xðedahRSay bBaðenkarmnsgbM^Nü . tamTsn³rbsRkmGikRSavRCav bBaðentHögaj eGayeXlj Bl karbBaPñUkarTTV xisRtUminsmRsb rvagsgÁnslil nigrd^{EM}NacenAfakmü dan .

Ttak;TmgCamYngGgkarminEmnrdaP)al

RkmRbikSaX^MTVI sÁl fa ek)anshkarCamYngGgkarGPivDAnⁿanadtCa GTZ nig RACHA enAkjKMagEptksxPaBtamry³mNü s^xPaBX^M. GTZ)anpü karbNüB^Nal dI ; PaKgars^xPaBS^KcitPthi. GTZ k^{en}A)anpü ;l ycm⁹I aneroI s^{Ma}beFpüedaybEnñRKY^SRk^hm el püEdI manRSab; . Ggkar sva k^{en}CYsal aeroncm^h 2 xjE^{dr} .

Ttak;TmgCamYngrdaP)al nigKNbkSneya)ay

emX^MancU rñRbC^MhAfakRsk enAeBl RtL^bmkvij Katpü BtmaneTASmaCkRkmRbikSaX^M EdI mkBKNbkSTajbl. RkmRbikSaX^ManeFihgdakr)aykarN^CbeTafakRsk .

GP)al RskeF^CarBfanKN³kmkarGPivDAn^Rsk . sil a)anpü fvkas^MobGPivDAn^Xüeday pñl tamry³X^MminEmntamfakRskET . fvkaTajenHK^SM^{ob}c^MNayel rd^aal nigkarGPivDAn^{_} sal aRskshkarCamYngkmp^Fisll a BerBalmRñFakRskxð k^ÜgEteF^Karpñl CamYngkmp^Fisll aRSab; . EtGP)al Rskmin)ancU rñenAkj^gkmp^Fisll aeT . mn^Pkskmunigs^xaP)al extp)an ebkkarbNüB^Nal enAfakPthi. RkmRbikSaX^ManpSB^pSayBtmandI KNbkSneya)ay PaKeRch tamry³smaCkrbsKNbkSerog²xð enAkjRkmRbikSaX^M

Таблица 3

критерии

Характеристики

эксперт

Составление и проведение экспертных оценок

Результаты

В результате проведенных работ выявлено, что в настоящее время в области оценки качества продукции отсутствуют единые методические рекомендации. В связи с этим необходимо разработать методические рекомендации по оценке качества продукции, которые будут учитывать особенности производства продукции в нашей стране.

Государственный комитет по стандартизации Российской Федерации (Госстандарт России) является основным органом, отвечающим за разработку и внедрение стандартов в нашей стране. В настоящее время в области оценки качества продукции отсутствуют единые методические рекомендации. В связи с этим необходимо разработать методические рекомендации по оценке качества продукции, которые будут учитывать особенности производства продукции в нашей стране.

В настоящее время в области оценки качества продукции отсутствуют единые методические рекомендации. В связи с этим необходимо разработать методические рекомендации по оценке качества продукции, которые будут учитывать особенности производства продукции в нашей стране.

RkmRbikSaXmRcsmansmaCkcmh5nak; . 3nakmkBKNbkSRbCaCn 1nakmkBKNbkS
hhsinbic nigmäkeTotmkBKNbkSsmrgSti . emXmWGaGikEdI mkBKNbkSRbCaCn . smaCk
TatjGsrbsRkmRbikSaXmWcabrus . espinXmWanarl .

rdæal XM

karERbRbV cab; tatjBkarbegitRkmRbikSaXm

karERb[®]V FMageKb[®]it eRkayBbegit)annURkmRbikSaXmkkW kare)aHeqäteRCserIs)an
emXmW. RbCaCnCaerchmins b,aycitmgrebobEdI emXmWneFcbBalkarkankabdXmWdayTahan .
kare)aHeqätenH)anp[®]l dI RbCaCnmU danU»kaseFkarpasb[®]emXmWj -emXmW; nigfK[®]WGaGik
EdI mkBKNbkSRbCaCndtKä; . eTahbCaemXmW)atbg;t[®]Ngxskp k[®]WatenATTY)ans[®]ll g
RKbRKanedm,EnAeF[®]Ca smaCkRkmRbikSaXmWdr . cbBahl k[®]N³énkarpasb[®]iddCa kardakCMWS
smaCkmäkmkBKNbkSs[®]ll gPaKerch edaymnisSmäkeTotEdI mkBKNbkSdEdI enah emll eTA
hakdtCaminmanbBaäGF[®]W[®] EtRbCaCnman»kaseFkareRCserIs[®]t[®]MagrbsEEdI enAkj[®]rdæal
mm ekminman»kasdt[®]enHeT .

smaCkRkmRbikSaXmWiyayfa \LÜenHmantmaPaBerchCagkal B[®]rdæal mm . Btmans[®]Bl
bBaäenAkj[®]XmWlyngR)akEdI ekÉI EckeGays[®]mbK[®]MagGPiDAn\LÜrtU)aneKeGayRbCaCndg .
karcU r[®]hrbs;smaCkmk[®]BKNbkShhsinbic nigsmrgS[®]nAkj[®]RkmRbikSaXmWkeGaymanmti
Rbqatj)an eTahbCafasmaCkmk[®]BKNbkSRbCaCn CaB[®]essemXmWAEtmanG[®]lnacel IsI bkp .
el IsBenHeTot RkmRbikSaXmWancU r[®]henAkj[®]kareF[®]pnkar nigkarG[®]nut p[®]K[®]MagGPiDAn_ . eRkABenH
smaCkRkmRbikSaXmWansarPaB[®]rdæal XMankarERb[®]V tict[®]beN[®]H.

t[®]Magrbssg[®]Ans[®]lil EdI RtU)ans[®]pasnenAsal aXmWansg[®]F[®]ifa mankarERb[®]V cbBahl
karcU r[®]hrbsRkmRbikSaXmWakj[®]skmpaBGPiDAn_ . kal B[®]rdæal mm minmankareF[®]pnkar
Cal k[®]N³CU r[®]heT . Tak;Tgnj[®]rdæal XMigs[®]ns[®]XmWsg[®]Ans[®]lil EdI)ans[®]pasn)anseg[®]teXij fa
minmankarERb[®]V G[®]RcheT . maneBl x[®]fak[®]dk[®]n[®]sg[®]Ans[®]lil RtU)aneKGeBaj eGaycu r[®]h enAkj[®]
GgRbCM[®]Bk[®]mpuFIGPiDAn_EtminEdI RtU)anGeBaj eGaycu r[®]hRbCM[®]B[®]l bBaäTak;Tgnj[®]karRKbRKg

rdæal eLy . dðKæneHedr tNnagrbssgAnslul mindygBesckðsMccitpnigsaracrbs,fåkel eT
BðRBaH RkmRbikSaXMinEdI pSBpSayCasaFarN³eT .

karbBj kargar

RkmRbikSaXMFikarRbCMTogTatRbcaHkehlyeFV)aykarN_RbcaHkeTAFåkrSk . enAeBI xH
RkmRbikSaebkkarRbCMeSSSPKbragGPivDAn_XM. kariyal yextpTV bnkxagkarRkBRKgrdæal
mU dan (POLA) nignaykdanrdæal mU dan (DOLA))aneFikarbNpNpI dI RkmRbikSaXW
el kartH;Tis kareFpknkar nigRKBRKgfVika . sðles nigKbragKAMTRkmRbikSaXWgát; (CCSP) k^{3/4}
)anebkkarbNpNpI edm,ksagsmtPaBrbsRkmRbikSaXWdr . GP)al Rsk)anktsMal eXij
fa smaCkRkmRbikSaXWdenARskCMHl minsumankarskSaxs; ehlykarenHeFVGayekmankarB)ak
enAkjkarbBj thãTrbsek .

RkmRbikSaXWrcs)anecj dkarXWlychth . EtsmaCkRkmRbikSaXWincabkKarTajenHeT .
EteK)andygfa dkarmlyTak;TgeTAngkarbegitKN³kmkarerobcMpnkar nigfvika RtU)anGnm^{1/2} .
smaCkRkmRbikSaXWanTTV sAl fa dkarTajenHrthCamlyngesckðsMcrbsRkmRbikSaXW nig
bTbBaBfåkelI minRtU)aneKpSBpSayeGayRbCaCn)andygT . eksegåteXij fa RkmRbikSaXW
CbCamlyngRbCaCnenAnymU danrbsek edayRkanEteFkarBPakSaBKbragGPivDAn_nigkarCU rh
bdPaKBRbCaCncðBaHkbragTajenHEtbaN^{1/2} .

TsSn³rbsRbCaCnenAtamPthi

edm,htgc,asBITsSn³rbsGikPthi RkmGikRsavRCav)anniyayeTakanRbCaCnenAkjPthicMh
bEdI sðtenAdac;²BKã K^{1/2}PthiRcs RtBaldjeQITal nigtaETn .

enAkjPthiRcs Rkmt²EdI RtU)ansPasnemil eXij karERb² ticttenAkjrdæal XM
cab;taHjBkarbegitRkmRbikSaXWnk . ekdngfa \LÛenHmanmRn^{1/2}K^{1/2}RchCagmn ehlyeKmkBKNbkS
epSg² . EteKminsAl smaCkRkmRbikSaXW,aseT BðRBaHsmaCkRkmRbikSaXWMinEdI BPakSaBI
thãTrbsekCasaFarN³ raykarN^{1/2}kargarrbsek bðSBpSaykarENnaMnigsaracrBifåkel eT .
CaT^{1/2}TA^{1/2}CaCnenAtamPthiR)akS^{1/2} Tak;TgCamlyngRkmRbikSaXWamreobddEdI eKR)akS^{1/2} Camly

ngrd@NacXMAkūjeBl Gtlkal dēcaHedr.]TahrN_ ek)ansuGayRkmRbikSaXMYedaHRsay
CMI ahrvagbBbBnš R)abBbcari lēKa nigsmaredaHRsaycbBaHCMI ahdFb . dēkal kngeTAEdr
RbCaCnminEmnsūfētsb,aycitngrebobEdl mPpKMaHRsaybBaāTajenHenaleT .

enAkūPthēRcs ek)anBnūl ,fa ekal blNgsManEdl RkmRbikSaXMbkkarRbCMenAkūPthiKW
edlm,BPakSaBkarcU rmbdPaKBRbCaCncbBaHKMragGPivDAn_ . smaCkRkmRbikSaXMitBkargar
Gnutp_KMragCakEsj ehly)ansYeTAGikPthifa etēKGacCYCakM aljBI km)anyagemcxhlsMab;
kareFbū sal aeron nigRbLayēRsacRsBCaedm. smaCkRkmRbikSaXMin)ancU rñskmpnAkū
kareFipnkarPthēT EtByEpkel RkmsHosM fakRskēnkmpFsil a nigGgkarminEmnrdaP)al
dēCa sles eGayēFKargarenH . RkmRbikSaXManbBaāBtmaneT AkanRbCaCnenAtamPthitamry³
emPthi .

enAPthRtBadjeQITal RkmtēmyEdl RtU)ansMasn)aneFKarktsMal ,fa enAkūrdāal mē
emXMFkarsMfcGPEtmākÉg edayminBēRkaHeyab lēT . \LūenHsmaCkRkmRbikSaXMRchnak;
cU rñenAkūkarsMfcGPE ehlyRkmRbikSaBēRkaHeyab l CamlyngrbCaCnenAtamPthitak;Tgngr
KMragGPivDAn_CaerCh . manmyRkmeTot)anKitfa RkmRbikSaXManCYEk l Brsnšsē eday
katbnšykar l ē nigbm; . RknepsgeTotniyayfa RkmRbikSaXMitgetmanvtjmanenAkūkarGnutp_
KMragEpkehdaarcnasmsēCa pūfil ; nigkarsagsgsal aeron. PaKerChēnRkmtē²Edl RtU)an
sMasnenah)anniyayfa tamFmpta RkmRbikSaXMbCamlyngrGikPthiedm,BPakSaBkarcU rmbdPaK
cbBaHKMragGPivDAn_ . eRkABkarerobrab;Tak;TgeTAngrKMragGPivDAn_ PaKerChēnRkmtē²TajenH
mankary l dgtictēBlskmpPaBrbsRkmRbikSaXM. manmākenAkūRkmmy)anRokasfa ebsinCa
RkmRbikSaXMFkarmin)an l #Katnūje)aheqāteGayGikepSgenAGaN tBRkay .

enAkūPthitaETn ek)anniyayfa RkmRbikSaXMU rñCYK MragGPivDAndēCa pūfil ; TMb;Tik
sal aeron. PaKerChēnRkmtē²Tajenahniyayfa RkmRbikSaXManCbCamlyngrGikPthiedm,BPakSaBk
karcU rmbdPaK . Rkmtē²TajenHmindgrBdkarEdl RkmRbikSa)andakec j b#dēabepsgeTotēn
kargarrbsRkmRbikSaenaHeT . CaTēTA Rkmtē²enAtamPthEdl RtU)ansMasnr_Bgmkel l RkmRbikSa
XM dēEdl ek)anr_Bgmkel l dēNacXMal BIGtlkal Edr edm,lsMarCYedaHRsayenAkūCMI ahr

rvagbBbnš rvagGikPthi ehlyeGayCYRsavRCavkrNII YeKa . Tak;TgnngkargarGPiDAn_ mankaryl RcLMBsBKMagEdI manenAkjEpnkarXMedI RtU)anGnut pedayRkmRbkSaXMedhlyng KMaganaEdI Gnut pedayGgkarminEmnrdaP)al dtCa Ggkar sbles .

kareFipnkar nig karGnutpkargar

dbNrkareFipnkar

KN³kmpFkarerobcmEpnkarnigfvkaXBRcs mansmasPaBsmackmkBRkmRbkSaXMedhly5nak; emPthi 4nak; smaCkKN³kmpkarGPiDAnPthi 4nak; nigTMagPthi 2nak; . KN³kmpFkarenH erobcmEpnkar5qatbsXMedaymankarCYrbsGgkar sbles FAO nigRkm sblesM fakRsk . enAkjkar sblespedayELkCamlyRkmsM sblesM fakRsk)anBnuI faman 5dNakkaI nig 11CMan enAkjdbNrkareFipnkar . CManTajenaHrYman³ karRbmU nigvPaK Tmly karkMntBltMkarCamlyngGikPthi eFismahrNkmpscckBtUkarrbsPthiTAkGATPaB rbsXMedakecej ekaI edACayT\$asP erobcmMag sblesXMedaymankMntBesahly)anspn ehlyrkemil fvka sblesM mag rbsXMed

eyal eTAtamsmaCkrbsKN³kmpFkarerobcmEpnkarnigfvka karCU rhrbsRbCaCnenAkj dbNrkareFipnkarRtU)aneI kTkcitp . ddbgemPthi nigKN³kmpkarGPiDAnPthi CYGikPthikjkar kMnt rkemil esckBtUkarnigKMagCaGaTPaBsblesI kykeTABPakSaCamlyngKN³kmpkarerobcm Epnkarnigfvka . bnabmkkarRbCMAfakXMedU)aneFLLgedm,kMntGaTPaB nigbksrboKMag bBaPeTAkEpnkarXMed. GiksblesM CYsresrEpnkareGayrcCaerscedm,bakeGayGnmKeday RkmRbkSaXMedehly ngRtUdakCbeTAGaCaFmRsknigextp.

bBaexBRtU)anCbRbThenAkjkarGnutpkMag edaysarenAeBl xhGikPthimincgbgR)ak; vPaKtanbdPaKnigvPaKtanCaBl kmp. mlycmNkenmll eh tkMedaysarsmaCkRkmRbkSaXMedan karBakBkCamlyngKNbkSneya)ay . smaCkenKN³kmpFkarerobcmEpnkarnigfvka EdI)an sMasn_ niyayfa karshkarKaenAexSayenAeLlyenAkjcmNamsmackénRkmRbkSaXMed KN³kmpFkar sgAnsuil nigRbCaCn .

erKayBEpnkar5qāM(U)ansresrecj ehly emXRcs]eT]snamEpnkarenaHenAÉskəsal a smahrNkmpnAfakRsk edm,lsMarCYCafvkaBGgkarminEmnrdaP)al nigTPakgarGPiD/AnCa bEntheI fvkEdI XMTV)anBrdP)al . Ggkarsbdehlyinig FAO)anyI RBmCYdI KMag mychMhenAkūEpnkar . tamFmpta emXMU rhenAkūskəsal asmahrNkmpfakRskCamYEt CMb;TmYb#Bf . smaCkKN³kmpkarEpnkarnigfvkavij min)andU rhenAkūskəsal aenHeT .

karnutp_kargar

enAkūXRcsKMagEdI RtU)anGnutp_ -ecj BEpnkar 5qāM PaKeRchCaKMagEpkehdə rcnasmKs . enAkūqāM2002 RkmRbKsaXRcs)anksagsal aeronmyxūgmanBrbnb; pūI MYExS nigTArTkmY . fvkastabKMagTajenHKMan31I aneroI . GkPthrvPaKTanbEnb 3I aneroI eTot . sthbBaak;fa minEmnRkb;KsarenAXRcsU rthvPaKTanbdPaKtamkartUrbsGaCaFm' mu daneT . KsarenA PthEdI manKMagRtU)aneKsMGaybg5000eroI cMnkKsarenAkūPthi deTeTotRtU)aneKsMGaybgcMh2500eroI . KN³kmpkarEpnkarnigfvka)antū Et# faBitEmnEt RbCaCnyI RBmGnutp_KMag EteKmincgCYCakM abBI kmpēafvkaeT . RkmRbKsa XMitXRbmU fvkabdPaKBRbCaCnenArdURctt kat; edm,ēGaydgfaetēKmanR)akbmānsMabykeTAGnutp_ Epnkar .

enAkūqāM 2003 XRcsTTV)annUfvkabEnbncMh28I aneroI BmU nFGPiD/AnX_Mhly nig 2/5I aneroI BkarbgvPaKTanrbsGkRsk . Ggkarsbdehlyinig FAO)anpI fvkəepSg eTottamry³GgkarrbseK . fvkaX(MU)anTkenAÉrtnaKarextp . GikemAkarKMagRtU)aneSti sbGayeFkaredj éfəebGikemAkarNaedj éfQh kūkarsagsgsal aeron)an enaHeKrtUdkI yBI rtnaKarextp . enAkūgeBI CamYKāenaH KN³kmpFkarerobcEpnkarnigfvka RtUtamdankarGnutp_ kargar EtsmaCkrbsKN³kmpFkarenH)antū Et#faekmin)andūI GItBkarcM NayrbsKMag .

eyal eTAtamsmaCkrbsKN³kmpFkarerobcEpnkarnigfvka RkmRbKsaX(Mh)anpSB)Say karcM NayrbsXM . smaCkrbsKN³kmpFkarerobcEpnkarnigfvka)anniyayfa eKcgdg GkarcM NayepSg² nigcgeGayRbBn#zandanfvka . smaCkrbsKN³kmpFkarerobcEpnkar

nigfvka)anniyayfa BkeK)antamdanskmpPaB KMrageTogTatehlyTTV xisRtUel karEFTaM.
smaCkKN³kmpFkar)an niyayfasNngxblminRtU)aneFETAtambTdanbecReTSRtmRtUeT .

smaCkénKN³kmpFkarerobcEpnkarnigfvka Edl RtU)ansMasnmankgW,fa karCU rñ
rbsRbCaCnmin)anl ¥ ehlyfaEpnkarminRtU)aneKGNutp)aneBjel j l ET . KN³kmpFkarman
kar)armóBaHl Tpl enAeBl xagmæ . EtKN³kmpFkarsb,ay edayeXlj RbCaCnenAküXM
TTV)anpl Edl ekemill eXlj ngEPkikBkargarrbsKMrag . smaCkKN³kmpFkarEdl RtU)an
sMasn)ansgáFfi;el Isar³sManénPaBespHrtgehlyngkarCU rñrbsRbCaCn . eKniyayfabBat
cInU cInayrbs;XMKYEteGayRbCaCndngTabG; .

PaBCaedKbvagRkmRbkSaXWhlyngsgÁnsLil

TTak;TMgCamYngsmaKmRbCaCn

cBaHbBaðPaKerchEpkrðal RkmRbkSaXWaneFikartamry³RbFanPthi . cBaHkareFipn
karnigkarGnut p_kargarGPivD/An_ RkmRbkSaXWFKarCitstíCamYngKN³kmpFkarerobcEpnkarnig
fvka . KN³kmpFkarenHmansmaCk9nakmkBGaCaFmmU danedayrñTabRkmRbkSaXWg nig
emPthi tInagcmñ6nakmkBismaKmRbCaCn Edl PaKerchCasmaCkKN³kmpkarGPivD/AnPthi .
enAküCYKN³kmpFkarerobcEpnkarnigfvkaenH smaCkEdl ecj BIsGÁnsLil niyayfa
kicShRbtbtikarCamYngGaCaFmmU dan KWhAexSayenAeLly EtKMragEdl)anerobcEpnkarehly
RtU)anGnut p_ KN³kmpkarGPivD/AnPthiehlyngsmaKmnenAtamPthirbs;XM)ancU rñyagskmp
enAkü dbNrkareFipnkarXWhly)anCYrñcEñkCaBl kmpigfvka dl karGnutp_kMrag .

RbEh l Cakarxkcitpbs,smaKmRbCaCn el TTak;TMgrbseKCamYngsmaCkRkmRbkSaXW
qñbBaðBkarrñgTkdæRhrbs;eKeTae l TTak;TMgenH . enAkükmufGPivD/AnçHtamshKmn_
rbsGgkarsdes emdknaIsmaKmnenAtamPthiküXRcs)anTTV karbNñbNñl nigcU rñnkü
skeasal aCaerch ehlyRkbRKgKMragGPivD/Anrbs;epal ; . karminsb,aycitpbseKcBaH
PaByWyavénkarGPivD/An_bBaðKNbkSneya)ay ehlyngkgHtmaPaBeBjel j . fñbPaBCa
édKñHeTbEtenAfpfpg nigsftküñNakkal sakl ,genAeLlykp kTTak;TMgkargarrvagGaCaFm'

mU dan ehlyng smaKmRbCaCn manPaBl RbesteRchEdI CaTsgQmsMabeBl GnaKt. Ggkar sbles begtKN³kmkarGPiDAnPthi edm,CyBRgysMl grbssgAnsul kqkarshkar kargarCamYngRkmRbKsAXM

Tak: TgCamYngGgkarminEmnrdaP)al

Tak:TgCamYngsbles RkmRbKsAXMcs)ansMbsM CamYngsbleskqkareFepnkar GPiDAnPthi ehlyeKEfmTaj)aneFIsmahRNkmepnkarGPiDAnPthi tamshKmnrbssbles eTAKg EpnkarXMTotpg . elIsBenHeTot kargarGPiDAnrbssblesenAkqXMRcsmaneRchCagkargar EdI manenAkqEpnkar 5qambsXMBemil Carthkargarrbssbles vadtkKaCamYngkmpFrbskargar GaCaFmmU danEdr . CaTtAGkPthiminGacEckdacBKafetKMagNaEdI sftenAerKamEpnkar rbsXM ehlyKMagNaEdI sftenAerKamEpnkarrbssbles . eKGacemil eXlj RbkarenHc,as; BBRBaHKMagxhenAkqEpnkarrbsXMTV fvkaBsbles . enAeBl CamYKaenah GaCaFmextpigRsk)anEkI Rprufil enAkqXMHmneBl begtRkmRbKsAXMTAeTot ehlysmiTpI TajenHerchEteK yI faCal TpI enkargarrbsRkmRbKsAXM . eKemil eXlj c,as;faXMRcsminCaFmpneT Et)an TTV pl BKMagGPiDAnCnbTCaerch . niyayCartheTAsmiTpI TajGsenH va)anmkBkar bBj eGayKaTAvij eTAmkrvagGaCaFmRsk RkmRbKsAXM GgkarminEmnrdaP)al nigTPakgar GPiDAnana .

enAkqkmpFbM 2003-2005 rbsxsblesmaneKal bMNgmyKW ksagsmtPaBrbs; RkmRbKsAXMHakqXMTaj7 enARskCMH . enHKWakarxitxmyedm,Cydl dNfkarGPi)al kic^o mU dan . eTahbCaminTanmanckisyyuGEgkeday sbles)anGnutpkmpFGPiDAnshKmnrcM rbsxutamy³KN³kmkarGPiDAnPthi RkmCyxüEg brkm\NTan . sblesEfmTajCyRkm RbKsAXMHakqkargarGPiDAnTamry³emPthi . karCydl smaKmRbCaCn tamry³smaKmPthi nig KN³kmkarGPiDAnPthi ehlykarCydl dNfkarGPi)al kicmU dantam ry³RkmRbKsAXM nig emPthi minEmnCakargarEdI RbqabpkyKaenahE EtTisedAyüGEgTeAmxrbkmpFsblesKwin c,ascBbaHerOgravxagel enH . mansMNYel keT,gCaerchdtCa³ etek -sbles; manbMNgkat; bnByfvkasabkmpFGPiDAnrbsekpai ; ehlybeglivPaKTandI mU nFXM? etekmanbMngrkSa eGaymantu üPaBCMYsMab,smaKmRbCaCn nig CMYsMab,GaCaFmmU danb? etek)ancatvFan

karRkbrKAnGkH edm,el kkbssmtPaBrbs,smakmRbCaCnTakJenah eGaymanI TPaB
GaceFGay RkmRbikSaXMTV xisRtUcBaHTegWbsekEdrbeT? eteKyI c,asBpI RbeyaCnénkar
TMak;TMgRvagsmakmRbCaCnigGaCaFmmU daneT?

TMak;TMgCamYngirdaPi)al ehlyngKNbkSneya)ay

enAmmeBI e)ahEqatXMGPI)al RskCMHskmpnAkjgkarksagpúfil enAkjRsk . enAeBI
EdI RkmRbikSaXMRcsRtU)anbegiteLgehly GPI)al RskCYeBj el j dI skmpPaBGPvD/enAkj
XM . GPI)al RskEfmaTgeFshRbtbt)karCamYngkmpFisII a ehlyekaHRbCMvagbKA ksil a
ehlyngismaCkRkmRbikSaXWdm,edaHRsaybBaEdI ekItmaneLgenAkjkarGnutpKMag . m[®]p
fakRsk tamdankarGnutpKMagehdarcnasmiKsdI dNrkarenAkjXWehly]ssahchCamYng
smaCkRkmRbikSaXWdm,RbmU vPaKTanbdPaKrbSRbCaCn . GkRkbrKgenAfakextpdI mankar
BakBWS CaBessGkkmBmnkskmp kYanch[®]itBinitüemII KMagTib;Tikehlyngpúfil enAkj
XWdr .

BitEmnEtsmaCkRkmRbikSaXWdI mkBKNbkSneya)ayFMagbl manTMak;TMgkargarCa
myKä)anCab;I ab;I KJEtkarRbkan,tamExSKNbkSenAetCaktpcaTCabBaakjkarGnutpKargarrbs;
BkeK . emXWlyngismaCk2nakEdI mkBKNbkSRbCaCn EdI CaKNbkSmansWII gPaKerch
GacsMrcel mtrbs,smakBlnakeTotEdI mkBKNbkSsWII gPaKtic . smaCkRkmRbikSaXW
TaldGsxitxWBaBPaPeGayRbCaCnkanxagKNbkSrbsek . tamFmpta RbCaCnTak;Tgnng
smaCkRkmRbikSaXWdI kanxagKNbkSrbsek . GPI)al Rsk)anniyayfamankarKabsgeBm[®]p
KNbkSedm,CarbeyaCndI KNbkS EdI naGayismaCkRkmRbikSaeFkarRbmU vPaKTan bdPaK
BGkPthisst,EtenAkjrdUxMes,ógkeday .

XpHrg RskRkvaj

extpBaFisat;

RtU)anerCIsers nigCYedayédKU edm,GP)al kicmU dan (PLG)

Rovtp

pHrg K10aXmYenAkücbNamXmMh7enAküPniskRkvaj extpBaFisat; . XpHrgman PthiTagGscMh 13 . RbPBcINU sManrbsGikPthKW kareFERSnigkardatMNaM kdtCa «Lk sENkdl nigeBat . eRkABenH GikPthéTae)acvl ieppebHRkvaj nigerlsffikvl k; . enAküry³eBl 3qamngéTaeH kskrCbRbTHnVerKahradsü nigFERSmin)anpl . GikxRtUbgMitp kdERS ehlyeTAEfKareAtMnRBEbnExp-éf . esckRtUkarcaMacrbseKKBBS arasaRsp TMbRbLay nigTArTk . edayenAkü tlonenahmansü ekGaceFicGagskTk)an .

enAküqam 1996 Ggkar UNDP/CARERE)anCYkmpFisll aedaybeglteGayman KN³kmpkarGPivDAnPhienAküXM. smaKmnanaenAtamPthidCaRkmpI itkmpRkmcBamstVehly nigRkm\NTanxät tükRtU)anbeglteLg . RkmpI itkmpTVI)anRkabBCRSURCk man;CKmehty nigkarbNpNpl kskmp . sill aCYksagsal aeron eFpüfil ; eFIsanenAküXM . Ggkar minEmnrdaP)al ehly nigTPakgarGPivDAnk)anpl CMNypgEdr . Ggkar Concern Worldwide)anCYeFpüfil ; cak:U CkGNü ehly nigppRkbl . Ggkar RACHA)anpl ;NTan nigkar bNpNpl el karBnüakNlt karcakfäMarBar ehly nigkar el kkbSkaryl dny nigkar karBarCüWGds_ . GgkarkmpFes,óg GaharBPBel akCYkKtrages,ógBl kmpnAküjkarksagpü .

emXWsenAesls... kptEtK... ageF... (RtU)ank... ts... mbP... hiepSgeTotEdI RtUkarCag . BmmemXM
CaGiks... rctmakÉg ehlysr... ceGayeTAP... hirsKaterChCageK .

sædkargar

tab(B)anbegitRkmRbksaXmk BkeK)anTTYI karbN#bN#l BslI aehlyng POLA . kar
bN#bN#l enHman vKs... BimCÄkar RbB... rBa... t... d... N... kareF... p... kar5q... m... karerob... m... g... karGn... t... p...
K... tag nitivFedj éfö ehlyngkareF... p... kareI karvneyaK . RkmRbksa)ans... MarbN#bN#l
bEntheTotTak:Tgn... g... thaThigkarTTYI xisRtUrbseK ehlyngTid... a... B... Ep... k... c... abel... I... C... M... ahdF... b... hlyng
G... B... h... g... SaenAk... g... RK... Sar . RkmRbksaX... m... C... M... I... Exehlysr... m... ccit... t... amry³kareI kéd . smaCkRkm
Rbksa)anniyayfaeKeF... k... arT... a... g... s... Kä ehlykars... m... ccit... p... b... se... k... Ep... keT... AeI... p... l... RbeyaCnr... bsRbCaCn
minEmnel KNbkSrbseKeT . kars... P... as... nedayEL... km... y... Cam... l... yng... smaCkRkmRbksaX... EdI... mkBl
KNbkSh... h... s... im... bic... min)anbgäj eGayeXlj G... b... y... B... enHeT eT... a... H... Cab... Ba... a... ð... eya)aymanekiteT,lgvag
KNbkSmans... M... gPaKeRch nigGikmans... M... gPaK tickp.

RkmRbksaX... M... aneGayd... g... fa xh)aneptI)aykarNeT... AeGayGPI)al RsknigGPI)al extp sill a
nig POLA ehlyngemPthi . smaCkRkmRbksaX... M... iyayfa emPthiCaGikpSBpSayBtmanTak:Tg
ngXM ehlyngibTbBa... a... B... r... da... PI)al EdI eKTTYI)aneTAdI RbCaCnenAeBI mankarRbC... M... h... Ak... g... Pthi .
RkmRbksaX... M... H... r... g... min)anniyayBkarecj b... é... nm... z... d... karX... M... T . t... M... agB... G... g... k... arRbCaCnEdI RtU)an
s... P... as... n...)an niyayfasmaCkRkmRbksaX... M... inEdI raykarNedayp... a... l... B... sk... m... p... a... Br... b... se... KeT... ARbCaCn
eT . eKRkanEt... p... l... B... t... man... tamry³KNkmpFkarGPIvD/An... P... th... i . b... ün... p... smaCkRkmRbksaX... M... ancU... rh... n
enAk... g... karRbC... M... h... AtamPthieb... s... inCamankarGeBadj .

TsSn³rbsRbCaCnkigPthi

edm,lyI eGayc,asBITsSn³rbsGikPthiRkmGikRsavRCav)ans... P... asRbCaCnenAk... g... Pthic... M... h... bl
s... t... enAk... g... Pthisa... s... p... s... ²Kak... g... X... h... h... K... P... thid... M... ak... k... EnSg b... t... r... M... nig ekahs... t... y .

CaT... TA RkmRbCaCnenAk... g... Pthid... M... ak... k... EnSgKitfaminmankarERb... M... G... R... cheT cab,t... a... g... B... kar
e)aheqatXmk . s... M... N... r... s... M... v... k... ar... s... M... b... k... M... r... a... g... anAtamPthienAeT... RtU... s... M... r... cedayfäkeI I . RkmEdI RtU

)ansPasn_TaldGs; min)anbgaj eGaydngfaek)ancU rhenAkugkarRbCWFpknareT . GkPthid)ancU rhenAkugKbrages,ogBl kmpdI eFpbfir ;eyal eTAtamcM lyBRbFanPthiehlyKat;faKbragenH KwaEpikmyenEpnkarrbs;XM . KN³kmpkarGPivDAnPthi)ancU rhenRbCwamYngRkmRbikSaXMedm,BPakSaBKbrageFpbfir ;EtCaTETAenAeBl EdI KbragRtU)anGnmzehlyenah BkeKkM)ancU rhenRbCwNas; . yagehacNasmanBfRkm)anniyayfa RkmRbikSaXManpti ;fvkasMabksag GaKarenAkugvtp.

RkmCaerchEdI RtU)ansPasnenAPthidMnakEnSg)anniyayfa RkmRbikSaXMinraykarN_R)abRbCaCnenAkugPthiT dthRbCaCn mindngfaetRkmRbikSaeFIGBT . manmyRkm)anniyayfaek)andngBkarhankabeQkal BeKCU eTAKugRB . CaerchRkmcgeGayRkmRbikSaedahRsaycbah bBaaxMes,ogEdI bNpl mkBPabradys . GkxhKitfasmaCkRkmRbikSaXMYcthemll RbCaCneGay)anj k j abbnf . GkeqlyxhniyayfamankarRbCwRchdgEdrenAkugPthienAkugGMLgeBl yuTjakare)ahqat . EterkaymkkMxij smaCkRkmRbikSaXwumkedahRsaybBaaxNas;enAeBl CbkarBi)ak RbCaCnercheTABngBakRbFanPthi . minmansmaCkRkmRbikSaXwsenAkugPthienHeT .

Carth RkmRbCaCnEdI RtU)ansPasn_ enAPthibtrM mineXij mankarERb)enAkug sBnPaBenAminigerkaykare)ahqatXMT . RkmPaKerchmindngBIGEdI RkmRbikSaXWV . GkxhTotmin TaldngfamansmaCkRkmRbikSaXwsenAkugPthibseKpg . manBf bRkmRbCaCn EdI RtU)ansPasn)ancU rhenAkugkareFpknarXwAEvtp . RkmepSgeTotmin)ancU rhenT . EtRkmxhdngfapbfir EdI)ansagsgKwaEpikmyenEpnkarXM . GkxhTotminRtU)aneKR)ab; eGaydng BKbrageEdI RtU)aneFitamEpnkar ehlymin)anbgvPaKTanbdPaK Cal y/bEaBl kmpT .

esPEtRkbRkmTaldGsEdI RtU)ansPasnenAPthibtrM)anniyayfa ekmindng mineXij bBf)aykarNBRkmRbikSaXMT . ekmindngBlTbBaabkarENnaEdI ecj mkBRkmRbikSaeT . manerchnak;NasEdI rMymkel RkmRbikSaXwGayCYedahRsaybBaaxMes,og tamry³karpti ; RKabBC ClnigmasibthTik Etmin)andt.bNgeT . ptyeTAnngRbCaCnPaKerchEdI RtU)ansPasn_ manRkmBessmyankaryl c,asehlyssrestskmpPaBpl itkkkskmpbs;ll a nigskmpPaB Kbrages,ogBl kmpbsGgkarkmpFes,ogGaharBPBel ak enAkugkarksagpuehlyngsan .

RkmnHmankaryl c,asBlsmiTpI rbsRkmRbKsSaXM ehlyngkarERb³VI EdI ekltmanenAerkam rdæal énRkmRbKsSaenH .

RkmRbCaCnEdI RtU)ansMasnenAPthékaHsty yI eXlj famankarERb³VI)aneklteLg taljEtBkare)aHeqätXmk . RkmxhnyayfaemXMLÜmankarTakTgeRchCamYngGgkarGPiDAn_sbbkrdæ ehlykarenHnaGaymankarksagpüfil ; nigsal aeron . RkmepSgeTotniyayfa smaCkRkmRbKsSakjnamCam³PCabeqäteFKaredayespHrtg; ehlymankarykcitFkdakcBaH snlsx nigsxmal PaBrbsRbCaCn . Gkxhnyayfa \LÜenHRbCaCnmankarcU rhenAkjgkareFV EpnkarGPiDAn_ sthbBaakfaemXMsenAkjgPthékaHsty .

RkmRbCaCnxdenAPthékaHsty)anniyayfa RkmRbKsSaXManCmbR)abRbCaCnBkarsMccitp rbseKenAkjgGgRbCM.]TahrN_enAkjgkarRbCmHRbCaCn)andjBEpnkarsprRbLay ehlyng karhamkabeQI. bEnpekdjgticttBkargarCakEsjgrbsRkmRbKsSaXM

skmpaBeF³pnkarnigGnutp_
~~dMNI~~kareF³pnkar

RkmRbKsSaX³Hrg)anniyayfa ek)anedrtamCmhanTaldj 11 enAkjgkartakEtgEpnkarXM. sll aehlyngRkmstMosM fäkRsk)anCySmosM dMNIkarenH kigenahmankarskSavayt³Bl esckRtUkarrbsRbCaCnedaymankarcU rhenBRbCaCnenAkjgPthicMh 13rbs:XM. K³ragCaGaTPaB enAkjgEpnkarX³mankarksagsal aeron eF³üfil ; san T³hb; RbLay T³rtik karGbrtsxPaB karkarBarC³WGs_ karkatbnlyG³hngSa karbN³hbN³l vCaCl³s³hbGkRk \NTansacR)ak; \NTanCarbs;-RCk man; stBahn³; BCRsu edmeQ³hbEpehlyngkarCydl mxrbrt³tac . karsresrEpnkarK³WtU)aneF³dayRkmRbKsSaX³hgmankarCy³ERCamERCgBlsl aehlyng POLA .

KN³kmpFkarerobc³pnkarnigfvka Cyb³seGayRbCaCncU rhenAkjgdMNIkareFV Epnkar. enAkjgKN³kmpFkarenHmanemPthicMh 13nakedaymanemX³FCaRbFan . smaCkKN³kmpFkarenH TTV)ankarbN³hbN³l el karerobc³pnkarnigRkbRkgfvka Blsl a . erkayBebkkarRbC³W³pn karenAtamfäkPthi smaCkKN³kmpFkar)anbksr³epnkarPthienA

fak:XM . enAeBl eKsMrcykCacgerKayel EpnkarXMHly KN³kmpFkarvil RtLbeTAPthij edm,CMbR)abRbCaCnBll Tpl . eKEfmTaldedRbmU vPaKTanbdPaKrbS,GkPthi . fvkastMabKMagGaTPaBenAkjEpnkar 5qamrbs;XM(RtU)ankNNtEckcayral qam . enAkjgeBl CamlyKaenah KN³kmpFkarEstgrkCMYl ykaksMabKMagBGgkarGPiD/Anana dtCaGgkar Concern Worldwide ehlyngGgkares,ogGaharBPBel ak .

karGnutpkargar

enAkjgqam 2002 KMagGPiD/An(XM(RtU)anGnutpenAkjPthicMh 11 enAXM(Hrg . CaTtTAKWdKMagEpkchedarcnasmKstCaGNhTik pufil ;sal aerehlyngbBggbu . kymlyqam PthimlyTTV)anEtKMagGaTPaBmlyeT . fvkartU)andkBrtnakarextpBaFisat; edm,lykeTAerBl sMabKMagrbs;sil anigrbsrdæ . KMagenAkjEpnkarEdl TTV fvkabGgkarkmpFes,ogGahar BPBel ak ehlyng Concern Worldwide RtU)andNNkaredaypal edayGgkarTajenH . enAkjgqam2003 XManTTV R)akcMh 41/25l anerol sMabKMagGPiD/An . KMagTajenHerchEt CaKMagchedarcnasmKst² . sil aedaymankarCYrbs; PLG)andaksMNsMabXM nUTM;TikmlyeTArdaPi)al BerBaHTM;TikhSBlsmTPaBrbs;fvkaextp.

enAeBl eKsMrcel KMagGaTPaBehly RkmsMbsM fakRskCYsM dNNkaredj efu CamlyngGkemAkarEdl mankaryl RBmCamnBGaCaFmextp. bEnmBel enH bKA ksil aptl CMY becReTsedm,bFVyagNaeGayKMagSagsgrtU)anbBj eTAtamkMtbtDan . fvkakNNtsMab; cayvayenaHminRtU)aneKeFitameKal karNkNNtenaHeT eBal KkKerchEtDKfvkaBKMagmly eTAKMagmlyeTot . karRbmU vPaKTanbdPaKBGkPthienAeBl xdmankarBi)ak . GnKN³kmpFkar RtU)anbegiteLgedm,EFtaMMagEdl RtU)anGnutp_edaysarminmanfvkastMabkarEFtaMigCYsCu . ctNNkEGgkarminEmnrdaPi)al ehlyngTPakgarGPiD/An_ektamdanemll KMagrbs;ekpal ;

GkEdl RtU)ansMasnPaKerch)anniyayfa RbCaCnenAkjmu dan)anTTV pl BKMagenH eBal KksahyeI kardkCBdmankarfych ehlyskmpPaBl kdtenATpSarkmankarekheLg . sal aeronfppI CarbeyaCndI kbGkPthi . karCkGNhppI ;Tikdl KYsarenAkjPthi . BitEmn EtKYsarTajGsenAkjXM minTTV)anRbeyaCnesKakp EtKMagTajenHBitCa)anmncNNkdI ; karGPiD/An_XMarh .

PaBCaedKbvagRkmRbikSaXWlhynigsgñsñil

Tmak: TmgCamYnyGgkaranaenAtamPthi

Tmak: TmgrbsRkmRbikSaXWlhynigCamYnyGbNpsmaKmenAtamPthi enAexSayenAeLy . kareHedaySarRkmRbikSaXWlhynigFkamtamry³emPthiehlyminsucltamPthedaypalet . CaTETA Tmak: TmgrbsRkmRbikSaXWlhynigRkmminisSenAtamPthimanPaBRbhakRbEhInyTmak: Tmgrvag GikPthigrd@NacXWlhynigBIGttikalEdr . GikPthiPaKerchemll mkrkmRbikSaXWlhynigAqlyBBk ek eTahbCaFaRkmRbikSaXWlhynigHmankarcl rmerch enAkugkarksagKtragehdarcnasmksp . BitEmnEtRkmRbikSaXWlhynig)anGeBalj smaCkKN³kmkarGPivDAnPthieGaycul rñkarRbCWFpnkar ehly)anByGaRsykkel BkekkgkarRbmU fvkabdPaKkp kRkmRbikSacat; TikKN³kmkarGPivDAn PthRtmEtCaGnpkarbaNñ CaCagedKBitR)akd . CaTETA GikPthi)ancU rñEtenAdNak; cgbBa@ baNñ eBal KthAeBl Edl ekS@Gay BkKatClycul rñc@NkkkgKtrageEdl RtU)anfakel ekS@rc ehly . rñtmkdleBl enH RkmRbikSaXWlhynigmin)anxitx@Gay)anx@k@ enAkugkarCmj eGayGikPthicU rñ enAkugkargarGPi)al kicmU dan bkugkarerobcmigGnutpEpnkarGPivDAnE .

Tmak: TmgCamYnyGgkarminEmnrdaP)al

RkmRbikSaXWlhynigCmlyBIGgkarminEmnrdaP)al edm, b@Nl kargarKtrage nigsmbsm Ca mlyGgkarminEmnrdaP)al edm, k@GaymankarCanskmP@BK@ . EteTahomankarshkar nig smbsm l vvagPaKItajBrkp ekminTaneXlj manPaBCaedKBitR)akdekltmaneT . karrkfvka GnutpKtragnigkar tamdanrbsRkmRbikSaXWlhynigGgkarminEmnrdaP)al K@F@B@K@ . p@yeTAvij RkmRbikSaXWlhynigTmak: Tmgngma@amYnygkmpF@ll aEdl TTll fvkabI PLG . Sll a)anp@ minRtm EtCmlybec@eTsdI kareF@pnkarnigGnutpbaNñHeT EtEfmTaj)anbeglt KN³kmkarGPivDAnPthi nig rñc@NkFnFaneRchdI karGPivDAnksikmunigKtragehdarcnasmksp²EfmeTotpg . vtman rbsSll aenAkugXmannyfa Ktragnig\T@l rbsGgkarminEmnrdaP)al minsuSMan; Nas; NaeT . binpdaysarCakmpF@bsrdaP)al ehlyGnutpedaybKAkrdaP)al d@enH sll aminsuCaman sPar³nigq@Pkgkarbegltsgñsñil enAkugPthi b@mij eGaymanPaBCaedK@CamYnyGbNpGgkar minEmnrdaP)al enAkugXWlhynig .

Tilak; Tilg Cam Yngir da Pi) al ehlyng KNbk Sneya) ay

Tilak; Tilgrbs Rkm Rbik Sa X M Prng Cam Yngir Ga Ca Fmext pig Rsk K Man Pa Brng ma W ¥ . karen HKW edays ark mp F sil a) an pti CMY GPiv D/nd I : X Ma B q a M 1 996 ehly pti bec Re T sd I Rkm Rbik Sa X M ta B R km Rbik Sa en HR t U) an begit e L gen Ak g q a M 2002 . K Ma grbs; UNDP/CARERE) an CY sil a B q a M 1 996 d I ; 2001 ehly K Ma gr UNDP/PLG) an CY d I sil a ta B q a M 2001 .

Rkm Rbik Sa X M m ans ma C k m k B K N b k S F T a g b l Et K N b k S R b Ca C n m a n s M gel l s l b . Ca T e T A s ma C k R km R b i k S a X M i t x M H k a r E x g K i t K a t a m E x S K N b k S e d m , b e r p l R b e y a C n r b s r a R s p E t y a g N a k k a r R b E C g K a e n A k g c M N a m K N b k S e d m , b e g i n G M a c n i g \ T B l r b s e k) a n b e g i t e G a y m a n k a r m i n s b , a y c i t p n A k g c M N a m s m a C k R km R b i k S a X M h y b H B a l d I , k a r e F k a r r i n K a r b s e k .

1bsmks 5
krNlskSatl 5

XlmTlk Rsk)akan

extpBaFisat;

Rt)aneRClserlsnigCYedayGgkar **Concern Worldwide**

Rovtp

emTkkWaXmlyenAkjgcbNamXmMh 1OenAkjgRsk)akan extpBaFisat; . XlmTlkmanPthi
cMh15 ehlymanRbCaCnsrbcmh 2446RKYsar . PthicMhbenAkjgcbNamPthitadj 15enHsftena
tamdgTensabehly l icTkkCaerchExkjmYqam . PaKerchRbCaCnenAkjgPthienHCaGikeFzRS .
erKABenH eKensaT dabMNaM k;ehlynigCj dtctac . enAkjgry³eBl 5qamngeTA XmHTTV rg
nUPaBradsMehlynigTkkChn; . karenHbgnGayRbCaCnCaerchRtUcacej eTaeFikarenARbeTsef
nigtMnRBWnExpéf . Spkg²xlmkrkkargareFtameragcRkkatedrenAPMbj . eKRtLbeTAPthi
vij edaymanCjWbcCaRkmcaj nigeGds_.

Concern Worldwide)ancabepnkargarGPiDAnenAkjgXmTikenAkjgqam1999 . GgkarenH
)anCYel kksmtPaBel EpikGPiDAnCnbTehlyenAkjgeBl fpenHCYdl dMnRkarvmCAkar .
Ggkar)anptl karbNpbNpl dl KN³kmkarGPiDAnPthi el karGPiDAnshKmnngkarRkbRkg
Kbragedm,CYdl kargarFnaKarRSU FnaKarRClk nigFnaKareKa . Ggkar)anptl karbNpbNpl
dl smaCkRkmRbkSaXm(GPi)al kicPnigkareFikmuFGPiDAn_.

RkmRbkSaXmTlkmanSmaCkcmh 9nak; . 6nakmkBKNbkSRbCaCn 2nakmkBKNbkS
hhsinbic nigmakmkBKNbkSsmrgSti . emXmkbKNbkSRbCaCn CMb;T1 mkBKNbkShh
sinbic nigCMb;T2mkBKNbkSsmrgSti . smaCkRkmRbkSaXmMajGsenahstt Cabus .

rdæal XM

karERb 0V cab; taljBkar beglt RkmRbikSaXmk

eyal eTAtamsmaCkRkmRbikSaXM niyayfamankarpasb (perchcab; taljBkare) aheqätRkmRbikSaXmk . BmmemXWdI RtU) anEtgtaljenahsMrcGPiEtmakÉg EpktamkarbBaäBifäkelI . \LÜ RkmRbikSaXWdI ekiteLgmktamkare) aheqät rihmansmaCkcmh 9nakmkBKNbkSbepSgKä ekBPakSaKäel bBaänanamnngsMrcCitp . thaThigkarTTV xüsRtUrbsRkmRbikSaXWdI (RtU) an kMntc; as; . smaCkRkmRbikSaXM niyayfa kareRb) as; fvkaGPiD/AnKMan tmaPaBBERBaHl uy RtU) an Tikdak; nigbeBaJ tamry³rtnaKarextp.

tMnagrbsGgkarRbCaCn) anktsMal fa mankarERb 0V enAküjrdæal XM ekniyayfaena mneBI begltRkmRbikSaXmXMTV xüsRtUel GPRKbyag dñchikargarnigkarpSBpSayBtmanman PaByWyav . rdæal XM minmanrcnasmsk; attal; KanskmpPaBeFipnkar ehlyminmaneFKMrag GRtU) anGnutp_eT . \LÜenH RkmRbikSaXmansmaCk 9nak; kargareI OnCagmn ehlykarEck rMl kBtmank) anTaneBI evl a . manrcnasmsk; attal; ehlyRbCaCncU rhenAküj kareFipnkar nigGnutp_ . eTahCayagNakpñAmanbBaäI MGognigkarerlseGgeTAtamKNbkSneya) ayEdr .

bKÄ krbsGgkar Concern Worldwide TTV säI famankarpasb (enAküjrcnasmsk; rdæal edayman smaCkerchenAküjRkmRbikSaehly nigman karepGMNacerchenAküjcmNamBkeK . smaCkRkmRbikSatMnAgeGayKNbkSrbsek ehlyeKsMrcGPiEtkayBman karBPakSanigBerKaH eyabl Kä . eTahbCa) anRbeshyagenHkpbKÄ krbs; Concern Worldwide) anniyayfamilyPaKFM énkargarrbsRkmRbikSa enAvil vI EtCMij pl RbeyaCnrbsKNbkS . bKÄ kGgkar Concern Worldwide) anniyayfasmaCk RkmRbikSaTTV xüsRtUchBaHKNBkSrbseKcagchBaHRbCaCn EdI CaGike) aheqäteGayek . Ggkar KitfasmtPaBrbs; smaCkRkmRbikSaXmAmankMtenAeLly enAküj kareFipnGPiD/An_ . GPi) al Rsk) akan) anktsMal fasmtPaBrbs; RkmRbikSaXm Tik enAexSay .

sæðkargar

Ggkar Concern Worldwide ehlyngisll a)anshkarKæbKvKbNþbNþl epSg²dI ;
smaCkRkmRbikSaX¹¹ RbFanbTnanaddCakarRkbrKgEbbvmCÄkar karRkbrKgrbB¹¹irBa¹¹t¹¹
TsSn³énkarGPiDAn_karerobc¹¹vkangEpnkars¹¹bry³eBl 5q¹¹M. smaCkRkmRbikSaX¹¹b,ay
n¹¹gcu rhenAk¹¹gkarbNþbNþl enH ehlystGaymanCabEn¹¹neTot edm,ksagsmtPaBrbsek
enAk¹¹gkarbBj thaThigkar TTV x¹¹sRtUrbseKmäk² .

RkmRbikSaX¹¹FkarRbC¹¹M¹¹g¹¹k¹¹m¹¹yExehlyraykarNBParkic¹¹seK . espnX¹¹tk¹¹N¹¹tehtu
GgRbC¹¹M smaCkénRkmRbikSaX¹¹iyayfaeK)anRbC¹¹M¹¹ogTatenAtamPthiedm,IsþbBkgV rb semPthi
ehlyngGkPthi . smaCkRkmRbikSaX¹¹TV sÁI ,faBb¹¹U¹¹gkarEx¹¹g¹¹KmitKätamExSKNbkSeF¹¹Gayek
mankarBi)akenAk¹¹gkareF¹¹karCam¹¹YKä . Etb¹¹nb¹¹mg²GF)anRbesreL¹¹gvij . karenHRbEhI Caeday
sarkarbNþbNþl EdI ek)anTTV nigmyctNkeTotedaysarT¹¹Mak;T¹¹mg¹¹al x¹¹EdI eKrkSamk
tal¹¹BenAek¹¹g¹¹Cam¹¹YKä . karEx¹¹g¹¹KmitKäRTU)anedaHRsaytamry³kare)aheqät yks¹¹ll gPaKeRch .
kare)aheqät enHeRchEtKNbkSRbCaCnO¹¹ñB¹¹erBaHeKmansmaCkeRchenAk¹¹gRkmRbikSa .

tal¹¹B¹¹eBl beg¹¹tmk RkmRbikSaX¹¹m¹¹Tik)anec j dkarX¹¹M¹¹H 2Tak;Tgn¹¹g¹¹bBa¹¹enAk¹¹g¹¹X¹¹M dkar
m¹¹YhamR)amkarqkRtlehlydkarm¹¹YeTothamR)amkarel gEl ,gs¹¹sg . EtdkarTal¹¹B¹¹renHminRTU
)aneKeKarBtam)anI ¹¹T BerBa¹¹m¹¹Fäkel ehlyngnrk)al minsU¹¹Ka¹¹RT . emX¹¹MykarNeTogTat;
eTAGPi)al Rsk¹¹enAk¹¹gkarRbC¹¹M¹¹ca¹¹U¹¹kCam¹¹YngemX¹¹hlyngRbFanmn¹¹PRsk¹¹enATIsäk¹¹karRsk . enA
k¹¹gGgRbC¹¹M¹¹H emX¹¹ts¹¹U¹¹MyeTAGPi)al Rsk¹¹enAk¹¹gkaredaHRsaybBa¹¹enAk¹¹g¹¹X¹¹M. RkmRbikSaX¹¹SBV
pSayBtmaneTaeGayGikPthitamry³KNkmpFkarGPiDAn¹¹Pthi nigemPthi .

TsSn³rbsGkPthi

edm,lyI eGay)anc,asBITsSn³rbsGkPthi RkmGikRsavRCav)anCbCam¹¹YRbCaCnenA
k¹¹gPthic¹¹Mh¹¹EdI s¹¹tenAk¹¹gPthisaRsp¹¹x²BKä K¹¹W¹¹th¹¹m¹¹Tik k¹¹pt nigGURBaI .

CaTETA RkmGikPthEdI)ansPasmankarxkcit pBaHkareFknymkrbsRkmRbikSaXM .
 GikPthi)antU EtYfa smaCkRkmRbikSaXMinSUCheMll tamPthiT ehlyebcdeTAmineXlj j j meT .
 ekniyayeTotfa smaCkRkmRbikSaXMFkarmincHsMgKæT ehlykMraykarNR)abGikPthBGEdI
 ekeFNas; . GikqkRtminTTY TNKmpT edaysarmanrthTadbgbVrbs;smaCkRkmRbikSaXMG .
 EtRkmGikPthi)anTTY sAl (faRbCaCn)ancU rhenAkGjkarRbCWFepnkarehlyeRkaymkcU rhenAkGj
 KMrageFpU tamry³kmpFes,ogBl kmEdI CYedayGgkarkmpFes,ogGaharBPBel ak . eday
 sarmanpUfGikPthiGaceFNNInigdikCBadpI itpI)anRsv . ekpkanEteRchGaceTAsal aeron .
 RkmGikPthi)ansUdgTssn³fa Ggkar Concern Worldwide sll anigGgkarkmpFes,ogGahar
 BPBel ak CaGikeFkarGPivDAnTadGs;KMinEmnRkmRbikSaXMT .

Carth RkmGikPthEdI)ansPasnCamlyenAPthikpt)anniyayfa smaCkRkmRbikSaXMinym
 KNbkSneya)ayNas; dtecheTbsmaCkRkmRbikSaXMitgEtmincHsMgKæhlymin)ansMrcGWT .
 BkeKcgeGayssmaCkRkmRbikSaXMinSahcheTAsYsXtkRbCaCn edm,lyI eGay)anc,asBbBaã
 rbsGikPthi . smaCkRkmRbikSaXMinSUrakkarNeGayRbCaCndgeT eTahbCakariyal yXMI
 enAEk,rngPthikptkeday . ebeKraykarNKWFtamry³RbFanPthi . GikPthimycMh)aneqlyfa
)ancU rhenAkGjkarRbCWFepnkarcamlyngRkmRbikSaXMinPthi KNkmpFkarGPivDAnPthi nigGgkar
 minEmnrdaP)al eTahbCaekminyI RsbeTAngI MabGaTPaBedI)ansMrcTAehlyenaHkeday .
 PaKeRchenRkmGikPthi)anniyayfa pbehlyngsal aeronRtU)anksageLgenAkGjPthiEteKminc,as;
 faetKMragehdarcnasmkj adenHTTY)anfika tamry³EpnkarXMFTH fvkaedayELkrbs;
 GgkarminEmnrdaP)al .

RkmGikPthEdI)ansPasnenAGURBal segteXlj fa CaTETAebkÇnRkmRbikSaXMinclmK
 PthirbseKj kj abenAkGjeBl yU(šakare)ahEqat EteRkayBe)ahEqatmkeKkMclmKNas; . GikxH
 niyayfaebKpnl yBi)akNasCamlyngsmaCkRkmRbikSaXM . RkmPaKeRchKitfaGgkarminEmn
 rdaP)al dtCa Concern Worldwide nig CARE TTY xSRtUnigykcitFkdakcBalkarGPivDAnPthi.
 edaysareRkAhFm(EdI manmkeI Pthi RYsarCaerchenAkGjPthiGURBal xHes,og . smaCkRYsar
 xBRtUecj BPthiTArkkargareFUnARbetsef bPBJ edm,tkI ycbamRYsar . edayRbQmng
 karBi)akenH FnaKarSUnigKMrag\NTanenAkGjPthimanbBaã . eTahCayagNakpmanRYsareRch)an

cU rhenAkjkarRbCMFipnkarEdI erobcMLgedaysil a ehly®(SarPaKerch)ancU rñvPaKTan
dI karC'5Cul pñ nigKMagCkRbLay . RkmRbikSaX®geI karCYrbsemPthi
KN³kmpkarGPiDAnPthi nigGgkar Concern Worldwide enAkjkarbñs karrcU rñrbsRbCaCn
enAkjKMagC'5Cul pñfil nigCKRbLay .

skmPaBeFipnkar nigGnutp_

dBNIrkareFipnkar

RkmRbikSaX®TiknigmankarcU rñrbs, smaCkKN³kmpFkarEpnkarnigfvka)anerobcFipn
karGPiDAnX®5qñM. KN³kmpFkarEpnkarnigfvka mansmaCkRkmRbikSaX®Mh 9nak; tñNag
KN³kmpkarGPiDAnPthi 2nak; BPthimly²kñcñNam 15 . srbTajGsKN³kmpkarenHman
smaCkcmh 39nak; . dBNIrkareFipnkar cabepñBifakPthedaymanefikarskSavaytñl Bttñkar
nigkñntGaTPaB . tñNagKN³kmpkarGPiDAnPthi RbFanPthinigbKÁ k Concern Worldwide
)ancU rñhskmñkñgkargarenaH . bKÁ kGgkar Concern Worldwide)anniyayfa manRbCaCn
cU rñBI 55 eTA 60PaKry enAkjkarSavaytñl TajenH . KN³kmpFkarEpnkarnigfvka
)anBnitüemll eLgviij el EpnkarPthienAfakX®daymanCñyBbKÁ ksñl anigGgkar Concern
Worldwide . GaTPaBrbsPthibñabmk RtU)anbksrbTeTACaGaTPaBrbs;X® ehlyKMagfvka
RtU)ankñnt; . EpnkarX®el el cecj mkRtU)anykeTAEtñsamenAkjkskñsal asmahrñkmp
fakRskedñ, sñfvkabEnñel IfvkaEdI pñ eGayedayrdæ . tamFmñta Concern Worldwide
yl RBmCYfvkadI skmPaBeEdI manenAkjEpnkarrbs;X® dBCaKMagC'5Cul pñfil RsbeTA
tamekal bñNgrbsek . RkmRbikSaX®ManeGaydñgfafvka EdI TTV)anBGgkar Concern
Worldwide Kñnerch . ebRkmRbikSaX®EpkEteTael IfvkaX® EdI)anmkBrdapñ)al enañ
ekminGac Gnutp_kargarPaKerchEdI manenAkjEpnkarenañeT .

karGnutp_kargar

RkmRbikSaX®TV)anlyRbEhI 41I aneroI kñmlyqññmñkargarGPiDAn_ . fvkarbs;
X®anTikenAertnakarrbsextp . RkmRbikSaX®)anTTV)pgEdrnUfvkasñabocñNayEpkrdñal .
R)akenñkñRtU)anTikenArtnakarextEpdredaydakenAkjKNenyüepSgKä .

smaCkRkmRbikSaXMTV sAl faekmankarBi)akenAkjgkareI kTikcitpGayRbCaCncU rhenA
kjgKbragGPivD/AnedaySarenAkjgXManbBaaxMes,og . RkmRbikSaXWiyayfaRbCaCneRchcU citp
cU rhenAkjgKbrages,ogBl kmpdtCakarCSCu pl nigkarCkRbLayeGayeRCAEfmeTot . enAkjgqam
2003 RkmRbikSaXManeFikareRchCamYnyGgkar Concern Worldwide ehlyngsll aedm,efpbu
nigRbLayeRsacRSB . RkmRbikSaXWmgkelGgkar Concern Worldwide ehlyngsll a
eGayCyel kartamdanKbrag . smaCkRkmRbikSaXWigtNagGgkarRbCaCnEdI)ansPasn_
yI RsbKaifaGikFHFar)anTTY pl cWnj erchCageKBKbragksagpu .

RkmRbikSaXWiykarNfaPthicMhR)abHakjgtMnkmpuFrbsGgkar Concern Worldwide
)anTTY CMYPaKeRch . RkmGiksMbsM fakRskyl dtkarsegateXlj enHedr . enHmannyfa
PthPaKeRchenAkjgXManTTY CMYticBKbragGPivD/AnXM ebeTahbCaPthitajenH)ancU rhenAkjgkar
RbCWFepnkarkp . Ggkar Concern Worldwide cgGnutKbragedayrMkaCamYRkmRbikSaXW
nigpu fvikapgedr enHedaySarGgkar Concern Concern Worldwide yI eXlj fasmtPaBrbs;
smaCkRkmRbikSaXWAmankHtenAeLy GgkarenHmncgpt fvikaeGayRkmRbikSa edm,efGayek
Rkb/RKgKbrageT . dteatRkmRbikSaXWansM EpnkarXM eGaysbTAnjgkmpuFrbs; Concern
Concern Worldwide edm,efGayRbkdfamanfvikasMabKbrag .

PaBCaedKbragRkmRbikSaXWlyngsgAnsMl

Tak:TmgCamYnyGgkarRbCaCn

RkmRbikSaXWmTikBngEpKCasManeI bmpthieGaypSBpSayBtmanTak:Tgngrdaal XM. Et
Tak:TgnngkareFepnkargPivD/AnngkarGnut pKbrag RkmRbikSaXWfkarCit sif CamYnyKN³kmkar
GPivD/AnPthi . KN³kmfkarEpnkarnigfvika mansmaCkEdI mkBKN³kmkarGPivD/AnPthBmak;
mkBPthinMy²enAkjgXMeHlyBkeK)ancU rnyagskmpnAkjgdNrkareFepnkargXM. RkmRbikSa
XWmgEpkel KN³kmkarGPivD/AnPthi kjgkarbmskarCU rhrbs,GikPthienAkjgkarGnut pKbrag
GPivD/AnXM. karcU rhrbs,GaCaFmXWakjgkargarGPivD/Anana va)anpu »kaseGayRkmRbikSaXW
nigsmakmRbCaCnepSg²GaceFkarCamYka EfMTajbeglnkarshkarNngsMbsM Ka . EteTah
CamanPaBsif saI nykayagenHkpkPaBCaedKBitR)akdmintaneXlj manenAeT,lyeT . tamBiteTA

KN³kmkarGPiVDA/n_PthiehlyngGgkarRbCaCnTadGseFKareRchCamYng Concern Worldwide
ehlyngsll a CagCamYngRkmRbikSaXM

Tmak:TMgCamYngGgkarminEmnrdaPi)al

RkmRbikSaXMtiktsMal eXlj fa Ggkar Concern Worldwide shRbtbtkar
nigsMbsM CamYngBkeKyangCitstf sdm,ItakEtgnigGnvtbEpnkarGPiVDA/n_XMÉGgkarminEmn
rdaPi)al epSgeTotRkanEtCmbR)abeKbskmpaBrbsBkeKenAkjXM . RkmRbikSaXM(TM)anpI
cbNj BkarC U rhyagskmpbs; Concern Worldwide enAkjgdMnfkarimCakar . Concern
Worldwide)anRbkanCmanc,as;l asenAkjkarbaP kmuFKsagsmtPaBedm,karGPiVDA/n_CnbT
(CBRD) rbsxheTAKjRkboxXlDnEpnkarGPiVDA/n_XM . edm,eF#Gaystc)annVeKal edArbsxh
Concern Worldwide RtUetvaytMl nigtamdanedayRbgRbyXñ el smtPaBrbsxhCamYng
RkmRbikSaXM,tkemil I TPaBkjkarpasbbskmpaBmYcmh eGayeqlytbeTAnjcmGatPaB
ehtolbenHehlycBaHTmak:TMgrbsRkmRbikSaXMcamYng Concern Worldwide BitCaman
sar³sManiNas;eBal KWI lSBPaBCaedKtAeTot .

Tmak:TMgCamYngRdaPi)al fakCatéhlyngKNbkSneya)ay

RkmRbikSaXM)anraykarNeTogTateTAGPi)al RskéhlyngRbFanmnp GBIsbnPaBenAkjXM
ehlyngkargarrbsRkmRbikSaXM . smaCkrbsRkmRbikSaXM)ansMbsM I CamYngkmufisll a
ehlyngRkmsMbsM fakRsk .

enAkjrggRkmRbikSaXMtik karRbkan;tamExSKNbkSrbsBkeK CaTtAvamankarratjst
kargarrbsRkmRbikSa . smaCkRkmRbikSaXMansarPaBfa ekmankarmiyI RsbKafmYcmhEdr
EteKkitfaTmak:TMgkargarrbsBkeKkanEt)anRbesheLgehly\T,UenH . EtenHminEmnCakaryI ;
eXlj rbsGikPthi tMnagGgkarRbCaCnehlyngbKA krbs; Concern Worldwide eT . RkmTadjenH
)anniyayfa RkmRbikSaXMl mkBKnbkSTadbl)antMl RbeyaCn_nig xitxMij mxmatKNbkS
rbseKxsCagkargarenAkjXM . Cal Tpl KNkmRbikSaXMInGaceF#GayGikPthieCofa Rkmxh
kBgEteFKaredm,pl RbeyaCn_rbsRbCaCneT ehlyel lSBenHeTotRbCaCn)aneRbobeFobfa
rdal XMT,UenH vaminxsGBrdGNacXMnenHeT .

កម្មវិធីសហប្រតិបត្តិការ

Huy Komnith	American Friends Service Committee (AFSC)
Nop Sarin Sreyroth	Cambodian Women's Crisis Center (CWCC)
Kim Morokath	Dan Church Aid (DAC)
Keo Chenda	Enfants et Development (E&D)
Bun Sophat	Food for the Hungry International (FHI)
Seng Tinekor	Food for the Hungry International (FHI)
Um Phor	Food for the Hungry International (FHI)
Ea Dy	Family Health Promotion (FHP)
Hun Leakhena	Krom Akphiwat Phum (KAWP)
Yim Nimola	Khmer Women's Voice Center (KWVC)
Oum Ravy	Khmer Women's Voice Center (KWVC)
Muth Sokunty	Khmer Youth Association (KYA)
Kol Leakhana	NGO Forum
Heng Sokha	Non Timber Forest Products (NTFP)
In Sopheap	Sor Sor Troung (SST)
Chet Charya	Star Kampuchea
Ea Tharady	Star Kampuchea
Tou Tony	Vicheasthan Bandosbondal Neakropkrong Kangea Aphivath (VBNK)
Pen Vuthy	Vicheasthan Bandosbondal Neakropkrong Kangea Aphivath (VBNK)
Hen Heang	World Vision Cambodia (WVC)
Ly Khom	World Vision Cambodia (WVC)

កម្មវិធីសហប្រតិបត្តិការ ADI

Oeur Il	Cooperation Committee for Cambodia/ADI Project
Seng Savuth	Cooperation Committee for Cambodia/ADI Project
Ang Sopha	Cooperation Committee for Cambodia/ADI Project
Hor Sakphea	Cooperation Committee for Cambodia/ADI Project
John McAndrew	Cooperation Committee for Cambodia/ADI Project