

প্রশিক্ষক প্রশিক্ষণ ম্যানুয়াল

আইইস

উসারুয় হুন্সু হুসাপ্ত

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tj LK/m=úv`K: tRvřPb bg`vb, Dj dM`vs tnbwi K

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KFvi tj AvDU: mvcg i vbv

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cřkřk cřkřk g`vbgvj : Aınsm Dcvřq 0:0 i fcvřři | i

tj LK cwi i PwZ

tRvPb byvb 0:0tK Awmsvq ifcvšfi Ges Wztrv nvg©cŕlebv i GKRb cŕm× cŕkŕyK | wZwb `wŕyY AwmKvq ga`Zv I msNvZ cieZr©cŕmŕŕtbi KvR KtiŕQb | 2001 t_ŕK 2004 mvj chšfi wZwbwcm wŕtMŕm&B>Uvi b`vkbrj bŕtg GKwU gvbemaKvi ms`vi Wztrv nvg©cŕkŕi i mgšŕ I ev`brqŕbi KvŕR m=ú„³ wQŕj b | GB ms`v `vbxq chŕŕqi gvbemaKvi i ŕŕvKvix`i mŕjŕv cŕvŕbi KvR I Kti `vŕK | 2004 mvj i At±vei t_ŕK wZwb Kŕf`ŕ tŕmU²Gi cwi Pŕj K wŕtŕte wŕhŕ-hv Rvŕŕbi tŕwUvi di tUŕbs A`vŪ tŕU I qmK³Bb bbŕvŕqŕŕj U A`vKkb Gi mŕt_ m=ú„³ |

Dj dM'is tnbwiŕKi temiKwi ms`v, ŕjvi mŕt_ Dbqbgj-K KgŕvŕŕŪi mŕt_ 30 eQŕii AwfÁZv iŕqŕQ | wZwb 1996 t_ŕK 2001 mvj chšfi 0ŕjvKvj K`vcvmmU di wcm cŕR±Ū-G g`wii we. A`vŪvi mbGi AvšRŕZK `ŕj i GKRb GKŕbô m`m` wQŕj b, tŕwU Wztrv nvg©cŕlebvK gvbŕŕi KvŕQ tevaMg` Kivi tŕŕŕŕ, i " ZŕY©ŕŕgKv cŕj b KtiŕQ | wZwb GKRb Wztrv nvg©Gi cŕkŕyK Ges Gi ev`brqb, cŕxŕY, DbŕZKiY I cŕŕŕii KvŕRi mŕt_ RŕwZ | 2016 mvj t_ŕK wZwb GKRb wŕdj `vŕY cŕvgk³vZv Ges `wŕyY Gŕkqŕ I nb³Ae AwmKvi `vbxq temiKwi ms`v, ŕjvi mŕt_ m=ú„³ |

e"üz AıBKbmğn:



mıvq#Ki tıvU



tKm ÷ vıvı



tıv tıv



n"vÜAıDU



mğvıı kKZ .eBcÎ



mğvıı kKZ .I tğemıvBU

გვთქვით

წარმოადგინეთ

ცოდნის მიხედვით ან მნიშვნელობის მიხედვით

1.1 აინსმის ავტორების რაოდენობაა რამდენი?

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1.1.2 გიორგი ბრეშტანოვი: ცენტრალური თეორემა (ეზიკის ენის თეორემა) აინსმის ავტორების რაოდენობა

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1.2.2 მნიშვნელოვანი კინეზი

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მნიშვნელოვანი თეორემა

3.1 მნიშვნელოვანი თეორემა?

მნიშვნელოვანი თეორემა

მნიშვნელოვანი თეორემა

მნიშვნელოვანი თეორემა

მნიშვნელოვანი თეორემა

3.2 მნიშვნელოვანი თეორემა?

მნიშვნელოვანი თეორემა

მნიშვნელოვანი თეორემა

მნიშვნელოვანი თეორემა: აინსმის მნიშვნელოვანი თეორემა

3.3 0þ0i Kvi Ymgæ

Ae`vb, `r`q c0qvRb
nrfiW`qbtMmkqtqkb c0R± (0:0 wbi mþb bivr `k0)
tgšij K gvbieK Pwv`v ZEj (0:0 ifcvsþi bivr `k0)tgšij K gvbieK Pwv`v

3.4 0þ0i ifcvsþi KvþK etj?

0þ0i ifcvsþi Ab`vb` A`vtc0þPi gta` cv`R`
0:0 ifcvsþi i gj-bwZ
0:0 ifcvsþi i KvVtgv

3.5 0:0 weþkd Y

UvBgj vBb ev mgqti Lv
K`vtgj 0m e`vK/0þ0i ch0qmgæ
0þ0i `k`vqY
A`v±i g`mcs
wci mgW
mgm`v/0:0 wU^a
` Awbqb gþWj
Gweim w`fR
wefvRbKvi x l msthvMKvi x
wmt ÷ gm&g`vc

3.6 0:0 wbi mþbi j þy` Kg0mP c0vqb

tKškj MZ weKþi i c0vq xmgæ
fvþj v Kg0mP `Zwi i gvþ`0
ZZxq cþyi fvþKv
0:0 ifcvsþi wþRi fvþKv
0:0 ifcvsþi i c×wZmgæ
SWOT weþkd Y
Dþi k` wU^a
Avi wciw g`wU
0:0 n`þytc weKí cšl
ti vj þc0`k`vqb: 'A`vtUmbqvq msNvZ'

3.7 Awnsm Kg⁰

Awnsm Kg⁰Kv?
Awnsm Kþg⁰ c×wZmgæ
Awnsm Kg0mPi KvþRwi Zv

3.8 thvMþhvM

thvMþhvM Kv?
tKb thvMþhvM , iæzcY⁰
evZþ KvVtgv
evZþ Pvi wU`K mbr³KiY
mþuq k0Y
thvMþhvMi `yZvmgæ

3.9 msj vc

msj vc Kx?

wZK⁹ msj v^tci g^ta" cv_^R"

3.10 mg^tSvZv Av^tj vPbv

mg^tSvZv Av^tj vPbv Kx?

bwZwb⁰ mg^tSvZv-nv^fW⁹A⁰v^tc⁰P

Av^tj vPbvⁱ gva⁰tg 0^t:0ⁱ mg^tSvZv c^xwZ

3.11 d⁰vmvj tUkb

d⁰vmvj tUkb Kx?

0⁰ wbi m^tb d⁰vmvj tUkb Kivi bwZgij v

0⁰ w^lqK m^fv d⁰vmvj tUkb

3.12 ga⁰-Zv

ga⁰-Zv Kx?

ga⁰-Zv c⁰uqvi 5wU avc

0⁰ w^ltq ga⁰-Zv

3.13 AZxZtK tgvK^tej v tgvK^tej v

AZxZ tgvK^tej v Kx?

ewY^P e⁰v^ti w^gUvi : AZxZ tgvK^tej v

3.14 kwiš^luk^yv

kwiš^luk^yv Kx?

kwiš^li Rb⁰ uk^yv: ⁰w^f1/2x, ⁰yZv I Avb

3.15 gvbweK mrvqZv I Dbqbgj-K KivR

0^t:0ⁱ g^ta" KivR Kiv/0⁰ w^tq KivR Kiv

0⁰ mste⁰ bkij Zv

Wz^tbv nvg⁰A⁰v^tc⁰P

3.16 mwe^R wbi vc^Ev

mwe^R wbi vc^Ev Kx?

mst^yt^c mwe^R wbi vc^Ev

wbi vc^Ev tKŠkj

g^tbv-mvgwⁱRK wbi vc^Ev/Av^teMiq m^yZv

Pvc gw^y³i tUwej

kvi xvi K wbi vc^Ev: w^tRi w⁰ b^tK Avk^lz

w^lw^lRUvj wbi vc^Ev

wbi vc^Ev cwi Kí bv I HK⁰gZ

⁰j I ms⁰vq wbi vc^Ev

cwi uk⁰

tKm ÷ w^lw^lm

esj v^t t^k R^ugi Aw^lKivi w^tq ms^li⁰

k⁰j sKivq Af⁰š^li xY^fite ev⁰žZ gvb^ly (AvB^lw^licm)

K^taw^lqiri K⁰v⁰cs t^mv^tq c⁰k G^jvKivi Dbqbgj-K Kg^lw^lP

m^gw^li kKZ.eBc⁰ m^gw^li kKZ.l t^qf^miBumg⁰

vi l c⁰k^yK c⁰k^yY g⁰vbs^lyj : Aw^lsm Dc^lvtq 0⁰ i^fc^lš^li

gjeÜ

ucŕ cVVK I Abjxj bKvi xMY,

Awnsmvi mÿxN©I mgx ms`wZ. itqŕQ `wÿY Gukqvq| Awnsmvi GB ms`wZ. hwi wPi-weeZŕgvb GKwU tgvRvBK awi Zvntj t`Le tmlvfb gvbly weŕklZ bvg br-Rvbr brix I cÿad MY arivemnkfite wKQzbr wKQz thwM KŕitŕQb Ges GLbl Kŕi Ptj tŕQb| weŕkŕ Ab` thŕKvbr RvqMvi gŕZvB Gi I c_ GKB mŕt_ mŕdj` I e`_Zv w`ŕq fiv| Zvi GKw`ŕK thgb AvŕQ mŕgvrRK AMŕwZ, Ab`w`ŕK AvŕQ brix I msL`vj Nŕj i Awakvi weŕqK eÄbr| Avevi GKw`ŕK hwi `vŕK kwiŕŕ, Ab`w`K ZLb nŕŕZv ŕŕŕgq| GB Dcgnvŕ`ŕki cŕZwU tKvŕY Awnsm Avŕ`vj b I Kvhŕg cvlqv hŕŕe, KviY GLvbKvi RbŕMvŕmgŕ fweŕŕZi ŕŕŕ Govŕbri j`ŕj` bŕbr iKg ŕŕŕ tgvKvŕejvi Kivi Dŕŕŕŕk` ŕŕŕŕk iŕŕŕŕŕi KŕitŕQ| Avevi mŕjw`ŕ ŕ`vbxq tŕŕŕvcl I cwi ewZŕ cwiŕŕŕki mŕt_ Lvc LvBŕq tbl qvi Rb` GB A`vŕcŕP, tŕŕŕK Zviv mŕgvrMZfite mŕgÄm`gj-KI Kŕi Zŕj tŕQ|

hwi I `vbxq RbŕMvŕmgŕŕi msMŕmgŕ mgx I `ewPŕ`gg, Zey GuU bŕbrfite P`vŕj tÄi gŕLvgŕŕ nŕ`Q| eZŕŕŕbi mŕgvrRK, ivR`wZK I A`wZK bŕbr gwiŕKZvi cŕkvcnk RjevqycwiewZŕbi cŕŕve thgb NŕŕSo, eb`v, Liv I ewŕcŕŕZi cwi ewZŕ aibl Gŕŕŕŕŕ fŕgKv ivLŕQ| GB cwi w`wZŕZ weŕkl Kŕi fŕg I Rjvŕŕŕi gŕZv cŕKwZK mŕu` wŕŕq ewŕŕQ ŕŕŕ I mwnsmZv| Gi dŕj Ab`vŕŕ` i cŕkvcnk brix I msL`vj Ny mŕu`vŕŕi m`m`iv weŕkl fite ŕŕwZMŕŕŕ nŕ`Q| bZb I fweŕŕZi P`vŕj Ä, tŕjvi tŕŕŕŕZ we`gvb Awnsm A`vŕcŕP, tŕjvi I mŕjw`ŕ ŕfite mŕgÄmxiY cŕŕqvRb| ewŕŕŕŕŕ K Awnsm A`vŕcŕP Abjxj bKvi xMY `vbxq RbŕMvŕmgŕŕK mŕvŕh` I mnŕhwMZv cŕŕŕŕbi gŕw`ŕg GB mŕgÄmxiY cŕŕqvŕK mŕŕ w`ŕ`Q| Gi gŕw`ŕg t`ŕki Awnsmvi wPi-weeZŕgvb tgvRvBK cwi ewŕŕ Zvuv wŕŕŕŕ` i gŕZv Kŕŕi Ae`vb ivLŕQb|

Abjxj bKvi ŕŕ` i cŕPŕvŕK h_v_ ŕfite mnŕhwMZv KivB GB g`vbsŕŕj i j`ŕj`| GuU cŕkŕŕŕŕ` i cŕkŕŕŕŕi Ask wŕŕŕŕe cŕwŕŕZ I msŕkwaZ; GB cŕkŕŕŕŕ` `vbxq I RvZŕq chŕŕŕi GbŕRI KgŕMY AskMŕŕY Kŕi wŕŕj b| `ŕ cŕkŕŕŕŕi ga`ewZ`mgŕŕ Zvuv ewŕŕŕŕŕŕŕi DÄivÄŕj `vbxq RbŕMvŕxi mŕt_ GKwU cŕkŕŕŕŕŕ Zvŕ` i AwfÄZv cŕŕqvM KŕitŕQb; GRb` Zvuv D³ AÄŕj KŕŕK`kK aŕi Pj gvb fŕgŕKw`K GKwU ŕŕŕŕŕ tKBm wŕŕŕŕe wŕŕŕŕŕŕŕ b| cŕkŕŕŕŕŕ PjvKŕŕj Zvuv ŕŕwZMŕŕŕ Mŕŕŕi m`m`ŕ` i mŕt_ `vbxq mŕŕŕj mŕvR, KZŕŕŕ I cŕŕŕŕŕŕ cŕZwŕwŕŕŕ i mŕt_ gZwŕwŕgq Kŕib| g`vbsŕŕj wU Pŕvŕŕŕŕŕŕ Zŕŕ` i cŕvgkŕŕŕ bŕbr Ae`vŕŕbi Rb` Avgiv mKŕj i KŕŕQ weŕkl fite KZÄ|

GB we`Z.g`vbsŕŕj wU `Zwi I msKj ŕŕbi Rb` Avgiv BŕqvŕLb wŕDg`vb I Dj dM`vO nvBwŕk Gi KŕŕQ AZ`ŕŕi KZÄ| ew`ŕeK cŕŕŕŕŕŕŕŕŕŕ I ci tŕvi w`ŕŕl GB g`vbsŕŕj Zvuv cŕŕqvRbgŕndK Zwŕŕŕ cUfŕg I cvŕŕŕŕŕi mŕŕŕŕŕ KŕitŕQb|

GB g`vbsŕŕj i cŕŕŕŕ cŕŕŕŕŕ mgŕŕŕ Kivi Rb` tŕUR Gi ewŕŕŕŕŕ I Rvgŕŕ Awŕŕŕmi gŕbŕwŕKvi I A`wŕŕŕŕŕŕŕŕŕ wUg Gi mnKgŕŕ` i cŕZ Avgiv Avŕŕŕŕŕŕŕŕ Kŕŕŕŕŕ KZÄ |

Rvgf@ tdWtj d#ib Awdtmi "Institut für Auslandsbeziehungen" (ifa) Gi "zivik" Aw_R mnvqZv
Qvov GB cKvkbvW m@úY©Kiv m@e nZ bv| GB ,iaZçY©Ae`v#bi Rb" Avgiv Zt`i KtQ mclksm FY
`Kvi KivQ|

ucô cVK I Abjxj bKvixMY, Avgiv Avkv KivQ th GB g'vbgvj uW Avcbri Rb" mnvqK nte Ges weZg'vb
tgvRvBtK Avcbri Askv thvM Kivi e'vcrti AvcbvtK Abg@YZ Kite|

nweej ingvb tPšajx
KvU@Wt±i

wbtKv vi óvi
cvi Pij K

FigKv

Ó Awnsm Dcvtq 00 ifcvsli Ó cãkÿKt`i mnvqZv Kivi Rb` %Zwi Kiv ntqtQ, hviv Awnsm Dcvtq 00 ifcvsli velqwi mvt_ Ab`ti`i cwiPq Kwi`tg w`tZ Pvb| Avgiv gtb Kwi, GB wbt`RkVwUtK mpe`Zfite mvrvtbv ntqtQ| GwU cõiwK KgRvjvq ev cãkÿK cãkÿtY e`envti`i cãkvcnk aviYv, c×wZ I e`enwiK Abkxj btk AbgõwYZ Kti |

Kxfite g`vbgvj w mvrvtbv ntqtQ

g`vbgvtj i cõg fvtM 00 ifcvsli`i Awnsm A`vtcõPi gj-aviv,tjv cãkÿKt`i cãkÿY DcthvMx Kiv ntqtQ| cõtgB Avgiv vek` eYBv w`tqU tKb Awnsmv Avgvt`i Rb` AZ`sl ,iaZcYf wZxqZ, Avgiv eYBv KtiwQ cõBeq`iv Kxfite wktL?

g`vbgvtj i wZxq fvtM Avgiv Awnsm Dcvtq 00 ifcvsli`i cãkÿK cãkÿtYi Rb` cõg fvtMi aviYvtK wfvE Kti ve`lwi Z cv`mip Dc`vcb Kie| wbt`Rkvi ZZxq fvtM Awnsm Dcvtq 00 ifcvsli cãkÿtYi Rb` me cõmwzK velqwi` Aštf i`tgQ| cõg Pviw Aa`vtq gj-Z 00, mwnsmZv, msNvtZi KviY Ges 00 ifcvsli`i gj-velqe` mactKaviYv w`te| Zvici, 00 wtkdY velqK Aa`vtq00 wtkd`tYi `kwU Uzm&ev c×wZ Dc`vcb Kiv ntqtQ | wtkdY t`tk Kvhpug chšl ,iaZcYc`tyc,tjv Dtl Kiv ntqtQ cieZP Aa`vtq| tKškj e`envi Kivi Rb` wKozc×wZi Dtl i`tgQ| cieZPbwU Aa`vtq gj-Z ZvrchGj-K c×wZ, `yZv I 000i ifcvsli`i tyT,tjvi Ici gtbvthvM t`lqv ntqtQ- Awnsm c`tyc, thvMvthvM, ga`Zv t`tk i`iaKti AZtZi 000i mvt_ tgvKtejv, kwšlwkÿvi cãkvcnk i`tgQ gvbweK mnvqZv I Dbqbgj-K KivR| tkl Aa`vtq ZZxq fvtM mweR wbcvEvi velqwi t`Lvtbv ntqtQ| Awnsm A`vtcõPi gva`tg 00 ifcvsli`i velqK KivR Kivi mgq Avcbvi wbt`Ri Ges Avcbvi ms`vi wbcvEvi mew`tk mtpZb nlqv Avgiv cõmwzK etj gtb Kwi | e`w³ wntmte Avcbv mivmwi mwnsmZvi wKkvi ev mwnsmZvi AvpugtYi ugwiK wKkvi bvl ntZ cvtib, Zte gvbwmK AvNvZcõB gvbtl i ms`utkGtm Avcbvi wvRUij wbcvEvi e`vnZ ntZ cvti ev gvbwmK Pvc tefo thtZ cvti | Avgiv Awnsmv cõZti`vtai Ask wntmte Avcbvi fvtjv`vKvtK wetePbv Kwi |

cwi`tkl Avgiv wZbwU tKbm ÷vW Ztj a`tiwQ hv 00 e`e`vcbr m`utk`vek`fite aviYv tcvlY Kti | GB g`vbgvtj i 00 wtkd`tYi c×wZi cãkvcnk 00 tgvKtejvi tKškj,tjv Ztj aiv ntqtQ | GQrovI mgwv kKZ.eBcI I I`qemvBU,tjv GB wbt`RkVq Zvuj KivFÿ Kiv ntqtQ|

cög fVM

cŭg Ask- avi YvMz ueei Yx

cŭkŷY g'vbgvj ũi cŭg Astk Avgiv gj- avi Yv, tjv Dc`vcb Kiv ntqtQ, hvi
wfŷtZ Awnsm Dcvtq 00 i fcišŷi ũel qK cŭkŷK cŭkŷY t`I qv nq|

cŭgZ, Avgiv Awnsmv msμvšŷ gj- ũel q, tjv thgb, Awnsmv mμú†K©MvÜxi
Dcjwä, evsj t`tki Awnsm fvlv Av†`vj tbi HwZnvMk D`vniY I mgwšZ
HwZn` mμú†K©ek` ueei Y KtiũQ|

ũZxqZ, Avgiv e`vL`v KtiũQ Kxfvte cŭBeq`iv ũktL| Avgvt`i Kv†Q me†Ptq
i aZc†avi Yv, tjv ntjv tWwfw G. tKij tēi A`vKkb j vbs mvB†Kj I cvl tjv
tdqv†i i mgm`v Dŷvcb ũkŷv| Dfq c×wZB tRvi t`q th, cŭBeq`†i
AwfÁZv nt`Q mdj fivte tkLvi cŭμqv i Ab`Zg PwveKwv- c†eP AwfÁZv I
cŭwz Z cŭv gvbt†i i mμc` Ges GKB mv†_ tKvb fiv†jv Kv†Ri tcQ†b cŭZdj b
I ũkŷv ũntmte KvR Kti| me†kt†I, GB g'vbgvj Avgiv cŭkŷY Ptμi mv†_
cwiPq Kwi†q t`B I GKw cŭkŷ†Yi ũewfbæch†q cŭmŷKZv, cŭkŷ†Yi
cŭqvRbxqZv ũPwŷZ Kiv t_†K Aviμ†Kti cŭkŷ†Yi cwi Kíbv Ges cŭkŷ†Yi
Dcv`vb ev`évqb, ũbixŷY I gj`vqb ũekv Kiv BZ`w` Z†j aiv ntqtQ|

GB avi Yv, tjvi I ci wfŷtZ Kti Avgiv g'vbgvj ũi cieZ†Astk Awnsm Dcvtq
00 i fcišŷi i t††ŷ cŭkŷK cŭkŷ†Yi Rb` ũe`ſwi Z cv`μg Dc`vcb Kie|

1.1 tKb Amsmv Avgt` i KvQ , iaZcY?

1.1.1 mZ`vMh- Amsm Dcvq 00ifcvs`i i GKul cxuZ -Amsm gZev`¹

OmZ`vMhO grvZv MvÜxi GKul ivR%wZK `k0| Amsm gZev`tK MvÜx 'mZ`vMh' bvgKiY KtiQb| Avywi Kfite hvi A_°vavq OmZ`-kiv³0| cY%zi#c ejv hvq, OmZ`i kiv³i cZ AvbMZ`0| GLbKvi mgq Gw Amsmv intmte cwi iPZ| wKŠ' MvÜxi tytT Amsmv kãUi A_°GKUymfbpe we`lwi Zfite ejtZ tmj - 0Rxe#bi wfiE fvtjvevmv I mgte`bv|0 MvÜxi cwi fvlv Abgvti, mZ`vMh- Amsmvi weKvtki Rb` c0qvRb mZ`i kiv³ (gvK`kdwW)| mZ`vMhni gj- tPZbv ntjv mZ`, Amsmv I mnbkxj Zv| mZ`vMh `k#bi gj- wfiE ntjv Amsm Kg°Ges Amsm cZtiva| AmsmvtK mvgvRK I ivR%wZK 0t0 mdj fite c0qvMi gva`tg mvgvRK cwi eZ0 m#e|

mZ`vMh `k0 AZ`vPvixi weiatx mmsm gtbvfevK A`Kvi Kti, wbcxok I wbcxioZ-Gi ga`Kvi weiva wbg` Kitz Pvq, wbtRi AvPi#Yi gva`tg wbcxoktK cwi eZ#bi A`xKvi Kti| Gw KvRi nq hLb gvby wbtRi gta` bWZK cwi eZ0 I wbtRi tFzi AbjC0Yv Dcjwã Kitz cvti| mZ`vMh Abgvti 00 wbg` Kiv m#e Amsm Ktg` gva`tg, Atb`i ywZ bv Kti, wekl Kti cZctyi ywZ bv Kti Amsmv A_°iaymKj cKvi kvixiK, gvbmK t#v t`tK Ab`i cwi TvY `t lqvB bq, GQovl wbtRi ga`Kvi me wmsmv I cZtkva c0Yzv t`tK g# _vKv| AmsmvtZ ejv nq, mKj gvbyB Avmtj Awei Zfite fvtjvevmvZB mrov t`q| GgbwK, Amsmv memgq c0te Kti cwi`uvwiK m#sZµtg tKvtrv Pw, hv GtK Actii I ci t`tK tKvtrv cKvi Acgvb I c0ve we`li tK tiva Kti|

mZ`vMh hviv PP`Kti Zviv Amsmvi wefbaetKŠkj Aeja`b Kti _vtK, thgb AvBb Agvb` Kiv, A_°wZK eqKU,agvU cij b BZ`w | Gt#tT c0g th wclqW tLqvj Kitz nq, Zv ntjv wK NtUQ, cKZ.mZ` Kx I b`vqvePvi Kxfite wbdZ Kiv m#e| Gi cieZPavc ntjv cZctyi mvt_ Avjvc, `bwZKZvtK , iaZj` lqv I mgtSvZvi tPov| mZ`vMh cieZPavc GwUl cwi`vi Kti th hv Avkvbjc mgvavb cZct#i Kiv t`tK bv cvlqv hvq Zvntj Gi djvdj nte Amsm cZtiva ev bvMwiK Aeva`Zv| hv mgtSvZv e`°nq, Zvntj cieZPc`tyc ntZ nte cZcytK AeMZ Kti Amsm Dcvq Zv wgvWqv I RbM#Yi KvQ c0vi Kiv

mZ`vMh c0vi Yv wbt#e KtqKw tgšj K wbgg AbvriY Kti:

AvZwb fPZv: mZ`vMh c0vi Yv nte m#uYp#c `faxb|

Df`vM: wbgvZ cwi w`wZ gj`vqb Kiv Ges Zvi I ci wfiE Kti mwn0zc`wZtZ Pvc c0qvM Kti Avt`vj btK ZjwšZ Kiv|

Df`k, j`y` I AvtjvP` wclqi c0viYv: cZctyi mvt_ mveYwYK thvMthvM I Z_` Av`vb-c0vb Kiv, RbMY I AskMhYKvix`i gta` Df`k, j`y` I AvtjvP` wclq c0vi Kiv|

Pwn`v Kgvbvi gva`tg mZ` t`tK wePyZ num Kiv: cwi w`wZi c0vj`vqb Kti Pwn`vi mvgAm` Kiv I c0qvRbxq Pwn`v t`tKI Pwn`v Kgvbvi tPov Kiv|

¹ Based on Devi Akella (2009), "Satyagraha: The Gandhian Philosophy of Conflict Management", *Journal of Workplace Rights*, Vol. 14(4): 503-523.

Avf`vj b Gulltq tbi qv: cōZiW cwi ewZē cwi w`wZ chfj vPbv I wtkd tYi gva`tg mZ`vMh cwi eZētk DrmvinZ Kti |

`ēfZungfai ibixyY: mZ`vMh cPvi Yvq Abyvixt`i `bwZKZv I wbgvibwZēv cij b Ki tZ nq Ges wbtRi `tj i gta` A%ah© AvPiY, cōZiW qvKxj Zv, tbwZevPK I wmsmvZK gtbvfe thb bv `Zwi nq tm e`vcvfi mtpZb_vKtZ nq|

mnthvMzvi Dciq Abyvub: Avšhi KZv, mZZv I mnbkxj Zvi gva`tg cōZcytK mgvavtbi e`vcvfi DrmvinZ Ki tZ Abyvixt`i meiKg tPōv Ki tZ nte|

kZ`qgth bbaq AmāyZ: cebañi Z Avtj vP`miv I j`y` wbtq tKvtrv cKviti mgfSvZv mZ`vMh tKvtrv fite mg`b Kti bv| wbtRi Ae`vb t`_tK mti wMtg tKvtrv cKvi `i KlivKw I wPzūZtK mZ`vMh `xKvi Kti bv|

mZ`vMh cPvi Yvi avcmgr-

mZ`vMh cPvi Yvq wbt`wē avcmgr chfj mgtg Abyvi Y Kiv nq:

mgfSvZv I muij m: cPvi Yvi iiaZB th tKvtrv aitbi 00 I AvfthvM `rfineK cūquvi gva`tg tPōv Kti mgvavb Ki tZ nte| cō`wgK chfj tmme Kvtr gtbvthvM w`tZ nte hvZ msNvZ nl qvi SūK Ktg Avtm| Abyvixt`i GKw wēlq eyStq w`tZ nte th, cōZct`ji mvt_ mivmvi Svgtj vtZ Rovtrv i agvī mefkl nviZqvi wntmte wetevPZ nte| **mivmvi cōZiW qv:** cōg chfqi Kg©māuv`tbi ci hū tevSv hvq 00 wbtm tbi tKvtrv cPōvB KvR Ki tQ bv, Zvntj AskMhYKvixt`i mivmvi cōZiW qv t`Lvtrv nq| wKš`mZ`vMh ni Abyvixt`i mtpZbZvi mvt_ cwi w`wZ chfj vPbv Ki tZ nte| mivmvi cōZiW qv ev KvR Ki tJ Zv`i cōZcy, mivav Y Rbm tYi gZvqZ Ges Abyvixt`i wbgvibwZēv wēl qv I wetePbvq AvbtZ nte|

wetyvf: th mKj gubtj iv wēv` I 000 metPtg teik yvZMō IntqtQ, Abyvixiv GB chfj Zv`i KvQ t`_tK mnthvMzvi cō`bv Kite| Gi Dfīk` ntv yvZMō I gubtj i gvtS mtpZbZv RvMtg tZvjv| GB chfj AskMhYKvixiv wetyvtfi gva`tg wēvavt`i wēvax` c`tyc wbtē Ges t`vMvb, cōZev`, eqKU, Rbmfv I agvī tUi WvK wte| GQvov wēvft`i Kvi Ymgra yz` cy`Kv, eB, wj dtj U AvKviti cKvk Kti Gi cōve I djvdj cPvi I wēZiY Ki tZ cvti| Zv`i e³Zv, Rbmfv, wēZR I Avtj vPbv, tji vi e`vcK cPviti i Dfītk` Abyvixiv MY wgvMqv tK hē Ki tZ cvti| Gi j`y` ntv, Rbm tYi KvQ t`_tK mg`b Av`vq Kiv hvi 0viv cōZctyi wv`vštk cōveZ Kiv mē nZ cvti|

Povšcōle: hū Pwēi tKvtrv mēvbev bv t`Lv hvq, Zvntj cōZctyi wēvax` Abyvixt`i Povšcōle w`tZ nte| GB Povšcōle GKw MVbgj-K mgvavtbi c_ wvōZ Kti, GtZ tKvtrv cKviti i Atkvfb evK` e`eüZ nte bv Ges kā wēvPvri tjt` wē`Z. I MhYthvM` nte nte| Gici m`m`iv Zv`i i `wē Dlvcb Kite hv wv`b mgvqi gta` mgvavb Ki tZ nte| Povšcōle i wvīē ntv cōZcytK `wē Av`vq wbtq tRvi Kiv Ges Zv Dtcw`jZ ntv th mivmvi cōZiW qv nte tm wēl tq mZK`Kiv|

AvZ`vix: Gw ntv AvZ`vM I Kōt`v tMi GKw avi Yv hvi gva`tg cōZcytK `bwZKfite cōi vPZ Kiv nq Ges wēv vtai b`vqm½Z w`b`wēi Rb` mtefcwi Pvc cōquM Kiv nq| GB cōquvi Ab`Zg GKw tKškj ntv Abkb| AvZ`vix i Avti Kw D`vni Y ntv, wēvavt`i cōveKZ. jv fRbK tKvtrv c` I Dcnvi mvgMō MhY Ki tZ AmāyZ Rvbtq wvī t` I qv|

cōZti vtai cKvif: wctKwUs, agvīU, Abkb Ges mKj aitbi Avmsm KgRvD hv e`vcK AvKviti i agvīU

untmte cjb Kiv hvq ZvB cÖZtiitai weifbaeD`vniY| agñU ntjv me KvR t_#K weiZ _vKv hZýY bv
chšl cÖZcy Zvt`i `we ci-Y Kti| agñtUUi mvt_ mvt_ mvariYZ ØtØi KviYmgñ mæútK®RbMYtK
AewZ Kiv nq|

A_ñvZK eqKU I AmnthuMZv: Gi mvt_ RwoZ tKv#bv cÖKvii Ki bv t`lqv, `ž I Awdm eqKU Kiv,
cY` eRØ I t`Qvq ubeñmb| Gi A_©vavq, mZ`vMñni Abyvixiv ubtRt`i Kó t`q| G t_#K RbMtYi
tfZi mngugZv RvMZ nq| hv `qsmuqfvte we#vaxt`i Dci Pvc cÖqvM Kti|

AvBb Agvb`: mZ`vMñni Ab`Zg ,iaZcy©chñq ntjv Gi Abyvixiv t`tki AvBbtK Agvb` Kti| ivtóñ
AvBb Avgvb` Kivi gta` w`tq Zviv miKvii cÖfve#K aYsm Kti| Ab`vq AvBb Agvb` Kti Ges gvb#li i`wó
AvKI# Kti mngugZv I mg_Ø ARØ Kti| mvariYZ GB avcuU AbyviY Kiv nq miKvii weia#x
Av#`vj #bi tyt`I B`QvKZfite Aeva`Zv I AvBb Agvb` KivtK tKv#bv miKviB AbsvZ t`q bv| tm#ñt`I
thtKv#bv ai#bi AvBtbi Agvb` Kivi kv`ItMØvi I tRj Lvbvq ew`i e`e`vKiv|

BvZeiPK mZ`vMñ I mv`k` miKvi: GB Pevšl av#c AbyvixiMY mg`l kv³ GK Kti RbMtYi KvQ t_#K
mrvvñ` I mg_Ø Av`vq Kti mv`k` miKvi cviPj bvi c`#ñc tbq| cØviYvi GtKe#ti tkl chñq
we#vaxctýi miKvii mg`l kv³ ax#i ax#i Le#Kivi tPóv Kti|

cwi#k#l ejv hvq, mZ`vMñ cØviYvi aib I cÖKvi wbf# Kti ØØ I ØtØi cwi#vñkRZv I ØtØi ai#bi
lci| GuUi mdj Zv wbf# Kti tbZZ; cÖZKñZ I Abyvixit`i k;Ljvi lci Ges mZ`vMñ `k#bi bñZ,
c×wZ, wv`Ø cwi`w`wZ Abjvqx mZ`vMñ cØviYvtK gvnb#q tbl qvi Dci|

1.1.2 gvZfvlvi Rb" msMôg: ce©cmlK`lôb (eZôvb eivj v`k) Ainsm fvlv Avô`vj b²

1948-1952 mvtj msMôvZ ce©cmlK`lôbi fvlv Avô`vj b ntv cŭg e`vcKfite m`úhvi Z Ainsm Avô`vj b, thLvôb nvrvi nvrvi ev½vj x mg_® msnuZ cKvk KtívQtv l Ainsm Pvc cŭqm KiþZ mg_© ntqíQtv cmlK`lb miKvtii Ab`vtqi veiatx; KviY cuôg cmlK`lb evOvj RzXqZvev`i cŭvšti cŭve ve`li KiþZ tþtíQj || eivj v`k ivóFvlv íntmte cŭZövi Ainsm msMôg mnxgZ cwi gðj t_þK RzXq cwi gðj ve`li jvf Kti ev½vj x RvnZþK cŭveZ KtívQj Ges RbMYþK GKU ı́xrb ivtôı́ ı́Pšı́ l ı́cæ t`LvþZ Abôı́YZ KtívQj |

1947 mvtj ı́xrb ivó^a íntmte cmlK`lôbi Afz`ti ci, cmlK`lb miKvi ce©cmlK`lôbi RbMþyi ı́KxqZvþK Dtcýv KtívD`ġfvlvþK gýı́, ÷ı́ú Ges Ab`vb" miKvii KvMþR e`envi ı́iæ Kti hvþZ D`ġ tKvþv iKg veZR Ovov ivóFvlv íntmte cwi Mı́YZ nq| ZLbB ce©cmlK`lôbi RbMY fıel ı́Zi ivóFvlv íbtq veı́vtai veı́qm ešþZ cvı́tv Ges eivjvi ivóFvlv íntmte ı́Kı́Z Av`vtqi jþj" mg_ð cKvk Kti| ivóFvlvi Avakvi Av`vtq bıı́x-cjæı́, ex-hġK, abx-ı́ı́^a mKj tkı́vi gvby Ainsm msMôgi Dþı́þk" A½xKvi ex ntqíQtv| GB mı́şj Z ku³ Avı́v ku³kı́j x ntq lþv íbtRi fvlv ı́jv l e`enı́ı́i AvcŭY tPóvq Ges Gi dþj eivjv fvlv l ms`ı́Z. Zvi ı́Kxq cwi Pq tctíQj |

ı́bþæce©cmlK`lôbi (eZôvb eivj v`k) Ainsm fvlv Avô`vj tbi Bı́Znm GKU QþKi gva`tg t`Lvþv ntv:

Kı́hRjvc	cŭqm/cKvi	mgq	mı́ı́ı́i cŭve
mvs`ı́ZK msMvb`Zvi	Ainsm c`þyc/ mRbkj	1947-1948	Zı́v fvlv Avô`vj bþK GKU mvsMı́bK ı́c`vb Kti Ges ivóFvlv eivjvi Rb" evOvj þ`i msNex Kti
ÓcmlK`lôbi ivóFvlv: eivjv bv D`ġ bı́tgi 18 cvZvi GKU cvı́Kv cKvk	cŭZev` l cŭı́vPbv	ı́mþPı́ı́ 15, 1947	eivjvi Avô`vj tbi Dþı́þk" GB cvı́Kı́v veK` Dþı́l ı́þK hv cieZþZ ev½vj x`i AbþcŭYı́ veı́ı́e nq
ı́etývfmgr	cŭZev` l cŭı́vPbv	1947	RbMþyi Pvc, ce©cmlK`lôbi gl`gşı́ AvU`dv Pı́þþZ mı́jı́i Ktı́b, Gi mvt`tiRþj ktı́bi GKU avı́mn eivjvþK Ab`Zg ivóFvlv Ges ce©cmlK`lôbi `ı́Bı́i K fvlv Kiv nq
agŭUmgr	AmnþhvMzv/ A`ı́ı́ı́ZK	1947	

² Based on Ishtiaq Hossain, (2012), "Bangladesh: Civil Resistance in the Struggle for Independence, 1948–1971", in Maciej J. Bartkowski (ed.), *Recovering Nonviolent History: Civil Resistance in Liberation Struggles*, Lynne Rienner: Colorado, pp.198-217.

KihRj ic	cġuqv/cġvi	mgq	mi vmi cġie
AvU `dv cġ`vL`vZ nl qvi ci wetyrf	cġZer` I cġivPbv	tdeaqmi 15, 1948	fvlv Avt`vj tbi mmeR MvZ eRvq ivLv
XvKvq meġj xq ivóFvlv cwi l` MvZ	Awnsm c`tyc/ mRbkj	gvP ² , 1948	ivR%wZK mg_#bi Dfík" weifbæ`j I ivR%wZK tMvôx wbtq GKwU cUJdg ² Zwi Kiv gvP ¹¹ , 1948 mvtj KvDwYj e`vcK AvKvti agRtUi WwK t`q
agRU	AmnthvMzv/ A_wZK	gvP ¹¹ , 1948	XvKv wekte`vj tqi QvĪ I wKġK agRtU AskMhY Kti, cġ`wK miKviġK tNivl Kti Ges miKvwi KgRZP Ges e`emvqxt`i agRtU AskMhYi Rb" Abjiva Kti wetyrfKvixiv A_emsMh Kti , hv cieZ#Z tcr÷vi I e`vbi `ZwiġZ e`envi Kiv nq
cġ`wK mi Kvi mi Kvwi KgRZP I qvKAvDU Kti	AmnthvMzv/ ivR%wZK	gvP ¹¹ , 1948	B÷ teġj tij l tqi kġKġi mvt_ miKvwi KgRZP wetyrf thvM`vb Kti e`vcK fite Qwotq cov wetyrf wqšġY cġj k meRZK tPóv Kti
XvKv wekte`vj tq ivó ^a fvlv KigwU MvZ	Awnsm c`tyc/ mRbkj	gvP ¹¹ , 1950	GB KigwU QvĪġi GKĪ Kti, RbMġYi KvQ t_ġK A_emsMh Ges tcr÷vi, wj dtġU weZiY Kti gvP ¹¹ 11 ZwiġL GKĪ nġZ RbMYġK Dġy Kti
bZb fite meġj xq ivóFvlv cwi l` MvB	Awnsm c`tyc/mRbkj	Rvbgvwi, 1952	wetyrfi mgšġ I cġZer`i WwK t`I qv nq 21ġk tdeaqmi
QvĪ wetyrf	cġZer` I cġivPbv	tdeaqmi 21, 1952	cġj k , wj Pvj vq, GġZ cġE e`w ³ wbnZ nq Ges AġġKB AvnZ nq nvRvi nvRvi gvbġl iv wekte`vj tq GKwĪZ nq Ges wbnZġi Dfík" cġ_ġv Kti
wbnZ wetyrfKvixġi RvbiRvq kġv	cġZer` I cġivPbv	tdeaqmi 22, 1952	cġj k Avertiv , wj Pvj vq Pj gvb wetyrf cġ`wK miKviġK ersjv fvlvġK ce ² cwiK`ġbi miKvwi fvlv wntmte `ġKwZ t`I qvi GKwU cġie tck KiġZ era" Kti

KuhRj ic	cĀqu/cĀvi	mgq	mi vmi cĀve
knx` űgbvĭi mvgĭb QvĪĭ i GK nI qv (fvIv knx`ĭ i `Z`ĭ)	cĀZer` I cĀi vPbv; Awnsm c`ĭyc/mRbkij	tdeĀqvi, 1952	evOvij mgvĭtĕki GK kĭ ³ kij x cĀxK nĭq DVĭjv knx` űgbvi
mvavi Y agĀU	AmnĭhvMzv/A_Āw ZK	tdeĀqvi 25, 1952	cĭj k fvIv Avĭ`vj ĭbi mĭĭ_ RĭwZ QvĪ I ivR%wZK ĭbZĭĭ i AvUK Kĭi KZĀy XvKv ĩekĀe`vj q eŪ Kĭi ĭ`q, cĀZer` I ĩeĭyvĭf knĭi knĭi Qmĭtq cĭo

Source:

Ishtiaq Hossain, (2012), "Bangladesh: Civil Resistance in the Struggle for Independence, 1948–1971", in Maciej J. Bartkowski (ed.), *Recovering Nonviolent History: Civil Resistance in Liberation Struggles*, Lynne Rienner: Colorado, Appendix.

21ĭk tdeĀqvi 1952-i QvĪ nZ`vi djvdj `ĭfc ce`cĭvK`ĭĭbi ivR%wZK `j ,ĭjv GKĪ nĭq Mvĭ Kĭi
hĭdĀU Ges Zviv evsjvĭK iv`fvIv ĩnĭmĭe I ĩkĭv e`e`ĭq Gi e`envi ĩwĀZ Kivi jĭĭ` cĀvi Yvi KivR
Pĭvj ĭq ĩMtqĀĭj v | 1954 mĭĭj i gvP`gvĭm ce`evsjvi ĩeavb mfv ĩbePĭb ĭgZvmb gĭvij g j xMĭK cĭvRZ
Kĭi hĭdĀU | GiciB ce`evsjvi AvBbmfvq evsjvq K_v I ĭv GĭmĀĭjv Ges `vĭwi Kfvĭe Gi e`envi ĭiĀ
nĭtqĀĭj v | cĭiĭkĭI, 214(1) ĩbeŪĭbi Aaxĭb 29 tdeĀqvi 1956 mĭĭj cĀxZ cĭvK`ĭĭbi cĀg mĭeavĭb
evsjvĭK D`ĭ cvkĭcĭvK mi Kĭvi fvIv ĩnĭmĭe MĀY Kiv nq |

1999 mĭĭj BDĭĭĭ`vi mvavi Y mĭĭĭj ĭb 21ĭk tdeĀqviĭK AvŠRĀZK gvZfvIv ĩnĭmĭe `ĭKĭZ. ĭ` I qv nq |
2000 mvj ĭ`ĭK mĭs`wZKfvĭe I fvIvi `evPĪ` cĀkvĭki gĭvĭĭg GB ĩem cĭjv ĩeĭk`D` ĩwĭcZ nĭq `vĭK |
BDĭĭĭ`v ĩeĭfĭeĭms`wZ. I fvIvi ghP`v ĭĭvĭ`ĀI kĭvĭĭ Dĭĭk` GB Dĭ`vM MĀY Kĭi, hv mĭbkij Zv I
kĀvi DrKIĀ

1.1.3 mgubZ HwZn

kwš m'úwZ I MYZšj cš

W Kiv thZ cvti hvZ 00 minsmZvq ifc bv tbq? meP 00 Qwotq cotj mgvR Kxfvte Pj te? wbrt i gaKvi cv_R _vKv mEjl gvbyl i wgtj wgtk _vKvi RvqMv tKv_vq? Zviv wbrt i gta Kx weibgg Kti? tKvb Dbš cwi mi AvtQ thLvrb Zviv mKtj B thZ cvti? tKvb mgwšZ HwZn Zvt i gta we`gvb hv Zviv wbrt i gta fivM Kti wbrt i tfZi cv_R _vKv mEjl? GB tQt i tfZi tKvb tmZÜb ev thvMthvM mwó Kti Kxfvte Ave x Kiv hvq weifbæcw Pti gvbyl i? ewP Zv GgbwK ewi Zv mEjl W gvbylK GKí Kti?

GB aitbi ev Avtiv weifbæaitbi ckwmgvb wbtq `wY Gwkqv t`k,tjvi GK `j mkyj mgvRi cÜZwba - hviv 2002 mtj fviZi _RivUi minsmZv t`L Awsm Dcvtq 00 wimtbi Rb` DrmwZ ntqWj | Zviv H mgvR wbrt i gaKvi wj tLvBi KvRw KiQtb | t`Lv tMtQ, H mgvRi gvbyl,tjvi wbrt i gaKvi AtbK,tjvi wltq wj itQt | thgb: bvp, tLjv, fvlv, KweZv Ges weifbæagw Dcvmbij tq | GQovl A`wZ Kgrvtd, Lv`vfvwm Ges ms`wZi weifbæDcv`vbi tfZi Zviv wbrt i gaKvi wj LjR tctQt | AtbK Kgrvjv I AvtjvPbvi ci, mgwšZ HwZn i wltq D`wZ ntqWj | Gw mgvR we`gvb mgwšZ HwZn`K cÜZwbaZ; Kti hv mwšj Zfvte mevB cvj b Kti GtmQ Ges hv kwš, m'úwZ I MYZšj cš Kiv KiZ cvti | GB avi Yw mis`wZKfvte tKvb wltq,tjvi mwvi YZ `wZ, Zv wek`fvte AvtjvPbv Kti | Gi dtj `ZšZv I ewP Zvi ifctf` _vKtj | Zv t`K tei bv ntq Gm GtK Acti i mt_ mshš ntZ cvti | kwšli Rb` `vbxqt i ygZv (Gj wmc)-Gi avi Yw tmB mgv Pj yq | GB `wZ avi Yv KZUv mvgÄm`cY ZvAwfÁiv AtbK AvtMBešZ tcti Wj |

wbr`cwiPq Ztj aiv Ges Ab`i I `wZ.t`lqv

mgwšZ HwZn i tyt` gj- ckwentjv cwiPq | cÜtgB Gtyt` th ckw Kivæ nq Zv ntjv: Kxfvte cwiPq wbgZ nq? RvZxq cwiPq Kx mnbkj Dcvtq %Zwi Kiv hvq NUbv ev kTæPšl Qvov? mgwšZ HwZn` GB mg` ckwentq AMni nq: Awg tK? Awg Kvi mt_ m'úwZ? Avgvi mt_ Kx m'úwZ? Gw `KxZvK LjR tctZ DrmwZ Kti hv Atb`i cÜZ kßv RvMZ Kti Ges `vaxfvte wbrt i `KxZvK wPwYZ Kti | mgwšZ HwZn i wltq i W K ntjv, `qswvqvfvte 00 tglvrbvi D`t`k` ms`wZi kwšK KvRi fvte e`wvi |

mgwšZ HwZn i aviYvi tcvvctU fviZ I `wY Gwkqv Ab`v` t`k,tjvi Kgrv v`cw PqÜ wbtq weti vtai wltq,tjvi I ci kwš cÜqvMi cFve wbtq cvév Ae`vq AvtQ | mgwšZ HwZn` ntjv Ggb GKw c`wZ, hv mwšw`fvte `KxZvK tK`fZ Kti | Gi gra`tg GB wltq gvbyl i mntR tevMg` Kiv hvq Ges Kxfvte `KxZv tei nq ev MwZ nq Zv tevSv hvq | 00i gvtS tKD nVv Kti `KxZv wbtq weti vtai mwó Ktj Zv t`K m'úwZ HwZn i gra`tg tei nqv mæ | e`wš Ges `j mPZb I BwZevPKfvte Zvt i `KxZvK aviY KiZ cvti | Gi gra`tg wbrt i gaKvi tevSvov`Zwi nq Ges fivltZ`i K_v tfté weifbæms`wZ, HwZn, hwcz-Rieb, ag` fvlv Ges bivr e`emvq RwoZ gvbyl iv GKmv_ evm KiZ cvti | GgbwK hviv GKK HwZn i I ci _iæZ; Avtivc Kti, Zvt i tK wbrt i Mw t`K weZwvZI KiZ cvti |

mgwšZ HwZn i aviYv t`K gvbyl Avmtj ešZ cvti Zviv Av`š Kx Dcv wä KiZ tctiQ, hvi 0viv Zvt i wbr`ms`wZi Dbqb mvab nq gj-Z-Gi cvi `wvi K weibgg I mntwMzvi AvtjvK | wbrt i gta ms`wZi GB Av`v-cÜvb tKvbrfvteB Kviv GKK `KxZvK wlvbtq tbq bv | eis GB AwfÁZv gvbylK

Aþb'i ms⁻uZ.i mvt₋ mý' m^uúK^oMto ZþtZ minvh" Kti | wfbæms⁻uZ.tK ⁻ðKwZ. I cðksmv Kivi ms⁻uZ.I
AþbK AvtM t₋tKB we⁻gvb | cð_ugKfite n⁻þyc Kiv

0þ0i Ae⁻v eSfZ mguS^Z HwZtn"i GKwU Kvhr'i Dcivq ntjv cð_g ⁻þiB n⁻þyc Kiv | maviY wclq_s tjv
wbta hLb gvbt_l i gta" mgm'vi m^uo nq tmuU 0:0 ^Zwi nI qvi cð_ugK j 77Y hv wbtq cð_{tg}B mþPZb nI qv
cð_{qv}Rb | teiki fvM týt^l t⁻Lv wMtqtQ, weMZ mgta cðZcy G aþbi mgm'vi m^uab ntqtQ | hviv Gi
t₋tK wky^v wbtqtQ, Zviv cð_ugK Ae⁻v t⁻Ltj B mZK^ontq hvq | wKš' 0:0 hLb Zvi ⁻úo iþc cð_wnkZ nq
ZLb mguS^Z HwZn⁻tK mg_x kw³kvjx I msiýY Kivi gva⁻tg msNt^l P KviY_s tjv nwm Kiv thtZ cvti |

Abjxj bKvixiv mguS^Z HwZtn"i wtkl w_s tjv Zþj aþib, hv msNt^l P 0viv cð_wneZ nq | Zviv Ggb GKwU
aviYv ^Zwi Kti hv cv₋R" ev Zþbv^tK ⁻ðKwZ. t⁻q Ges Ab⁻vb" RbþMvöxi wai⁺x cðZtivax Kti tZvtj |
mguS^Z HwZtn"i gva⁻tg GKwU tMvöx Aci tMvöxi msnwZi wclq_s tjv wPwýZ KitZ cvti | cðZtivagj-Kfite
Kx Kiv thtZ cvti Zvi Bw¹/Z cð_{vb} Kti | Gtýt^l GwU nwm I wbigq ⁻ðwUB Kti ₋v^tK |

1.1.4 KveZv

inSmvq DbĒ C_zx

i ex` b_v VvKž

i PbvKvj (e½vā): 21 dvj & b, 1333/5 gvP, 1927

Earth is frenzied with fury

Rabindranath Tagore³

Composed: 21st Falgun, 1333 (5th March 1927)

Bangla

inSmvq DbĒ C_zx, nbZ" nbVj 0b0;
 tNvi Kyj cš' Zvi, tjvFRUj eÜ||
 bZb Ze Rb½j vM KvZi hZ c0Yx--
 Ki' TrY gnvc0Y, Avb AgZevYx,
 weKvkZ Ki tc0cÜ wPigayb| ½`|
 kvšİtn, gŷ tn, tn AbšcY',
 KiāvNb, ai YxZj Ki Kj ¼kb" |
 Gm `vbexi, `vI Z"vMKwB `xŷv|
 gnwvŷzj I meri An½vi wFŷv|
 tjvK tjvK f½k tkvK, LÜb Ki tgvn,
 D¾j tnvK ÁvbmhD` qmgv½i vn--
 c0Y j f½k mKj f½b, bqb j f½k AÜ|

kvšİtn, gŷ tn, tn AbšcY',
 KiāvNb, ai YxZj Ki Kj ¼kb" |
 μ` bqq wvLj ü` q Zvc` nb` xB
 wvqweKvi RvYwLbAcwi ZB|
 t`k t`k cwi j wZj K i কলুষগণ্ঠানি,
 Ze g½j k•L Avb' Ze `wŷYcwiY--
 Ze i fm½xZivM, Ze m½i Q` |
 kvšİtn, gŷ tn, tn AbšcY',
 KiāvNb, ai YxZj Ki Kj ¼kb" |

English Translation

Earth is frenzied with fury; in constant vile conflict;
 Awfully crooked its path; tangled in wily greed.
 All sore souls pray for the new birth of a Savior
 Save us O Great Life with Thine life giving words
 Let bloom the love-lotus with ever flowing nectar
 O the ever Serene, Free and Holy Presence
 Let your Mercy absolve Earth of its stains
 O Generous One initiate onto the firm renouncing path
 O Supreme Mendicant claim our ego as your alms
 Let all forget their cares, woes; delusion be severed
 Let knowledge as the radiant sun dawn in its splendor
 Let all world gain life, the blind receive sight
 O the ever Serene, Free and Holy Presence
 Let your Mercy absolve Earth of its stains
 The grieving heart of Mankind is smoldering with agony
 Worn out in treasure hunt the discontents are aggrieved
 Lands far and wide flaunt their blood-tilak* of filth
 Sound your conch of well being and bliss
 Touching all with Thy right hand to bless
 Play Thy auspicious tune to the rhythm of Grace
 O the ever Serene, Free and Holy Presence
 Let your Mercy absolve Earth of its stains

³ Rabindranath Tagore (1861-1941) was a Bengali poet, writer, playwright, philosopher and painter. In 1913, he was the first non-European to win the Nobel Prize in Literature. Two of his works are the national anthems of Bangladesh ("Amar Sonar Bangla") and India ("Jana Gana Mana") respectively.

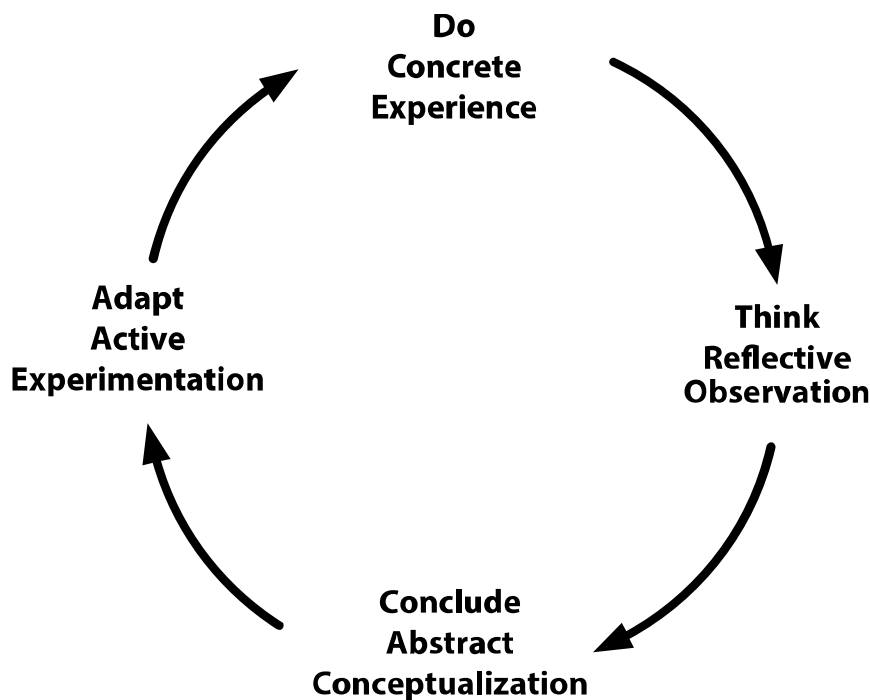
1.1 Kxfvte cŃBeq`divvklte

1.1.2 cŃBeq`f`i vkyvPμ

1984 mvtj vkyvMZ ZvEĖK tWvFW Kj;(David Kolb) cixvvgj-K vkyvi ZĖjUi vEKvk Ktīb|

GKRtbi ev Atb`i AvfÁZv/KgRvtdi Avtj vtK cŃZvbqZ vkyv MhY KivB gj-Z vkyv Ptμi cŃμqv vntmte vetePZ| GB Ptμi cŃg avc ntjv AvKkb (Kg), GKvU ev`e AvfÁZv, hv cieZĖZ vPšlq cŃZdvj Z nte| GUV bZb Ašf`bi (Dcmsnvi) v`tk avvZ Kti, hv Avtjv vPšlq ifcvšli Kti Kxfvte vfbvte KvR Kiv hvq G cŃt½ (gmbtq tbl qv)| cieZĖZ GKvU bZb c`tyc AvyviY Kiž cvti, hv Avevi cŃμqvĖK iiaKti|

MŃd: cxi vvgj-K vkyvi ZĖj



vbtR t`tk tklv Qvov tKvbtv chqB h_vh_fvte KvhRi bq| GKRb vkyv`PGB Ptμi hZ Mfvti cŃek Kite, Zvi vkyv ZZ cŃlvv nte|

GB Ptμi thKvbtv avtc thKvbtv mgtq cŃek Kiv thž cvti Ges thšv³K μg AvyviY Kiv thž cvti | GB Ptμi vevfbvavtci iia iytĖ vbw` cŃkyY cxvZ MhYxq, thgb: tuj tcaž GKRb Zvi ev`leK AvfÁZv v`tq iia Kiž cvti (Kg), hv cieZĖZ cŃZdvj Z nte (vPšlq) vKsev tKvbtv vkyvq GKRb vevZ`avi Yv v`ž cvti (Dcmsnvi) hv cixvZ (gmbtq tbl qv) Ges cŃvZ (Kg) nte|

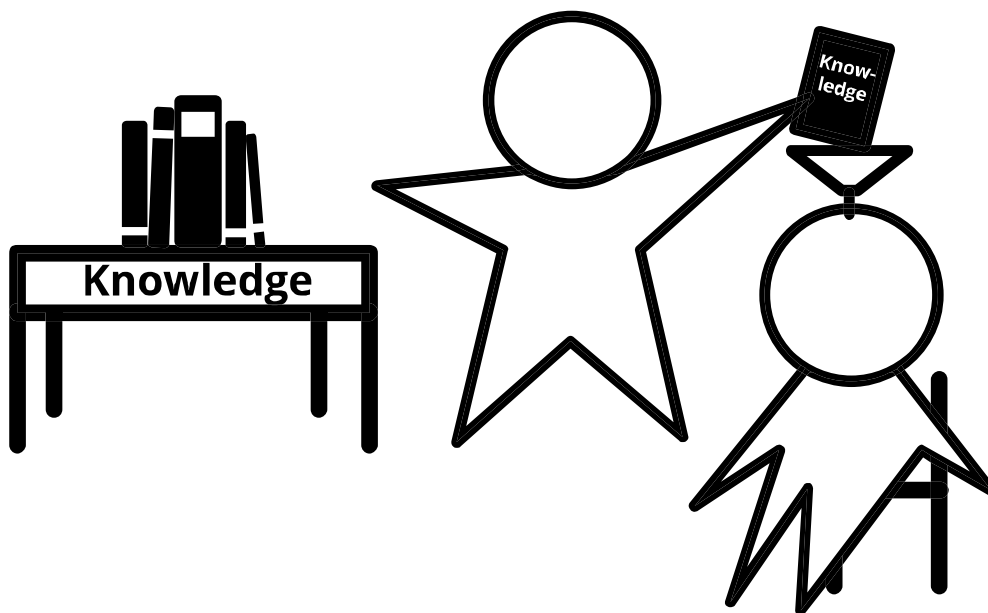
Source:

David A. Kolb: *Experiential Learning. Experience as the Source of Learning and Development*, New Jersey: Prentice Hall 1984

1.2.2 mǝm'itKw`K ukjv

1968 mǝtj emRtj i cvltjv tǝqvi (Paolo Freire) Ziv gj- Kiv ŌmbcǝtZi ukjvŌ cŌg cKvk Ktib, hv Ōe'isvKs c×vZŌ wntmte mǝtj vPZ nq, Gi Ōviv tevsvtbn ntqŌ GKRb ukjK Ggb AvPiY Kiteb th wZvb me Rvttb Ges QvTt`i KvŌ Zvi w`v GKgŁx thvMvthvMvMi gva'tg cŌvb Kiteb|

MŌd: e'isvKs c×vZ



tǝqvti i gŌZ, mǝm'v-DŌvcb ukjv c×vZ ntjv ukjK I QvTt`i gŌa` wŌgŁx thvMvthvM cŌvqv, gj-Z ukjK I QvT DfqtKB cvvYZ Kiv|

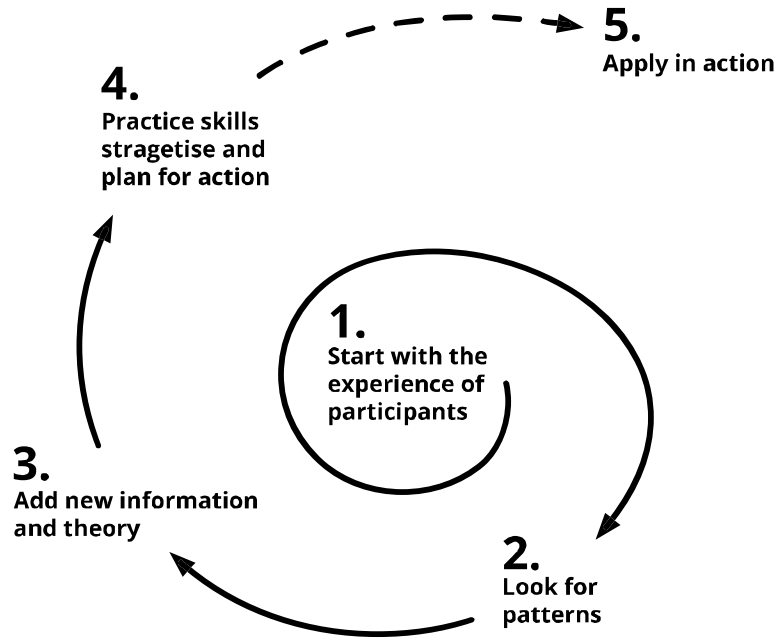
ŌQvTiv- AbMZ tkŌZv bq- Zviv mǝtj vPbvi gva'tg ukjKt`i mǝt_ msjvtc wjB| ukjKiv wetePbvi Rb` QvTt`i DcvE Dc`vcb Kite Ges QvTiv wbtRi fve e`3 Kitj ukjK tmB wclqvU cŁvi vq wetePbvq wteb|Ō (tǝqvi, cŌv 81)

Ōmǝm'v- DŌvcb ukjvq, mǝtj vPbvi gva'tg gvby Zvi tevkv3tK Dcv wä Kti, hv Ōviv gvby Zvi Av`ZtK LjR cvq Ges wbtRtKB LjR cvq; w`i ev`eZv wntmte bq eis ev`eZvtK cŌvqvaxb I ifcvšt`i i gva'tg LjR cvq| (tǝqvi, cŌv 83)

tǝqvti i gŌZ, eZŌvb cvv wZtK tevsvi Rb` ukjvtK e`enri Kiv DvPZ, thgb: `wŌfW2 I gj`teva mǝtRi AvfRvZ tkŌvi I ci Avtvc Kiv ev gvby i gv3i Rb` wclqvU mvrvtbn, mŌPZbZv I jgZvqtbi gva'tg mǝtRi GKvŌ Kgvwntmte Zvt`i cvvYZ Kiv, hviv w`vZkvj Ae`vtK tgvKvtejv Kitz cvt|

mgmiv- Dlvcb cxwZtK AtbK tjLK PpυKvi gfwj wntmte aviY KtiwQtj b| 1991 mtj KvbWwi KtqKRb Abkxj bKvix wbtm³ wBivj gfwj wntmte Dc-vcb KtiwQtj b| GB wkYv cxwZ ntjv, e'vcK AwfAZv wbtq iia Kiv hv cBseq-iv ckkYtY Ztj aite| wbtRi AwfAZvK cZdij Z KitZ cvitj cZcytK `gvtbv hite| Zviv wbtRt` i aviYv w`tq| cxwZi Dcivb ev Ask ckkYtKi KvtQ Dc-vcb KitZ cvti | thtKvtbv Dcvtq GB bZb Ašf @ ev`e avi Yvq Abkxj b ntZ nte hv GKwU cwi Kí bvtK ev`e ifc w`tZ cvti | cwi tktl, cwi Kí bwtZ vt` i wBR`^tcBvctU | AskMhYKvixt` i gva'tg cBqvM ntZ nte|

Môd: `w` wBivj gfwj



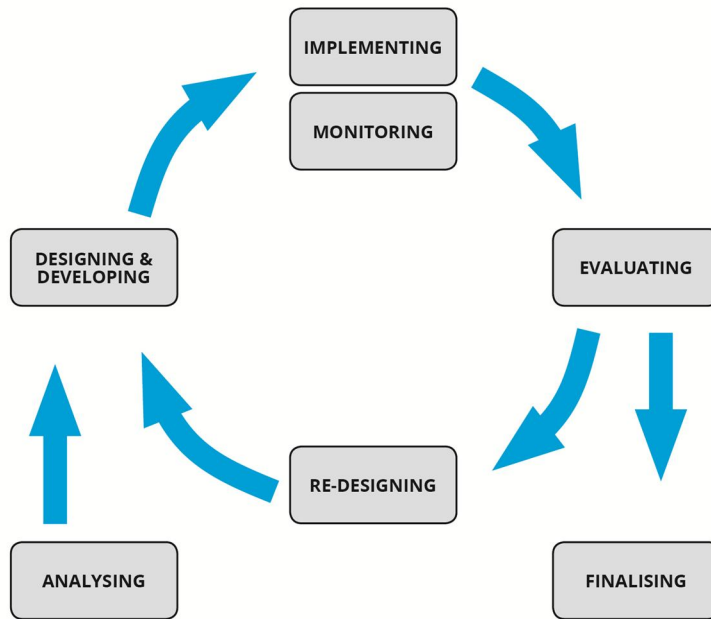
Sources:

Paolo Freire: *Pedagogy of the Oppressed*, New York /London: The Continuum International Publishing Group 1970
 Anne Hope /Sally Timmel: *Training for Transformation. A Handbook for Community Workers*, Gweru, Zimbabwe: Mambo Press 1984

1.2.3 cġġY Pμ

cġġYtK ej v nq GKIU mjbw 0 cġġr | cġġr i gZv, cġġY GKIU PμvKvi cġμqv |

Mġd: cġġY Pμ



Gi Av`R avc, tġv eY0vi Rb` msuk0 cġġgġ- KivR I bgġv AvDUCġv vbtμæb0v Kiv nġj v |

Z_'' weþkð Y		
Kx tkLvi cþqvrBb?	<ul style="list-style-type: none"> • mgm'v/cðkÿtYi cðqvRb wbaþ Y • AskMðYKvi xþ`i weþkð Y Kiv 	<ul style="list-style-type: none"> • mgm'vi weewZ • cðqvRbqvZv gj'vqY • wkÿv_þ`i tcðdvBj

wWRvBibb I tWþfj wcs		
Kxfvte wkLþZ nte?	<ul style="list-style-type: none"> • tkLvi Dþik'mgþ tþ Lv • tWþj fwi c×wZ wbeþþb • wvqe`weKvk • QK/chþq wVK Kiv • tkLvi Kvþþg wVK Kiv • cðkÿtYi wvq wVK Kiv 	<ul style="list-style-type: none"> • GmGgGAvi wU (~\$U) • Dþik" • civ'mwþ • Abþþj b • cðkÿY wvq wvþj
Kx wvq wkLþZ nte?		

ev`lvqb I wvqšY		
Kxfvte ev`lvqZ nte?	<ul style="list-style-type: none"> • civ Kí bv `Zwi • cðkÿY tmkb MðY • AskMðYKvi xþ`i chþþY Kiv • cð_wgK Z_'' msmð • cðZwvqv MðY 	<ul style="list-style-type: none"> • Zþ`i KvMR • chþþY KivMR • AskMðYKvi vDciv`wZ Zwþj Kv • %wvK/ga`g tgqvþ` cðZwvqv

gj`vqb		
Kxfvte Gwv KvR Kiþe?	<ul style="list-style-type: none"> • gj`vqþbi avc wVK Kiv • gj`vqþbi c×wZ evQvB Kiv • Avþiv Z_'' msmð • cðZ `li gj`vqb Kiv • mgwvi k`Zwi 	<ul style="list-style-type: none"> • gj`vqb civ Kí bv • Þvšl`cðZwvqv • cðkÿY • gj`vqb cðZte`b • cðZwvqv mgþ

wi -wWRvBibb		
Kxfvte gwvþq tþl qv nte?	<ul style="list-style-type: none"> • gj`vqb t_þK Dcmsvþi `va Kivþbv 	<ul style="list-style-type: none"> • Dþik" mstkvab • civ'mwþ mstkvab • Abþþj b mstkvab • cðkÿY wvq wvþ` mstkvab

ÞvšKiv		
Kxfvte tkL KiþZ nte?	<ul style="list-style-type: none"> • cðkÿtY mgwþ • wkÿYvq wvq msmð 	<ul style="list-style-type: none"> • Þvšlv wvþv© • wvq mgþ tkLvi

Source:
 Inspired by the ADDIE model in Janis Fisher Chan (2010): Training Fundamentals. Pfeiffer Essential Guides to Training Basics, San Francisco, USA: Pfeiffer

10 Zıq fM

Aa'iq-`B- cġkŷKt` i cġkŷtYi Rb` cW`mP

2.1 cġkŷKt` i cġkŷtYi Dtġk`

Awnsm Dcvtq 00 ifcvšli nel tq cġkŷKt` i cġkŷtYi Dtġk` mgr nŷj v

- AskMġYKviŷt` i ÁvbrRġ, `ÿZv I 00tK Awnsm Dcvtq ifcvšli nel tq cwi cYŷvte Z` w tq mnthmZv Kiv
- AskMġYKviŷt` i ŷbŷt` i `ÿZv ewx i jŷy` me aiŷbi mŷhM-mŷear t` l qv Ges cġkŷK wntmte wewfbae` tj i mŷt_ AskMġYKviŷt` i KvŷR m=ú,3 Kiv Ges Zvŷ` i AwfÁZv Awnsm Dcvtq 00 ifcvšli nel tq KvŷR j vMŷbv

2.2 cġkŷK cġkŷtY cwi eZġ ZĒj

cġkŷK cġkŷtY Awnsm Dcvtq 00 ifcvšli nel tqi l ci wfiE Kŷi cwi eZġ ZĒj nŷj v:

th mKj e`w³eM⁰t0i MVbgj-K ifcvšli cġZkġZex Ges hviv Zvŷ` i m=c0 vtq KġvfvRb/Zvŷ` i wetePbvq ŷbŷtq cġkŷK wntmte cġkŷY w` tj Zviv cġkŷtYi nel q tmB Abjvqx wY`vm KiŷZ cviŷte wewfbaeŷMvŷxi l ci KvhRifvte, KvŷY Zviv Mfxfvte ÁvbrRġ KŷiŷQ Ges Awnsm Dcvtq 00 ifcvšli nel tqi l ci cġBeq`ŷ` i `ÿZvl itqŷQ, KvŷY Zviv GB mg`lwkŷvi gŷa` ŷbŷt` i gmbŷtq ŷbŷtq Zvŷ` i tġŷvŷU l ci wfiE Kŷi Ges cġkŷK wntmte Zviv bZb `ÿZv, tj v ev`b Rŷetb BŷZvgŷa` Abjxj b Kŷi hv ŷU ŷU cġkŷK l ŷU ŷU AskMġYKviŷi mŷt_ GLŷbv mŷZ|

2.3 AskMġYKviŷ

GB tKvŷmAskMġYKviŷt` i eqm me0=030 eQi nŷZ nŷe Ges cvŷeQŷi i Pvkwi i AwfÁZv `vKŷZ nŷe| d`vmmj ŷqUi/ŷUvri wntmte KvŷRi mŷbŷ` 0 AwfÁZv `vKŷZ nŷe Ges mvgmRK/DbqYgj-K KvŷR mŷxj mgvŷR Kvhŷrg `vKŷZ nŷe A`ev gvbemKvi Ges kvšlembgŷbi tŷtġ AwfÁZv Avek`K| Dciš; AskMġYKviŷt` i cŷjv tKvmKivi cġZkġZex `vKŷZ nŷe| Gigŷa` itqŷQ e`w³MZfvte AskMġYgj-K ŷkŷvq ŷbŷtRŷK RŷoZ Kiv Ges tKvmPj vKuj xb Awnsm Dcvtq 00 ifcvšli nel tq ŷbR`^tġŷvŷU Zŷj aiv| cġkŷtYi thŷKvŷbv Abŷjvŷa Zviv BwZevPK cġZmŷq Rvŷvte Ges cġkŷY tkŷl 00 ifcvšli Awnsm A`vŷcġP nel qŷU nek`fvte eŷŷZ cviŷte|

Avŷe`ŷbi c=xwZ ŷbŷt=03:

- wj ŷLb A`vŷcġKkb; Gi mŷt_ Awnsmv ŷbŷtq AskMġYKviŷi ŷbR`^Abŷcġ Yv l e`w³MZ AwfÁZv ŷbŷtq GKŷU cġŷ tj Lv cvW`mP/Kvwi Kŷvq
- AŷZ GKŷU ti dŷŷi Y
- AskMġYKviŷtK nek`fvte Rvŷvri Rb` GKŷU tUj BŷUv wFD, `ú0 cġkŷEi

GB cǎkÿtYi Rb̄ cǎkÿYi_ℙ ubeℙb Kivi tÿtĀ Duj mLZ uelq_tj_vtK uetePbvq ivLv `iKvi | AskM̄hYKvixi tÿtĀ brix-cjād I uelƒbæagℙ bZvĒK Rb̄tMvōxi cǎZubvātZji uelqiu uetePbvq ivLtj ƒvj nq | GKiu cǎkÿY eivP 12 R̄tbi teik AskM̄hYKvixi tbqv WK nte br |

2.4 m̄bvi θ uelqe `I Z` m̄úK ℙ ikl̄tbi D̄tĪk`m̄ḡ

Gimv̄_t_m̄úK ℙ j`ÿ`m̄ḡ N̄

θθ I θθ uetk̄dY

- θθtK msÁvqZ KitZ cvi `k̄nI qv
- θt̄θi uelƒbæmsÁv m̄úK`mg`K Ávb jvf
- θt̄θi cǎkvi t̄f` , ch̄q Ges gvĪv m̄úK`R̄vbi I tevSv
- θt̄θi mg`l̄ch̄q I θθ eivxi `t̄i uelqe `m̄úK`Dcj wä I uetk̄dY Kiv
- θθ uelY`v̄tmi uetk̄dY m̄úK`tevSv
- m̄v̄smZvi uelƒbæaib m̄úK`R̄vbi
- θt̄θi tR̄Üvi W̄b̄t̄gbkb m̄úK`tevSv

θθ Ges eiv̄P̄

- θt̄θ ubR`^cǎZdj t̄bi m̄ÿgZv AR̄θ
- ms̄v̄smZvi I θt̄θi gv̄tS ubR`^Av̄fÁZv m̄úK`tevSv
- ÿgZvi m̄v̄_t ubR`^m̄úK`K̄K tevSv
- θt̄θ ubR tR̄Üv̄t̄i i ƒv̄gKv m̄úK`tevSv
- ubR`^K̄zs`vi I eiv̄v̄aiv uelq m̄úK`tevSv
- ub̄t̄Ri Ab̄v̄w̄Z, Av̄M̄h Ges cǎqv̄Rb m̄úK`eS̄tZ cvi v
- th̄v̄M̄t̄h̄v̄M̄t̄K θθ c̄v̄i P̄j b̄vi Ab`Zg n̄v̄Zqvi ūn̄t̄m̄te Ávb̄R̄θ Kiv
- ub̄t̄Ri Ab̄v̄w̄Z, Av̄M̄h Ges cǎqv̄Rb m̄úK`m̄v̄sm Dc̄v̄t̄q eS̄tZ cvi v
- h_vh_f̄ite cǎZv̄uqv̄ Av`vb-cǎv̄t̄bi m̄ÿgZv AR̄θ
- Av̄v̄sm̄vi Av̄v̄w̄ZK I aḡv̄q cUf̄v̄g m̄úK`R̄vbi

θθ Ges `j m̄ḡ/m̄gv̄R

- `tj ub̄t̄Ri `v̄qZj Ab̄v̄v̄eb Kiv
- `tj i M̄v̄Zk̄xj Zv tevSv
- `tj i ƒv̄gKv I K̄v̄h̄v̄g R̄vbi I tevSv
- `tj i/m̄gv̄t̄Ri ÿgZvi m̄úK`m̄úK`R̄vbi
- θt̄θ ms`w̄Zi ƒv̄gKv m̄úK`eS̄tZ cvi v
- òms`w̄Zó avi Ȳv̄v̄Ui m̄gv̄t̄j vP̄bv̄ḡj-K Dcj wä m̄úK`eK̄v̄k̄Z nI qv
- m̄gv̄t̄j vP̄v̄i gv̄a`tg m̄gv̄óMZ c̄v̄i P̄t̄qi uel̄t̄q ḡj`v̄qb KitZ m̄ÿg nI qv
- m̄v̄s`w̄ZK m̄v̄smZvi uetk̄l̄ K̄t̄i eȲēt̄θI Ges Ab`vb` uelq m̄úK`eS̄tZ cvi v

- eYfēþ0l Ges Ab`vb` `elg` ubtq ubþRi fīgKv m=úþK® mǝZþeva RvMǝ nI qv
- Awnsmvi Ava`mǝZK I agiǝ cv`R` m=úþK®Rvbr

0þ0 iǝvšþii c×wZ

- 0þ0 wēþk0þYi wfiēþZ Zv Mvbgj-Kfivē tǝvKvþej v Kivi tKŠkj wēKik KiþZ mǝg nI qv
- Awnsm Dcvtq 0þ0 iǝvšþi wēl qvUi bvbvwa c×wZ m=úþK®Rvbr
- Awnsm Dcvtq 0þ0 iǝvšþi wēl qKkvhRwi Dcvtq ,þj v m=úþK®Rvbr
- msNvþZ Awnsmvi n`þȳc m=úþK®tevSv Ges mgvþj vPvbgj-Kfivē ýgZvqþb Gi fīgKv I 0þ0i iǝvšþi wēlþq Rvbr
- 0þ0 iǝvšþi i Rb` c0qvRbxq thvMvþhvM `ýZv m=úþK®Rvbr I c0qvM Kiv
- `þj i wēwa mǝvavi tKŠkj m=úþK®Rvbr I tevSv
- HþK`i wfiēþZ w×všMþY b×wZ I c0qv m=úþK®Rvbr I tevSv
- Awnsmvi cēwēi wēlþq wbr`^ wófv½ wēKikZ Kiv

cǝkǝY- c×wZ Ges tKŠkj mǝg

- Awnsm Dcvtq 0þ0 iǝvšþi HwZnwmmK, `vk0K Ges Ab`vb` tǝȳvctUi Avþj vþK Rvbr
- c0Beq`cǝkǝYi avi Yv m=úþK®Rvbr
- AskMþYgj-K wǝkǝYi c×wZ e`envi m=úþK®Rvbr I tevSv
- `þj i mǝvavRbK tKŠkj ,þj vi nwmZqvi I c×wZ m=úþK®Rvbr I tevSv
- wbr`^i mǝZ m=úþK®Rvbr (kw³, m=tev v I mǝgve×Zv) Ges tmǝgbrþi i wēl qv` , c×wZ I tKŠkj iB Kiv
- wēl qv` , c×wZ Ges nwmZqvi ,þj v m=úþK®AskMþYKvixþK gmbþq tbl qv Ges wēk`fvē wēl qv` tevSv
- AšþbþZfvē mvs`wZK gj`þeva I wþqþgi wēl qv` , c×wZ I nwmZqvi m=úþK®tevSv
- mǝw`0 `þj i c0qvRb m=úþK®ešþZ cǝkǝYi wēl qv` m=úþK®gmbþq tbl qv hv cǝkǝYi bKkvi mvt_ mvgÄm`cY®
- cǝkǝY `j ,þj vi Rb` gj`vqb I wǝkǝYiq c0qv ,þj vi bKkv %Zwi KiþZ mǝg nI qv

2.5 μ m-Kvibls iel qmgn

ibw⁸ KvRi BDubU₃ t_jv³ wbtq wbt³we³ avi YnuU KvR Kti₁ _v³K| metPtq₃ , iaZcY⁹htjv GB iel qiu₁ weifbae ai³bi ti dvti³Y wbtq KvR Kti₁ hv Ab³vb³ KvRi mvt₁ mvgAm³cY⁹ thLv³tb Avgv³ i c³xvZ I₁ um³v³Sl₃ t_jv³ `t_j i mvt₁ wgt_j |

Ainsmv

Ainsmv cKvk₁ cvq Riebaiv I msNv³Zi gta³ w³tq| 0³t³0³ i fcv³Sl₁ Ainsm AvPiY e³w³ 0³t³K ax³i ax³i nwm Kti₁ I mvs³WZK ev MVbgj-K 0³t³KI nwm Kti₁ | Ainsmv b³vq I gvbemaKvi wbtq KvR Kti₁ | hv³ i c³Uzev³ i kv³ tbB, Zv³ i Ainsmv kv³ kuj x Kti₁ tZv³t_j, hv³Z Zviv Av³tiv ygZveib nq Ges wbtR³ i cKvk Ki³tZ cv³i | ygZvkj I Acivax³ i 0³0 I AwePv³t₁ i iel³q Ainsmv memgq Av³tj vPbv³ Rb³ Db³W³ _v³K |

GB uU₁ uU tKv³m³ Ainsmv³K i ayHwZnvmK t³c³UvcU wnt³mt₁ Z³t_j aiv nq w³| Avgv³ i insmvZ³K m³u³K³ KvVv³gt³Z Gi c³Uzdj b m³u³t³K³ Av³tj vPbv³ Kiv nt³qt₀ | Av³mt_j Avgiv wbtR³ i AvPiY³t₁KI c³kv³ x Ki³tZ cv³i Ges wbtR³ i wR³Amv Ki³tZ cv³i cv³i eZ³0³bi `v³iqZ₁ wbtZ Avgiv KZUv³ `v³iqZ₁ |

tR³Uvi I ygZv

0³t³0³ t³y³t³ mvgw³RKfv³te ms³Av³iqZ tR³Uv³t₁ i figKv GK₁U₁ , iaZcY⁹cUfig Ges GiU wbtR³ i gta³B 0³t³0³ t³y³t³ nt³q I t³v | Avgv³ i c³kv³Y Kvh³vt₁gi I me ai³bi um³v³Sl₁ t³K³ i³q iel³q tR³Uv³t₁ i figKv | 0³0³ w³ek³vt³Y ygZvi m³u³K³ c³fv³ve t³d_j Ges MVbgj-K um³v³Sl₁ t³y³t³ I Gi figKv i³qt₀ | weifbae cv³i w³Zi m³ste³ bk³ij Zv I Gi av³vev³nKZv wbtq t³Kv³m³U³t₁Z Db³Z Kiv nt³qt₀, Gi mvt₁ i³qt₀ `w³of³w³zi cv³i eZ³0³ Ges bZ³b c³sv Av³tj vPbv³ m³th³u³M (`pZv, w³g³ wnt³mt₁ GK³t³ KvR I b³v³q³vePvi iel³qK KvR) |

Av³st³ms³ WZK³ ik³y³v

Avgiv ms³WZ³K weifbae ch³q, Riet³bi c³Uzu³ t³y³t³ GK₁U₁ MwZ³kj b³wZ wnt³mt₁ Ab³veb Kvi | weifbae ai³bi ms³WZ³ i ms³uk³Av³gt³ i bZ³b w³MS³ c³kv³ A³sl³ RvM³Z Kti₁ - Gme ik³y³vi c³Uqv³t³K c³h³wi Z Kti₁ | cv³i eZ³0³t³K gj³v³qb Kiv Ges G³tZ c³Y³fc e³envi Kiv ik³y³vi GK₁U₁ , iaZcY⁹iel³q, hv³ mvgw³RKv³Ki³t³Y , iaZcY⁹figKv cv³j b Kti₁ G³tK euZ³ew³ m³gvR wnt³mt₁ M³to tZv³t_j |

GKB mg³tq Avgiv 0³0³ wbtq₁ , iaZ³t³ B Ges gvb³t₁ i Aw³f³A³Zvi mvt₁ m³u³K³ n³t_j 0³t³0³ i fcv³Sl₁ hv³ vb I mg³qt³K AwZ³ug Kti₁ hv³q Ges w³fbat³c³Uvc³t₁U₁ G³tK Act³i i t³y³t³ eaZv at³i i³t³L |

2.6 cxiZmgn

GB tKvmp Dti tk ARbi Rb ZmEK Avb jvfi cvkvcnk Gi ukYyXq melq,tjv AtbK tenk ,iazpYq Dciš, Avgiv mthvM Kti t`B Ansm Dcvtq 00 ifcvišli melq cixyY I gmbtq tbi qvi cūqv, nviZqvi Ges cxvzi ev`iek cūqvM AskMhYKvixiv ukLtz cvi te wwfbaqfWj , tKSkj I nviZqvi Ges GKB mgta Zviv `faxvzi meKiv I gmbtq tbi qvi w`K,tjv mautK®RvtZ cvi te| Gfite Avgiv AskMhYKvixi e`ir³ I `jMZ chiq t`K ZvK mevZK mthvMZv Kti _vKte Ges Zviv vbtRivB vBR`^fwtZ mjbw`0 melq i tKSkj I cxvz AvqE KitZ cvi te| GQovl Avgiv Ansm Dcvtq 00 ifcvišli tyt` e`ir³MZ Abtc0 Yv I gtbvive Mto ZjtZ mivv` Kie| ukYyXq GB melq,tjvi Acvinih melq,tjv GKRB e`ir³i vBR`^kjx, gtbvive I thvthvMi tyt` intmte cvi MvYZ nte Zxe`msKtUi gta`I |

Ansm Dcvtq 00 ifcvišli melq ukYyXq cūqv gti itqt0 ü`q (gtbvive), gw`P (Avb) Ges n`l (yZv)|

GB ukYyXq cūqv Ašif⁹ _vKte:

- thvM`Zv: AskMhYKvixi AvfÁZv, Avb Ges mgv`K Zjt aiv
- BvUv AvKvUf: vPš, Avj vc-Avtj vPbv Ges Abkxj tb AskMhYKvixiv `ZtúZ`_vKte
- cūqvMK: ZEK ev`te e`envi ; tmUv tKm ÷vW, tij tcaGes Avfbq vKsev `tj i gta` mekt`Yi gva`tg
- AskMhYgj-K: tkLvi cūqv vbtRB `Zvi Kivi mthvM AskMhYKvix I `j tk t`l qv Ges vbtRt` i gta` AvfÁZv I gZigtZi wfvE Mvb Kiv

cūqvYi cxvz vbtv:

- `Zš;cūZdj b
- avi Yv, cūqv Ges AvfÁZv Dc`vc`bi gva`tg mevi mvt` fivM Kiv
- mgM0Ges L0 `tj Avtj vPbv
- tKm ÷vW,tjv Abkxj b hvi gva`tg gvbe AvPi Y I cūqv mautK®Rvbr hvq
- tij tcaGes Avfbtqi gva`tg melq i avi Yv I cūqv mautK® yZv `Zvi Kiv
- avi Yv I cūqv mgn ev`e cvi w`vZtZ cūqvM Abkxj b
- cūqvavi Av`vb-c0vb (AskMhYKvix, cūqvK ev wfvM BZ`w` i gva`tg)
- tLjv, vbtv`b, Mvb, AvBmteKvi BZ`w`

2.7 melqe`KvWtgv I avievwnKZmgn

cūqvY cūqv AvvZ nte `BfvM, cūv fivM AvvZ nte cvv` b Kti | cūg Astk 000i ifcvišli melqv I ci avi Yv I cūqv mautK®mPbv I Avtj vPbv Kiv nte| cūg Astki tktl ev`iek fite ukYyXq melq mgn AskMhYKvixi` i gva`tg cūqvM Kiv nte|

GB `B Astki gvtS, AskMhYKvixiv melqe`i avi Yvi iKg I cūqv vbtq ev`e cūqvM Kite mivsmZvi I ci vKsev ev`e cūqvYi I ci |

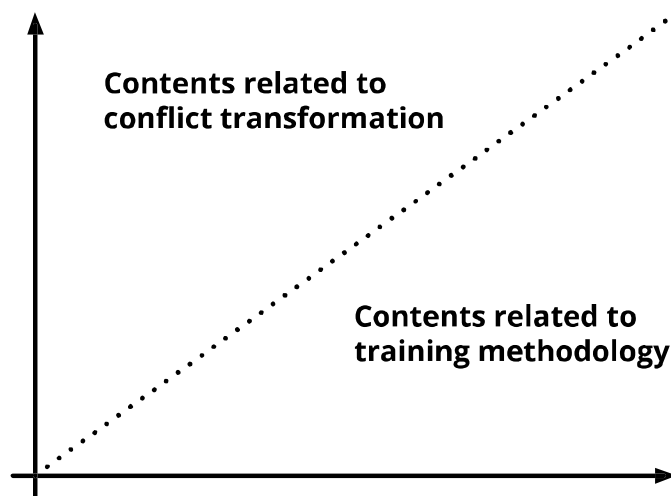
căkytYi wZiq Astk căkyKt`i căkytY ev`e AwfÁZvi cZdj b wbtq mnthvMzv Ges `yZv ewxi KvtR , iazj t` lqv nte, thgb: cÜBeq`d`i wkývi Avtiv nek` Avtj vPbv, Kxfvte căkyY cÜqv mvrvtbv nq Ges căkyY wntmte Kxfvte wbtRi tcdvBj `Zwi KitZ nq| GQvovl , AskMhYKvixt`i cÜqvRtbi wfvEz Ges Zvt`i KvtRi cwiwatz mjbv`e c`wZ wbtq ebtK Awmsvq ifcvstii wltq Avtj vKvZ Kiv nte|

AewZ căkytY ebtK ifcvstii wKsev kwskgPwntmte ev`e AwfÁZvi GKwL LgB , iazcY`ce`kZ` GiRb` căkytYi iiaz t`K AskMhYKvixt`i ev`leKfvte Awmsm Dcvtq ebt ifcvstii welqutZ RwoZ `vKvi Rb` Abj`cÜYv t` lqv nq| GB AwfÁZvB gvV chq`qi wkývi cÜqvq Ašf` | gvV cwi`k` Ges ágtyi mthvM `Zwi Kiv, hvi gva`tg welqe`m`útk`Avtiv nek` fvte Rvbv hvq Ges kwsk cZÖvq KvR Kiv hvq|

Awmsm Dcvtq ebt ifcvstii welquli căkyK wntmte, ev`e AwfÁZvi ntjv GKrb căkyK nlqvi metPtq , iazcY`v`K| GgbwK căkytKi `tj i `bw`b KvtRi lci itqtQ Gi cZdj b| GB căkytYi Avl Zvi gta` `vKtQ: AskMhYKvixt`i Abjiva Kiv nte căkyY BDvBU `Zwi l mnRZi Kiv, cZwqv MhY Ges mvqwMkfvte Avtiv ewj`o Kivi w`tk căkytYi aitb gbtvthvMx nlqv| GB `B Astki căkytYi gvtS, wbtRt`i gtvZv Kti căkyY BDvBU `Zwi Kiv, hv Zvt`i ev`e AwfÁZvi cZdj b Kti Ges Gi wkýYxq w`K , tjv Ztj aiv| căkytYi Ašf` `j tmB wkýYxq welq , tjv wbtq cieZ`Z KvR Kite|

GB KvtRi Rb` wUw-Gi AskMhYKvixt`i Abjv`x wntmte KvR Kite căkytKi `j | Zviv thtKvbtv aitbi civgk`v`te m`ebvvi lci wfvE Kti, căkyY cÜqv l aitYi lci cZwqv cÜvb Kite Ges Gi mvt` Zvt`i căkytYi AwfÁZvi wbtq Avtj vPbv Kite| gj- cZÖvb AskMhYKvixt`i ev`e căkytYi mthvM `Zwi Kite|

Möd: welqe`i weeiY



Dij ulZ iPlu ulu ckyY tcmvgti eEb cuqv| thnZzGB ckyY tcmvgti ckyKti i Dftk cVxZ, tcmvgti cji nelqe- Amsm Dcvq 00 ifvli e`vi mt_ mUwK Ges ckyYi cxwZ ckyY PjvKjxb cZ mgq AvtjvPbv Kiv nte| Zte Gi AvtciyK_ iaZi ckyYi mt_B cwi eZ nte: ckyYi cUg Astk 000i ifvli i nelqu AvtjvPbv gj- wntmte tK`tfZ nte| GQvovl 000i ifvli i nelqu ckyYi tkl chSB c0arb` cVte, wZxq Astk ckyY_ vKte wkyv, cxwZ Ges ckyKti `yZv hvPvtqi lci gbtvM|

2.8 ckyKMY

ulu ckyY PjvKjxb, AskMhYKvixiv AšZ `BRb ckyKti Aaxtb `jfZ nte, Guv gj-Z AskMhYKvixi i tRÜvi fvimvgti nelquUl tLqj ivLv nte| ckyY iia AvtMB ckyKti mt_ mrvvtZi Ges `j `Zwi mthvM_ vKte| Zvib ckyYi cji ulv mgq Rjo AskMhYKvixi mt_ vKte Ges `tji wvfbæKvRi Rb` `wq_ vKteb| cUg 75 kZvsk ckyYi nelqvejx ckyK `tji gva`g mvaZ nte| ckyYi wvfbæAstki tyfT Ab`vb` e`w`eMfKI Avgšy Rvrbv nte tKvrb m0w`0 nelqi tyfT Ges wvfbævte Dc`vctbi mthvM_ vKte (ivR%0wZK, ZvEjK, wkyv, mvs`wZK, gvV-cwi`k0 BZ`w`)|

ulu tKvrm ckyKti i hvPvtqi gub`D:

- Amsm Dcvq 000 ifvli nelq GKRb ckyKti Kgctj 8 eQti i KvRi AwfAZv_ vKtZ nte
- Amsmv Avt`vj b, ga`ZvKvix, Avtj vPZ wntmte 000k ifvli i wvfbæ nelq mUw`_ vKtZ nte GKRb mUw Kg`wntmte
- Avštmvs`wZK AwfAZv l mste`bkj Zv
- ckyY `tji mt_ KvR Kivi `yZv
- cwi eZ`bi mt_ mnfRB gwbtq tkl qvi gwbmKZv Ges wkyvi cuqvq th tKvrb P`vtj Ä tgvKvtej v Kivi ygZv

2.9 wixyY Ges gj`vqb

tKvrm wixyY Ges gj`vqbi mt_ wbt`w` nelqvejx RwoZ_ vKte:

- cZw` b ckyY tkl AskMhYKvixi i KvQ t`tK wbgvZfite tgsuLK cZw`w`v tkl qv wKsev Gi`P`q tenk wKQz e`e`v Kiv
- `BR Astki ckyY tkl cZw` b tKvrm tgsuLK cZdj b Ges wv`fite AvtjvPvri e`e`v Kiv hv wj ulZ WKt0U AvKvti gj- nelq_ tjtK wPwYz Kti
- ckyKti ckyY tkl cZw` Astki ci wj ulZ AvKvti AskMhYKvixiv ckyYi nelqe`wbtq KvR Kite
- ckyKti wj ulZ wv`vU`Zwi cZ ckyY tkl

2.10 cĕkŷtŷi mgwŃ

mŕuŷcĕkŷY tkŕl AskMŃYKviixiv mŕuŷcĕkŷY cŃŃ nteb| GiRb" cĕZ AskMŃYKviixiv AŃZ 80 kZvsk DcwŃZ _vKtZ nte Ges tkvŕmŕ wj ũLZ WKtŷU `Zwi KitZ nte, hv cŷiv tkvŕmŕ ũkŷYxq ũelq, tŷvŕK cĕZdŷj Z Kti GK`g i iæt_tK tkŕl chŃ|

hviiv mdj fŷte cĕkŷY mŕuŷKŷte Zŷt`i Dchŷ mŕuŷcĕkŷY cŃŃ Kiv nte| Gi Ab`vb" kZŷej x ũbŷtŷe:

- Aŭsm Dcvŷq ŃŃ iŷvŷŷi ũelŷq KvR Kivi A`g" gvŷmKZv Ges `ŷZv _vKtZ nte
- cŷiv tkvŕmŕto AskMŃYKviixiv cĕkŷtŷi cĕZŷU tkvŕmŕ `ŷZv cŷi`kŃ KitZ nte
- AŃZ cĕkŷtŷi `ŷv b cĕkŷK `tŷi mŷt_ KvR Kivi mŕuŷZv _vKtZ nte Aŭsm Dcvŷq ŃŃ iŷvŷŷi ũelŷq

2.11 cĕkŷY cieZŕmnŷZv

cĕkŷY tkŕl nŷq hŷl qŷi cŷiŷ AskMŃYKviixiv ũkŷvi mŷhvM _vKte| Aŭsm Dcvŷq ŃŃ iŷvŷŷi ũelŷq Zviv Avŷiv AŭfÁZv mÁq Kŷte Ges GB ũelŷqi Ici cĕkŷY MŃtŷi gŷa`ŷg Zviv Gi avŷiv, cŷŷ mŕuŷKŕvŷte Ges `ŷZv I AŭfÁZv ARŃ Kŷte| `ŷvŷqŷte Ges mŷvŷ Ń `jŷK jŷ" KŷiB Zviv GB ũŷŷU tkvŕmŕ_tK ũeŷfŷŷcŷŷ I cĕŷvŷ tŷtŷ cĕŷvŷ KŷtZ cvŷte|

ũŷŷU tkvŕmŕ Kŷi ŷiætŷi mŷKŷi Zviv Avŷiv AŭfÁZv ARŃ KŷtZ cvŷte, hv gj- cĕZŃvb AskMŃYKviixiv i meŷZŷmŷhvM-mŷeav `Zwi Kŷi t`q Ges hv gj- cĕZŃvb cĕkŷY tkŕl I Zŷt`i mŷhvMZv Kŷi Zŷntŷ ev`e AŭfÁZv hv Pŷtŷ Á Ges ũeŷea cĕkŷK ũeŷ Kŷi Zv Avŷiv eŷŷ cvŷte|

GB cĕkŷY cieZŕmŷeav GKŷU `ŷŷŷŷ cĕŷvŷi gŷa`ŷg nŷZ cvŷi, hv tek KŷqK gvŷm atŷi Pŷtŷ cvŷi ũbŷtŷe cĕŷvŷ:

- cĕZ`K AskMŃYKviixiv tŷvb, gŷtŷmÁvi, BŷgBj, ũgvŷŷ ev Abj vBŷbi gŷa`ŷg thŷMŷhvM Kiv
- `j fŷ Kŷi cĕkŷY cieZŕAŭfÁZv ũeŷbŷtŷi Dŷi`ŷk" ũgvŷŷKŷev Abj vBb ev Adj vBb gŷa`ŷg thŷMŷhvM

gj-Z, cĕkŷtŷi `j cĕkŷY cieZŕŷkŷv cĕŷvŷ meŷZŷKŷte mŕuŷZv _vKte|

2.12 „YmZgvb vbuōZKiY gv b`Đ

vbtgv³ vcl q, t j v u l u „ Y vbuōZKiY gv b`Đi mvt_ hŷ:

- tKvfm⁹Ašf⁸ n l qvi cte⁹AskMhYKvixt`i mtev⁹Z_ I tmev cŃ vb
- AskMhY `^QZv
- Avte`b c^xuZtZ `^QZv
- `j MVtbi cte⁹cŃkŷKt`i `j `Zvi i AvfÁZv
- tKvfm⁹j vKij xb cŃkŷY `tj i vbcvqZ vgvUs
- AskMhYKvixt`i cŃvkvij gj-`vqY
- cŃkŷY `j I AskMhYKvixt`i Kiv Q t_ tK vbcvqZ cŃZvqv MhY
- cŃjiv cŃkŷY WKtgvUW Kiv nte, GgvvK AskMhYKvix I cŃkŷY `tj i gj-`vqYmn
- tKvfm⁹ cW`m⁹ tgvZvteK cŃqvRtb gj-`vqY I cŃtcixyv Kiv nte
- vj uLZ vcl qvevj I WKtgvUkb cŃ vb Kiv nte Ges AskMhYKvixt`i cieZ⁹Z_ `w` tgv mrvqZv Kiv nte
- cŃkŷKt`i mŷv vfk b Ges mnt h v MZv _vKte
- cŃkŷY tk t l AskMhYKvixiv m v u c t t K U M h Y K i t e b

gv- cŃZŃvb Ges Gi mvt_ RvōZ cŃkŷKMY KtqK gvm at i cŃkŷY cieZ⁹mŷv AskMhYKvixt`i cŃ vb Kiv nte

2.13 cĕkŷtYi bgŷv mgqmP

cĕkŷY mBĭn 1

cĕg wĭ b	wZxq wĭ b	ZZxq wĭ b	PZZwĭ b	cĀg wĭ b
fĭgKv	ŃtŃi wĕtkŃY	ŃŃ iŷvŷtĭi c×wZmgŃ Ges Aĭnsmv	thwŃthwŃ I mĭvqZv	cĀBeq cĕkŷv
cĕg wĭ b cĕarb cĭte wĕkŷYq wĕl q, tĭv Zĭj aiv Ges tĭi gta t_ŷK wĕl q, tĭv tkLvi eĭvcĭti GKgZ tcvIY Kiv GB cĕkŷtYi jŷ, ZwiĒK wĭ ŷKi cwi eZŃ Ges cĕkŷtYi Kivŷtgv mĕŷtK ^Ń AskMŃYKvi xĭ i mĭt_ Z_vewj fĭw Kĭi tbi qv Ges Gi hŷ ^Ń tĭvi mĭt_ mĕŷt ^Ń Kiv wR AwfĀZvi Avtj vŷK ŃtŃi wĕl qw t_Lv hŷZ Gi msĀv I wĕwfbŃDcĭ vbmŃŃ mĕŷtK ^Ń Āvb j vŷf Kiv hvq ZĒMZ chŷq, cĕwĕgK cwi fĭw K kĕvewj Ges avi Yv Dc ĭrcb I Avtj vPbv	wZxq wĭ tŃ ŃtŃi bŷvwea cwi tĕŃŷZ wŃtq Avtj vPbv, Gi mĭt_ cŷ RŃwZ_vKte, ŃŃ mĕŷtK ^Ń BmŷGes ŃtŃi wĕwfbŃ cwi wĭZ cwi MŷZ Kiv wĕwfbŃ aĭtbi wĕl qvewj wĕtkŃY Ges wŃtMŷPi Kiv nte, hv ŃtŃi wĭ K, tĭv Zĭj aĭi Avŷte w ^Ń K t_ŷK AvŷRŃZK chŷq chŷŷ cĕZw cĕkŷtYi wĭ b tkŷt AskMŃYKvi xiv hŷ ^Ń hŷ ^Ń cĕkŷ Kivi mŷgZv ivLte hv Zv t_i ŃŃ mĕŷtK ^Ń Avtĭv wĕ tŃw Z avi Yv wĭ te Ges Zviv th ŃŃ, tĭvi mĕŷt ^Ń nq ev n tŷŷc Ki tZ cĕZ nq tmB wĕl tŷ fĭtĭv avi Yv wĭ te tRŪvi mŷte bĕkŷj wŃtKvY t_ŷK ŃŃtK t_Lvi GKw Kivŷtgv cĕvb Kiv nte	ŃŃ iŷvŷtĭi wĕwfbŃ c×wZmgŃ, hv wĕteK t_ŷK i iŷntq Aĭnsmv Kivŷtgv iŷf tŃq thgb Avtj vPbv, Kŷŷ ^Ń vi tgv Kĭtej v, eĕg Ges cŷwĕg ^Ń b cĕwqŷ Kiv Kiv BZ wĭ Dc ĭrcb Kiv nte ŃtŃi mĭt_ ŷgZv tŃbi mĕŷtK ^Ń GB cĕkŷtYi iŷZĭi mĭt_ Zĭj aiv nte GŃovŃ Aĭnsmvi ev tĕewĭ I bŷwZMZ c×wZ Zĭj aiv nte Aĭnsmvi HwZnŷwK tĕŷŷcŪ Ges mgmŷgŷqK wĕkŷŷgŷ-K wĕl qvewj i Kivŷwĭ Zv Dc ĭrcb I Avtj vPbv Kiv nte	ŃŃtK iŷvŷtĭi Ab Zg nŷwZqvi nĭj v msj vĭ I Mvbgj-K Avtj vPbv thwŃthwŃMi gj-gŷ, tĭv Dc ĭrcb Ges c×wZ hv mĭvqZv I mĕŷtRbKfvte p K_v ej v BZ wĭ Abŷŷj tŃ DŃŷ I ŷZv ewx Kĭi	cĀBeq cĕkŷv avi Yv Ges cĕkŷtYi Kiv Dc ĭrcb Ges Avtj vPbv Kiv nte AskMŃYKvi xiv AwfĀZvi Avtj vŷK GKrb wĕkŷv ^Ń wŷtŷte cĕg Aŷtki Abŷŷj tŃi tkŷt AskMŃYKvi xiv wŃtRivB ev tĕewĭĒK cĕkŷY Zwi Ki tZ cĭte hv cĕkŷtYi cĕg PtŷB tkLŷtŷv nte thgb: wĕtkŃY, bKkv Ges Dbqŷ

cikytYi wZiq mBiv

Ió w b	mBg w b	Aóg w b	beg w b	`kg w b
<p><u>cúZdj b</u></p> <p>cikytYi cògwi b AskMòYKvi xiv Awnsm Dcvtq 00 ifcvsli wel tq cikyY tbi qv iiaKij, Zviv Zvt`i AwfÁZv newbgg Kite Abt`i mvt_ Ges KvRi gva`tg AwfÁZvi cúZdj b nte</p>	<p><u>cúBeq`vikyv</u></p> <p>mgmvguqK AwfÁZvi Avtj vtK Awnsm Dcvtq 00 ifcvsli wel qvU tclvrcU Avtiv nek`fite tevSvi Rb` cúBeq`ft`i vikyv Ges cikytYi bKkv còvb Kiv nte AskMòYKvi xiv newfbae mjbw`0` tj i Df`tk` wfbae cikyY tclvrcU`Zvi Kite, chfB ZÉÁvb wklte Ges Dbqtb figKv ivLte Ges wbRt`i cikytYi cwi Kíbv`Zvi Kti cikytYi`j Ges cikyKt`i KvQ t`tk cúZiv qv wte </p>	<p><u>cikyK mntete wtrI tclvrcU`Zvi</u></p> <p>cikytYi Aógwi tb AskMòYKvi xiv wbRt`i`Zvi KZ. cikytYi bKkv wbtq Mtel Yv Kite, wKfite avi Yv`Zvi Kiv hvq, newfbae mvgwRK Ges mvs`wZK tclvrcU c`wZ I nvwZqvi wbq KvR Kite </p> <p>Zviv tKSkj I cwi Kíbv wbq wkyYiq wel tqi Dci Avtj vPbv I msj vtc emte cikyY`tj i mvt_ </p>	<p><u>00 ifcvsli i mjbw`0 wbgg I c`wZ</u></p> <p>AskMòYKvi xt`i Pwin`vi Avtj vtK Ges newfbae cikytZ Zvt`i figKvq Ges Awnsm Dcvtq 00 ifcvsli i c`wZ wel tq mjbw`0 wel qvewj evQvB Kiv nte Mfxi ÁvbnRfbi Df`tk` ga`Zv wKsev AZvtZi mvt_ mgtSvZv wbtq wZiq Astki tktl i cikytY Avtj vKcvZ Kiv nte </p> <p>tiv tcvGi gtZv BvUvi A`wef Abkxj tbi figKv I c`wZ wel tq Dc`vcb I Abkxj b Kiv nte </p>	<p><u>mgwB</u></p> <p>cikytYi Pevsliw tb Dbf c`weteP AvtqvRb Kiv nte, hvi ctj AskMòYKvi xiv Awnsm Dcvtq 00 ifcvsli wel tq wtr t`tk cwi Kíbv`Zvi I cikytYi e`v Kitz cti </p> <p>cikyY cteP mgwB Nute AvbqmbKfite mvdwctKU weZiY Ges Pevsliwte wj wLZ gj`vqtb gva`tg </p> <p>GQovvI, AskMòYKvi xt`i`wMZ Rivvrbv nte cikyY cieZP cwi Kíbvq Ask tbi qvi Rb` Ges `qsvrqfite cikyY cieZP cwi Kíbvq mrvqZv Kitz D0y Kiv nte </p>

2.14 **neifbatcövcüi mıt_ mgÄmkiY:**

neifbatcövcüi **ne**kl Kti cöküY iatgi **ne**'im, **ne**lqe⁻; mgq I cöküYi ai**bi** I ci **ne**fİE Kti cöküKtK GKüU KihRi cöküYi Rb⁻ H cwi⁻üZi mıt_ mgÄm⁻ **ne**arb Kiv⁻ iKvi |

mgqmgv

cöküK cöküYi mgq **ne** Avtiv cvl qv **ne**q, Zintj Gi KihRig **ne**ov**tbv** DıPZ **ne**| cöküYi **ne** b Avtiv **ne**ov**tbv** th**Z** cvti v Ges **ne**ifbæAstki mıt_ mgšqmvab Ki**Z** **ne**||

cöküYi **ne** b **ne**x Kiv ntj tmB Abjvqx **ne**š ifcvišii aib, **ne**bw^š **ne**kyvZÉ; cöBeq⁻i **ne**kyvi týtİ Ges **ne**bw^š Avtiv **ne**KQzelq Ašifş Kivi mšhvM⁻ vK**tj**, Abjvjt **ne**bi tmkb⁻ **tj** v Avti KUZevov**tbv** th**Z** cvti |

Gi dtj cöküYi **ne**ifbæAstki **ne**fZiB KivRi cöZdj **ne**bi Avtiv mšhvM⁻ vK**te** Ges Gi mıt_ Avtiv **ne**é A**ne**fAZı AR^š Kiv m**ne** **ne** **ne**é R**ne**šbi c**ne**½ t⁻šK |

cöküY Dcw⁻üZi týtİ mgie×Zv

ne tKiv**tbv** Kvi**Y** mKj AskMöhYKvi**š** i GKB mıt_ cöküY **ne**fb**š**Z Avmvi tKiv**tbv** Abg**ne**Z **ne** v**š**K, Zintj **ne**KQz**š**tİ Abj vBb **ne** nvB**ne**W dtg^šKihRi Kiv th**Z** cvti |

ne mKj cöküK cöküY **ne**fb**š**Z Dcw⁻Z **ne** v**š**K**Z** cvti, tm**š**tİ th **ne**³ Abg**ne**-Z Zv**š**K nvB**ne**W dtg^š Dcw⁻üZi **ne**é⁻ Kiv **ne**| Gi gva**š**g, **ne**Z^š cöküK AskMöhYKvi**š** i mıt_ msh**š** **ne**Z cv**te** Ges mnKg^š cökü**š**Kiv **ne**fİWI Kbd**š**tİ**š** gva**š**g cöküY **ne**fb**š**Z msh**š** **ne**Z cv**te**| c**ne**š^š **ne**envi i **ne**K **ne**šq AšZ **ne**ü Kiv**š**giv h**š** K**ne**úDÜvi Ges gvB**š**ıv**š**dvb, M**ne**Zk**š** B**ne**üv**š**BU m**š**hvM Ges **ne**fİWI Kbd**š**tİ**š** mi Avg Avek⁻K | GQıov, m**ne**DÜ I **ne**fİWI **ne**é⁻ cöküY **ne**fb**š**Z **ne**mn⁻K **ne**fİv**š**M **ne**šq c**š**tıv i**š**g K**ne**vi Kiv **ne**q, h**š**Z AskMöhYKvi**š** **ne**Z^š cöküKtK **ne**K g**š**Zv t⁻L**š**Z I i**š**t**Z** cvti | m**ne**DÜ I **ne**fİWI **ne**W**ne**v⁻ **ne** **ne**DÜ **ne**šg I c**š**R**š**tıv gva**š**g **ne** **ne**šb h**š**Z mKj AskMöhYKvi**š** **ne**Z^š cöküKtK t⁻L**š**Z I K⁻v i**š**t**Z** cvti |

ne cöküKMY I AskMöhYKvi**š** tKiv**tbv** Kvi**Y** İK**š**tİ cöküYi mgq Dcw⁻Z v**š**K**Z** **ne** cvti , Zintj **ne**lqe⁻ i **ne**KQzAsk Abj vBb gva**š**g K**ne**vi Kiv **ne**: cöküKiv **ne**fİWI Kbd**š**tİ**š** gva**š**g KivR Ki**te** Ges AskMöhYKvi**š** **ne**š**š**tİ **ne** Dch**š** c**ne**š^š **ne**envi Kti **ne**Z^š **ne**v t⁻šK I cöküY Ask **ne**š**te**| G**š**t**š**tİ tUK**ne**K**š**v KivRi Rb⁻ AšZ GKüU K**ne**úDÜvi **ne** Gi mgg**š**bi tKiv**tbv** **ne**fİv**š**M, h**š**Z Kiv**š**giv I gvB**š**ıv**š**dvb msh**š** v**š**K**te** c**š**Z⁻K AskMöhYKvi**š** Kiv**š**, Gi mıt_ v**š**K**Z** **ne** **ne**bi **ne**Q**ne**B**ne**üv**š**BU m**š**hvM Ges **ne**fİWI Kbd**š**tİ**š** U**š** h**ne** m**š**RB **ne**envi **ne**hvM⁻| g**š**-Z, cöküY BD**ne**ü **ne**š mg**š**qi **ne**q, G**š**Z **ne**ı**ne**Z I v**š**K **ne**š Ges Av**š**vP**ne**gv**š**-K **ne**šq v**š**K h**ne** gva**š**g tQıv **ne**š **ne**fİM **ne**šq m**š**RB Z⁻ Dc⁻vcb I **ne**é Abjvjt **ne**bi KivR m**ne**ci **ne**q | Gi Rb⁻ Abj vBb tmk**š**bi týtİ **ne**lqe⁻ aib I c**ne**üZ m**ne**W**ne**fı**te** **ne**Qıv**š** Ki**Z** **ne**q |

cöküKt⁻ i cöküYi Rb⁻ c**ne**vZ GB cöküY **ne**c**ne**ıv**š**Uı g**š**-j**š** **ne**š⁰ AskMöhYKvi**š** i **ne**ı**š**Z cöküY **ne**c**ne**ıv**š** Kivi **ne**šZv **ne**ıv Kiv, Gi Rb⁻ cöküKt⁻ i Rb⁻ , i**ne**Z**ne**š**ne**t**š**v cöküYi g**š**W**š** g**š**ı**te** **ne**ıv Kiv | GKB**ne**ı**te**, cöküKt⁻ i cöküYi GB tKıv**š** m**ne**š**ne**ıv Abj vBb **ne**Y**ne**ı**ne** m**ne**ci **ne**q |

ZZxq fVM

ZZxq fVM - gWVDj mgr

g'vbsvj i ZZxq fVM Avgiv neifbæaiþbi gWVDj Dc'vcb KtiwQ, hv 00 ifcvsli mæúKZ melqe', tjvK Ztj ati |

cŮg`Bw fVM AvtQ 00 I minsmZvi gj aviYv I cti GKw Aa'vtq itqtQ`þ0i KviY, tjv |

Aa'vq 3.4 Gi gta' 00 ifcvslii bwiZ, tjvi Kivvtgvi we'wiZ cxwzi eY0v Dc'vcb Kiv ntqtQ| GQvovl, 00 ifcvslii mvt_ Ab'vb' cxwzi cv_R' wbfCY Kiv ntqtQ| cieZP Aa'vtq 00 wetk0þYi Ici, iaZ; Avtvc Kiv ntqtQ hv 00 cwiþek n'lyc Kivi AvtMB cwiPvj br Kiv DvPZ| th Dcv'vb, tjvK we'Zfite Dc'vcb Kiv ntqtQ Gi gta' itqtQ: 0þ0i MwZkj Zv, cymgr I Gi msk0 Bmý, tjv |

th tKD PvBtj 00 wetk0þYi Ici wfiE Kti Ansm Dcvtq 00 ifcvslii Rb' KvhRi cwiKi br`Zwi Kitz cvti | gvbmsZ n'lytci gvb`0 I Gimvt_ tKSkj wba0þYi Rb' KtqKw cxwz 3.6 Aa'vtq Dc'vcb Kiv ntqtQ| GB Aa'vqW tivj t0i`k'vqtbi mvt_ mgwB Uvbr ntqtQ, hv GKw Kvi wK c0t½ n'lyc bKkv Kivi tytI e'envi Kiv thtZ cvti |

wbæie Aa'vq, tjvZ Ansm c'tyc t_tK AvtKti 0þ0i ifcvslii neifbæcxwzi Ici gþvthvM t`lqv ntqtQ| GKw Aa'vtq thvMvthvMi tgšij K melq, tjv, Gici msjvc, AvtjvPbv, mnRiKiY I ga'Zvi gtZv cxwz, tjvi Rb' c_wKfite AbmY Kiv ntqtQ| AZtZi mvt_ tgvKvtejv I kwiš wkyv Avil`Bw Aa'vq 00 ifcvslii cxwz, tjvI itqtQ|

0gvbæK mnvqZv I DbqYgj-K Kg0 Aa'vtq Avgiv 00 mste`kkij cxwz tK AvqEi Kwi | g'vbsvj w tkl nq 0mvgwMk wivcEv0 Gi we'Z. Aa'vtqi mvt_ hvi gta' Ašif9 gb'wEjK-mvgwRK wivcEv t_tK iiaKti kvimi K I wvRUvj wivcEv |

GB gWVDj, tjvi cŮZwZ Gi melqe' mæúK©msjyb cwiPvqK tviU, wKQz n'v0AvDU thLvþ, iaZcY©Zt' i msjyBvmvti cvkvcwK Abkxj b I e'envi K miAvq itqtQ, hv wkyvgj-K tviU, tjvZ e'vL'v Kiv ntqtQ|

3.1 00 Kx?

cikjYi cieZ melqe`i Rb` 00 Kx, Zv tevSv , iazcY c0Z`tKB Zvi RxeB A+B ai+bi 0+0i m=ab nqtQ| Avgiv GB AwfAZv , tjtK `Zwi Kivi civgk`B| GBfite Aa`vtqi c0g Abkxj +b AskMhYKvixiv 0+0i wR`^msAv %Zwi Kti | maviYZ, Gi gta`B 0+0i msAvi me+Ptq , iazcY K , tjt v Ašf, hv cjtiv cikjY Rto e`envi Kiv thZ cvti |

GQrovI , GB Aa`vtq Av+iv wKQzmsAv cvteb| G , tjtK D`xcbr wntmte e`envi Kiv thZ cvti , hv AskMhYKvixiv Lmov Kv+R msAvi , iazcY K , tjtK Kfvi Ki+Z bv cvti | GQrov, wbePZ msAv , tjt v 0+0i wv`0 KviY , tjtK tRvi t`q I 0+0i KviY , tjtvi Rb` Aa`vq 3.3 e`envi Kiv thZ cvti |

cwi+ktI , Avgiv GB Aa`vtq wvfb00 wtk0 tYi cšv , tjt v wbtq Av+j vPbv Ki+ev|

00 Kx?

00 ntjv `B ev ZtZmaK cy/gvbtj i gta` Ae`vb, AvMh, Pvn`v, gj`teva BZ`w` m=úwKZ (AbfZ) cv`K`i GKw ug_w`lv|

00 Ambeih` i agvI tbiZevPK bq, GuU BvZevPK mvgwRK cwi eZbi I mshvM `Zwi Kti |



ØØ†K ıb†Ri g†Zv K†i tevSv

D†I k mgn

- ØØ ıel†q meri g†a“ tevSvcor Dbz Kiv
- ØØ th tıwZevPK bq, GB ıel†q m†PZbZv evov†bv

ıeeiY

GB Aa ıv†q AskMhYKvixiv Ø†Øi ıbR-^msAv ^Zwi K†i | th†nZz c†Z†KB Zı†`i Rıetb tKı†bv bv tKı†bv mg†q Ø†Øi m†ıab n†q†Q Ges ØØ kãıU tenk e“envi K†i†Q, ZıB AskMhYKvixiv c†g t_†K my†i K†i GB KıRıU K†i | HıwQKfıte I Aıwıı³fıte, Zı†`i Kı†Ri c†Zdj†bi Rb“ cıW“c†y†Ki ıKQzıwfbemsAv t`l qv th†Z cı†i | Zıvıv ıbR-^c†Zdj†bi ci tQıU tQıU `†j fıM K†i tbq, Ø†Øi msÁvi gj- ıw K_†j v†Z GKgZ tcvıY Kivi Av†M | c†k†y†K tkl ch†ıwZbıU gj- c†k†æ“envi K†i mıvıms†ıyc Kı†eb |

Kıhãvıv

c†g avc:

c†k†æms†ı†KıbR-^c†Zdj b 5 ıgıubU:
AskMhYKvıxı†`i c†k†Kıv n†e- ØØ Kx?
Gi DE†i hv ej†e, Zıv ıKQzıbvU ıbb |

ıbZıq avc:

Avcbıv `†j i mı†_ ØØ m†ı†KıPŠ†ı ıeıbgq Kı†ab |

ZZıq avc:

Zıvıci Avcbıv `†j i mı†_ Av†j vPbv Kı†ab, Ø†Øi tKıv _ıaz†c†y†ıw K_†j v ıb†q ØØ†K fı†j v fı†e msÁııqZ Kıv hvq | tıB ıw K_†j v †KıM†R Zıvıj Kıv†Z Kı†ab |

PZy†ıvc:

c†y†Ø†Øi msÁıvq Avcbıv gj- ıw K_†j v†K Dc-ıcb Kı†ab |

c†Āg avc:

me `†j i DcıwıwZ†Z c†k†y†K ıb†ı†e c†k†ı†jıvı e“envi K†i gj- ıw K_†j v msıvı†B Kı†Z cı†ıb:

- †K Ø†Øi t†Zı Av†Q?
- Kx ıb†q ØØ?
- Kx fı†e ØØ†K gj-ıqb K†ıb?

mıvıvıY AskMhYKvıxıv GB me c†k†ı† DE†ı ı†e Ges mıvıvskıU n†e:

ØØ n†ı†Q

- `†ı ev Z†ZııaK e“ıw³/c†ı†ı g†a“ ıg_ıw†ııv
- Ae-ıb, AvMh, Pıııı`v, gıvı BZ`ıw`ı mı†_ m†ıııK†ı (Ab†ıZ) cıw_R“ m†ııı†K†ı
- ıb†Ri c†Z tıwZevPK bq, BıwZevPK mıgıııRK cııeZ†ıı m†ııııM |

(nıvıAvDU t`L†ı ØØ†Øi msÁıvı gj- ıw K_†j vı)

weKí mgn/wfbzēv AskMōYKvix GLv̄tb GKwaK c̄k̄ KițZ cv̄ti | AskMōYKvix̄`i GB wZbūU evK̄`
tkl KițZ ejv thțZ cv̄ti:

- ØØ ntj v..
- Avig ØØt̄K ch̄ēȳY Kw̄i
- hLb Avig Øt̄Ø Rv̄ot̄q c̄w̄o

tkl `BūU c̄k̄æe`envi Kiv thțZ cv̄ti ØØ c̄w̄i Pij bri aib w̄nt̄m̄te c̄w̄i nvi ev
mḡt̄SivZvi t̄ȳt̄Ī (n̄v̄ŪAvDU G ØØØØ c̄w̄i Pij bri aib Ō t̄`L̄b̄) |

ØØ Kx Zv w̄bt̄q Av̄t̄j v̄Pbv̄ w̄ēw̄fb̄ǣcv̄W̄`c̄ȳt̄Ki ms̄Ávi w̄KQzB̄ǣú̄vj m Kw̄W̄`t̄q mḡw̄`Z
nt̄Z cv̄ti (n̄v̄ŪAvDU G ØØt̄Øi w̄ēw̄fb̄ǣms̄Áv Ō t̄`L̄b̄) |

mgqm̄gv: 50 w̄ḡūb̄U

c̄t̄q̄Rb̄x̄ mi Ávg: w̄d̄ēPv̄U`Kv̄MR Ges ÷ v̄Ū ev w̄cb̄ t̄ev̄W̄`t̄ḡUv Kw̄W̄`ḡv̄K̄Ī, w̄cb̄ ev t̄Uc̄

n̄v̄ŪAvDU: Øt̄Øi w̄ēw̄fb̄ǣms̄Áv

- mg_`I**
mgve×Zv
- + ØØ Kx t̄m̄ m̄ǣú̄t̄K`GKūU m̄v̄avi Y t̄ev̄Siv̄c̄ovi w̄ēKv̄k̄ KițZ n̄tē hv̄
c̄ū̄q̄v̄/c̄ū̄k̄ȳt̄Yi c̄t̄i i w̄ēā̄w̄s̄Ī Gov̄t̄Z m̄v̄v̄q̄K
 - + AskMōYKvix̄`i Aw̄f̄ÁZv̄ I Áv̄t̄bi I ci m̄v̄avi YZ mdj Zv w̄b̄f̄P̄ K̄t̄i
 - Øt̄Øi ms̄Áv, m̄v̄avi Y e³Zvi t̄P̄t̄q̄ t̄ēw̄k̄ mḡt̄q̄i c̄ū̄q̄v̄Rb̄

Aw̄t̄iv Z_: For more definitions of conflict and other terms:

Berghof Foundation (2019): Berghof Glossary on Conflict Transformation. 20 notions for theory and practice, Berlin, Germany: Berghof Foundation <https://berghof-foundation.org/library/berghof-glossary>

Berghof Foundation (2004): Glossary, In: Austin, Alex / Fischer, Martina / Ropers, Norbert (eds.): Transforming Ethnopolitical Conflict. The Berghof Handbook, Wiesbaden, Germany: VS Verlag, 464-466 <https://berghof-foundation.org/library/berghof-handbook-glossary>



0t0i msAv

000 ntjv GK cKviti i NUbr, hv mgvRi meZK mnve vti Pevsi ev Ambevhdj vdtj i mvt_ m=úKñy Ges tyI mekfi Gilu Ambevhdj hv cKZctj mvgmRK cwi eZbi Rb Acwivhntmte cwi MvYZ |

Gilv gj-Z ubR^c0qRb, ^l_©I gj-teva i qvi Rb GtKi AmK cy,tjvi gta DfERbv I wef i cKvk |

GB 00,tjv gj-Z Mfxi fivte Av_mvgmRK cwi eZ Ges ivR%bwZKfivte DEitYi chiq,tjvZ mgM0 mgvRtK cwi Pmij Z Kti msKU I aYstmi ct_| Abfivte ejv hvq, GB aitbi tbwZevPK w K,tjv Ggb cwi wvZtZ ntZ citi, thLvfb Rxeibi mthvM I AskMhtYi mthvM,tjv wefbaetMvxi gta clytubañi Z ntQ |

00 gj-Z mgm v bq, eis Gilu Kxfivte ubqsy I mgvavb Kiv ntqtQ tmiUB GLvfb gE |

Norbert Ropers (2002): Peace-Building, Crisis Prevention and Conflict Management. Technical Cooperation in the Context of Crises, Conflicts and Disasters. Eschborn, Germany: GTZ, p. 11.

0metivax kw³, tjvi gta msM0g wefbaetfc aviY Kti | m=ú, aviYv, gj-teva, BQv Ges Mfxi Pmiv i tcytZ msM0gtK Asif9 Kti 00tK eenvi Kiv ntqtQ | 0

John Burton (1996): Conflict Resolution. Its Language and Processes. Lanham: Scarecrow Press, 21

0AtbK tytI, 0t0i DrcuE nq tgsij K Pmiv v ciY bv nl qv ev evav t I qvi gta w tq |

AwfAZibymti, 00tK msAvmqZ Kiv thtZ citi `9 ev ZtZmaK ctYi gta evaZ c0ZthvMZv wntmte, thLvfb GKB j q ARb `9 ev Zvi tenk cq mtp0 nq Ges cq,tjv GtK AbtK ubitc q Ae vfb ubtq, AvNvZ Kti ev ubtRi ctq mjev ARb Kti j tq hvI qvi tPon Kti | |

cwiPq, gj-teva, ygZv I `yuc m=ut i Rb msM0gB 0t0i tk>ile>y0

James H. Laue (1991): Contributions to the Emerging Field of Conflict Resolution. In: Thompson, W. Scott / Smith, Richard N. / Schraub, Kimber M. (eds.): Conflict Transformation. London, United Kingdom: MacMillan, p. 201-2.

000 Ggb GKilv c0qRv thLvfb ^l_©I gj-teva ev weItqi cv_Kki tRvti `9 ev ZtZmaK `j metivta Avtm | 0

Translated from: Friedrich Glasl (1980): Konfliktmanagement: Diagnose und Behandlung von Konflikten in Organisationen. Bern, Switzerland: Haupt, p. 23-30.



000i msAvi gj- i K

00 n+j v...

✓ **ev ZtZwaK cÿ/e'w³ i gta'**

tK msNrtZ RwoZ?

✓ **Ae' tbi m' m'úuK (AbfZ) Ae' to, AvMö, cöqurB, gj' teva BZ' w'**

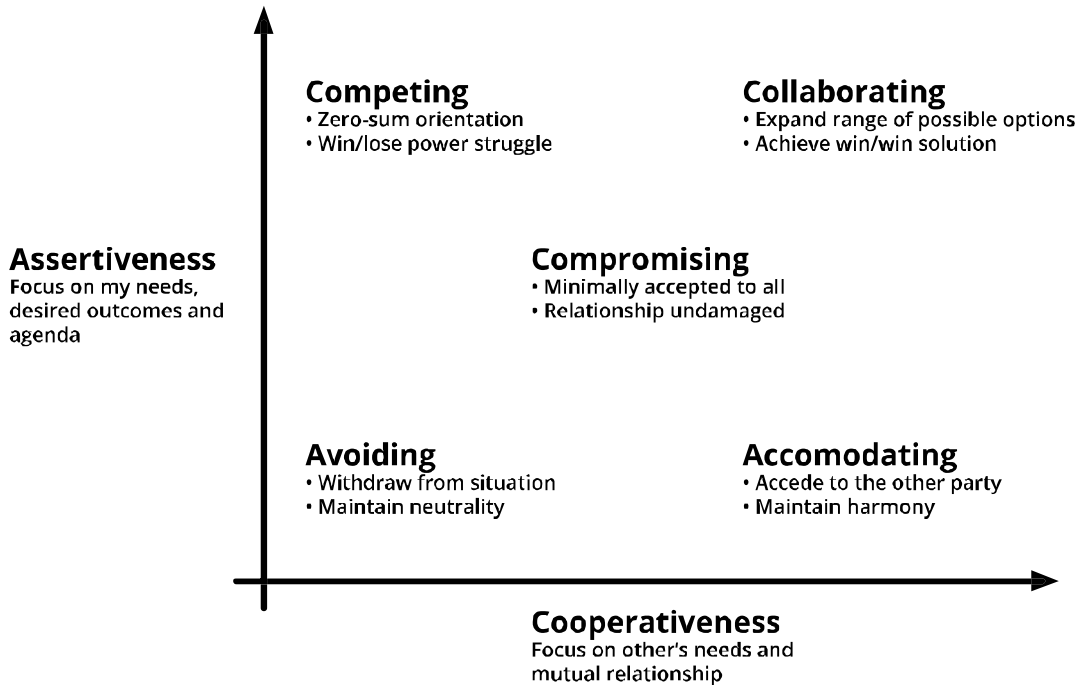
wK wbtq 000?

✓ **Aibeh'KŠ' tbiZepK bq Ggb, wKŠ' m'gwrK cwieZ' bi BiiZepK mPK**

Kxfite 000K gj' iqb Ki i nq?



ՕՏ ԻցՆԿՎԵՅՎԻ ԱԻԲ



հիփոթոթ ցԻԻԷԿԻԷ՝ ԳՎՄ ԳԵՏ ՆԿԵՂՎԻ ԳԶՆԵՅՎԻ, ՕՏՈՒ ՄՈՒԵՔ ԸՄԻՆՆԻԶ ԱՐԿՎԻ՝ Ի՛Յ ԱԻԲԻ ԸՏՈՄ ՕՐԻՎ ԸՐՄԵԶ ՈԳ: ԱՐԿԻՎ ԿՐԲԻԷ ԻՎ ԲԻԲ ԶԻ ԸՐԵՎ (՝ՔԶԻ)? ԱՐԿԻՎ ԿՐԲԻԷ ԱԲ՝ԻՎ ԻՎ ԲԻԳ, ԶԻ Ն՝Յ ԸՐԻԷՎ (ՄՆԻՄԱԶԻ)? ԳԲ ՝Յ ԱԻԲԻ ԸՏՈՒՄԻ Լ ԸԻ ՆԲԲՔ ԿՖԻ ԱՐԿԻՎ ՄՐԱՎԻ ԿՐԵ ԸՐԵԻ ԸՐԻԷՂ ՕՏՈՒ ԱԻԲ ՄՐՈՎ Ն՝Յ ԳՆԿ՝

ԳԲ ԸՐԵՆՍ ՕՏՈՒ ԸՄԻ ԲԻԵ ԲՐԻ ԱԻԲ ՄԵՐԻ ԿՅՖԻ՝ Ե՛ՆՎԻԻՄ՝՝ ԻԿԸ ԳԿՆԱ ԱԻԲԻԿ ԿՎԻՐ ԵՎ ՄԱԳ ՕՏՈՒ ԸՄԻ ԲԻԵ ԲՎ ԿՖԻ ԲՎ՝ ՆԿՏ՝ ՄԵՖԿԼ ԻԿՎԻԲՎ ԸՄԻՆՆԻԶՅԶ Ի՛ԼՎ ԻՎԷ, ԱՎԸԸԸ ԻՖԻԿՎԻԲՎ ԳԿՆԱ ԱԻԲ ՆԲՅԳԲ ԿՎՐ ԿԻՅՈԸ՝ ԻՎ՝ ԳՖԸ ՈԳ, ԸՅՅ ԱԻԲ Ի ԸՄԻՆՆԻԶԻ ԸՈՅԿՖՅ, ԶՎՆՅ ԱԲ՝ ԱԻԲՆԱ Ե՛ՆՎԻԻՄ՝՝

3.2 mmsmZv Kx?

00 mmsmZvi gtZv bq| 00 mmsm ev Amsm `B Dcvtq tgvKvtejv Kiv thtZ cvti | ZvB , mmsmZv ntjv GKUW ifc hv 00tK cKvk Kti ev 00 Pij vtbvi GKUW Dcvq|

GB Aa'vtq Avgiv bi l tqurqvb 00 MtelK tRvrvb Mj Zx-Gi `Zwi KZ .mmsmZvi avi YvDc vcb Kie, whub wZb ai#bi mmsmZvi Dci cv_R'' wbjcy Kti#Qb: cZ''y, KvVvtgvMZ l mvs`qZK mmsmZv|

mmsmZv Kx?

mmsmZv ntjv Kvhpig, ka c0qvM, g#bvfve, wbgg, KvVvtgv ev cxwZ wbtq MWZ hv kvixii K, gb`vEz, mvgvRK ev cvit#ekMZ ywZ NUvq Ges/ev gvby#K Zvt`i cY#givbueK mygZvq tcSQtZ evav t`q|



veifbæiþbi minsmZv

DʒI kʰmgn

- veifbæiþbi minsmZv i PivʒZKIY
- cʒʸy, KvVtʒvMZ I mvsʰwZK minsmZvi gʒaʰ cv_ʀʰKIY

veeiY

GB Abjxj þb AskMðhYKvixiv veifbæiþbi minsmZv i bʒq i bʒRʒʰ i gʒaʰ ʰwʒfʰwʒ tkqvi Kiʒe| evʰe Rxeþbi cwiwʰwʒi mʒʰ_ wʒtj Ggb veifbæiþbi tʰʒL Zvʒʰ i þK cwiwʰwʒ evQvBʒqi Rbʰ ejv nq, thLvʒb Zviv minsmZv tʰʒL|

AskMðhYKvixiv fʒM Kʒi tʒl qv Qne tʰʒL evQvB Kiʒe tʒvb aiþbi minsmZv tʰʒLʒ, cʒkʒyK Gʒyʒʰ AþbK DʰvniY I Kxl qvWʒʰ tʒe hv tʒRinvb MjʒUz -Gi th wʒb aiþbi minsmZv AvʒQ Zv Avjvʰv Kʒi Dcʰvcbʒq eʰenvi Kiv thʒZ cvʒi: cʒʸy, KvVtʒvMZ I mvsʰwZK minsmZv|

Kvʒvʒv

cʒg avc:

cʒkʒyK tʒʒʒʒ ev GKwU eo tʒwʒtj ev wcb tʒvʒWʒʰ evʰe Rxeþbi cwiwʰwʒi mʒʰ_ mʒʰwʒZcYʒʰKʒQzQne tʰʒLʒtʒe, thLvʒb veifbæiþbi minsmZv aiv cʒo| GB KvRwU RbʰhZRb AskMðhYKvixiv vKʒe Zvi tʰʒK tʒwʒ Qne evQvB Kiʒb|

Gici AskMðhYKvixiv i GKwU Qne evQvB KiʒZ wʰb Ges tʒmLvʒb Kx aiþbi minsmZv tʰʒLʒZ cvʒʰQ tʒmU Avneʰvi KiʒZ ejʒy|

Qne evQvB Kivi Rbʰ AskMðhYKvixiv cvʒvʒvʒvU Kʒi mgq cʒtʒe|

wʒZʒq avc:

cʒʒʒʒK AskMðhYKvixiv QneʒZ Kx aiþbi minsmZvʒK AeʒjvKb KiʒQb Zv ejvi AvʒM AvʒM mevBʒK QneU tʰʒLvʒb| AskMðhYKvixiv th aiþbi minsmZvi Qnei K_v ejʒe, cʒkʒyK tʒmU GKwU eo wcbPʒʒUʒʒ- kʒ_ tʒjv tʒvU Kʒi wʰfʒʒRi gʒaʰ Dcʰvcb Kʒi tʰʒLʒtʒe| - GʒZ wʒb aiþbi minsmZvʒK Dcʰvcb Kiv nʒe , thgb: GKRB AskMðhYKvixiv hʒʰ mi vmi tʒKvʒbv minsmZvi ʰkʰ eYʒv Kʒi Zʒe gʒ- kʒ_ tʒjv (thgb _wʒj , Aʰ_ gʒv ai) wʰfʒʒRi Dcʒi i tʒKvʒY tʒj Lv nq|

cʒkʒyK GB Qne mʒʰuʒKʰAbʰvbʰ AskMðhYKvixiv i wʒʒRʒʰ i Dcʒwʒ, gʒʒeʰ tkqvi KiʒZ ejʒeb| Abʰvbʰ AskMðhYKvixiv i gʒʒeʰ_ tʒjv cʒkʒyK mshʒʒ Kʒi wcbPʒʒUʒʰ wʰfʒʒR wʒj Lʒeb| Qne_ tʒjv tʰʒKB minsmZvi GKwU aviYv cvl qv hvq, ZvB GLvʒb tʒKvʒbv mʒvʒiY eʰvLʰvq Avmvi ʰiKvi tʒb| cʒkʒyK iʒaywʒwʒZ Kiʒe th, Qne_ tʒjv wʒb aiþbi minsmZvʒK Zʒj aʒiʒQ Ges AskMðhYKvixiv Zvʒʰ i Dcʰvcbʒq wʒb aiþbi minsmZvi Kxl qvWʒʒ- kʒ_ tʒjv tkqvi Kiʒe|

ZZʒq avc:

Gici cʒkʒyK veifbæiþbi minsmZvi cwiPq wʰʒZ mʒyʒ nʒe: cʒʸy/mivmvi, KvVtʒvMZ I mvsʰwZK minsmZv| wʒwʒb veifbæiþbi minsmZvi gʒaʰ cv_ʀʰ I wʒb cʒKvʒi GB minsmZvi AvʒʒʒmʒʒʒKʰ wʒPʒ Zʒj aivi Rbʰ gʒ- kʒ_ tʒjvʒ Qne DʒjʒL KiʒZ cvʒib|

veKí mgn/wfbzēv *wewfbæaiþbi mwnsmZvi cwiPq t`lqvi ci, cġkŷK tcbwvi, evR ev tQvU `tj i AskMġhYKvi x`i Zv`i mwnsmZvi wbr`^AwfÁZv tkqvi KiþZ ej þeb: Avciwb wK wZb aiþbi mwnsmZvi `xKvi nb ev n`tqŷQtj b?*

mgqmŷgv: 45 wgvU (AskMġhYKvi x`i msL`vbyqŷ)

cġqvRbxq mi Avg: *wl fR AvKiv wdePvU, wZb aiþbi mwnsmZvi bvg tj Lv tgvUv KvW, gvKġ, wcb ev tUc Gi Rb` hv cġqvRbxq:*
wewfbæamwnsmZvi cwi w`wZi wPĪ

Examples:



mk`;cŷj k ewnbx

`vaxbZv msMġgi `ŷZtmsa

*mŷgvbv wqšŷ
(Qwe: tRvþPb wDg`vb)*

n`wAvDU: *mwnsmZvi wl fR (Violence Triangle)*

mvg_©I + *AskMġhYKvi x`i mwnsmZvi cġZ Dcj wä RvMvþbv*

mŷve×Zv + *ev`é cwi w`wZi mv` wewfbæaiþbi mwnsmZvþK mshŷ Kivi Rb` mnvqK*

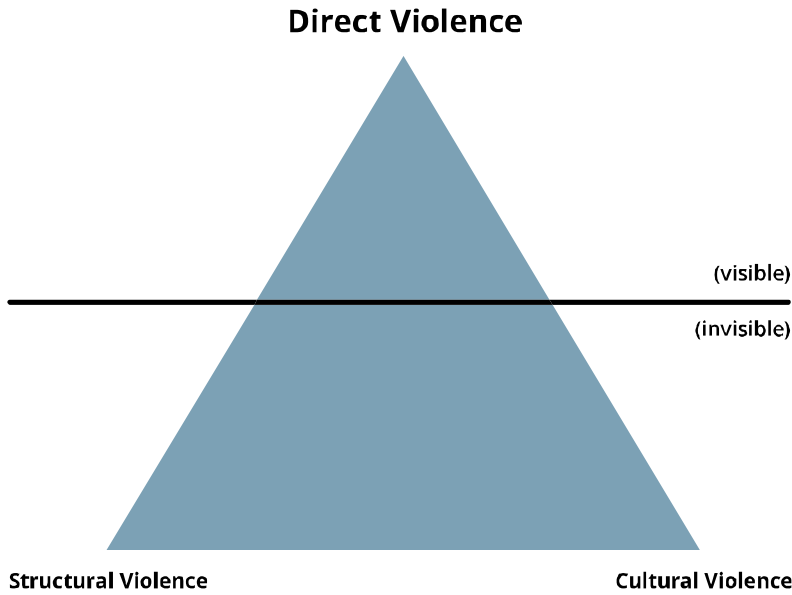
– *AskMġhYKvi x`i AvþeMþK AvNvZ KiþZ cvþi Ggb aiþbi Qwe evQvB bv Kiv*

Avþiv Z`: Galtung, Johan (1969): "Violence, Peace and Peace Research", In: Journal of Peace Research, Vol. 6, No. 3, 167-191
Galtung, Johan (1990): "Cultural Violence", In: Journal of Peace Research, Vol. 27, No. 3, 291-305



լի ցլս մւսմԶու

ՕՒաւց մւսմԶու Էլ էԶ ԷյՏ ԻԿուր ւԿՕԶԵՎԻ զու ԸԻ՛ԻԻԿ՝ ցլԵԵԿ Բուր՝Յ ԷՅ մուու ՄԲու Էլ էԶ ԻԻ էլ
ցլԵԻՎ ի Քու ԵԵ ԱԵյ ԿԻԵ ԵԻՄԶ, ԻՅ Զու՛ ի Բուր՝Յ ԵԻ՛Ի ԵՌԶ. ցլՎԻ՛ԵԿ ԿԵՒԵԵ Ի՛Ե ԵԵ ԻՅ ԱԵ՝
ԸԵՎԵԵ ԵՌԵ Կու մԵ՞Ե ո՛՛Զ ԵՎԻ |



ԵՌ՝Յ մւսմԶու:

ԵԻՄ Կու ԵԵԿ Ի ցլԵԵԵԿ ԸԲԵ մւսմԶու՛ԵԿ ԵԵՍԵԵ| ԵՌ՝Յ մւսմԶու ՝Կ՝ցլԵ| ՅԻՄԶԻ ԸԻ՛ԻԻԿ՝ մւսմԶու՛ԵԿ
Է՞ԵՅՅ ԿԻ՛ԻՕ ԵԵԵ ԵԵԵԵ ԱԵԵԵԵԵԿ ԵՌԻ՛Յ Կու մԵ՞Ե Ի մւսմԶու ժու ԵԵՄԵԶ Է՞ԵՒ՛Ի ԵԵ ԿԵՒ՛Յ Կու
մԵ՞Ե |

Ը՝ՅԻ Կ: ԵԵԵԵ ԵԵԵ Զու մՏ՛ԵԵԵԵ Ե ԵԵՄ Ե՛ ԵԵ ԵԵՄԶ ԿԻՕ |

ԿՍՎԵԵԵԵ մւսմԶու:

ԿՍՎԵԵԵԵ մւսմԶու մԵԵՄԵԵԵԵԿ ԿՍՎԵԵԵԵ ԵԵՅԵԵԵ, ԻՅ ԱմԵ ՅԵԵԶ Ի Քու ԵԵ ԵԵԵ ԵԵԵՅ ԵԵԵ ԵԵ | ԵԵՄ
Ե՞ՕԵԵԵԵ ԷՅ ԱԵԵ՞ՕԵԵԵԵ. ո՛՛Զ ԵՎԻ |

Ը՝ՅԻ Կ: ԵՕյԵ ԶԵԵԵ ԵմԵԵԵԵԵ Ե ԵԵԵ ԵՅԵԵԵԵԵԵԵԵԵ |

մԵՍ՝ՍԵԵԵ մւսմԶու:

մԵՍ՝ՍԵԵԵԵ մւսմԶու Էլ էԶ մԵՍ՝ՍԵԵԵ ԱԵԵԵԵԵԵ Ի ԵԵԵԵԵԵԵԵԵԵԵԵԵԵ, ԻՅ մԵՄԵԵԵ Ի ԿՍՎԵԵԵԵԵ մւսմԶու՛ԵԿ
՝ԵԵԵԵ Ի՛Ե |

Ը՝ՅԻ Կ: մՏ՛ԵԵ՛ ի Զու՛ ի ԵԵԶԵԵԵԵԵ ԵԵԵՅԵ ԿԻ՛Ե, Ի՛՛ ԵՕյԵԵԵԵ ոԵ ԵՕԵԵԵԵԵ |

3.3 Өтөһи КвиҮмгә

Өтө Кх, Зv msÁwqZ Kivi mgтq Gi wefbaeKviY,tjv Zvwj Kvfy Kiv nq (Өтөһи wR^terSicovó I Өтөһи msÁvi gj-w`K,tjvó Abkxj b t`Lb)| Өтө ifcvišti i wefbaešti, Gi KviY m=útkwefbaeAbgryb wbtq Avtm|

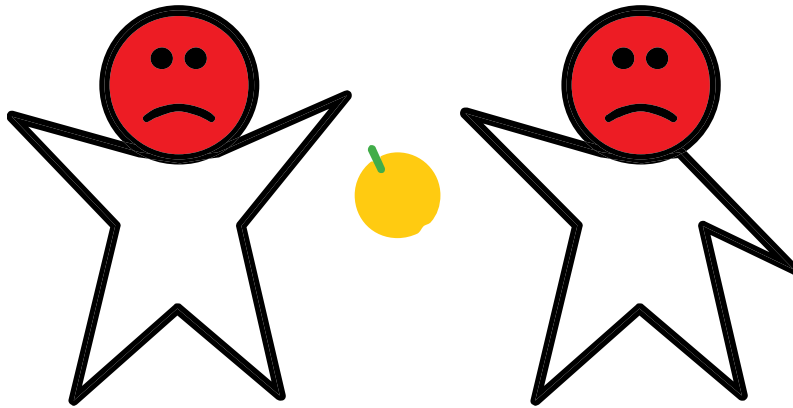
GB Aa`vtq Avgiv Kgvv wbtq weL`vZ GKwU D`vniY Dc`rcb Ki`tev, hv Ae`rb, AvMh I Pmn`vi gta` cv`R` ,tj vtK e`vL`v Ki`Z mrvh`| GB cv`R`wU e`envi Kivi Rb` Өтө mgvatbi cxwZ,tjv wefbae`v`K Өтөһи c`avb KviY wntmte Gi ifcvišti i cxwZ wntmteB we`tePbv Kti | mrvaiY w`b,tj vtZ Avgvt`i Rxe`b wefbaeaitbi Pmn`v,tjv Kxfvte mšó nq Zv Avgiv AvZ`c`Zdj`bi Abkxj bmn Avi I wek`fvte tgšij K gubweK c`qvR`bi cxwZi gva`tg Dc`rcb Kwi |



Ae`vb, `v`©AvMā I cōqvRb

0t:0i mrvaiY D`vniY Gi KviY,tjvK Avil fvtjvfvte eStZ mrvqZv Kti Ges Kxfvte Avgiv GB KviY,tjvK mekōY KiZz cvi hvi dtj weev`gub cý,tjvi gta` GKiu mrvaiY wfvE LjR cvl qv hvq Ges AetkI Kxfvte cý,tjvi cvi `úvvi K MpxZ GKiu PzBZ AvmtZ cvti |

Mād: GKiu Kgv v btq 0:0



GB cvi w`ZtZ, `B tevbi gta` GKiu Kgv v btq `j0 i iæ nq| Zviv GtK Actii mrt_ K_v etj, vbtRi Ae`vbi cōZ tRvi t`q I DftqB etj : 0GB Kgv v Avng PvB0|

GtýfI Lg m`tebv AvtQ vbt`e Dcmsviti Avmvi: Zviv vbtRt`i gta` AfaR Kgv v tKtU tbq Ges `BRB AfaR Kgv v cvq|

Giu mrvaiY mgfSvZv| Z_vKw_Z Rq- Rq mgvaib mgvaib| Dfqb wRtZtQ, wKš' 50 kZvsk Zvt`i vbtRt`i Rb`| Zvt`i th Ae`vb wQj 0GB Kgv v Avng PvB0 tmiU nt`Q bv|

Zvt`i Kt_vCK_tB Zviv GB Ae`vbi evBti thZB cvti: 0Avng Kgv v PvB0|

Gici GK tevb wRtAm KiZz cvti tKb Ab`Rb Kgv v Pvq I Gi wecixZI ntZ cvti| GB cōkē DEi t`I qvi mgq GK tevb ej tZ cvtib: 0Avng im `Zvii Kivi Rb` Kgv v PvB0| Ab`Rb ej tZ cvti:

0Avng GKiu tKK `Zvii Kivi Rb` Kgv vi tLvmv PvB0|

GB chfQ Zvt`i Ae`vbi tcQtb `v`©DtbwPZ ntqtQ| GB `v`©tjv GKtPwqv bq- `úoZB GB KviY 0:0 memgq nq bv| wKš' GB D`vniY, 0t:0i wCQtb _vKv `v`©t_K tevSv hvq, GK tevb i`mi Rb` I AvtiK tevb tLmvi Rb` Kgv v Pvq| Giu GKiu Rq- Rq mgvaib, Zte cōZ`tK Zvt`i AvMāni 100 kZvsk cvq| Zviv vbtRt`i gta` mnthwMzv KiZz tctitQ, i ayngfSvZv bq|

nvfW tbtMwmtqkb cōR± (Kbvd± titRuj Dkb `j)

nvfW tbtMwmtqkb cōR± Abynti, GKiu AvtjvPbv cōqvvi mvdjt`i Rb` Ae`vb I `v`© gta` cv`R` Acvii nvh` GBfvteB 0:0 mgvaib Kiv thZ cvti |

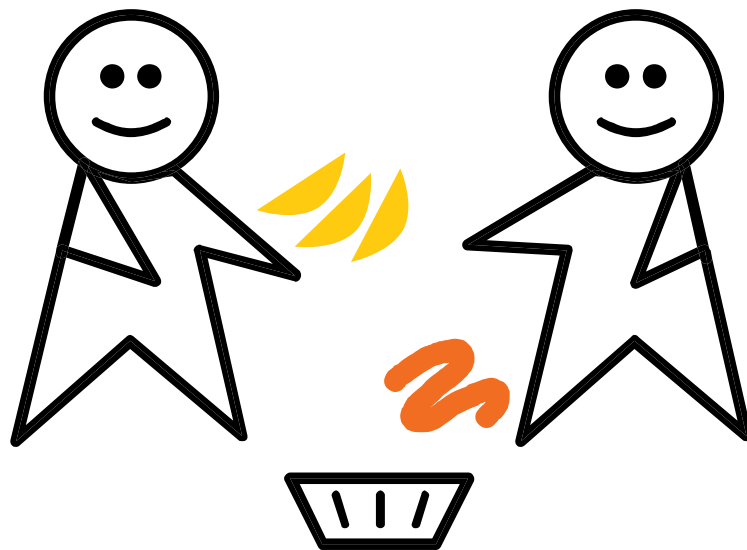
Avgiv hñ GB D`vniYtK Avtív GK avc GwMtg t`B, Zte GB wfbæAvMñi wQtb Mfxi Pwv`v, tñv wætkd Y Kti `B tevtbi Kt_vcK_b Pj tZ cvti | GK tevb e`vL`v Ki tZ cvti b:

ÒwbRtK wUwKtg ivLtZ GB im cib Ki tZ nte|0

AvtiKRb ej tZ cvtib: 0Ab`t`i t`m DctfVM Ki tZ Avgvi wbtRi hZæbl qv`i Kvi |0

AsibñZ GB Pwv`v, tñv tevSvi gva`tg tevtbiv eStZ cvti th Ab` tevb Zvi fVM Kti tbi qv Kgv vi gva`tg c0qvRb ci`Yi tPóv Ki tQ| wZxqZ, Ab` tevb eStZ cvti Zviv GKBmvt_ t`ñi Ggb c0qvRb DctfVM Ki tZ cvti br| Zviv Dcmsnvti Avm tZ cvti th, Dfq tevb GKB mvt_ Ryt I tKK `Zvi Kti GKmvt_B DctfVM Kti |

Mód: 0t0i mæte` mgvavb



GB DBb-DBb mgvavtb, Zvt`i AvMñi w` Kiu wQ tñv 100 kZvsk, Zviv Zvt`i wbtRt`i Pwv`v ci`Y Ki tZ I mæúK`Dbætb tPóv Kti |

tgŠvj K givweK Pwv`v (Kbwd± UñYdi tğkb `ç)
dvÚvtg>Uij wDg`vb wvWm w` I wí Abymvti, Ae`vb, `t`ç Pwv`vi gta` cv`K` tUKmB Dcvq 0>0tK ifcvŠhi Z Kivi Rb` Acwinvh®



tgšij K gubieK Pun`v

uPij qvb A_šmZie` g`vbtđW g`v. -ubd` šKvi Ktib th:

ŌcŪgZ: gvbšj i tgšij K gubieK Pun`v, šj v mmxg, Aí I tkšmeY`vmMZ ntq`_všK|

uŌZxqZ: me ms`wZšZ I HwZnvmK mgqKij t_šK gvbšj i tgšij K Pun`v, šj v ... GK| hv cwi eZš nq, Zv mgq I ms`wZi mvt_B ntq`_všK, hv Dcvq ev gva`tg GB cšqvRb, šj v mššoi ifc tbq|Ō

(...) Gi gvtb ntjv, Lv` Ges e`i thgb, hv I cšqvRb intmte GšK t`Lv DvPZ bq eis RmeKv ubešni cwi Zvš intmte t`Lv DvPZ|Ō

ŌGKRb mššKvix GKBMš½ weifbæ cšqvRšbi tčšytZ mššotZ Ae`vb ivLšZ cvti ev Ab`fite ejv hvq, GKw cšqvRb cššyi jšy` weifbæmššoi cšqvRbI ntZ cvti| (...) D`miY`šfc, GKRB gv Zvi škišK eški` š LvI qv`Qb hv GKB mvt_ ški i fiY-tcvlY, mššyv, t`m I cwi PqšK enb KišQ|Ō

g`v. -ubšdi Zššbryti gvbšj i tgšij K Pun`v, šj v ubššc:

Rxebai Y	mšy` gvbšj intmte Rxebai Y
mššyv	ubšRi Rb` ubivcšv I mššyv Ges ubšRi fiel`šZi Dci Av`v ivLv
t`m	GšK Ab`i cšZ fvtj vevmv, ešZš I ggZv
tevaMg`Zv	ubšRi Ges Pvi cvški nel`šq mšPZb`_vKv
mšRbkij Zv	ubšR t_šK tKvšbv šKQzmvš Kiv
cwi Pq	ubšRšK Rvbn Ges tKv_vq mššvšš Zv tevšv
ššxšZv	ubšRi šmšvšš ubšR tbi qv
AskMššY	tKvšbv šmšvšš cššqvq Ask tbi qv ev Abšš Kiv
Aj mZv	šKQš bv Kiv: tKvšbv Kvi Y Qvov šKQšbv Kiv

g'v -vbtđi gZvbyđi veifboaiđbi mšbKvix

GKK mšbKvix	wełkl cłqvrbtK mšb Kiv Ab'vb" Pvn`vi mštoı tyđI Zviv vbiđcy AvPiY Kti D`vniY: Rxebaviđbi Rb" I I g
mgšđKvix mšbKvix	GKıU cłqvrbtK mšb Kiv Ges GKBmt½ DİxcK I Ab'vb" Pvn`v ciđY Ae`vb ivLv D`vniY: wkiđK eđKi `g Lvlqtbr fiY-tcvLY, mıyđv, t`m Ges cwiPđqi cŁxK
QÜ mšbKvix	GKıU cłqvrB ciđYi wg_`v Ab'vZ DrcbaKiv Zviv thđKıđbr Dcj ý emZj KiđZ cvđi, Lg `xNđgqvđ`i bv ntj I mštoı ciđY Zıđ`i j ý wQđv D`vniY: t`đni DđIđk" cıZZveđE
j•NbKvix/ađsmKvix	gj-Z cłqvrB tgUıđbvi DđIđk" Zviv tKej mgđqi mıđ_ mštođK ađsm Kti bv wKŠ' Ab'vb" Pvn`vi mštođK ýwZMđI Kti D`vniY: mıyđvi ARıđZ tmÝıkıx Kiv wKŠ' teıSıcov, AskMđY, mRbıj Zı, cwiPq Ges `đxbZıđK A`đKıv Kiv
evav`vqK mšbKvix	mvaviYZ cłqvrbtK mšb Kti, Ab'vb" cłqvrđbi mštoı m`đebıđK nıvm Kti D`vniY: Aemi mgđqi Rb" tUıj wfkıb wKŠ' GıU teıSıcov, mRbıj Zı, cwiPqđK evavMđI Kti

Source:

Max-Neef, Manfred (1991): *Human Scale Development. Conception, Application and Further Reflection*, New York, USA / London, UK: Apex Press, 13-54



c0qRbmgn I mš0Kvixi Rb0j

DfI k'mgn

- thtKvfbv w`b wbtRi Pwn`vtK Ztj aiv
- tmB Pwn`v ci-Y Ki tZ mš0Kvixi i wPwY ZKi Y
- QU-mš0Kvix, j •NbKvix ev wbtlaKvix mš0i wltq c0Zdj b Kiv

weciY

GB cxiwZtZ AskM0hYKvixiv wewfb0ePwn`v m0utK©c0Zdjij Z Ki t0eb , hv tgšij K gvbweK Pwn`v cxiwZi cikvcnk wewfb0eaitbi mš0tK Avjv`v Kiv nq| GB e`w3MZ c0Zdj b,tjv cY0% ev tQvU `tji Kv tR fivM Kiv nte bv Zte tMvcbxq _vKte|

Kih0v

c0g aiv:

w00ij wLZ c0g,tjv c,Kfite Ztj aiab:

- MZKij Avci0b tKiv Pwn`wU ci-Y KtiwQtb?
- Kxfite GB Pwn`v,tjv ci-Y KtiwQtb?
- KZUv BwZevPK mš0 wQj? tKiv tbwZevPZ mš0 e`envi Kti tQb?

w0Ziq aiv:

D0i ,tjv KvM tR ev tbvU c`vW tbvU Ki ab|

ZZiq aiv:

c0kytYi Rb` fweI tZi tidvtiY c0qRb I mš0i cikvcnk 0:0ifcvšti i Rb` c0mwzK thtKvfbv c00ij L0j|

weki mgn/wfb0v

-

mgqmgv:

30 wgvU

c0qRbxq mi Avg:

KvMR I Kj g

n`v0AvDU:

tgšij K gvbweK Pwn`v

mg_©I

mgvexZv

- + c0qRtbi GB Zwij KvU c0mwzK I w0R Awf0Zvi Avtj vtK tg tj wKbv Zv cixyv Ki tZ mnvqK
- + Pwn`v I mš0Kvixi i gta` cv`R` eštZ mnvqK (Pwn`vi meRbx0 Pwi t ms`wZ. t_tK ms`wZ Avjv`v n tZ cvti I mgtqi m t_ m t_ cwi ewZ0 n tZ cvti)
- + m0te` tbwZevPK mš0 mbv3 Ki tZ mnvqK
- D3 w`bvU hv` c0kytYi w`b nq, Zte wewfb0eaitbi c0qRb ,tjv Dc`wcz bvl n tZ cvti

Awiv Z_:

Manfred Max-Neef (1991): Human Scale Development. Conception, Application and Further Reflection, New York, USA / London, UK: Apex Press, 13-54

3.4 Өбөдө илчиле Кил етл?

Өбө илчиле и авил мРв нл өбөдө МVбгк-К чилеЗлби гта" и тл, ив тК"лг жтл" өвил мРл глбл и галКви "лвмек мрутКР GKU Ask нтл өбөдө ГтК ùгмК "лс MY" бв Ктл, Гл илчиле тК GKU гл"евл мтлм илчлте т"Лл Ges Ab"т" и мтл_ мрутКРl теvСлсov млР Кил өбөдө чилеЗлби Рлж Кхш; илчлте аил илч, ил глбл и члqvРтб мруК⁹ мlgмRK КлVлггтК члZлмqlкxj илчL |

Өбө илчиле и гл-чкентл: Крлвте глбл и мрутКР гта" өбөдө мсÁмгZ Кил илч, мнсмZлчК нм Ges б"лч елх Кил илч? мнсмZл нм Кил Рб" Авгл" и Аек"Б , иæççY"Bmÿ, тлv Ges өбөдө иелчелл, аил l КилYмгR ЛлZтл т"ЛлZ нте| б"лч елх и жтл" Авгл" и тLqlj илчZ нте илчZ глбл илR%блZK тмел Ges илчРл "лхZл члч мхлшлMöтYи тлчл |

Өбөдө илчиле "лКви Ктл тл, мlgмlgмгК өбөдө Рб" Гл Ae"лб члмө"м; Rq-Rq мlgлв мблшКилтYи тлчл теК Рилл | "j Ges мрутКР КлVлггмU иеллвççY"мрутКР QлтP тдлв тлчZ члч, ил иеллчл ил"ө "лчл елбтл члмил Z нл| GB млччтл, өбөдө илчиле мруК⁹, "л⁹e³Zл l члqvРтб мlgлРл мсвелчл мтл_ мру³, мнсм өбөдө аилеллKZлчК мlg"ө Ктл илчиле и GKU члмql/0⁴

иD глчл (Hugh Miall), өбө MлелK

мслZ илчиле и тК"л⁹кшл l мрутКР , YMZглв илчлZ| Гл мтл_ ÿгZл-влмлчг"и Ав"лб-чллб Ges Авгл" и мlgмRK, илR%блZK, A_блZK Ges млс"лZK мруК⁹RллZ| гл-Z, кшлчК илчл Авшг тилл илчлте иеллРл бв Ктл, өбөдө илчиле илчлте кшлчК мрутКР гта" и тл мlgмZ иеллчZ l Dbqлбл , Y илчлте т"Лл тлчZ члч |

мруК⁹нтлв мслZлчК илчиле члY| иелл"и иелчел"и lчл иаггтлмбтек Кил чилеZ⁹ GB илчиле гл-К ZÈ; өвил Авлелб Кил илч тл, өбөдө теvСл l мРбкxj чилеЗлби Рмеклм мрутКР "к"глв и K, тлv Кг т"Лл lчл илчлZ| тл Bмÿлбчл глбл и гта" ZK"нч тллв , иæççY"Ges Гтлчл члqvРл мРбкxj Zл, мрутКР Рлж ; ил өбөдө иек"лв теvСл тлчл тлмлчлм иел"Z.Ктл | GB мрутКР елбтл тл иелчл чил илч т"Лл илч, Zл нч млбл"ө BмÿчК РлMÿ Ктл бZел бZлчлвте Ав"и ел"æZ мlgлв нл|

⁴ Hugh Miall (2015) in: Oliver Ramsbotham, Tom Woodhouse / Hugh Miall: Contemporary Conflict Resolution. (Third revised edition), Cambridge: United Kingdom: Polity Press.



0t0i ifcšf I Ab`ib` A`vččPi gta` cv_R`

tjLKiv cčqB 0t0i melq,tjv Aa`qtb i tytI kã,tjvK `vax Ges ci`úi meřivax intmte e`envi Kti th, aviYv,tjv `úofvte cčZdij Z nq ub, tm,tjvi ev`éZvK cčZdj b Kti | GB kã,tjvi e`enviK DrmvinZ Kivi Rb` evtMpd n`vÚek di Kbıcl± UıYdi.tgkb ubt±msÁv,tjv MpxZ KtičQ|

00 e`e`vcbv

00K aviY KičZ MpxZ Kvhřtgi gta` mıgve×, cčıgZ I cčKv` AšMZ | `úofvte ejv hvq, GıU Ggb KvhřjxK tevSıq hvi j`y` _vK 00K ubqšY I cwiPıj bv Kiv, hvi dtj Gi tbiZevPK ı`K,tjv mııgZ Kiv hvq Ges me`gıv tKıřbv 0t0i Dj`^(thgb: mıısmZvi ZıeZv) ev AbřıgK (AvÁıj K me`lıZ) eı× tıva Kiv hvq|

00 gıgısmv

`řřgqıw` I ga`řgqıw` Kvhřıg MhY Ges cwiw`ızi DĒiY, 0t0i KviYmgřni Mřxi AbřıÚıřbi mıř_ RııZ _vK KıVıřııMZ, AvPiYMZ ıKsev 00 m±úK`e`ııMZ `ıřfıřı| GKıU ıbw` 0 djvdřj i řřř GB cčıqvi gj-j`y`e` _vK cý,tjvi gta` m±úK` Ae`v|

msNıZ ıb`ııĒ

GB Pıři gj-AR0 nřjv iıR%ııZKřvte meřivax cý,tjvi gta` mk`;0t0i Aemıv Nıřřıv ıKš`Gi 0ııv AšřıřZ KviY,tjvi tgšıj K cwi eZ0 nq bv | GıU gj-Z melqe`ıřfıĒEK Ges U`vK 1 `řı mıgve×|

00 ifcšf

RııZMZ `ıřfıřıřıZ, GıU e`vck A_`cčZdij Z Kti Ges D³ cčıqı,tjv `ıNřgqıř` ıbw` 0 0t0i KviY,tjvK mřřıab Kti Gi meřıb`e`ııkó` I cčKıřı aiřıK cwi eZ0 Kti | Gi j`y` nřjv, 0t0i tbiZevPK ı`K,tjvK BııZevPK iřc cčZgıv Kiv Ges hv RııZ _vKte KıVıřııMZ, AvPiYMZ ıKsev 00 m±úK`e`ııMZ `ıřfıřıřı mıř_| GB cwi řıv Ař_P m±ııKZ Gi cčıqı I mgııB cčřıx| GıU 00 cčZřıva I 00 gıgısmıı Kvhřıg cčıqıřı Ašřıř hv 00 meřıkđY I 00 e`e`vcbıı mıř_| hvq|

Source:

Alex Austin / Martina Fischer / Norbert Ropers (eds.) (2004): Transforming Ethnopolitical Conflict. The Berghof Handbook. Wiesbaden, Germany: VS Verlag, pp. 464-465.



00 ifcivštii gj-bvuz⁵

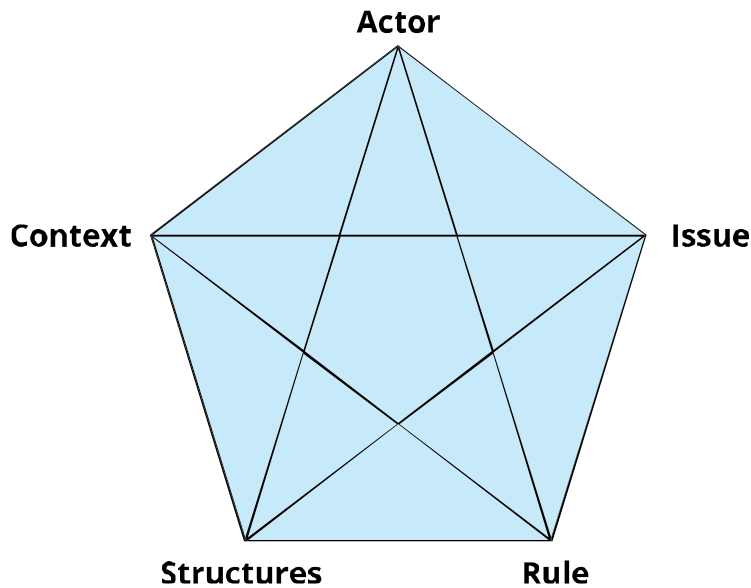
1. 000K GKUW weWQbaNUbv intmte cZxqgvb Kiv DvPZ bq, GuU mgvtRi weeZ0 I weKviki Aweŕ"Q` " Ask intmte Zj`;
2. 000K i'aybvZevPK I aŕsmvZK NUbv intmte weŕPbv Kiv DvPZ bq, eis GuUŕK MVBgj-Kfvŕe cwi eZŕbi Rb` BvZevPK I Kvhyg kv³ intmte weŕPbv Kiv DvPZ;
3. 000i ifcivštii aviYv I cwi Pvj bv tPóvi evBŕi Ptj hvl qv t_ŕK ubw 0 000i gj- KviY ev Dcj wäi ifcivštii tPóv Kiv
4. 000i ifcivšli GKUW `xNŕgqv`x, µgvMZ Ges RvUj cŕµqv, Gi Rb` cŕqvRb tUKmB Pw³ I wj_w`ŕv
5. 000i ifcivšli i'aycŕŕevbv Ges GK_ "Q tKŕkj bq, Gi mŕt_ wvuz GuUŕK wbtq wPŕŕi Kiv I tevSv;
6. 000i ifcivšli weŕkl Kŕi 000i Amnbvq chŕŕqi tŕŕŕ Dchŕ, thLvŕb gj- mgm`v, tŕv `xNŕgqv`x mŕnsmZvŕK BwZ Kŕi;
7. 000i cwi eZ0kvj cŕkviZi mŕt_ mvgÄm`Zv wearb Kŕi 000i ifcivšli, weŕkl Kŕi GuU t`Lv hvq mŕnsmZvi AvŕM I cŕi Ges Gi ewx Pŕŕi thŕKvŕbv avŕc;
8. 000i ifcivšli memgqB GKUW Avnsm cŕµqv, hvi gj-bvuz ntjv 000i mŕnsm cŕkvŕŕK weŕivaxZv Kiv;
9. 00 ifcivštii cwi mi_ tŕv nj - gvBŕµv-, tŕŕmŕ- Ges g`vŕµv chŕŕmgŕ; `vbxq I wekè`vcx;
10. 000i ifcivštii tKŕ`^iŕŕŕQ cvŕvU aiŕbi ifcivšli cŕµqv, Gi mŕt_ Rvuz KvVŕgvMZ, AvPiYmZ wKsev 00 mŕŕŕŕKŕe`w³MZ `wŕfŕŕ:

⁵The Global Coalition for Conflict Transformation (GCCT) has developed a set of principles to contribute to the conceptual understanding of what conflict transformation is. These principles are open for discussion. If you use the comment function on their website you can propose amendments or additions.

<http://www.transconflict.com/gcct/principles-of-conflict-transformation/>

- K. **A'v̄i-** A'v̄i' i j'̄ I c'f'ebvi j'̄, wj Abv̄iY Kivi Rb' Zv̄' i 'w'f'w' cwi eZ' Kiv, hvi g'f'a' Zv̄' i w'R w'R Kv̄Ri KviY Ges Zvi djvdj m'ú'K'f'evSv̄cov tRvi' vi Kiv;
- L. **t'c'v̄u-** Ø'Ø'i A_@' ariYv̄K P'v̄j Ä Kiv, w'k'l K'ti A'v̄i' i G'f'K Actii m'f'_ Av̄PiY I t'evSv̄covi t'ý'f'f';
- M. **Bm̄ygn-** Pjgv̄b Ø'Ø'i t'K'`iq w'elq, t'jv̄K c'p'tmsÁwqZ Kiv Ges t'mB w'elqmg'f'n A'v̄i' i Ae'v̄b c'p'w'g'v̄Y Kiv;
- N. **kZ'ejx-** c'w'Z'w'nbK P'v̄b't'j i gva'f'g Ø'Ø'K `y'Zvi m'f'_ t'gv̄Kv̄tejv Kivi Rb' me'f'f'ii w'm'v's'f' M'h'f'Yi i w'Z I w'bq't'gi cwi eZ' Kiv;
- O. **MVbc'v̄jx-** cvi' u'w'i K m'ú'K, y'gZv̄q't'bi e'Eb Ges Av_@'m'v̄w'RK Ae'v̄i w'e'g'v̄b Kv̄V'v̄g'v̄i g'f'a' m'v̄g'Ám' w'earv̄ Ges Ø'Ø'K Ae'w'ZKiY, hv' g'j-Z Av̄f'Mi Am'f'Z A'v̄i, m'gm'v̄ I j'̄, wj i g'f'a' w'g'_w'g'v̄K c'f'w'eZ K'ti |

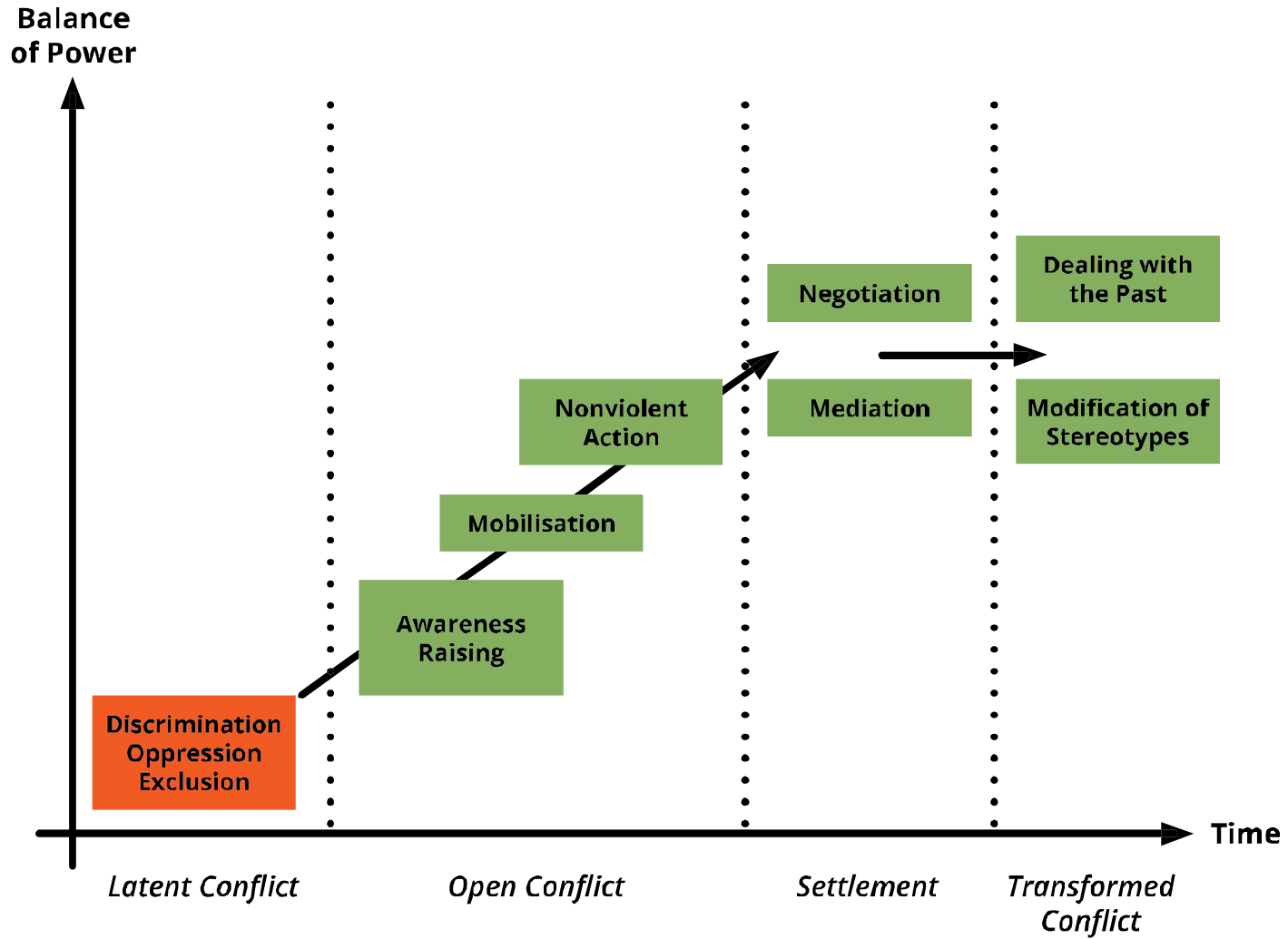
Möd: i'f'v̄š'f'ii w'ev'f'ac'K'vi



11. 0t0i ifcvsli c0uqv NUtj, `B ctÿi gta" Aek" B 00 wbtq D10MzvtK AwZµg KitZ nte - c0tgB A'v±it`i tevSvtZ nte th, minsmZvtK AeJ ±b Kti jÿ" ARfb GwMtq hvte bv, w0ZxqZ, Kx ifcvsli KitZ nte Ges Kxfvte Kiv DvPZ tmB wltq HK"gz" tLurvi gra"tg;
12. 00 ifcvslii cÿ,tjvi gta" Zvt`i wtvacY°-t_P Ici tRvi t`lqvi cwietZ°Zvt`i Pwn`vi mvgÄtm"i wltqW gtb Kwitq t`lqv Ges GKZidvfvte MpxZ wmvšK Kvhr"i cZ"vLvb Kti GKwU ctÿi Rtqi c0ZwbaZ;Kti;
13. 00 ifcvsli c×wZ I Gi Kvhrjx cte"ba"Y Kiv tKvfbv cšv AeJ ±b Kti bv, Zte GKwU c0E cšvi wtklZtK gvb" Kti Ges gwbtq tbq
14. 0t0i ifcvsli `k"gvb mgm"vi evBti wltqW t`tL Ges mgm"v mgvatb mRbkxj ZvtK ,iaZ;t`qGes A'v±it`i `wofw½ Gi wbtv"mi mvt_ RwoZ, Gi gta" itqtQ c0šK wtePbvi wltqvewj ;
15. 00 ifcvslii mvt_ RwoZ _vtK ZZxq I wbtqÿ cÿ, thLvtb Kgfiv 0Ab"vb"0t`i mvrer I gwvmK `wofw½ cwietZ" KitZ mvriv" Kti, hvi `iaY 0Avgt`i0 I 0Zvt`i0 gta" wfvRb tiva KitZ mvtqZv Kti
16. 0t0i ifcvsli GKwU D"PrKv·ÿx I `we mgwšZ KvrKtK c0ZwbaZ;Kti, hv w"gvb tKškj I c×wZi mvt_ mgmvgwqK 0t0i AmvgÄm", RvUj I `xNwqZ cKwZi mvt_ j ovB KitZ Avt"v fvtjvfvte mvgw¼Z



ՅՑ իմաստի կառուցում



«Kš' mgyR KLtbrB w̄'i _v#K br Ges Pəvš' ch#q tcšOiq br/ m#PZbZv, «kÿv I e'e'icbvi wewfbæ'li
GB c#µqvı wewfbæ'Zv Ges mgšq#K avi Y K#i |

ÿgZvi Pig fvimrg'nxbZv 00 mPbvi GKgı̂ Dcvq bq/ Gi ch#q I c#µqv, t#v th#Kı#br RvqMv t_#K
i iæ n#Z cv#i | Z#e ÿgZv I b'vqıwPv#i i welq, t#v t#K c#k#x Ki#Z n#e 0#0i wetePbvq GıU «K fı#e
RıwZ Ges c#Zıµqv Rıvı#Z n#e |

3.5 00 wtkdY

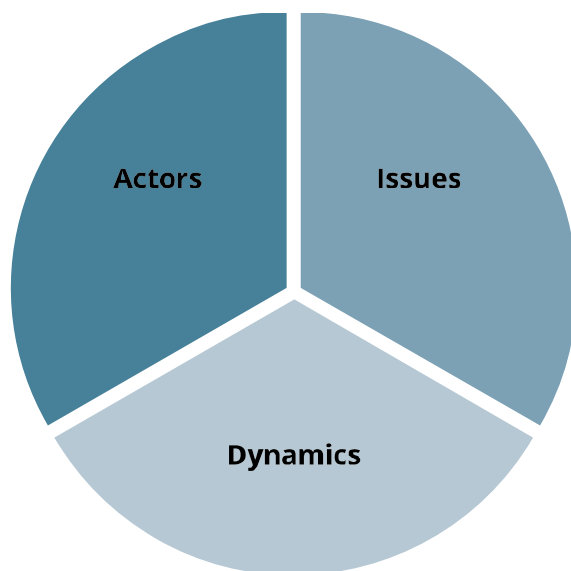
00 e'e'vcYvq n'lyc Kivi cte00 wtkdY nek` frte Kiv DWPZ | 00 wtkdY mgwi Kur Z I KvhRi 00 ifcivli c0P0ri Rb" Acwivnh0

GB Aa'vtq Avgiv 00 wtkdYi Rb" tek KtqKwU cXwZi mv_ cwiPq Kwi tq t`B | mvaviYfvte, GB 00 wtkdY cXwZ, t'jv Df'k" w000c:

- Avicub thLutb evm Ktib ev KvR Ktib, tmB 0t0i tc0'vcU eStZ
- c0i wK ctqU wPwYZ Kiv I Awism Dcvtq 00 ifcivli i Rb" bZb n'lytci wKvk Kiv
- w`gvb n'lyc, t'jv K Avtiv 00 mste`bkxj Kivi Rb" gmbtq t'blqv
- c0h2, 00 MwZkxj Zv I n'lytci w0_w'0vK Avi I fvjvfvte eStZ I wixyY KiZ

00 wtkdY Gi MwZkxj Zv I cy,tjvi cvkvcwK S0kZ _vKv mgm'v,tjvi c0Z g'bvthvM t`q | tKvfbv GKK cXwZ me DEi `Zwi Kti bv | wKŠ' GKwU cXwZ e'envi Kiv DWPZ hv GtK Actii cwi ci-K I wZbW Dcv v'bi c0ZB g'bvthvM c0vb Kti |

M0d: 00 wtkdYi Dcv vbmgn-



GB Aa'vtq Avgiv 00 wtkdYi w000c cXwZ e'envi Kie:

W0BwngKm/MwZkxj Zv	cy'mgn-	Bm'ngn-
✓ UvBgj vBb (Timeline)	✓ A'v±i g'wics	✓ mgm'v/00 wU ^a
✓ K'vtgj 0m e'vK/0t0i ch0qμg (Camel's Back)	✓ `w'icivgW	✓ `w' Aulqb
✓ 0t0i `k'vqb (Conflict scenarios)		✓ Gwem w'fB
		✓ wfvRK I mgšqK
		✓ wmt÷g g'vc



UvBgj vBb

DtI k mgn

- GKwU 0t0i BwZnvfmi gj- NUbv, tj vtK mbr³KiY (gj- cy, tjvi wewfbae `wotKvY t_tK)
- Ab`vb` ctji GB 0t0i BwZnv m=utK@mtPZbZv evovtbr

weiY

GKwU UvBgj vBtb GKRB 0t0i BwZnv, tjvi gj- NUbv, tj vtK wtkdY Kti | NUbvi ZwiL, tjv μgvstq I t`dj ZwiJ Kvfz Kiv nq, hv mgqti Lvtk wbt`R Kti |

AwfAZvi Avtj vtK t`Lv hvq th, 0t0i BwZnv m=utK@etivacY©cy, tjvi itqt0 wbr`^`wofwz | Zviv wewfbaeNUbvtK metPtq, iaZcY©I 0t0i mgqtk Umbs ctqU wntmte wetePbv Kti | GQvovl, GKB ZwiL ev NUbvtK Avjv`vfite t`Lv thtZ cvti, thgb: GKwU hxtK Rq ev civRq wntmte t`Lv thtZ cvti | 0t0i cZwU ctji GKwU mgqti Lv`Zwi Kti wewfbae`wofwz Avtiv fvtjvfite eStZ cviv hvq |

Kvhaviv

cUg avc:

tKvb mgqtk wtkdY Kitz Pvb, Zv ubafY Kiab, gj- NUbv, tj vtK ZwiJ Kvfz Kitz tcQtb thtZ ntZ cvti | GKwU eo KvMtR mgqti AytiLv Avklb |

wewfbae`wofwztk Ztj aivi Rb` tKvb cyt`i wbePb Kiteb, Zv wPyZ Kiab | GtZ iayBwU cAvb `j wbtq iiaKivi mgwv k Kiv nq |

wZxq avc:

cAvb cy, tjvi `wotKvY t_tK cAmwzK ZwiL, tjvtK ZwiJ Kvfz Kiab | bgbxq _vKtZ, iaZcY©ZwiLi Rb` tgUv KwW©e`envi Kiv thtZ cvti I mvt_ mvt_ wdePvU©KvMtR Avkivi `iKvi tb |

ZZxq avc:

GKB ZwiLtk Ab`w`tk Kxfvte t`Lv thtZ cvti Zv AvtjvPbv Kiab | cZwU cAvb `tji Rb` NUbv, tjvi A_©eYBv Kiab I tbvU Kiab | Avcub mgqtk AytiLvi I cti I wbtP wewfbaeZwiL I `wofwz Ablyqx wj LtZ cvti b |

weki mgn/wfbzv

hw` cAvb `j, tjv wtkdY AskMthY Kti Zte Ab` ctji 0viv cE NUbv eYBvtK P`vtjA Kitz cvti, Zvi Rb` cOZ _vKb | Gi DtIk` nlgv DvPZ wewfbae`wofwzi DtjL Kiv | PwzTz Avmvi `iKvi tbB; `wofwz cwieZB Kitz nte bv I wfbae _vKte |

mgqmgnv

60 wgvU (BwU cAvb `tji Rb`)

ctqRbxq mi Avg

wdePvU©KvMR I ÷ vU ev wcb tewW, tgUv KwW, gvKf, wcb ev tUc

n vUAiDU

bgbr UvBgj vBb

mg_©I

+ ØtØi BwZnm eStZ mnvqZv Kti

mgve×Zv

+ ubR^-^ wofw½ th òmZ´Ó I weI qwfEÄK tmB AskUkzDcj wä Kitz mnvqK

– newfbaè wotKiv m=útK©Avtj vPbv Kwb (hw` gj- `j , tjvi mvt_ wetkdY Kiv nq)

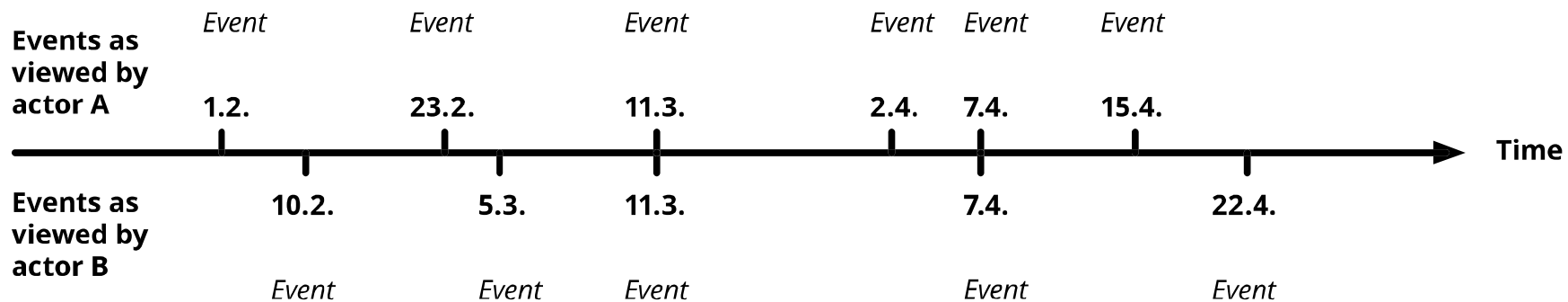
– Kfvi Kivi mgqKvj Ly eo ntj tKD we`hwi Zfvte Ztj aitZ cvti bv I mgq_vtK bv

Aviv Z_

Timeline as a tool for conflict analysis:

Responding to Conflict (2000): Working with Conflict. Skills & Strategies for Action.

bgly: UvBqj vBb





K'itgj ōm e'vK/ŌtŌi chiqmgn

Dt'ik'mgn

- ŌŌ Buznm iat'Zi mvt_ chiq'j vPbv Kiv, we'kl Kti Gi ew' I n'fmi chiq_ t'jv
- HuznmK m'ut'K'P we'fba'NUbvi Drmve'ÄK Av'tj vPbv
- ŌtŌi eZ'gb Ae'v Ges f'iel 't'Z Gi m'ae' Db'qY
- Kxfite f'iel 't'Z Av'tiv Db'z m'ab Kiv hvq, Zv ub'tq Ab'cŌ Yv iel'qK Av'tj vPbvi mgwB

we'iy

K'itgj ōm e'vK m'nsMZvi ew' I n'wm_ t'jv μgvbtqGKwL e'pti'Lvi g'tZv Kti Dc'vcb Kiv nq| wKQz'NUbv ŌtŌi ZxeZv e'ov'tZ cv'ti Ges Ab'v'v' NUbv μgea'gbZvi w'tK am'eZ Ki'tZ cv'ti |

Av'k'c'K'v'f' w'tm'te ŌtŌi ub't'w' c'v'w' chiq'tK ch'e'y'Y Kiv n'tq'tQ:

c'k- ŌŌ:

ŌtŌi GB chiq'q gvb't' i g'ta' m'tPZbZv m'w' bvl n'tZ cv'ti | GUv m'Ō I w'v' v'tK | GK ev GK'waK c'y' mZK'v'K'tZ cv'ti ev ŌŌ ub'tq te'w' m'tPZb v'tK | c'y_ t'jvi g'ta' cv'i ū'wi K m'ut'K'P' D't'ERZ v'K'tZ cv'ti ev t'K'v'v'v' Kg thv'w't'w'w' G'tK Act'i i mvt_ bvl Ki'tZ cv'ti |

we'ti'waZv:

GB av'tc ŌŌ Av'tiv Db'Ō I 'k'g'v'v' nq| th ct'yi Dci Ab'v'q n't'Q Zviv iel'q'w' Av'tMB Av'ti Ki'tZ cv'ti Avi Zv't' i D't'OM RbM't'Yi K'v'Q c'k'v'v' Kti | Acict'yi mvt_ msN't'P g'tZv NUbv N'tU hv g'v'tS g'v'tS Db'Ō msN't'P' i'f'c tbq| c'w'w' c'y'B ub't'R't' i Zv't' i w'g' I m'gg'v't'bi Ae'v't'bi t'jv'K't' i L't'R | we'v' g'v'v' ct'yi mvt_ m'ut'K'P U'v'v't'cv'ob I t'gi'a'Ki'Y nq|

msKU:

GB av'tc D't'ERbv Pig Av'v'v' avi'Y Kti Ges Db'Ō msN't'P' i'f'c tbq| e'v'c'K'f'ite msN't'P' i'w'Zg'tZv h't'x' i'f'c tbq Avi t'Lv hvq th, D'f'q ct'yi t'jv't'K'iv w'bnZ nq| we'v' g'v'v' ct'yi g'ta' thv'w't'w'w' G't'K'ev't'i B K'tg hvq w'k'sev e'Ū n'tq hvq | Acict'yi D'c'j w'a k'f'ac'y' Ōviv ev'w'w'w'w' nq Ges RbM't'Yi we'w'Z GK'g'Z bv n'tq Aw'f't'w'w'w'w' nq|

cwi YwZ:

0t0i MwZiwa tkl chŠl cwi YwZ ev djvdŧj i w ħKB hvq| tenki fVM mgq t`Lv hvq, thħKvħbv GKcŧ RqX nq ev 00 weiwzi j tŧy` Kó ntj l mgħSvZvq tčŠQvq| ga`Kvixi gva`tg Avtj vPbv i iæ ntj `ŧŧ cŧy Aci cŧyi `we tgħbl wħtZ cvħi | thħKvħbv cwi `wZtZ, GB chħq DħĒRbv Kħg hvq, thvMvħvM bZbŧvte `Zwi nq Ges AŠZ GK cKvħi i mgħSvZvq hv l qvi tPóv Kiv nq|

00 cieZħAe`r:

GB chħq DħĒRbv nwm cvq, weev`gvb cŧyi għa` m=úħKħ DbwZ nq| mrvavi YZ, 00 Ggbŧvte ifcvšħi Z nq th Gi Kvi Y, tŧvi mgvavb Kiv nq hvħZ mKj cŧyi għa` b`vqwePvi cv l qv m=æ nq| cŧy, tŧv hw` mdj nq Zvntj fiel`ħZi msNI© tiva Kiv hvħe| Avi hw` bv nq, Zvntj Avevi cħK-00 NUVi m=æbv iħqħQ|

K`vħg ŧm e`vK avi YwU 0t0i AMħi n l qvi w l qv w l qv w l qv Kivi GKwU nwmZqvi hv e`vcK Aħ`e`eüZ nq (GħK 00t0i chħqµg0 wntmte l Dħj l Kiv nq)|

Kvħvħv

cħg avc:

tKvħbv mgq l tKvħbv `wŧfwiZ t`ħK Avcib 00ħK wħkħY KiħZ Pvb, Zv wbaħY Kiv|

GKwU w l tŧi wewfbæ`wŧfwiZi nħZ cvħi |

wZvq avc:

DħĒRbv tetovQŧjv Ggb KħqKwU cħmwZK NUVi Zvħj Kv Kiab| Awmsm Avħ`vj b, tŧvi w ħK tenk bRi w b Ges Gi mvħ` mwmZvvi cħŧe m=úwĒ aŧsm ev gvbv AvnZ wKsev wbnZ nħqvQŧjv wKbv tmB w ħK l bRi ivLħZ nħe| GQvov l, th NUV, tŧv DħĒRbvħK cħwZ KħiħQ tmUv l msMħ KiħZ nħe| , iæZj t` l qv DvPZ weev`gvb cŧyi thvMvħvM l Ae`vi cwi YwZi w ħK|

ZZvq avc:

UvBgvvBħb NUV, tŧvi Dħj l Kiv Ges D³ cvDwU chħq wħq Avtj vPbv Kiv| chħqµħg NUV, tŧvħK kbv³ Kiv| avc, tŧvi µgweY`vm tei Kivi tPóv Kiv| għb ivLħZ nħe, ev`ħe 0t0i Av`k`aib LħB Kg t`Lv hvq| GKUv mgq msNI©Kħg hvħe GUvB `ŧfweK, Zħe msNħ l P gvĦv Pj ħZB `vħK, Avevi Rħj l l ħv, cieZħZ Zv kmšcY`gvgvsmvi w ħK Pħj hvq|

PZz`avc: 0t0i t`v`j`gvb eµħiLvħK Avcib Kxŧvte gj`vqb Kħib Zv Avtj vPbv Kiab| 00wU eZħvħb tKvb chħq iħqħQ Zv tei Kivi tPóv Kiab Ges Avtj vPbv Kiab 00wU fiel`ħZ tKvb cħ` thħZ cvħi |

weKí mgr/wfbzēv AþbK, tþv c×wZi gþZv, wefbæ`wóþKivY t_þK 0þ0 weþkðY wefbævite Kiv mæþeci | thgb: msNþI þ wefbæcýmgr-|

mgqmıgv wgvbu (AŞZ tKıþbv GKıU `wóþKivY t_þK)

cþqvRbıq mi Ávg wdePıU⁹ccvi Ges ÷ vÜ wKsev wcb tevW⁹tgUv KıW⁹gvK⁹, wcb ev Uvc

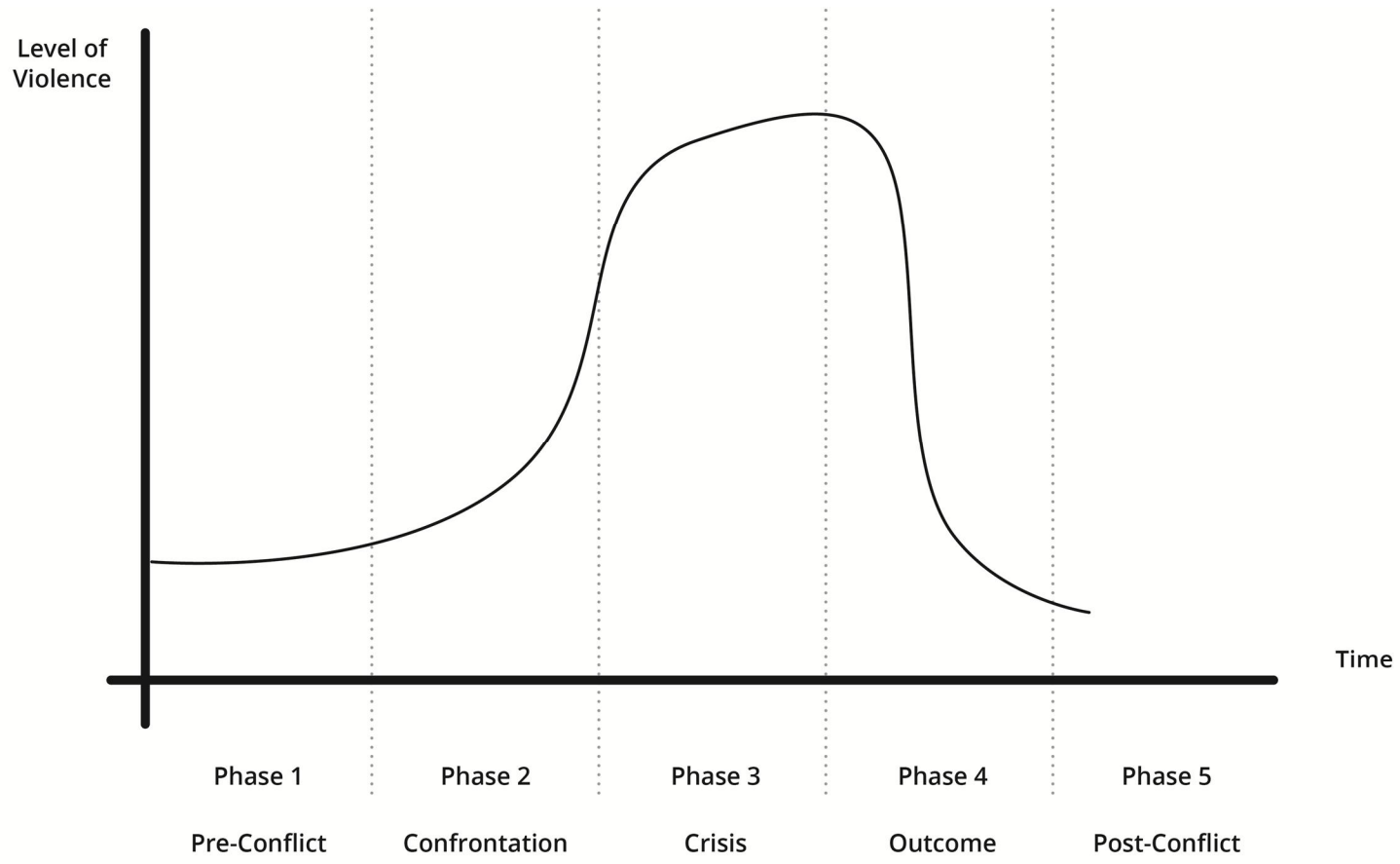
n vÜAvDU

-
- mg_©I** + 0þ0i AMñi Zv eŞZ j / tþ i Rb" mnıvqK
mgıev×Zv + 0þ0i gþZv, iæZcY⁹NUbıq Gi mþ½ RıwZ A`v±i t i Dcj wä eŞZ mnıvqK
+ mæte" cwi w wZ mbv³ Kiv Kıfvite 0þ0 weKıkkZ nþZ cıþi hv fıel tþZi mnıvqK nþe
- AþbK msNþI þ NUbv Zıwj KıvfZ Kiv Ges evcK tþtÎ `ıN⁹mgıq mımsmZı ygZıvıxb nþZ cıþi
- Gi aıbþK tei Kiv Kıwb, hv msNþI þ evı ev nıwþK cwi Pıwj Z Kþi

Awıiv Z_ Camel's Back (also called: Stages of Conflict) as a tool for conflict analysis:

Responding to Conflict (2000): Working with Conflict. Skills & Strategies for Action.

bgly: K'vgj ōm e'vK (AvBllj -UvBc g'Wlj)



mıg_©I
mıgve×Zv

- + fıel"Z Dbq̄b ıbx̄ȳt̄Yi Rb" I ııwfb̄ǣc̄ııı w̄ıZ̄t̄Z c̄ıZ̄ıııqı Kivi Rb" mıvqK,
ıet̄kl K̄t̄i hıı mēt̄P̄t̄q Lııvc NUbı c̄K̄ıv cıq
- + GKııı ıbq̄ş̄ȳ ēē"vi ıfııE hv cieZ̄ıZ̄ 0̄0 n̄"t̄ȳt̄ci ev̄"bıq̄b chıq̄, t̄j v̄t̄K
ıeKıv K̄t̄i

- fıel"Z Dbq̄t̄bi cēffııı t̄" l qı Kııb
- Zxēm̄ıısmZıı mı̄t̄_ mēt̄P̄t̄q Lııvc cııı w̄ıZ̄ Kııı Kivi ıec̄", hv H
cııı w̄ıZ̄t̄Z NUvi m̄ı̄tebr bıı n̄t̄Z cı̄t̄i

Aııiv Z_

I qvK@U: 0t0i `k`vqb

`k`vqb	^eikó`mgn	mPKmgn	cíZııqvi tKŞkj
tmiv tKBm/NUbv			
~ıfweK tKBm/NUbv			
Lviıv tKBm			



A'væi g'wics

D'f'k' mgn

- Øt'Øi wæb'v'tmi m'v' R'wOZ m'ú,³ c'ý, t'j v' v'P'w'Z Kiv
- c'ý, t'j vi g'ta" m'úK'w'bf'cY, thgb: t'K Kvi m'v' msN'v'Z w'j B
- w'w'fbæm'ú,³ c'ý, t'j vi f'w'gKv w'b'tq Av'tj v'Pbv Ges c'ý, t'j vi g'ta" m'úK'

wæiY

m'w'æ'w'g' ev l k'w'š' b'óK'v'x (spoilers) v'P'w'Z Kiv Ges G'w'U' c'tq'U l f'w'el' t'Zi K'v'h'p'v'tgi t'K'`'t'e'`yK'w'æiY

A'væi g'wics-G m'ú,³ c'ý, t'j v' Ges Z'v't'i ga"Kvi m'úK'Z'tj aiv nq c'Z'xKx t'K'v'w' | GB m'ú,³ c'Z'w'U c'ý Av'Kiv nq e'f'K'v'ti | e't'Éi Av'Kvi c'Z'd'w'j Z K'ti Ø'Ø c'w'q'v'q R'wOZ t'K'v' c'ý t'e'w'k ý'gZ'v'ai | t'R'v'U Av'K'v'ti i w'w'fbæc't'ýi g'ta" m'úK'P' i'f'c' l w'w'ea nq |

GB c'w'q'v'q w'w'fbæc't'ýi m'úK'c'Z'xKx t'K'v'w' Z'tj a'ti G'K'gZ nq (A'væi g'wics-Gi b'g'v' t'`L'v')

K'v'h'v'v'

c'Ńg avc:

- g'v'c c'w'q't'bi w'w'x'v'š'w'b'tZ n'te, K'Lb Ges K'v'f'v'te i' i'æZ'v' w'ba'f'Y |
- t'K'v't'bv w'w'`Ø Ae'`v't'K a'ti Øt'Øi Ae'`v' w'bf'cY Kivi c'Z' D'Øy Kiv nq h'v'i `i'æY D'³ w'w'`Ø N'U'bv'q c'ý, t'j vi g'ta" t'K'v't'v'w'f'c c'w'ieZ'Ø't'K t'e'v'S'v' h'v'q
- G'Ø'v'ov'l t'`L't'Z n'te t'K'v'b Av'w'z'K t'`t'K w'e't'k'Ø't'ýi K'v'R'w'U Kiv n't'Q Ges m'e't'P't'q D'ch'v' n't'j v' w'b't'R'`t'j/c'Z'Ø'v't'bi `w'f'w'z'i Av't'j v't'K w'el'q'w'i K'v'R i' i'æKiv
- G'K'w'U t'e'w'k g'v'c `Z'w'i Kiv n'te m'e't'P't'q `k'`g'v'b K'v'R nq w'w'fbæAv'w'z'K t'`t'K b'Z'ev' m'g't'qi w'e't'e'P'bv'q w'w'fbæw'v'v' t'`t'K w'K'sev' D'f'q'B |

w'ØZ'w'q avc:

- m'ú,³ c'ým'g't'ni Z'w'w'j K'v' Kiv, G'ig'ta" w'b't'R't'K, w'b't'R'i `j't'K ev c'Z'Ø'v'b't'K A'š'f'v' Kiv |

Z'Z'w'q avc:

- Ø'Ø c'h'f'q m's'w'k'Ø c'ý, t'j vi g'ta" K'Z'U'v' ý'gZ'v' w'e'`g'v'b Z'v' Av't'j v'Pbv Kiv Ges t'm'B A'b'j'v'q'x e'f' A'w'z'K Kiv |
- d'`w'w' ej `v'K't'Z t'g'U'v' K'v't'w'P' e'`envi Ges m'v't' m'v't'`B w'd'e'P'v'U'K'v'w't'R' b'v Av'K'v' |

PZz[©]avc:

- Kxfvte cy Ges cŁxKx tKvW,tjvi gta" m=úK[©]Zwi Kiv hvq, Zv Avtj vPbv Kiv |
- g'vtci `úóZv evovtZ AvcbvtK nqtZvev tglv Kvw[©]e"envi Kitz nTZ cvti |

cÂg avc:

Avtj vPbv Kiteb, Kxfvte Avcbv/Avcbri `j ev cŁZóvb ØtØi mvt_ msikó cy,tjvi mvt_ ctivÿfvte RwoZ | Gi gta" t_tK vPvYz Kitz nte m=ú,³ igT/ev `újvi t`i |

vKí mgn/vfbz tKD hv tKvtr vbw Ø ,iaZcy[©]mgm'v Ašf³ Kitz Pvb Zvtj HvQKfvte D³ m=úK[©]tjv eMfyT ev AvqZtyT Djt L Kiv (vbtPi cŦ tebWU t`Lb) |

mgqmvgv 60 vgvbU (AšZ tKvtr GKvU `vbtKvY t_tK)

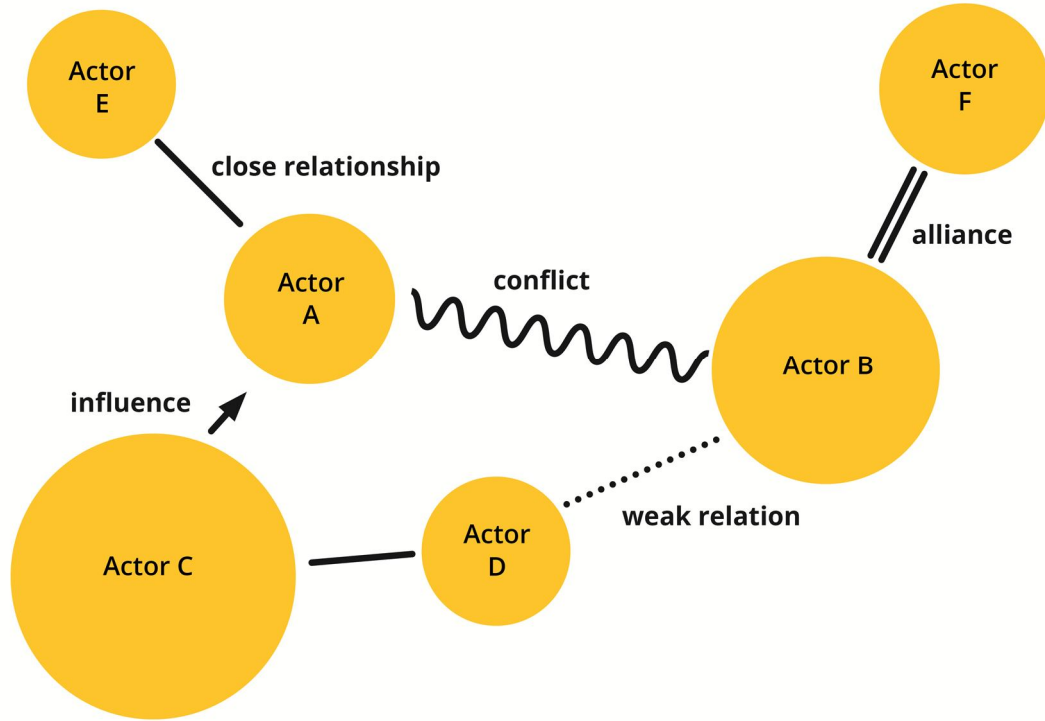
ctqvRbq mi Avg vdePvU[©]ccvi Ges ÷ vU vKsev vcb tevW, tglv Kvw[©]gvKŦ, vcb ev U'vc

n vUAvDU

- mg[©]I**
mxve×Zv
- + msikó cy,tjv vPvYz Kti `j/MáctK vclqv tevsvtrv
 - + cy,tjvi gta" cŦmŁK m=úKŦK AbgvY Kitz mrvh" Kiv
 - + GvU^acvtqU,tjv vPvYz Kiv Ges msikó cy,tjvtKI vPvYz Kiv cŦqvRb
 - msikó cy,tjvtK vPvYz Kivi mxve×Zv AvtQ
 - tevk mL`K cy g'vc cŦvtbi evavi miv Kti

Avtiv Z_ Actor Mapping (also called: Conflict Mapping) as a tool for conflict analysis:
Responding to Conflict (2000): Working with Conflict. Skills & Strategies for Action.

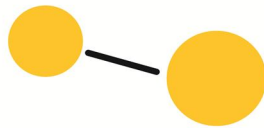
bgly: A'vzi g'wcs



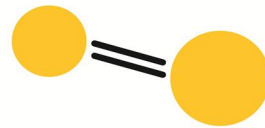
bgly: A'vzi g'wcs



The circles indicate the different actors. The size of the circle symbolises each actor's power in relation to the issue of the conflict.



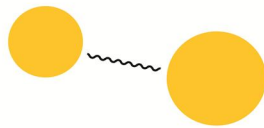
A solid line symbolises a close relationship.



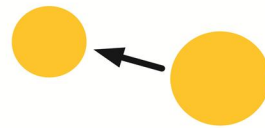
A double line symbolises an alliance.



A dotted line symbolises a weak relationship.



Zigzags symbolise conflict.



An arrow symbolises the influence of one actor over another.



Squares/rectangles indicate issues that are relevant for the respective relationship.



uciugW

DtIk mgn

- mgvRi wfbæ`fii cýt`i wPnyZKiY
- mæte` ugĀ/`uqj vq wPnyZKiY I GBfvte cĀi wK ctqU Ges fūel`tzi KvhRtgi tk>`le>y

ueiY

uciugW c×wZtZ mgvRi wZbūw`fii cýt`i wtkĀY Kiv nq|

gwkB kwišl MteIK I Abkxj bKvix Rb cj tjfWivK (John Paul Lederach) uciugW gWtj i wfiE`%Zwi Ktib| Zvū AwfÁZvi AvtjvK t`Lv wMtqtQ, mgvRi me`fii kwišl n`fyc Kiv ntj ØØ ifcvišl Avi I KvhRi nq| wZib GKūw mgvR tbZtZj wZbūw wfbæ`fii gta` cv`R` KtiQtB:

kxl`fi:

GB`fi miKvi, mvgwiK, weti vax Avt`vj b I agfQ tbZvt`i RvZxq tbZviv itqtQb| Giv KtqKRb, wKš`k`gub I kw`kvj x cýt| Zvt`i cKvtk`_vKv Amvav ntq I vtZ cvti, KviY Zvt`i bgbxqZv/d`v wewj wKg`vtK I cKvtk` ejv Ae`vb t`tK wPjZ ntj mæyb nvi v bvi fq`vtK|

ga`g`fi:

GB`fii tbZviv wKv`v`fĀ, tckv`vi ms`vi cvkvcvK temiKwi ms`v,tjvi gtZv wbow`Ø tm±fii nq| Zvt`i mveav itqtQ th, kxl`fii cvkvcvK ZYgj`fii mv`_I Zvt`i thwMmĀ`vtK| Zvt`i ygZvi wfiE` kxl`fii Zj b vq A t b K`v` I fvtjv mæútkP I ci wfiE` Kti|

ZYgj`fi:

ZYgj` chfqi cýt,tjvi gta``vbxq cēxY I mæú`vq-wfiEK msMVb, Dt`wM I Avt`vj tbi Ab`vb` tbZv-Kgfv Ašf`v| G,tjv bvMwi e`i ev`bZvi KvQvKwQ| Zviv gvbtj i`r`_I Pmn`v mæútk`fvj v fite mPZb wKš`D`P`fii KvQ t`tK tkv bvi ygZv I KÉ`↑ tbB|

Lederach ōugWj -AvDU Avt`cĀPŌ bvtgi bZb c×wZi D`wēb KtiQtB| Giū Uc-WvDb c×wZtZ kxl`vbxq tbZviv AvBb cwi eZB ev kwišl Pwē Kivi Rb` ygZv cĀqvMi tPōv Kti, Gi cĀve mgvRi Ab`vb``fii tbtg hvq| bxp t`tK ZYgj` chfqi gibly I tV`vavq Ges mgvR cwi eZB Ki tZ Pvq| hvB trivK, Lederach GB`Būw tKšktj i ga`g-AvDU c×wZ thwM KtiQtB thLv b ga`g`fii tbZviv Zvt`i Zj b vqj-K mveav,tjv e`envi Kti ZYgj`fii RbMtYi KvQ t`tK kxl`v b Zvt`i KvQ evZP`tcštQ w`tZ cvti ev Gi wci xZl ntZ cvti| GBfvte, ga`g`fii tbZviv mgvR wfvRb`Zwi Ki tZ cvti| Lederach ga`g`fii tbZvt`i KvhRi ØØ ifcvišl cĀqvri PwēKwM wntmte wetePbv Kti|

Ativ Z_”

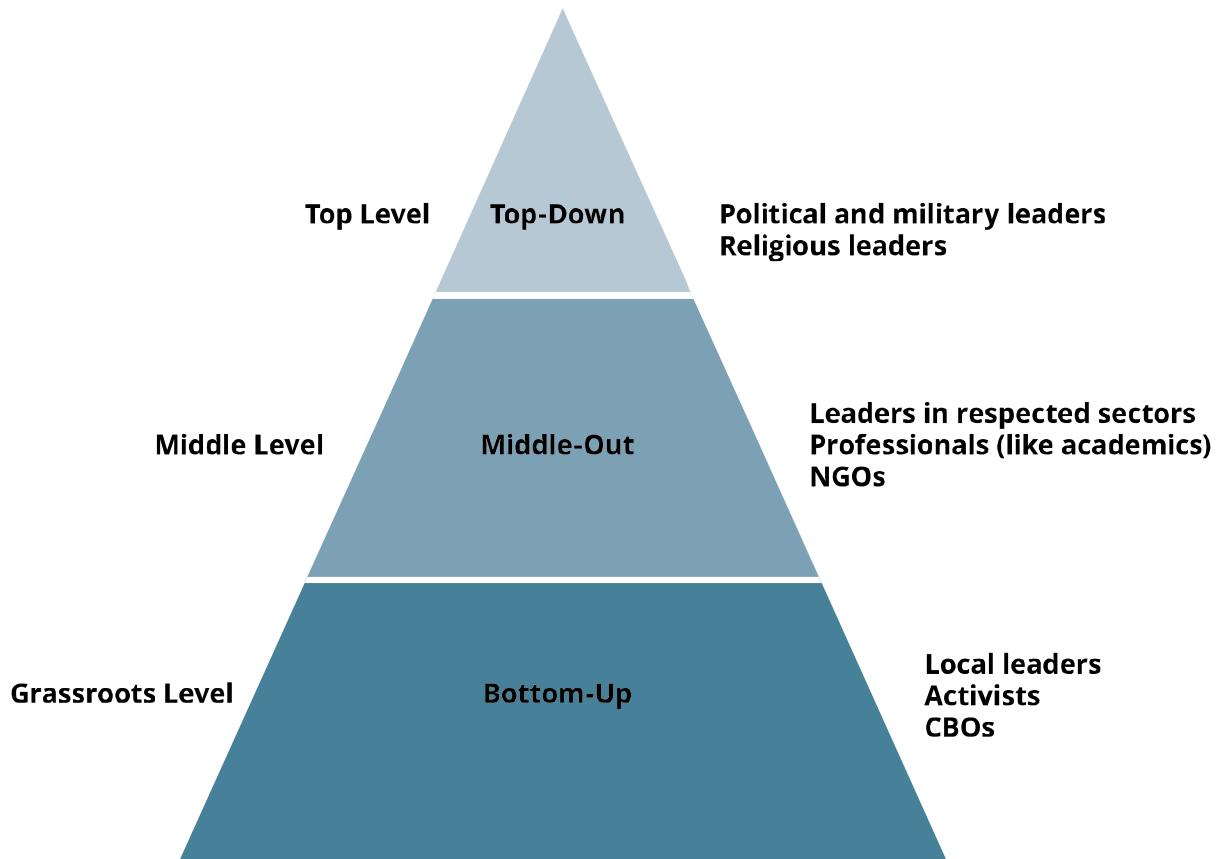
The Pyramid as a tool for conflict analysis:

Responding to Conflict (2000): Working with Conflict. Skills & Strategies for Action.

The Pyramid model of society and levels of leadership:

John Paul Lederach (1997): Building Peace. Sustainable Reconciliation in Divided Societies. Washington D.C., USA: United States Institute of Peace Press, pp 37-55

bgly: vciwgW





mgm'v/0:0 uJ^a

Df'lk mgn

- 0t:0i neb'vtmi gj- mgm'v uPwYZKiY Ges GKB mvt_ Gi KviY I c'fve D`NvUb
- KviY I c'fve m'utK^aAvtj vPbv
- f'iel 'tZ tKvb Bm'itK (gj- mgm'vi) tK>'^aKti Kvh'erg avh^aKiv nte tmUvi cwi mgwB Uvbn (t`Lly Df'lk" uJ^aAa'vq 0n`l'ytci bKk'vq0)

veiy

mgm'v/0:0 uJ^a GKwJ mgm'vtK (Kv0) AMwaKvi w'tq Gi AStb'wZ KviY₂ t'jv (wkKo) Dtb'vPb Kti Ges Gi cieZ^o mgm'v₂ w'j i (kvlv₂ t'jv) c'fve uPwYZ Kti we'tkdY Kti |

j uRK'vj t'gdI qvK^cxwZi Ab'Zg gj- Dcv'vb nt'jv GB 0:0 uJ^a Gifc 0:0 uJ^a 0t:0i nel qvej vtK we'tkdY Kti |

wb't^a c'kq' t'jv Avtj vPbv mvt'cy:

- D³ nel t'qi c'v'vb mgm'v Kx? tKb cwi eZ⁰ c'0qvRb?
- D³ nel t'qi mgm'vi gj- Kvi Ymgn Kx? tm₂ t'jv wK GLt'bv we`gvb?
- GB mgm'vi cwi YwZi c'fve Kx? tKb mgm'v mgvavb₂ iaZcY^o

mgm'v/0:0 uJ^a gj-Z Df'lk" uJ^a Gi mgwS^Z ifc, hv cKf n`l'ytci Df'lk" c'0xZ mgm'v we'tkdY tK ifc'vSf Ki t'Z cvti |

Kvh'viv

c'0g avc:

wdePvU^o KvM'tR Kv0, wkKo I kvlv w'tq GKwJ eo Mw A'4b Kiab| tgUv KvW^o e'envi Kti kvlv₂ t'jvi g'ta" c'fve mgn, Kv0 gj- mgm'v Ges wkKto KviY₂ t'jv D'tj L Kiab|

w0Zwq avc:

tgUv KvW^o c'0m'wK Ab'vb" nel q t'j Lv (ev A'4b) Ki ai |

ZZwq avc:

wdePvU^o w'tRi tevSv'cov Ab'v'v'v KvW^o t'jv em'vb thLv'tb Kv0 gj- mgm'v, wkKto KviY Ges kvlv'q g'ta" c'fve mgn uPwYZ Kiv hvq|

PZz^a avc:

Ab'vb"iv Kxfv'te Ab'v'v'v₂ t'jv m'wR'tq t'0 tmB nel t'q Avtj vPbv Kiab| gj- nel q nt'jv, KviY I c'fve₂ t'jvi cv`R" tei Kiv Ges `t'ji mvt_ tmB nel t'q GKgZ tcvIY Kiv| `t'ji g'ta" t`tK tKv'tbv GKK mgm'v vK'tj Zv Z'tj ai'ly|

veKí mgn/wfbzv hv` Ab'vb'iv KviY,tjv cfr̄te cwiYZ Kti td̄tj, Zvntj `qsm̄uq ev eEivKvi
c̄uq̄vq m̄útk̄P KviY I cfr̄tei w̄tk̄ j̄y` ivL̄y| Bm̄y,tjvi ḡta` GK̄W jvBb
ivLv D̄wPZ n̄te|

mgqm̄gv 90 w̄ḡw̄U (hZUv m̄e GB mḡqi ḡta` Kiv, hv` `tj i ḡta` ḡ%ZK` f`Lv f`q
Zvntj Av̄tiv mgq t̄bl qv th̄Z cv̄ti)

c̄t̄qvRb̄q mi Ávg w̄c̄eP̄ivU`K̄ivMR Ges ÷ v̄U` w̄K̄sev w̄cb tev̄w̄,`tḡUv K̄iv,`ḡvK̄f̄, w̄cb ev U`ic

n̄v̄UAv̄DU GB c̄x̄w̄Zi mej w̄ K Ges m̄x̄gv̄x̄Zv

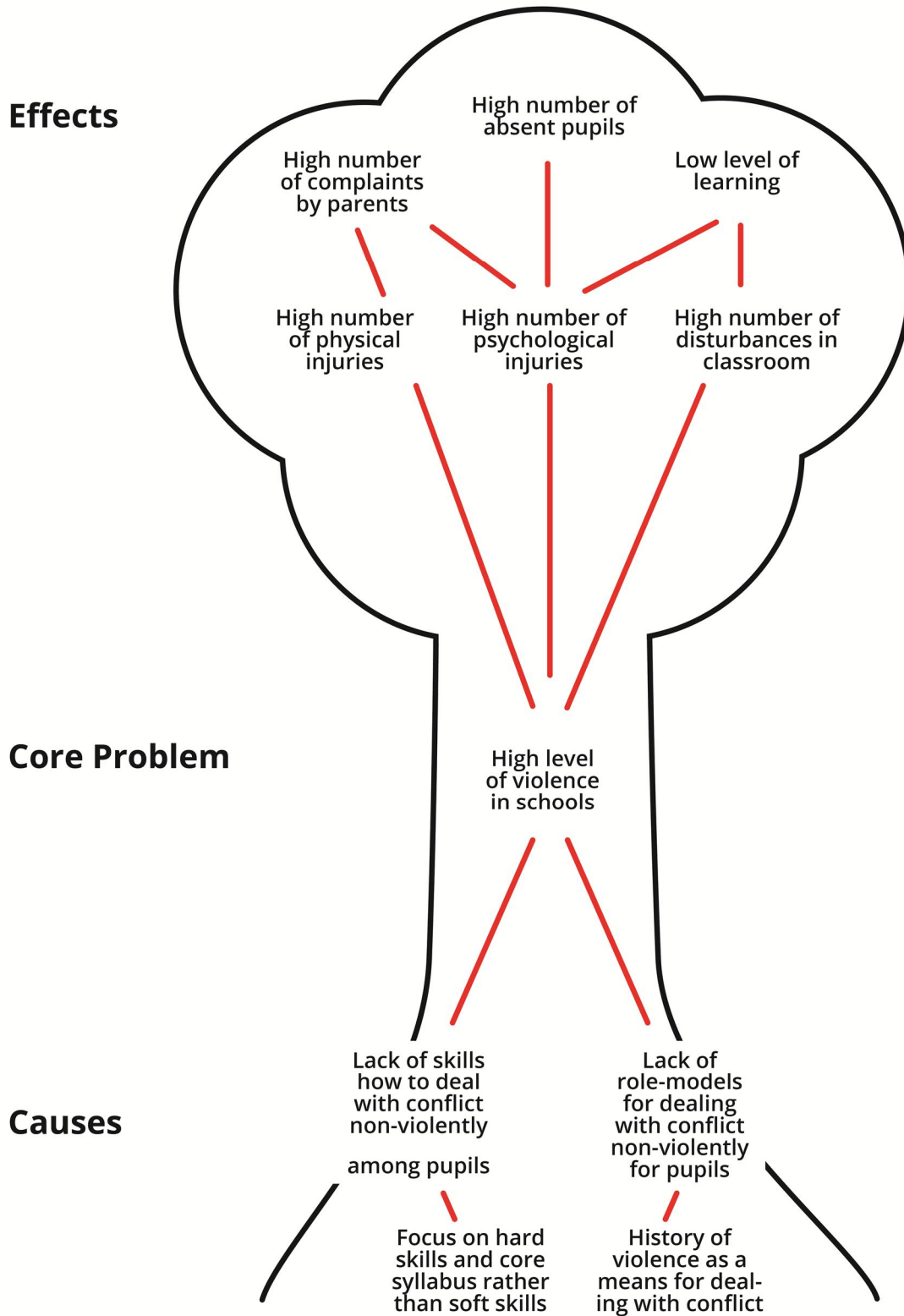
m̄vg_`I w̄b̄t̄R̄f` i ḡta` tev̄S̄icovi m̄w̄ Ges t̄K̄ivb mgm̄v̄t̄K c̄l̄av̄b` f` I qv D̄wPZ Ges c̄t̄qvRb
m̄x̄gv̄x̄Zv Zv w̄P̄w̄ȳZ Kīt̄Z m̄iv̄h` K̄ti

- + D̄t̄f̄k` w̄U`Gi m̄v̄t_ m̄vḡÄm` tīt̄L gj- mgm̄v̄,tjv̄t̄K i f̄cv̄š̄f̄i Kiv hv` c̄k̄t̄f̄i
D̄t̄f̄k`/djvdj, djvd̄t̄j i c̄w̄i Yw̄Z Ges c̄t̄jv̄ c̄k̄t̄f̄i c̄f̄v̄et̄K Z̄t̄j at̄i
- + GB w̄U`ZĒjmevi K̄ivQ mis` w̄ZK t̄c̄ȳvc̄t̄U M̄h̄Ȳth̄w̄M` I mgv` Z nq Zv w̄b̄t̄q f̄v̄ev
- ØØ/ev`ēZvi `rf̄w̄eK KviY I c̄f̄v̄tei ti L̄w̄w̄Z h̄w̄p̄t̄Z ēȳS̄ bv, thgb: P̄p̄ivK̄iv
ev `p m̄útk̄Ave× bq Ggb Bm̄ynḡr

Av̄tiv Z_` Problem Tree as part of a Logical Framework Analysis:
SIDA (2003): The Logical Framework Approach. A summary of the theory behind the LFA method.

Conflict Tree as a tool for conflict analysis:
Responding to Conflict (2000): Working with Conflict. Skills & Strategies for Action.

Example: Problem / Conflict Tree





“ Anbqb

DtI k'mgn-

- cKvfk" Ae-rtbi tCQtb AvMh I Pwn`v wPwYzKiY
- wwfbaetyi gta" AvMh Ges/ev cOqvRtbi tti maviY wfwE D` MvUb Kiv

wieiY

Anbqb cxwZuU 0t0i ctji Ae-rtb, AvMh I Pwn`vfk wtkdY Kti (00t0i KviYmgA0 Aa`vq t`Lly)| Anbqbtbi evBti Ask RbMtYi Ae-rtbi mt_ miv`k`cY,hv Avgiv ewj, hv PvB| Avi I Mfxi fite wtkdY Kitj Anbqbtbi cieZP`liuU cKvk Kite tKvbuU AvMh, Gi t`tK Avgiv Avmtj Kx PvB| wtpi AvtiKuU`li itqtQ, hv cOqvRtbi mt_ mivAm`cY,hv Avgv`i Aek`B_vKtZ nte|

Kihavi

cOg avc:

00 e`e`rcbvq cOZuU ctji Rb` wZbuU c_zK tti Anbqb Avktb|

wZxq avc:

SuktZ_vKv wclq,tjv cKvfk" weZ Ae-rtb,tjv wj tL ivLly|

ZZxq avc:

Ae-rtbi tCQtb_vKv AvMh Zwj Kvfx Kily| cKvfk" cyiv th Ae-rtbi K_v etjb, Zvi Zxbvq cO E cwv wZtZ Avmtj Zviv Kx Pvq tmuU e`vL`v Kiab|

PZz@avc:

cyt`i t`P mt_ m`uukZ cOqvRbxqZv,tjv Kx Zv wtkdY Kiab| GtytI tgsij K gvbieK Pwn`vi Zwj Kv t`LtZ cvtib (00t0i KviYmgA0 Aa`vq)|

cAg avc:

Anbqbtbi Zxbv Kiab, `j,tjvi gta" t`P Pwn`vi wj I cv`R`tkjy" Kiab|

weki mgn/wfbzv

-

mgqmxgv

60 wguU

ctqvRbxq mi Avg

wcPvU`KvMR Ges ÷ vU wKsev wcb tevW,tgUv KvM,gvKf, wcb ev U`vc

n`vUAvDU

mig_@I mxgvxZv

+ cKvfk" Ae-rtbi evBti Avi I Mfxi fite wtkdYi cOqvRbxqZvfk Pvc t`I qv I Kiv Kiv (cyt`i mt_ mivyrKvi I Avtj vPbimn)

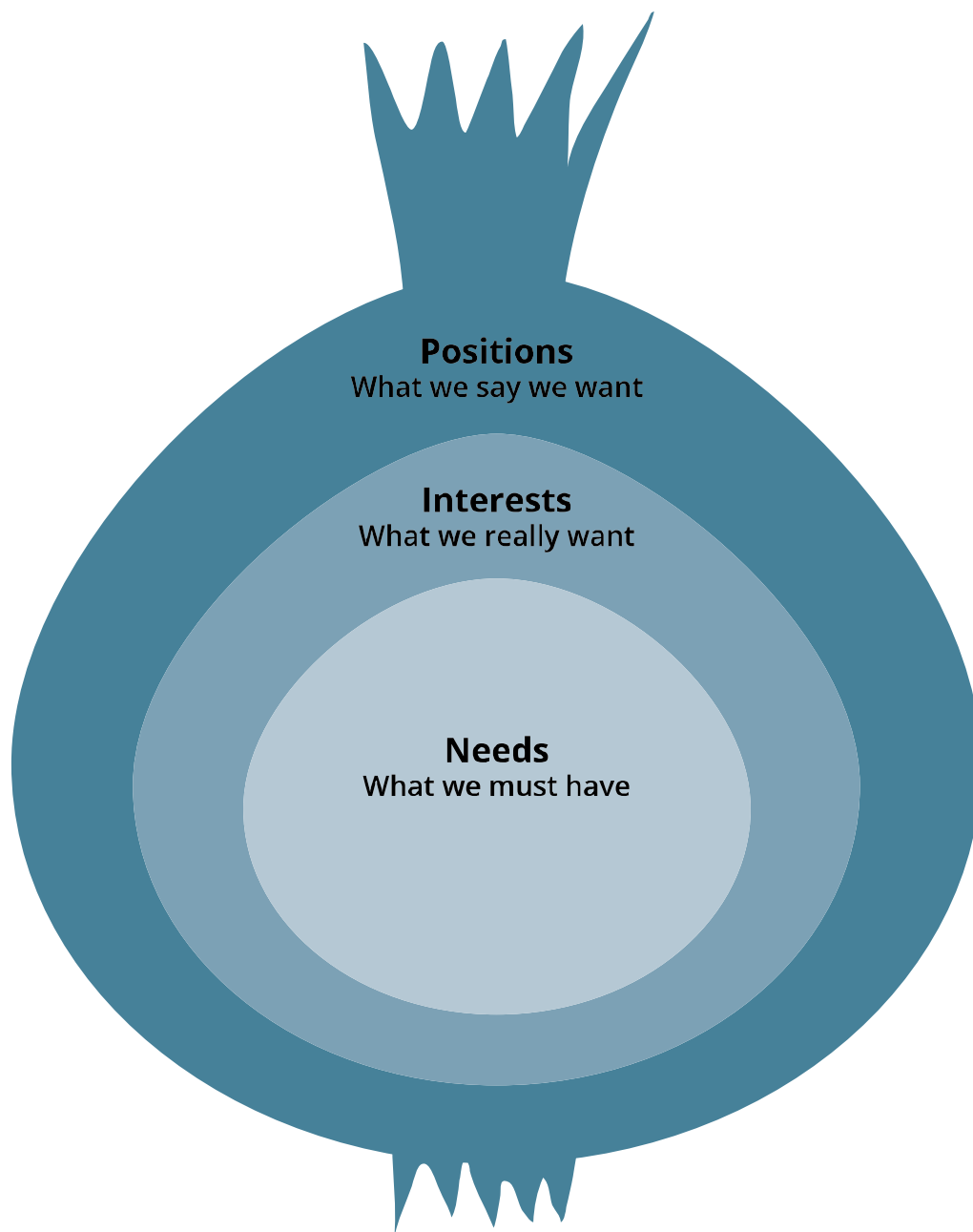
-
- + AšbñZ ˘_9 c0qvRb, tj v#K DtbPb Kiv I mraVi Y wfiE LjR tctZ GKRb
mjeavKviX/Av#j vPbvKviX/ga ˘˘Zvi Rb ˘ mniqK
 - + Avbqb I Gi wewfbæ ˘ti i wPÎ mvs ˘wZK cñt½ fvtj vfvte MpxZ I tevSv hvq
 - cKv#k ˘ Ae ˘v#bi tcQ#bi AvMñ I Pwn ˘v, tj v#K c0qB ej v n#q D#V bv Ges
cÿ, tj v#K mi vmi wR#Ám Ki#Z mÿg bv n#q DtbPb Kiv Kwb n#q cto
 - mg#q m#_ m#_ Ae ˘vb, AvMñ I Pwn ˘vi welq, tj vi cwieZ0 aiv cto bv
-

Av#iv Z_

The Onion as a tool for conflict analysis:

Responding to Conflict (2000): Working with Conflict. Skills & Strategies for Action.

bgly: Aıvqb





Gnem wî fR

Dîf k mgn

- ØðØi mî_ msikø çÿi AvPiÿi AšbînZ gþvfvie I cômî½K KviY, ÿj v mbr³KiY
- çÿi gþvfvie, AvPiY, cômî½ Kxfvte GþK AcitþK cîfveZ Kti Zv weþkðYKiY
- weev`Kvix çÿ, ÿj vi gj- cðqvRb wPwýZKiY
- weev`Kvix çÿ, ÿj vi gj- cðqvRb Zþbv Kiv
- cðiwþK çtqU I fîel`Z Kvþþtgi tK`ªwPwýZKiY

weeiy

Gnem wî fþR çþeÿYþhvM` AvPiÿi cvkvcvk tçÿvcUþK weþkðY Kti, hv GB Kvþþg, ÿj vþK cwiPwý Z Kti | Zt`i cðZwU tmU wî fþRi GKþKvþY Zvwj Kvfvþ Kiv nq | Gðvovl, cðZwU çÿi gj- cðqvRb Ges/ev fqþKl GKKfvte tei KiþZ cvþi | Gnem wî fþRi wZbwU wfbæaitþi mînsMZvi I ci wfvE Kti `Zwi Kiv nþtþQ, hv tRvnb Mvæx KZþ Avj v`v Kiv nþtþQ (t`Lþ Aa`vq ðmînsMZv Kxð) | AvPiYwU cÿ`ÿ mînsMZvþK tevsvq, Gi gþvfvie nþZ cvþi mîs`wZK I KvVtgvMZ mînsMZvi cômî½ |

Kvþvþ

cðg avc:

Øð e`e`vcYvq cðZwU çävþ çÿi GKwU Kti c`K wî fR Avkðb |

wZvq avc:

cðZwU wî fþR, tmB çÿi `wþKvY t`þK gþvfvie, AvPiY I cômî½ mæúwKþ gj- welq, ÿj vþK Zvwj Kvfvþ Kiab | GKRb çÿi AvPiY w`þq iia Kti metþtq mnRþeva` KviY Gþÿtþ chþeÿYþhvM` | Gici GB Kvþþj vþci tçQþbi gþvfvie I AvPiYþK cîfveZ Kti Ggb cômî½K KviY, vþj vþK mshþ Kiv nq |

ZZvq avc:

wî fþRi gvSLvþb metþtq, iaZcyPwv`v Ges/ev fq gþb Kti cðZwU `þj i Rb` þhvM Kiab | GwU gj-Z wbr`^` wþfvw/1 mî_ mæú³ |

PZy@avc:

wî fRþK Zþbv Kiab, `j, ÿj vi Dcj wäi gþa` wj I cv`R`þK jÿ` Kiab |

weKí mgn/wfbæv

Øð welþq hw` `j, ÿj vi mî_ weþkðY Kiv nq, Zvntþj Zvív Zvþ`i wbr`^` wþKvY t`þK wî fRwU þvU KiþZ cvþi |

mgqmvgv: 60 ugubU (gj-`tj i Rb")

ctqvRbvg mi Avg: KivMR I ÷ vU ev ucw tevW, tglv KivW, givK, ucw ev tUc

n vUAvDU: **bgly:** Givem w fR

mg_©I

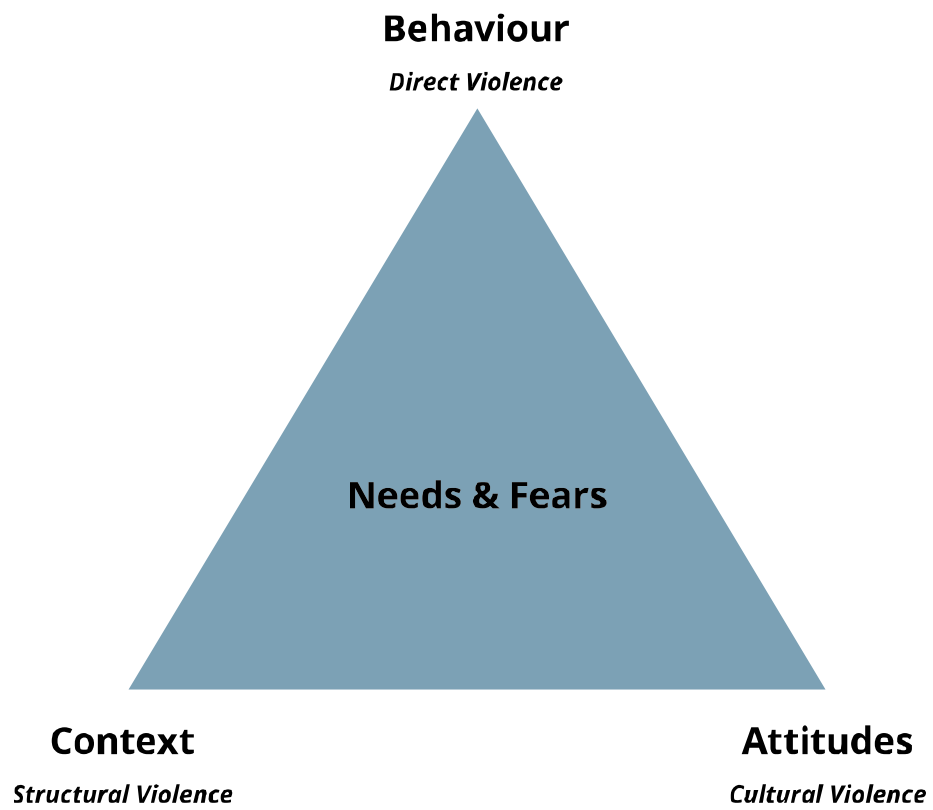
mgve×Zv

- + gj- cy, tj vi AvPi tYi tcQtbi gtbvfe I tcQvU eStZ mnvqK
- + ØtØi cåvb `j, tj vi gj- cQvRb wPyZKi tY mnvqK
- + cåvb cy, tj vi AvPi YtK cFweZ Kivi Rb" cØi wK ctqU mbv³Ki tY mnvqK
- mvavi YZ gvI KtqKvU gj- cy tK wtkd Y Kiv nq
- mgtqi mv_ gtbvfe, AvPi Y I tcQvctUi cwieZØ aiv cto bv

Aviv Z_: ABC Triangle as a tool for conflict analysis:

Responding to Conflict (2000): Working with Conflict. Skills & Strategies for Action.

bgly: Greim uŕ fR



- hv hv cvl qv wMtqtQ Zv wbtq we`wiz Rrvb hZUv mæe nq, Gi dtj Ab`vb`iv Avcbvi Kiv we`kdtY cotZ I Abymiy KitZ myg nq;
- we`kdtY `k`gub Kiab|

weKí mgn/wfbzēv fvlv, ag[©] Rng BZ`w`i gřZv RlUj welqvej i tÿtĪ KřVvi fřte ŐAivc`wKsŐ-mn wefvrK I DřĚRbvi Drm m`úřK`Z` msMŏni gva`tg Avcub `ŔU avcřK Avj v`v KitZ cviřeb Ges DřĚRbv I wefvrB _vKv mřĚj| cieZřc`řÿcU MŏřYi AvřM RbMYřK Kx mshř KitZ cviř Ges Kx wefvrB KitZ cviř řm m`úřK`Z` msMŏ KitZ cviřb| GKBFřte msMŏřZ AřbK Zř`i tÿtĪ GB ŐAivc`wKsŐ cŏqvrBřq nře|

mgqmıgv: 60 ř`řK 90 ıgvbU
 30 ıgvbU wWGbGBřPi řıgKvi Rb`, Gi wZřq I ZZřq avřci we`wiz
 40 ıgvbU řKm ÷ wWi Rb` `j řZ Kvr
 20 ıgvbU cÿi vq-wi řcvU

cřqvrBřq mi Āvg: wcb řevw[©]ev wde Pvu[©] ÷ vŪ, wdePvu[©]řccvi, řgvUv Křwŏ (wewfbrēiřřqi), gvKřm (wewfbrēiřřqi), wcb

n`vŪAvDU: -

mıg_`I + ŐmgřřKvi řř`i Ő ev`ēZv m`úřK`mřte`bkřj Zv`Zwi
mıgve×Zv + we`kdtY wU hř_ŏ wek` nřZ nře hvřZ mřPZbZv mřŏ nq
 - cŏ_ıgK řř`i i KviY, řjv ŐAivc`wKsŐ Kiv P`řřj wĀs nřZ cviř



im̄ ÷ g g'vc

D̄i k'mgn

- gj- Pvj K w̄el q, t̄jvi ḡta" m̄sth̄m I c̄l̄Z̄m̄q̄vi c_ , t̄jv m̄br³Ki Y
- t̄q̄Uvj ḡt̄W̄t̄j i D̄t̄b̄P̄b Kiv hv 0̄0̄t̄K c̄t̄l i t̄L
- c̄l̄i w̄K c̄t̄q̄U I f̄w̄el "Z Kiv̄t̄gi t̄K"̄^aw̄P̄w̄Z̄Ki Y

w̄ei Y

im̄ ÷ g g'vc gj- Pvj K w̄el q, t̄jv̄t̄K w̄t̄k̄d̄Y K̄ti, hv 0̄0̄i M̄w̄Z̄k̄j Z̄v̄t̄K c̄f̄w̄eZ̄ K̄ti | c̄x̄w̄Z̄M̄Z̄f̄v̄t̄e c̄y, m̄gm̄v̄ I M̄w̄Z̄k̄j Z̄vi ḡta" Av̄š̄l̄m̄sth̄m̄ w̄t̄k̄d̄Y t̄K c̄f̄w̄eZ̄ K̄ti |

im̄ ÷ g g'vc R̄ūlj I Av̄±i g'w̄c̄t̄q̄i ḡt̄Z̄v Ab̄"vb" 0̄0̄ w̄t̄k̄d̄Y n̄w̄Z̄q̄v̄t̄i d̄jv̄d̄t̄j i D̄ci w̄f̄w̄Ē K̄ti "Z̄wi K̄ti | Ab̄"vb" c̄x̄w̄Z̄ GB̄t̄ȳt̄l̄ mij n̄t̄Z̄ c̄v̄t̄i th, Z̄v GK̄w̄U w̄j w̄b̄q̄vi ḡt̄W̄t̄j i I ci w̄f̄w̄Ē K̄ti I n̄t̄ȳc̄K̄v̄ix̄i K̄vi Y, t̄jv L̄ȳ KḡB w̄ēt̄eP̄bv Kiv n̄q | hv̄B t̄n̄ūK, im̄ ÷ g g'vc At̄b̄K, t̄jv K̄vi t̄Yi I ci , īāZ̄j Av̄t̄iv̄c K̄ti Ges Av̄š̄l̄m̄sth̄m̄ w̄t̄K w̄b̄t̄`R̄ K̄ti GB̄ At̄`^oth, K̄vi Y, t̄jv Ḡt̄K Ac̄i t̄K c̄b̄v̄iq̄ t̄R̄vi `vi K̄i t̄Z̄ c̄v̄t̄i | GB̄ ai t̄bi c̄l̄Z̄m̄q̄vi j̄ḡ/c_ n̄t̄jv K̄t̄q̄K̄w̄U K̄vi t̄Yi ḡta" m̄sh̄ȳ GK̄w̄U t̄P̄Bb, hv Ḡt̄K Ac̄i t̄K k̄w̄³k̄v̄j x̄ ev̄ f̄v̄i m̄iḡ" c̄Y^oK̄i t̄Z̄ c̄v̄t̄i (b̄ḡl̄v̄ c̄l̄Z̄m̄q̄vi j̄ḡ, t̄jv t̄`L̄ȳ) |

GB̄ c̄l̄Z̄m̄q̄v̄ j̄ḡ I ḡv̄b̄w̄m̄K ḡt̄W̄j , t̄jv D̄t̄b̄P̄b K̄ti, b̄Z̄b̄ Āš̄l̄ w̄^oĀw̄R̄Z̄ n̄q t̄m̄Uv̄ 0̄0̄i t̄b̄w̄Z̄ev̄P̄K M̄w̄Z̄k̄j Z̄v̄ ēŪ K̄i t̄Z̄ c̄v̄t̄i |

K̄w̄h̄v̄iv

c̄l̄ḡ av̄c

GL̄b̄ ch̄š̄l̄ 0̄0̄ w̄t̄k̄d̄ t̄Yi d̄jv̄d̄t̄j i w̄t̄K Z̄w̄K̄t̄q̄ Gi , īāZ̄c̄Y^ogj- P̄w̄nj K̄v̄k̄w̄³, t̄jvi K̄vi Y Z̄w̄nj K̄v̄f̄ȳ K̄i ab̄ | GB̄ `ēnk̄ō"̄w̄U ev̄ `t̄` I q̄v̄ ev̄ A_ ēY^oD̄c̄v̄t̄q̄ c̄w̄i ēZ̄0̄ K̄iv n̄t̄j K̄x̄ NŪt̄e Z̄v̄ K̄i b̄v̄ K̄ti GK̄w̄U w̄ēw̄k̄t̄ō"̄i , īāZ̄j c̄ix̄ȳv̄ K̄i ab̄ |

w̄Z̄w̄q̄ av̄c:

K̄vi Y, t̄jvi Av̄š̄l̄m̄sth̄m̄ m̄w̄ú̄t̄K^oAv̄t̄jv̄P̄bv̄ K̄i ab̄ I Ḡt̄K Ac̄i t̄K c̄f̄w̄eZ̄ K̄ti Z̄v̄t̄`i ḡta" Z̄xi Āw̄Ȳ K̄i ab̄ |

h̄w̄ GK̄w̄U `ēnk̄ō"̄ Ab̄" `ēnk̄ō"̄t̄K c̄f̄w̄eZ̄ K̄ti Z̄t̄e GK̄w̄U Z̄xi t̄K m̄s̄w̄k̄0̄ K̄ti w̄b̄t̄`R̄ K̄ti | h̄w̄ K̄vi Y, t̄jv̄ c̄v̄i `ú̄w̄i K̄f̄v̄t̄e Ḡt̄K Ac̄i t̄K c̄f̄w̄eZ̄ K̄ti, Z̄t̄e Z̄xi , t̄jv̄t̄K D̄f̄q̄w̄ t̄K Ūv̄bv̄ n̄q |

ÿ̄ḡZ̄vi c̄f̄v̄ēt̄K G+ ev̄ G- w̄t̄q̄ w̄b̄t̄`R̄ K̄ti | th̄gb̄: c̄ȳ G Av̄š̄l̄īȳvi R̄b̄" (+) Av̄i I A_ ; w̄b̄t̄jv̄, Z̄w̄nt̄j c̄ȳ w̄e, c̄ȳ G (+) K̄Z̄R̄ Av̄i I Āw̄ēk̄l̄m̄, f̄q̄ I ú̄ḡw̄K̄ t̄ev̄a K̄i t̄e |

ZZiq avc:

IKOzcñZiµqv j ş Añe®vi nıqıQ IKbv cixÿv Kiab| GKıU cñZiµqv j şK Zşj aiab, hv tbiZevPK Dcıtq 0ı0i MıZKıj ZıK cıñeZ Kti |

PZy®avc:

Avtj vPbv Kiab Krfıte GB cñZiµqv j ş, gvbımk gıWj Ggbfıte cıñeZ nıZ cıti hvıZ 0ı0ıU Avtıv BıZevPK I MVbgj-K cı_ ifcıñi Z nq|

cÂg avc:

msıko n`ıyc I ñeıfbægıvbımk gıWj mn cñZiµqv j ş Avkñ| thgb: cÿ ñe AvZııvi Rb` A`ı; ARıbi gva`tg cñZiµqv t`Lvıbv cıñeZ®cÿ G-Gı mıt_ msj vıtc emtj v (bgıv: 0cñZiµqv j ş-e`ııj ıYs t` Lıı)|

ıeKı mgr/ıfbıı

-

mgqmıgv:

60 ıgııU (KıqKıU ıdWe`ıK j ş I gvbımk gıWj şK DıbıPb KiıZ)

cıqıRbıq mi Avg:

ıdePıU®KıMR ev ÷ `ıU ev ıcb tevWı®tgUıv KıWı®gıKıı, ıcb ev tUc

n`ıUıDU:

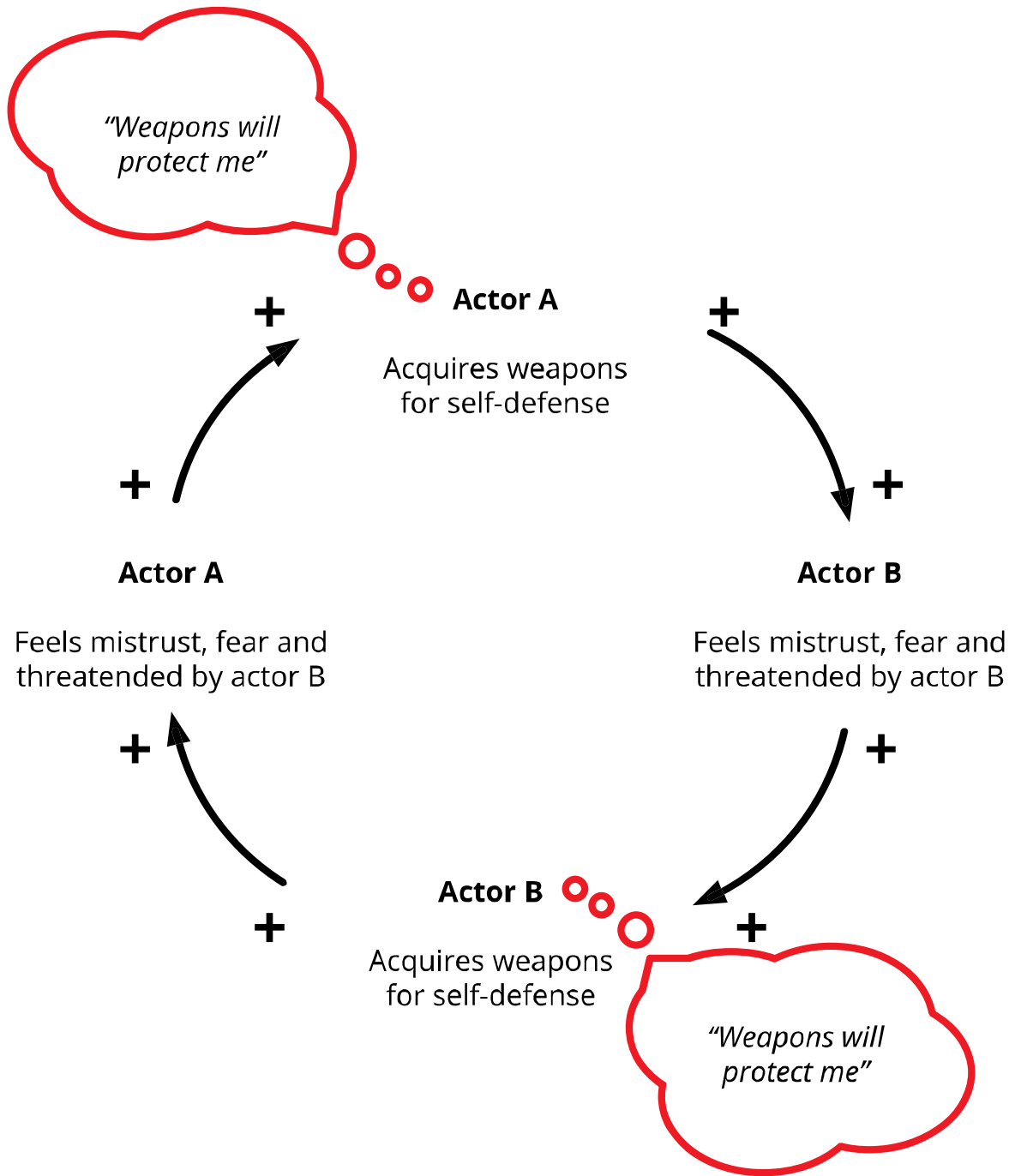
bgıv: ıdWe`ıK j ş- tıBbdım®
ıdWe`ıK j ş- e`ııj ıYs

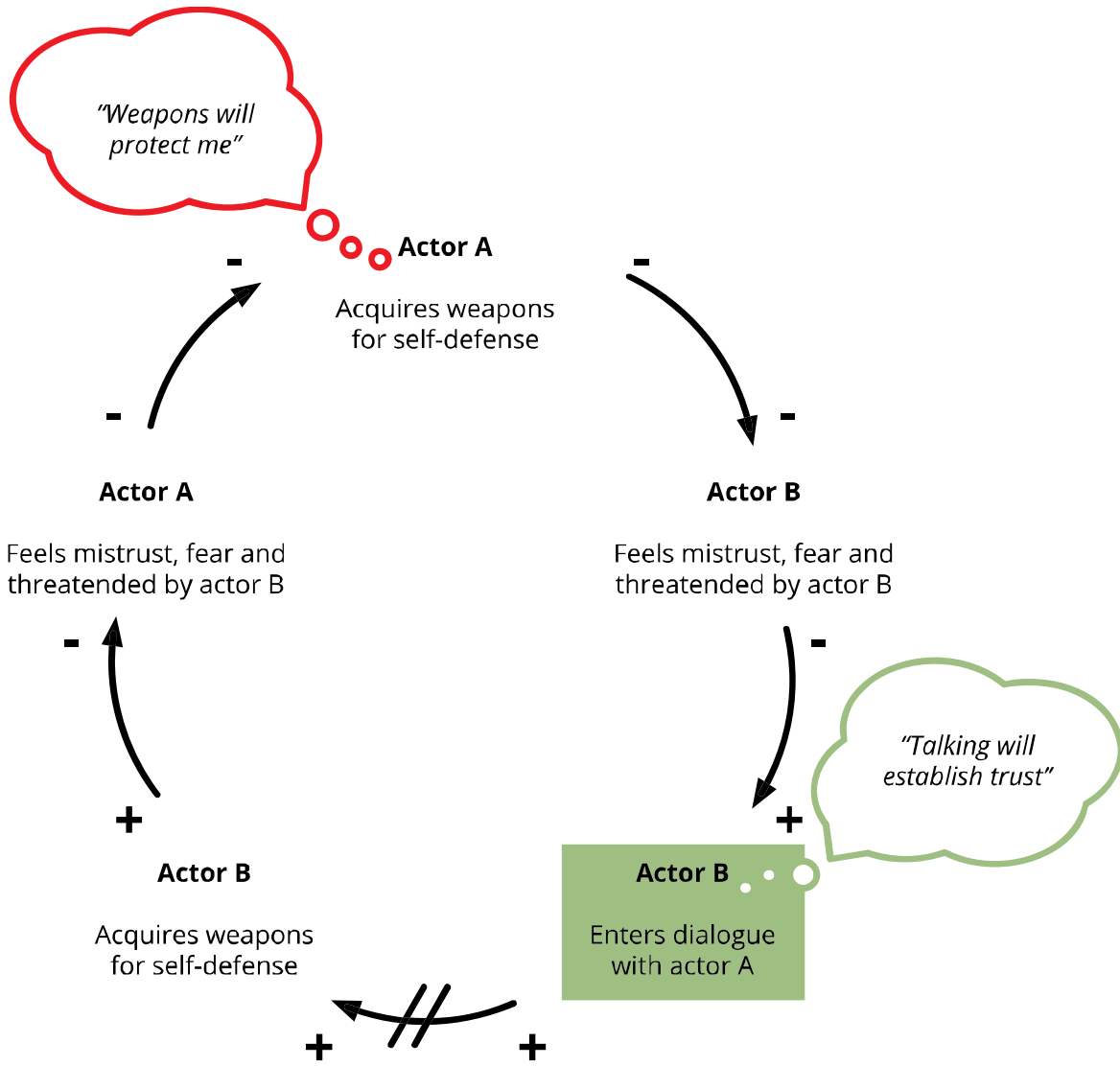
**mg_®I
mgıe×Zv**

- + Ab`ıv` 0ı0 ñeıkñııYi c×ıZ_ııv`Zıı Kti I gj- Pıj bıvı KıvıY mbr³KıY
- + tbiZevPK ıdWe`ıK j ş I gvbımk gıWj mbr³KııY mrvqK
- + cñiıK cıqıU I ıdWe`ıK j şci tK`ıe` ymbı³KııY mrvqK, hv gvbımk gıWj I ıdWe`ıK j şci tbiZevPKZıv cıñeZ® Kti
- gj- Pıj şKı KıvıY_ııv gıa` mshıı³KıY Rııj Zıv AcñZııva` nıZ cıti
- teık msL`K KıvıY gvbıPıııı` ıQZıvı Afıe NUvq

Avtıv Z_:

Robert Ricigliano / Diana Chigas (2011): Systems Thinking in Conflict Assessment. Concepts and Applications. Washington D.C., USA: US Agency for International Development





3.6 00 wimibi jty" KgAP cVqb

00 wtkd tyi gva'tg 00 wimibi jty" KgAP cVqb GKU Ruj KgA | Ggb tKvtrv Rv`Kix nmZqvi
ev tgnkb tbB, hv AvcbvK etj w`te wtkd Y t_K Z_" i vLZ ntj Kx KiZ nte |

hvb tnvK, GB Aa'vtq Avgiv wKQZjzm&wbq Avtj vPbv Ki tev hv AvcbvK cVqumU eStZ mnthmZv Ki te |

Uzm t`tL tbi qvi AvtM Avgiv `uo KiZ PVB th, cV`vni t_K AvicKti 0t0i ZZxq ctyi mivmwi
n`tyc Kiv chS wtkd i GKU cVjx itqtQ | ZZxq cy`tjv Kxfvte Ansm Dcvtq 00 ifcvšli KiZ
cvti Zvi figKv l cxwZ itqtQ | GQrovI Avgiv KtqKwU MtelYvi djvdtj bRi w`tev, thLvtb kmšli
n`tyc KZUv dj chFvte cVqb Kiv ntqtQ Ges fvtyv ga`Zv bKkv cVqtb tKvb gvb`D cVqum Kiv
DwPZ |



tKŠkj MZ weKí i cŷvj x

00 cwi w`wZ wbtq Kvr Kiv ms`v, tjv cŷqB MwZkxj I `z cwieZŷbi m`gub nq| GiRb` P`vtj Ä `Zwi nq Ges ms`v, tjv K tmB Kvhŷig gwbtq wbtZ nq| teiki fivM mgq w`xvšl, tjv `z wbtZ nq Ges w`xvšl, tjv Mfxi fite wekdl Y ev Dcj wai I ci wfiE Kti `Zwi nq br| cŷqB ms`v, tjv 00 wekdl Y I tevSri týtĭ welqvej tK Lŷ Kgb cKvk I cŷqB Kiv nq, hv Avmtj wekdl Y `z chŷj vPbv I weKí Avtj vPbv cŷ cŷj Kti | GfiteB tkLvi AtbK mŷhvm nwi tŷ hvq|

teiki fivM mgqB w`xvšl Kiviv Abgub Kti `vtKb th, w`smvZK 0t0i m`gub ntj gvĭ `Bw weKí itŷtQ: `vKb ev Pŷj hvb| hvB tnvK, AwfÁZvi Avtj vtK t`Lv wMŷtŷtQ, GB aiŷbi cwi w`wZ`Z ms`v, tjvi tKŠkj MZ weKí `vtK| dvu GovtZ tKŠkj MZ weKí mgŷn mŷPZb ntZ nte ev GB weKí, tjv Avtj Kiv P`vtj Ä tgvKŷej v Kiŷ mrvh` Kti: Avgiv hv tŷtQ Pŷj hvB, tei ntŷ hvB Ges wKQB bv Kwi Zvntj Kx Avgiv tKŷtbr ŷwZ KivQ bv?

msNI 9 µgeagub 00 cwi w`wZ`Z tKŠkj MZ weKí i cŷvj x

cŷ`vni	cŷwµqv	gwbtq tŷl qv	mŷhvmZv	n`ŷyc
ms`v Zvĭ`i KvŷRi mg`lev AskwekI cŷ`vni Kivi w`xvšl tbq Zviv eŷS th, `vKv I Pŷj hvl qvi týtĭ weewZ Ges Gi cwi YwZ itŷtQ	ms`v w`xvšl tbq th, GKB Dŷĭ`k` cŷwZ Zvĭ`i Kvhŷig Pwŷj tŷ hvte wKŠ` Pwŷj tŷ hvl qvi týtĭ cwieZŷ, tjv Zviv Zŷj aiŷte, thgb: Kgŷ`i wivcEvi I m`úŷ`i wivcEvi e`e`v Kiv	ŷwZKi cŷve, tjv h`w`e Govtbr Ges kwšli Rb` w`gub mŷgZv, tjv kwškvj x Kiŷ wvŷZ Kivi Rb` ms`v Dŷĭ`k` I cŷve, tjv vtK wekdl Y Kti Gi tcŷwv I wµqvKjvc, tjv vtK cŷivq gj`vqb Kivi w`xvšl tbq	ms`v `vbxq Dŷ`wMmgn Abgubvŷbi w`xvšl tbq Ges 00tK cwi Pwŷj Z Kti Ggb mgm`v, tjv vtK mµqvŷte mgvaib Kiŷ Zvĭ`i mg` Kti Gi j`y` ntjv cieZŷZ Gi ewx tiva Kivi týtĭ ÷ Kŷnvi vĭ`i gŷa` thwŷhvm ewx I m`úK`cŷMŷb Kiv	ms`w 0Zzixq cŷŷ wŷtŷte cwi tŷ ev cŷvŷbi gva`tg msNvŷZ `qsmµqvŷte n`ŷŷŷci w`xvšl tbq, thgb: Ab` ms`v, tjvi mŷt` mŷhvm hv ga`Zv I 00 ifcvišli Avtj vPbv wivc` týtĭ tK mg` Kti

⁶ Based on: Simon Fisher / Dekha Ibrahim Abdi et al. (2000): Working with Conflict. Skills & Strategies for Action. Responding to Conflict. Zed Books, 4th imprint 2007, p 82.



Fvtjv KgmP ^Zwi i gvb`Ð

MtelYiq t`Lv wMtqt0 th, kwišKgmPZ c¼qB cwi Kí bv I mgštqi Afve itqt0:

- 0KgmP, tjv GKwaK ctÿi mvgwMk g`vU² t_þK cwi Kwí Z nq bv, Zte mvaviYZ GK ctÿi Ašf 0 I ýgZvi tRvti i gva`tg nq|0
- 0cy, tjv K`vPr mWk tKškj I nWZqvi, tjv m`útkRÁvmv Kti, t`Lv hvq th Zviv Zvt`i wBR`n`þyc c`wZþZB KvR KiþQ|0
- 0metþtq KvhRi nq cwi w`wZ wbtq K_v ejv, cy I KgmP ev`evqbKvixt`i w`K t_þK, c0Z`þK wBR`gZvgZþK Zþj aiþe|0
- 0c0Z`K KgmP ev`evqbKvix cy mgšq Pvg wKš`tKD mgšq KiþZ Pvb bv!0

wbgv c`vtdbþnij R (Thania Paffenholz), w`w GB MtelYvi mvt RwoZ, wbt`w³ w`w`wšf`e`³ KtiþQb fvtjv KgmP ^Zwi i gvb`Ð

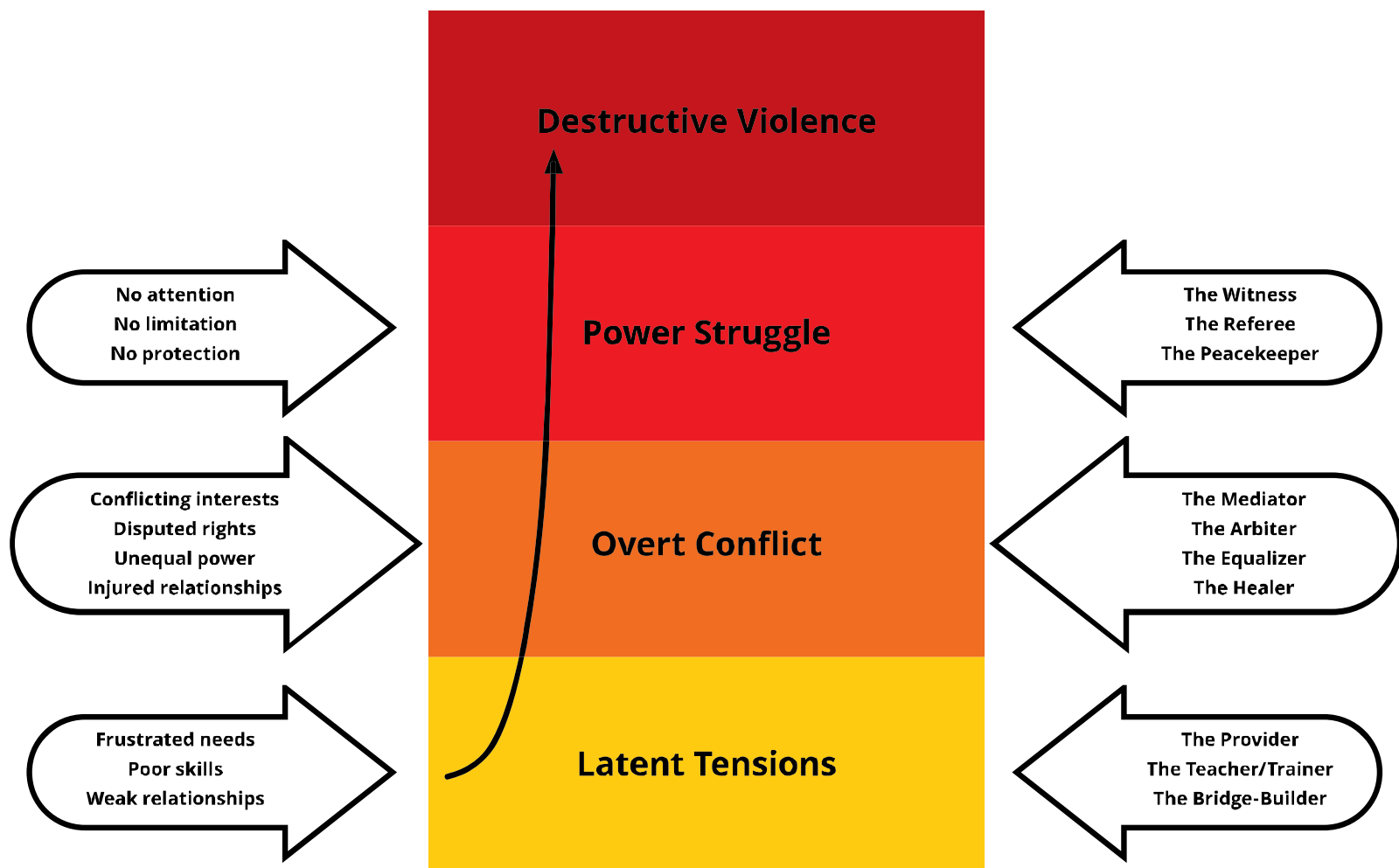
1. `w, j`y` I c0Zk0Z
2. 00 I cy wtkdY
3. tKškj I fvgKv
4. mWk Askv`viþK tLvBv I c0i`wK ctqU tei Kiv
5. mgq: `wNfgqv` I c0qvRþbi 0vi Dþb`Pb
6. KvvtgMZ wšf I c0qv MVb
7. mWk gvbly cvl qv: thw`Zv ebig c0Zk0Z
8. mnþwMzv ebig mgšq: kwišwbgfYi Rb` tKškj MZ tRvU wPw`ZKiY
9. tUKmB c0qvKiY
10. wkyYiq c0qv ^Zwi Kiv

Source:

Thania Paffenholz (2004): "Designing Transformation and Intervention Processes", In: Berghof Handbook for Conflict Transformation, Berlin, Germany: Berghof Research Center for Constructive Conflict Management, 151-169; http://berghof-handbook.net/documents/publications/paffenholz_handbook.pdf



ZZıq cıyı fıgKv





00 ifcvshti vbtRi figKv

DtIk'mgn-

- 00 ifcvshtii wwfbaefigKvi Rb" c0qvRbxq Avb, `yZv I gtbvfiitei mel qe`_ , tj vi vbtRi kv3 I `gZv , tj vtK gj`vqY Ki ab

vveiY

tRvovq KvR Kivi AskMhYKviixiv vbtRt`i Avb, `yZv I gtbvfiite m=utK⁶ c0Zdij Z KitZ vbi vc` _vtb _vKte| 00 ifcvshtii ZZxq ctÿi figKvi 10 w K Dtl Kti, c0Zu AskMhYKviix gj`vqY KitZ cvti th Zviv msuk0 figKv vbtZ c0Z wKbv Ges Zvt`i c0`bxq figKv Kx nte?

Kvhaviv

c0g avc:

mvgwMkfiite c0kyK Avnsm Dcvtq ifcvshtii cxwzi w-Z.cwimti Dtl Ktib Ges 10u wfbæfigKvvtK Dc`vcb Ktib hv GKw 0t0 ZZxq cy wntmte vbtZ cvti |

v0Zxq avc:

AskMhYKviixt`i gta` tRvovq KvR Kivi Rb" `Zivi nte Ges KvtrI Rb" vbtv³ c0kæ` I qv nte:

- 1) e`v³ wntmte Avgvi Kx Avb, `yZv I gtbvfiite Avt0?
- 2) ZZxq ctÿi figKvi mvt_ GuU wKfiite wgtj ?
- 3) Avcbvi Avb, `yZv I gtbvfiitei mvt_ wgtj hvq Ggb msuk0 figKv , tj vtK MhY KitZ t`tLb?
- 4) msuk0 figKv , tj v ciÿYi Rb" Avciwb wKfiite DbwZ KitZ Pib?
- 5) Avciwb wK Ggb tKvtrv figKv vbtv hv Avcbvi Avb, `yZv I gtbvfiitei mvt_ wgtj bv?

tRvovq Kt`vcK`tb Askx`vit`i Kiv gj`vqY I c0`tk P`vtj Ä Kiv Aštf⁹ _vKtZ cvti |

ZZxq avc:

mvgwMkfiite, c0kyK AskMhYKviixt`i tK Zvt`i c0` tkqvi KitZ ej teb| GuUtK Kíbv Kivi Rb" c0kyK c0Zu figKv eo KvMtr wj LtZ cvtib Ges Nti Qvotq w`Z cvtib| AskMhYKviixiv tmB Ablyvqx Kvtr emtZ cvtib|

Avtiv mgq I gtbvthvM t`lqv ntj c0kyK vbtRtK `tji mvt_ c0Zdij Z KitZ cvti evi evi vbe⁹PZ figKv , tj vtK t`lqv gra`tg

veKí mgn/vfbzv -

mgqmvgv 45 ugubU

ctqvRbxq mi Avg eo KvMR (mevi figKv t`Lv hvq Ggb)

n`vUAvDU ZZxq ct`yi figKv

mg_©I + ubivc` e`e`vcYiq AvZ+cúZdj b I ueibgtqi Rb` mnvqK

mgve×Zv + AskMhYKvixiv th figKv tetQ ubte Ges tmB Abgvqx m`e ntj cıkýY
MhY Ki`te Zv vPvyZ Ki`Z mnvqK

- AskMhYKvixiv Zv`i mygZv I `gZvi Rb` mgvtj vPZ n`Z cıti b|

Av`iv Z_` Study on skills and knowledge needed for working in the field of conflict transformation:

Craig Zelizer/Linda Johnston (2005): Skills, Networks & Knowledge: Developing a Career in International Peace and Conflict Resolution. Alexandria, USA: Alliance for Conflict Transformation, pp. 27-33;

www.conflictttransformation.org/wp-content/uploads/careers_report.pdf



00 ičrštii c×vZmgn

ch@μg	m@ msKU	mmsmZiq cwiYZ nI qv	mmsmZv, hy	mlt-čj kb, hčx-i mgnb	hy cieZ@Ae-č, c@M@b
kxl ^o tbZtZj -i	Ōfirtj v AvclmŌ, K@%@ZK n-čyc, m@av, msjvc, Avtj vPbv	c@ZŌvb k@ ³ kuj xKiY: ubivcĒv LvtZi ms-avi, b'vqiePvi RvZiq ch@qi msjvc, ubivcĒv nelqK temigwi K Avštii vŌlq KvVtgv, kvmb	ga-čZv; ŷgZv ga-čZv, ivR%@ZK, A_%@ZK, m@gwi K ubtI avAv; ŌkwsčI c@qMŌ	kwsčI c@ZŌv	ŷgZv fiMrfwM e-e-čI Zvč-i chfeyčYi Rb- mg_@ AskMhYgj-K ivR%@ZK c@μqv i iai Kih@μg (ubelPb, MYčfiU)
	MVbgj-K AvPičYi Rb- Dčxcbr: kwsčI ŷv				
ga'eZ@ tbZZj	kwsčI ukčYv, gibemaKvi ukčYv, c@kčY	hyvciva I gibemaKvi j-Nčbi b@_cčI		A_%@ZK c@M@b, A_%@ZK Kihμtgi Rb- c@Yv bv	ivR%@ZK I c@kmtKi KvVtgv MVb
	μgvlVqv I c@kmtbi Kg@ i thvM Kiv I c@kčY čI qv	GB-čI ubelPbx GjvKv vPvčZ I mg_@ Kiab: (emYR'), m@gwZ, (AvBbRlex, Dč- v ³ v BZ'w')		m@gwRK I tčšZ AeKvVtgv c@e@mb	thvM Zim=ubakg@
	ubivcĒv LvtZ I b'vqiePvi i ms-avi	Bmym=unKZ mnthvMZvi Rb- c@Yv bv, tMj tUiej, Kč_vcK_b			m@gwRK KvVtgv ubg@Y I mg_@ (msN, tUW BDubqb)
	AvPiY vewa, temigwi K-m@gwi K m=úK ^o	gibemaKvi I MYZmsčK ms-@čZ ukčYv, ubelPxi Rb- 00 e-e-čIcbri c@kčY			c@ ³ b- mubKč- i GKčI Kiv, msnZKiY
	ŌG- tcvRvi Ō tcvMmgn: vewbgq			ubi-čIY, At-čI ačsm, tWgvBubs UčY Kugkb	
ZYgj- ch@	kwsčI ukčYv, GBPAvi ukčYv, MYZš; ms-@čI v-čK amez nI qvi ukčYv	gubieK mrvh-		Dbaqbgj-K mrvh- i Rb- gubieK mrvqZv	tWgvBubs, Lvb mčPZbZv c@kčY
	-vbxq im×všIMhYKvi x ms-č, čjvi mg_@ Ges eúZev'x msjvc tdlvlg	hyvciva I gibemaKvi j-Nčbi b@_cčI		vi Uvb@ c@M@g i iæ	-čqĒkvmb ubg@Y I mg_@
	%lčg i veič× KvR Kiv, vektI Kči hviv-elg- Kči Zvč- i mč_	-vbxq kwsčI c@μqv i mg_@, hčx RvŌZ nI qv t-čK veiZ- vKv		GBPAvi gubUvi s I -vbxq GgAvi ms-č MVb	m@gwRK I A_%@ZK AeKvVtgv ubg@Y
	úgwk cvl qv e-č ³ I tMvŌxi mčYv				
		veti va ub@uiĒi HvZn' MZ Dcvq k@ ³ kuj xKiY -vbxq kwsčI c@ZŌvq GjvKvq mg_@ tMj tUiej, msjvc		-čqĒkvmb ubg@Y I mg_@ UgvMčI hčx- fZčfiMč- i Rb- hZæ uk- i %ambK I c@ ³ b thv-č- i GKčI Kiv	0t0i mnthvMZvi Rb- Dčxcbr
	0t0i AvPiY cwi eZčbi ubtI avAv (Ō-šU@btI avAvŌ)				
mKj -i	GBPAvi, msL'vj Nčj i Rb-, -elčg i veič× KvR Kiab mčYj m@gvR I msMVčbi eúZev' MVb Kiab mčPZb nb ms-@čI ukčYv I MYZčšj c@Z ubelPb chfeyčY Kiab mčambčK mg_@ (im×všIMhčYi AskMhYgj-K I Ašf@ ³ gj-K Dcvq) Avčtbi fvgKv mi Kvi I KZčtčYi Rbmavi YčK ubqšY čUKmB I b'vqmčZ Av- m@gwRK Dbaq cwi ček I m=úč- i mčYv gibe ubivcĒv (BDGbwVvc)				

Source:
Adapted from Wolfgang Heinrich (2003)



tmvquU (SWOT) wełkđY

Dđłk"mgn

SWOT wełkđY nđjv- kŭ³, `ŏZv, mđhvM Ges ũgŭKi gj"vqY- hv tKSkjMZ cwi Kđbvi mełPtq tełk e"eüZ c×ŭZ | GŭU ms"vi Af"šlŭY cłkđi Kvi Ymgđni gj"vqb (kŭ³ I `ŏZv) Ges Gi mł_ evn"K Kvi Ymgđni (mđhvM Ges ũgŭK) Dđłk" ARđbi mł_ cđmđZK |

weeiY

SWOT wełkđY msKŭ Z cłkđi GKŭU ũbŭ 0 Dđłk"i weeiY ũđq iia nq | GB Dđłk"i cwi tčđyđZ mnvqKfđte Af"šlŭY (kŭ³mgn) Ges evn"K (mđhvMmgn) ũPŭYZ Kiv nq, hv cwi Kŭ Z Dđłk" ARđbi mnvqZv Kđi | GKBFđte mŭgZ ev cłZKJ-Ae"vq Af"šlŭY Kvi Y (`ŏZvmgn) Ges evn"K Kvi Y (ũgŭKmgđ) ũPŭYZ Kiv hvq | ÷"vbđvW© BDŭbfvŭđi⁷ A"vj evU© nvđđđK (Albert Humphery) cłkđi Dđłk"mgđđK cđvneZ Kđi Ggb tčđyvcU gj"vqb Kivi Rb" Rgv t"l qv nq |

SWOT wełkđY Ggb mnvqK avi Yvi Rbđt"q, thLvđb GKŭU ms"v ũbŭ 0 j"y" AR0 KđZ cđi |

kŭ³mgn nđjv Ggb GKŭU ũelq, hv ms"vđK DĒđivĒi fđđjv Kđi Ges Ab"vb" ms"v t"đK Aŭv"v Kđi | Ab"vb" ms"vi tPtq Avcbvi ms"vi mŭeav"đjv Kx? GŭU nđZ cđi Kđđ"i AbđcđYv, ũbŭ 0 m"đđ"i e"envi, msŭk0 cŭ"đjvi mł_ kŭ³kŭv x m"đđK"0Z"ŭ |

GKŭU ms"vi thđKvđb ũ KB Gi kŭ³ nđZ cđi, hv Ab"vb" ms"vi Zđbvq Zv "úo Kđi tZvđj Avbv nq | thgb, hv Avcbvi ms"vq cłkŭyZ, tckv"vi I AbđđŭYZ Kđđ"vđK, Zđe GŭU kŭ³ bq, Zv cđqvRbvqZv |

`ŏZvmgn GKŭU ms"vi Af"šlŭY %ełk0" | Kđđ, m"đ"mgn, cđvđx Ges cđvqvmgn nđjv kŭ³- ũKŠ" G"đjvI tKvđb tKvđb Dđłk" AvbđđYi đđđđ mŭgve×Zv ev `ŏZv ũđđđe aiv t"q | Dđłk"mgn AR0 KđZ Kx Dbđđ ev ũK KđZ nđe? Gđđđ tKvb tčđyvcU ũđePbvq tKvđb ũelq Gŭođq thđZ nđe?

mđhvMmgn nđjv tčđyvcU 0vŭv cđĒ mđhvM, hv Dđłk" ARđbi đđđđ BŭZevPK | ũKŠ"Gmđei Rb" `iKvi B"Qv I KđđcđP0v | ms"vi evđđiI mđhvM "Zvi nđZ cđi | Dđłk" ARđbi Rb" mđhvM"đjv ũPŭYZ Kiv I KvđR j vMđbvi gva"đg ms"vi ŭgZvq cv"đ" AvbđZ cđi |

mđhvđMi gđZvB- ũgŭKmgđ - epĒi tčđyvcđđi đđđđ cwi eZđb mZK0_vKv Avek"K, thgb: miKŭi bŭZi cđqvRb, mŭgŭRK cwi eZ0, RbđđYi Ae"v I RxebariY, cwi đđđki cwi eZ0, meB mđhvM cđvb KđZ cđi |

⁷Humphrey, Albert (December 2005). "SWOT Analysis for Management Consulting". SRI Alumni Newsletter. SRI International <http://www.sri.com/sites/default/files/brochures/dec-05.pdf> (PDF)

úgukmgñ- Gi gta" Ggb wKQzAštbñZ_vtK, Avcbri KvhRjvcčK tbnZevPK w`tk
cřveZ Kti, thgb: mieivn mgn"v, A_qb I ev`evqčbi cčqvRbxqZvq cwi eZč,
`y Rbečj msKU BZ`w |

Kvhñiv

cčg avc

kw³, `čpZv, mčhvM Ges úgukmgñi g`mcs

- 1.1 cKři i Dřik`mgn`bw`č Kti Zčj aiab;
- 1.2 ARčb mnvqK ms`vi , Yvej xmgñ Zvuj Kvfč Kiab;
- 1.3 Dřik` ARčbi Rb` ewn`K Kvi Ymgñ Zvuj Kvfč Kiab;
- 1.4 Dřik` ARčbi Rb` ms`vi , Yvej xmgñ Zvuj Kvfč KičZ Gi mçve×Zv ev
cčZeÜKZv wPřýZKiab;
- 1.5 ms`vi ewn`K Kvi Ymgñ Zvuj Kvfč Kiv hv Dřik` ARčbi týtĪ SčK, nwm
ev evav w`čZ cvři |

wZxq avc

cčg avčci Z`vejxi wPřýY

g`mcs Abkřj čbi mečPtq teik e`eüZ wFRčqvj vBčRkb nčj v mřavi Y g`mU. |

ZZxq avčtKškj `Zwi Kiv

mnvqK I mçgZKičYi Af`šřixY ev ewn`K Kvi Ymgñ Zvuj Kvfč Kti Křfřte kw³
I mčhvMmgñ KřR j vMřbv hvq Ges `čpZv, čj včK Kwlčq DVčZ nq I
úguk, čj včK cčgZ KičZ nq, Gi Rb` tKškj MZřřte wKři i cčqvRb |

Avčub tKškj m`úwKč hv wRčAm KičZ cvřib:

- Avgřř` i ms`vi Dřik` ARčb mnvqZv KičZ cvřřte Ggb kw³čK Křfřřte
Avgřř KřR j vMřčZ cwi?
- cčZwU `čpZvi týtĪ nwm KičZ j`y` ARčbi mřč_ RwoZ Ges cřve, čj v
Křfřřte wPřýZ KičZ cwi?
- Křfřřte Avgřř cčZwU mčhvMčK KřR j vMřčZ cwi hv Avgřř` i Dřik`
ARččK DrmřvñZ Kti?
- j`y` ARčb evav mřč Kivi gčZv úguk, mçve×Zv ev SčK Avgřř Křfřřte
nwm KičZ cwi?

wKři mgn`wfbčv

SWOT wčKři čYi Ab` Dčřq nčj v g`mPs Ges KbfmUš |
čg`mPsč nčj v Ggb GKwU cčwqv hvi gra`čg čcčZčhvM Zvgj-K mçev wPřýZ nq
Ges kw³čK mčhvM i e`envi tgčj |

OKbfmUS0 ntjv úgnKtK tgvKvtejv Kivi tKŠkj ev kw³ I mšhvMtk `gZvq cwiYZ Kiv| tKŠktj ifcvšli e`emvqK RMtZ bZb evRvi tLvBv ev tLvji GKwD D`vniY| Gi gra`tg evRvtti me`gvb `gZvqK KvwUtg Dtv bZb evRvtti AeZvi Yv Kiv ntjv GKwD kw³tZ cwiYZ Kiv, thgb: vbi`0 tKvfbv cY` ev tmev|

c„KvKZ SWOT

SWOT mekdiY e`envitti AvtiKwD Dcvq ntjv cKti i mšhv`0 w`K`tvvi Dci gtbvthvM t`lqv, thgb: mševtfvMx Ges/ev Ab`vb` msuk0 t`vKtnvi viti mti_ me`gvb m`uK`Aa`qb Kiv ev th mgm`wD mgvavb Kiv nte tmB ms`vi SWOT mekdiY Kiv|

SWOT tk c0qB tcmUti i (PESTEL) msugk0yi e`envi Kiv nq, th t0yvcUti wfvE`Z cKti ev`evmqZ Kiv nte Zv wP`vqZ ev Avbc`vK Kivi GKwD nvwZvi |

mgqmıgv

IqvKtci wZbvU avci Rb` 45 wgvbu| cKti wD th t0yvcUti ev`evmqZ nte tmB ms`vi Kivvıgv, ms`vb I cxwZi mti_ Gi msuk0 e`w`ti i cwiwPZ nıqv DıPZ|

ctqvRbxı mi Avg

wcbtevW,` tglv KwW`wvfbv`i0i (4), gvKf, wcb, tuc, meKı fıte wde KwW` e`envi thvM`

n`v0AvDU

wfRy vBtRk`bi Rb` g`wD.

chıqıııgi Rb` wbt`Rbv

**mg_`I
mıgvexZv**

- + Dti`k` ARfbi Rb` ms`vi kw³ I mıgvexZv Ztı aıv, hv ms`vtK c0Zdııj Z Kti
- + kw³ I mšhvMıi mte`P e`envi wvı0ZKiıY tKŠkj `Zvi tZ DrmvinZ Kti Ges mıgvexZv I úgnKtK Kxfıte nıv Kiv hvq Zv mti`fab Kti
- + Dti`k`i mti_ m`uK`Z ygvıv I mıgvexZvi mgvtj vPbvıj-K (mıvMıwbK) `gj`ıvb c0ıv Kti
- ms`vi wBR mgvtj vPbvı gj`ıvb Kivi B`Qv I ygvıvı c0ıvRb
- D³ ms`ıv m`uK`K`ek` Avtbi c0ıvRb
- t0yvcUti i aywQzavı`0 w`tki c0Z gtbvthvMıi c0YZv, hv Ab`vb` wvıqtk Dıcvıv KitiZ cvti |

bgly: SWOT netk/Y

	Helpful	Limited / Harmful
Internal to the organisation	Strength What attributes of the organisation are useful for achieving the objective?	Weaknesses / Limitations What attributes of the organisation may limit or pose obstacles achieving the objective?
Objective of the Activity / Project		
External to the organisation	Opportunities What factors external to the organisation are or may be useful for achieving the objective?	Threats / Risks What factors external to the organisation may pose risks for achieving the objective(s) or may reduce or even prevent achievement?



Dfík" w^a

Dfík" mgn

- cKfí i Dfík" (dj vdj)-Gi cKvvcvK mvgwMk Dfík" (cFve) Ges AvDUclj mbr³KiY
- mgn"v wefkdl YfK (000 wefkdl Y0 Aa"vtq mgn"v/0:0 w^at` Lj) Dfík", tj vi weKvfkí mvt_ msh³KiY

weiy

Dfík" w^a GKw KgfPi (intervention) Dfík" (Kv0), Ašb0Z KviY, tj vi AvDUclj (wKko) I KgfPi mvgwMk Dfík", tj vi mgn"v cFve, tj vi (kvLv) mibtek |

fík" w^antjv j wRK"vj tdgl qvK"Avfc0Pi gj- Dcv`vb, hv 0:0 wefkdl fyi Rb" Kiv ntq0tjv, GuU Awsm Dcvtq 0:0 ifcvšfí i Rb" GKw KgfPi w/RvBb Kivi Rb" e"envi Kiv thtZ cvti |

Kvhavi

c0g avc:

mgn"v/0:0 w^a cob I Kvh0tgi gva"tg th cKfí i Dfík" ev dj vdj AR0 Kitz Pib tmUvi mgn"vi weewZw cyivq c0qb Kiab |

wZxq avc:

Kvh0tgi AvDUclj, tj v mgn"v/0:0 w^a-Gi KviY, tj v c0yivq c0qb Kiab |

ZZxq avc:

Kvh0tgi mvgwMk Dfík", tj vtZ (cFve) cFve, tj vtK c0yivq c0qb Kiab |

weKí mgn/wfb0v

-

mgqmvgv

45 wgvbU

c0qvRbxq mi Ävg

wdePvU"KvMR Ges ÷ "vÜ ev wcb tevW"tgUv KvW"gvK0, wcb ev tUc

n"v0AvDU

thgb: mgn"v/0:0 wGB c"xwZi mej w K I mvgve"xZvmgn

mg_0I

mvgve"xZv

- + mgn"v/0:0 w^a-Gi msngk0Y KgfPi cwi Kí bv Kivi Rb" mnvqK (Aa"vq 00:0 wefkdl Y0 t` Lj)
- + MvtQi wPí i gva"tg mvs`wZK t0yvcU fvjt vfvte tevSv hvq

– Kvi Y I cfr̄te i %iLK h̄y³ 0:0 er er⁻eZvi MVtbi tevSicoitK Ztj aṭi bi,
thgb: eḂvKvi fr̄te er `p m=úK³ Ztj aivi t̄yṭĪ

mvaviY c̄ytc̄v̄qb KivR Kṭi bi Zte 0:0 meṭk̄iṭYi djvdj ,tjv c̄yivq meṭePbv
KiṭZ c̄iṭi

Aṭiv Z_

Objective Tree in combination with Problem Tree as part of a Logical Framework Analysis:

SIDA (2003): The Logical Framework Approach. A summary of the theory behind the LFA method.



Aviicic g'nu.

Dt'ik'mgn

- cKt'i gj tKSkj/KvhRj vc wPyZ Kiv
- Kxfvte mv_R cwieZB NUte tmB wcltq Abgyb Kti thSv³K Avtj vPbv Kiv
- tKvb tKSkj/KvhRj vc cKt' tK GwMtq wbtq hvte tmB wcltq mgwvB Uvbr Ges Ab'vb" cKt'i mv_ m³u³Zv cZov Kiv

veiy

KjvefiiwF di twtfjctgu AvKkb (wvWVG)-Gi wtdwz Ab wcm cOvKwM (Aviicic) cKt'i gva'tg weKwKZ Uj, t'jvi gta" GKwW ntjv Aviicic g'nu. Ges Gu 2003⁸ mtj c'g cKwKZ ntqwtjv|

th wcltq, t'jvi tKSkj wbtq Aviicic g'nu. cKwKti:

- cwieZBbi Dt'itk" Kv' i wby³ ev msMwZ Kiv`i Kvi?
- tKvb aitbi cwieZB Avgt' i j' y'?

Kv' i m³u³ ntZ nte?

cwieZBbi wvfbwZtEj mv_ Zjv Kitj tevSv hvte th, Aviicic`Bw cOqvRbx cOk: DEi t'q| wKQzms`vi hv³ ntjv, AtbK e'w³ wby³ ntj cwieZB NUte| Ab' i hv³ ntjv cwieZBbi Rb" m³u³ ntZ nte gj- e'w³ t' i|

RbMY Many (more) people

AskMhYKvixiv hviv AtbK R'bi mv_ RwoZ ev t'jvKt' i GKt Kivi KvR gtbwtek Kti, Zviv wvkm Kti ORbMYO Gi m³u³Zv vKtj e'vcKfite cwieZB NUte| AtbtKi aviYv, AvPiY I e'envi cwieZB ntj, mgvRiI cwieZB nte| Gi mv_ RwoZ v'K epEi wbePbx GvKvK GKt Kiv ev cwieZBbi Dt'itk" cZkZex gvbtj i msL'v evovbv| GB c'lebvi, iazcy³D`vniY ntjv mvgwRK Avt' vj b| wkyv cK' mgn, mvgwRK m'qZv ev KvRjvc hv gvbt' i Avt'v msNex Kivi j'ty" Av'vmtqkb ev BDwbq MVtbi gva'tg e'vcKfite gvbt' i RwoZ Kivi w' tK gtbwtek Kitz nte|

⁸ The Collaborative for Development Action (CDA) has designed the Reflecting on Peace Practice (RPP) Project as participatory learning process – similar to the Local Capacities for Peace Project through which the Do No Harm-Approach was developed. Between 1999 and 2003 the RPP-process included 26 case studies from peace projects and consultations with more than 1000 practitioners from international peace and conflict transformation NGOs as well as local organisations and groups working for peace in their countries. The findings were published in 2003 in "Confronting War: Critical Lessons for Peace Practitioners".

gj- e'w³ (Key people)

GB c'fvebuw me'kl e'w³ ev tMvõxK m'ú,³ Kivi lci g'bvthvM ubieó Kti, hv'` i c'fve l aviyi gra'tg cwieZ'bi mPbv ev avivevwnKZv n'tq _v'tK| Ògj- e'w³ tKškj ešvq th, msukó e'w³ ev tMvõx Qvov tKv'tbv c'Kvi cwieZ' n'tq l'tv bv| hv' l gj- e'w³ iv me`' k'g'vb l m'yúó c'y bb eis hviv Dbq'b l AMñi Zvi lci c'fve tdtj ZvivB , iaz'c'Y' e'vcKfite Zviv tKv'tbv ube'P'bx GjvKvi tjvK ev , iaz'c'Y' tKD n'tz c'iti, KviY Zv'` i e'w³MZ , Yvejx l f'ugKvi Kvi'tY 0'f'0i GvM'tq hv' l qvi Dci Zv'` i me'kl AvMñ ev c'fve i'tq'tQ|

IK'tmi cwieZ'?

Avi'ncic-Gi cš'vbyv'ti `B'u tgš'ij K me'tq gj-Z cwieZ' N'tU: GKK/e'w³MZ cwieZ' Ges m'gvvRK-ivR'w'w'ZK cwieZ'

GKK/e'w³MZ cwieZ'

GKK/e'w³MZ ch'q KivR Kti Ggb c'Kí ,tjv gj-Z e'w³'t' i g'bv'fve, gj'teva, `y'Zv, Dcjwä Ges AvPiY cwieZ' Ki'tz P'vq| GB c'Kí ,tjvi gra'tg Aš'ib'w'Z cwieZ' m'è hv' e'w³ i `q, gb l AvPiY'tK cwieZ' Kiv hv'q| w'k'y'vgj-K c'Kí ,tjv e'w³ i tMvõxi m'v't_ KivR Kivi gra'tg Zv'` i `y'Zv, g'bv'fve, Dcjwä, aviyv Ges Ab'vb' e'w³ i m'v't_ m'ú'K'K c'f'v'eZ Kivi gra'tg GB c'x'w'Z'tK Ab'viY Kti |

m'gvvRK-ivR'w'w'ZK cwieZ'

m'gvvRK-ivR'w'w'ZK ch'q g'bv'w'tekKZ. c'Kí ,tjv ivR'w'w'ZK, A_ w'w'ZK, m'gvvRK Kiv'v'tgv, w't'÷g, c'Z'ôvb l c'q'v'v' g'ta' w'tq cwieZ'bi gra'tg m'ú'K'K c'f'v'eZ Kti | c'q'B GBiKg c'Kí ,tjv c'Z'ôv'tbi m'p l m's'v'it'K mg_0 Kti Av'f'th'vM m'gvav'tbi w't'K AMñi nq hv D't'ÉRbv, w'efvRb ev w'e'tiva t'gvKv'tejvq Avnsm c'x'w'Zi c'P'vi Ki'tz c'iti | GB `t'ii cwieZ'bi g'ta' t'Lv hv'q, miKwii b'w'Z, AvBb, b'w'Z, A_ w'w'ZK Kiv'v'tgv, h'y'w'e'w'Z P'w'³, m's'w'v'b BZ'w' i cwieZ'| Avevi GvU m'gvvRK w'bgg, tMvõx AvPiY, Avš't'tMvõx m'ú't'K'P cwieZ' ,tjv l Aš'if'g Kti |

c'tjv Avi'ncic c'q'v'v'tz t'Lv'tbv nq th, 0RbMYÓ l Ògj- e'w³'0 cwieP'v'ij Z Kiv'v'jvc k'w'š' c'Z'ôv Ki'tz , iaz'c'Y' f'ugKv cij b Kti | w'Kš' tUKmB'fite k'w'š' c'Z'ôvi t'y't' Zviv w't'Riv h't_ó bv| GKB'fite, g'vb't' l Dcjwä, gj'teva, `w'ó'f'w' Ges AvPi'tYi cwieZ' thgb Z'v'ch'e'Y' t'Zgb'fite m'gvvRK, ivR'w'w'ZK, A_ w'w'ZK Kiv'v'tgvi cwieZ'bi Ae`vb l , iaz'c'Y' c'q'v'R'bxq| hv' l GB tbZZ; w'tq tUKmB k'w'š' c'Z'ôv Kiv hv'q bv|

kwišlcāZōvq Kiv Rb" tUKmB kwištk Ōmsh³⁰ Kiž g'vUš. i mKj nefvšM
cwieZš mvab Kiž nte| GB cwieZš, tju Aek'B GtK Actii mvš_ Avšlmshš
I cwicšK nž nte|

AšbK AskMšYKvixiv Dbqbgj-K Kiv Kši cwieZš Avbž tKškj, tjušK
cāZdij Z Kiž, Kíbv I nekiv Kiž GB c×wZwU`iKwi etj gšb Kšib|

g'vUš wli gva'tg Avgvš`i KvhRjvc Ōg'vcŌ Kiž e'envi Kiv thž cvši (thgb,
g'vUš. i GKK/e'w³MZ chšq cwieZš nefvšM GKwU wšy'v cKí ivLv) Ges th
cwieZš, tju AvbqY Kiž Pvb, tm, tjušK g'vUš. cāZdij Z Kiv, Gi gva'tg
Ab'vb" nefvšMi cwieZš ZjvnbZ nž cvši |

Kivšiv

cŌg avc:

eZšvš Avcib th cwivwzi cwieZš Kiž Pvb, Zv eYšv Kiab| mPbv čep MpxZ
mgtqi Z_ e'envi Kiab (šš wškd'Y, nefvRbKvix/mšthvMKvix wškd'Y, cšqvRb
gj'vqb BZ'w`)|

wšxq avc:

fíel žzi Rb" cwí Kíbv Kiab| GKwU wšv š mgtqi cwivwz tKgb nte Zv eYšv Kiab|

ZZxq avc

cŌ_wgKfvše wRšÁm Kiab:

- Avig Kvš`ižK [RbMY ev gj- e'w³] wšhš/cšZ Kiž Pvb cwieZšbi Rb"?
- tKvb aižbi cwieZš [GKK/e'w³MZ chšq ev mvgwRK-KvVvšgvMZ] Avig
ARš Kiž Pvb?

g'vUš. wššRi DĒi, tju mwwšq wj Lž nte|

PZz³avc:

g'vUš e'envi Kši cŌg avš Avcib th cwivwzi Kíbv Kšivšjb tmUvq
tčšQšbri Rb" g'vUš. i Ab'vb" nefvšM Kx cwieZš NUž cvši Zv cāZdj b Kiab|

wšKí mgn/wšbšv

Aviicic g'vUš. i mvš_ cwieZšbi ZšEj GKí Kši Avcbri cKšíi tKšktj i
AššbšZ cwieZš, tju Avbqv Kši ZZxq avš cšek Kiž cvšeb|

GQovvI Aviicic g'vUš. i Avšiv ms`iY ižqšQ, hv KvhRjvc I čšve, tjuvi
nek`fvše g'všc e'envi Kiv nq| th mg`íms`v c×wZMZ wškd'šyi mvš_ cwíwPZ
Zviv GB ms`iY e'envi Kiž `šQ`" cvq|

I qvK@U: Aviiicic g'wU³

Aqiv RbMY

gj- e'w³

GKK/e'w³MZ cwi eZØ

mıgwRK-ivR%wZK cwi eZØ



00 n`fytci nekí cšv

Dfík`mgn

- ZZxq ctyi fngKv l cxiZi cirkvncnk gubmæZ n`fyc bKkvi gvb`ð mæútkæavi Yimgæ cðqum Kiab
- n`fyc mel tqi nekí ,tjv Abjxj b Kiab
- `tj i mvt_ wPšífvebv, nekí ,tjv l thvMvthvM `ýZv Abjxj b Kiab

veiy

tivjtc-iz GKwU `k`iqY f`lqv nte, thLvtb `vbxq gj- cy` Ašf³ `vKte, Zv`i`k cingkævZv Øviv mrvyrKvi tblqv nte| `j ,tjvtK ZLb Øðtk Awmsvq ifcvišii DbæZ Kivi jty` Øtð tçyvcU n`fytci nekí ,tjv nekukZ KitZ nte|

Kvhäviv

cög avc:

cükýK mRbkj Zv nekivki Rb` tivjtcøGi fngKv e`vLv Kiteb| Gici Øð cwiw`zi gj- w`K ,tjvi tçyvcU f`lqv l mKj AskMhYKvi`i n`vUAvDU MhY Kite|

wZxq avc:

wbtaæ³ tivjtcø ,tjv emEZ nte:

- ug. fivBm tçm`w`U Rb tPèð (miKvi)
- tPqvi cvi mb ug. tnmv wbm`Uð (ve`ivax)
- ØtRbv`ij ó j sMv`Mv (Avavmgwi K)
- ugm. trj vbv wMqmb (ugwvqv)
- chæyKMY

ZZxq avc:

wbeæPZiv `vbxq Pwi`f wbtR`i Ztj aivi Rb` cõZ Kti| cingkævZv`i `j tRvovq tRvovq KivR Kite- mrvviYZ Pvi tRvov tetQ tblqv nq| Zv`i`k cti n`fytci cingkæv`iz nte|

chæyKiv hv chæyY Kti Zvi ev`teK cõZte`b `vLj KitZ nq|

PZzæavc:

cõxiZi ci, cükýK `vbxq cyt`i newfbæKty (ev GKwU eo Ntii tKvY) thtZ etj b hv`Z Zviv GtK Actii K_v bv`i`btZ cvb| chæyKiv cyt`i KivQvKvQ efm `vtKb, wKš`GKUz`iZjeRvi ti`L hv`Z Zviv weävšibv nq|

A_{ev} cġkŷK ũbŷR t_{ŷK} ũKQzevbtZ cvtib ev `j t_{ŷK} tei nq KitZ cvtib
Abj/c tKm ÷vWw tivjŷcŷGi Rb`| `j hŷ GKũU ũbŷŷ tŷtĪ KvR Kŷi Zvntj
GB figKũU cŷZ KitZ mŷvŷh` KitZ cvti |

hŷ tKm ÷vWwU (cwiŷkŷ t_{ŷK}) ŷŷ ũeŷkŷŷi Rb` AvŷM e`envi Kiv nq, Zvntj
D³ Aa`vqb Pŷij tŷ hvl qvi cŷvgk^ŷt`l qv nq| ŷŷ ũeŷkŷŷi mKj c_{xŷZ} |
djvdj nŷtZi KvŷQ ivLv| cġkŷKŷK D³ tKm ÷vWw t_{ŷK} gŷ cŷt`i ũbeŷb
KitZ nŷe hŷt`i mŷŷvRkvi tŷl qv DŷPZ nq|

mgqmŷgv 180 ŷgŷbU

ctŷvRbŷq mi Ävg ũdePŷU^ŷKŷMR Ges ÷`vŪ ev ũcb teŷW^ŷtŷgŷv KŷW^ŷũcb ev tŷc

n`vŪAvDU ŷAvŷUŷbŷqŷ ŷŷŷŷ tivjŷc-Gi `k`vqbG c_{xŷZ}i mej ŷ K | mŷgŷe_{xZv}

mg_ŷ^ŷI + tivjŷcŷGi gva`tg `vbxq cŷt`i t_{ŷK} cŷvgk^ŷvZŷt`i mŷŷvRkŷi i gva`tg
mŷgŷe_{xZv} cvl qv Z_ŷ msMŷni ev`ŷ cŷZKj-ZŷtK Abŷŷe Kivi mŷŷvM ŷ te|

+ mŷŷŷ thŷMŷthŷM e`e`v GKRbŷK Zvi ũbR`^thŷMŷthŷM | ũeŷkŷŷ YvZŷK `ŷZv
m_ŷŷtK^ŷkLv i mŷŷvM ŷ te|

– AskMŷŷKŷvixiv, ũeŷkŷŷ Kŷi hŷiv `vbxq cŷt`i figKŷv AeZŷY^ŷZŷiv hŷŷ ŷ tZ
cvti th, ŷŷ cwiŷŷZ m_ŷŷtK^ŷKg Z_ŷ cŷvb Kiv nŷtŷQ| GŷŷtĪ cġkŷKŷ i
Avgŷŷ Rŷvŷtŷv DŷPZ D³ Mŷ cŷY KitZ Ges Gi avivmŷKZv`vKŷZ nŷe|

– ŷŷŷi `ŷk` Ggb evZŷ^ŷvKŷZ cvti hŷtZ mi Kvi | ũeŷivax `j , tŷŷtK , iæZŷY^ŷ
cŷŷ ŷntŷe Aetj vKb Kiv nŷtŷQ| G ũel tŷ cġkŷKŷ i tRŷi t`l qv DŷPZ th,
GŷU GKŷU Kŷi ũbK tKm ÷vWw Ges i ayKŷtŷK cŷtK GLŷtŷ evQŷB Kŷi tŷl qv
nŷtŷQ, ev`ŷ tcŷŷvctŷU mŷŷj mgŷtRi cŷŷiv Askŷeŷkŷ |

Avŷiv Z_ŷ Adapted from KURVE Wustrow (2007): Nonviolent Conflict Transformation.
Training Manual for a Training of Trainers Course, Wustrow, Germany:
KURVE Wustrow, pp 76-77



ti vj tce` k`iqb: A`vUmbqv

mavi Y Z`

A`vUmbqv t`kuli itqtQ 10 eQti i h3xi AwfÁZv| A`vUmbqv GKUW `j tawZ t`k, thLvtb 45 ugij qb gvbly evm Kti | Gi cãvb A`vUmbqv KgrvD Kul. I LubirvEK| cãvb i Bmb ctY`i gta` itqtQ Zvqv I Ij | weMZ wZb `kK ati, wZbuU tMvõx miKvi I cãKwZK m`ut`i wqšfYi Rb` j oqtQ| Aetktl hyKij xb miKvi I me wet`tnx tMvõx, tji vi gta` ÒAj BbKwrf wcm A`vMgU0 `fywi Z nq| Gi cãvb weavb wQtj v hyweiwZ, wbr` Ò AA`ji `j tji vi Acmvi Y I AvšRwZK ZÉyavtb mavi Y wbePtb i cãwZ| me `j I tmBmvf_ wbi` ; wetivax I mlyj mgvRi cãZwvav, AšZ Avtj vPbvj-Kfvté GKUW mwišKij xb miKviti i kwšl I mnthwMzvi cãZ AvxKvi tK wfiE Kti tQ| KwbwZK I AvšRwZK chëyKiv GB PwšK `wMZ RwbttqtQb| Ab`vb` mgvtj vPK, chëyKiv GtK f`jy Òhywex kwšl Gi cwi etZ^{e3}Zv cãvb Kti tQb th GtZ `t`PjvKvixt`i `t`Q D`PvKv`yvi D`P Sjk w`gib|

`B mBvn AvtM A`vUmbqv tZ `vzv i iæ nq| th mKj cnyk KtqK mBvn ati tKvbtv teZb cvq wv, Zviv GuU tK Pwšv Kti Ztj | t`vKvb jly Kiv nq; gj- PZtiii Pvi w tKi feb I Mmo GLtbr Rj tQ| Avnz I GgbwK wbnZ gvbtl i mSL`vI A`úó| metktl, mvgwi K evwvbx w tq `vzv eÜ Kitz n`tyc Kiv nq|

cý 1: miKvi

A`vUmbqv tZ mwišKij xb `gP miKvi itqtQ, hvf`i mg`B ivRavbxi evBti LgB Kg| GUv BwZvntmi Kvi tY| wbePtb i gva`tg miKvi tK %aZv t`lqv ntqtQ wKš` weiwzi nvi wQtjv D`Pgv tbi | GB miKvi AvšRwZK fite `wKZ| AvšRwZK msev` gva`tg miKvwi KgrZf`i weiat`x evievi tktj wwi I Acivagj-K wettqi AwfthvM Avbv nq, Gi gva`tgB cõwYZ nq th, w`wZkij Zv ARfB A`vUmbqv tK Avtjv AtbK c_ cmo w`tZ nte| Ab`vb` G, tji vtK Revev` wZvi Kvr i iæ Kiv wntmte wetePbv Kti | Zviv etj th, tKD GB K_v etj bv th kwšl I RbMtYi A`wKwzi fq Qvov GB miKvwi ygZvi Ace`envi Kitz cvti bv| miKvi Zvi mwuqZv eRvq ivL tZ 11,000 `mtb`i tmbvewvbx tK wUwKtq ti tL tQ|

Ae`tb 1:

miKvi cãZvwa: fivm tãntwU Rb tPèv (John Chrebra)

eqm 67, weevwZ, 4 mštb I 6 bvwZ-bvZw| wZwv AvBbRwv wntmte cãkÿY wbtqtQb wKš` ev`te KLtbrB Ablyj b Ktib wv| mwvRwvB ivRbwzi mvt_ RwoZ wQtj b| A`vUmbqv i wwa tgvZvteK, wZwv t`tki metPtq kw³kij x ct` AwawöZ, wKš` ev`te Zviv cãve Kg| wZwv AwfÁZv w`tq ygZvtK Pij yti tL tQb Ges Zvi tenki fivM eÜzL KvtqtUi we`Z.tbUl qvtKp ygZvi cãve e`envi Ktib| hv I Zvü AvPiY Af`vMZ fite kwšl Ges eÜZcYwKš` cãZvwa I kĀt`i weiat`x wbgv fite AvPiY Ktib| wZwv wbtRtK t`L tZ Pvb Avtjv kw³kij x Ae`tb, Aek` wZwv GB wv qwU GK`gB `wKvi Ktib bv|

cý 2: veřivax `j

HwZnMZfıte, veřivaxivB t`tki AfaR fLd ubqšŸ Kti | GB tMvöxi cřıte GİK A`vřUmbqvi u0Zxq epĚg RbřMvöx unřmte cviYZ KřitQ | cÜKwZK mřúř`i A%ea e`emv I bvMwiK mgtřRi veitřx uKQz gvbemaKvi j.Nřbi Rb` veřivax `j AvřRwZKfıte mgtřj uPZ | veřivaxř`i KgřuP ivR%bwZK I A_řbwZK cvi eZřbi cřý uKš`AvPiY`^řvřivx |

Ae`ıb 2:

GmBieG (SEBA) cÜZıbıa: řPqvi cvi mb vq. vbmřUř (Mr. Nistrow)

eqm 50, u0Zxqevřii gřZv m` wevıvZ, 2 mřřb | A`vřUmbqvi epĚg ms`v, řjvi GKıU gıvj Kivv Zvıu | uZıb Ggb cvi eıvı t`řK GřmřQb hvıv memgqB A_ıI ivRbıvıZi mřř_ RıvZ | Zvıu eıvıv A`vřUmbqřZ veL`vZ uQřj b | Zvıu uCZvı mřıvıg t`řKB DĚiıvaKvi mřř_ veřivax `j GmBieG-Gi řPqvi cvi mřbi c` jvř Křib | cıv k eıvıvıxı mřř_ Nıbı thıMvřıvřıMi Rb` uZıb Mıeř | ZvřK Zvıu `řji KĚi cıvř` unřmte veřePbv Kiv nq | Zvıu gj-j` nřjv hZUv mře cřıve ve`ři Kiv, hv I uZıb cKıřk` eřj řQb th, uZıb GKıU mřřı cıvıvıvřıv fıel řZi Avıvı tcvıY Křib |

cý 3: Avıvıvıvı K `j

GbBıřGGm (NEVAS)-Gi břřg Avıvıvıvı K GKıU tMvöxi mıKvi I mıvıvıK eıvıvıxı cÜZ mřıvı`ı mg_ı i řřřQ | Zvıv cÜKwZK mřú`mn t`tki GK-ZZxqısk mřú`ubqšŸ Kti | A%ea Kgřıvř, hv I uki `mıbřKi mřř_ Zvıv mřú`ı | GbBıřGGm-Gi KřřKRb tbZ.ıvıvıq m`m`I mřmř`i m`m`, Kgřıvıvı cıvı uPZ gıv I meRbıvıvıřıte řKZ | B`vıbs, GbBıřGGm-Gi GKıU mgeařıvıv řřĚKıvıb i řřřQ Ges mıvıvř`řK Qıvıřř_ıvıvı teıvı fıvı gvbemaKvi j.Nřbi Rb` ZvıvB `ıvı |

Ae`ıb 3:

GbBıřGGm cÜZıbıa: řRbřı j ó j sMřřMv

eqm 37, veCZıK | hřřıvı `ııřřZ Zvıu řřřK nZ`v Kiv nřřıvıQj, ZLb Zvı mg`ı Avıvı řřřřı hvıv | Gmıgı uZıb GKıU gıvıvıgı ve`ıvı řřı ukiřK uQřj b | fıřjv uKQzıte Ggb Avıvı uZıb AřřK eQi Křıbıvı Ges meřřřıvı vıřřıvıvı nřř hvıvıvıvı cı GbBıřGGm-řZ thıM`vıv Křıb | avıYıvı Kiv nq, gřřıvı mřř_ e`ıvıMZ mřúřřKř Kvi řYB uZıb GB vıbřřıvıvıvı tčřřřQb |

cÿ 4: vgvllqv

Ae`vb 4:

vgvllqv ni tçÖRtUWf: vgm. tnj vbn vllj vb (Ms. Helana Gilani)

eqm 48, Zvj vKcÖB, Pri mštb| vZvb c`v`e`vq Aa`qb Ktib Ges A`vUmbqvri vUwfZ
thvM`v`bi AvtM A`vUmbqv vekæ`vj tqi tj KPvivi vntmte Kvr Ktib hLb hy`iiæ`nq|
vZvb eZgvtb A`vUmbqv vUwf t÷k`bi çvb fvl`Ki vntmte Kvr Ktib| hLb vZvb
Af`šlxY h`xi v`K, tj v bvv`fZ Ktib, ZLb vllj vb AvšRvZKfvte vek`Zv ARÖ Ktib|

Source:

Adapted from KURVE Wustrow (2007): *Nonviolent Conflict Transformation. Training Manual for a Training of Trainers Course*, Wustrow, Germany: KURVE Wustrow, pp 78-79

3.7 Ainsm Kg©

GB Aa'itq c0'ig Avgiv e'vL'v Ki'ev Ainsmv Kx Ges Gi tKvb cš'itK Avjv`v Kiv hvq| Gici Avgiv Ainsm KtgP c×wZi mje`Z.cwi mti i msivjB eY0v w'ev| GLvfb GKwU c×wZi Zvwj Kv D'tj L Ki'ev, hv c0q cÂvk eQi AvtM `Zwi Kiv n'tquQtjv| Avgiv c0kÿK I AskM0YKvix`i Ainsm Ktg©Ask tbi qvi gva'ig Zv'`i wR`^AwfÁZv tkqvi Ki'tZ I Zvwj Kvq Av'tiv c×wZ thvM Ki'tZ Drmvrnz Kwi |

DciŠ; cwi wktó Avgiv tek KtqKwU I tqemvB'tUi mzwvik KtiwQ th,tjv Ainsm KtgP D`vni YtK Ztj ati mRbkij c×wZ e'enri Kivi Rb` GKwU Ainsm c0vi Yv Abjc0 Yvi KvR Ki'tZ c'iti |

cwi'ktl, Avgiv GB Aa'itq m'nsMZvi c0vi Yvi Zj'bvq Ainsm c0vi wfhv'tbi Zirch©Y©KvhRwi Zvi hMvšKvix Aa'q'tbi dj'vdj'tK Ztj aitev|

Ainsm KgKx?

ÒAinsmv gvfb iayevn"K kvixiK minsmZv bq, AvZvi Af'sliXY minsmZvKl Gwotq hvl qv| Avciub iayGKRb gvbytk uj KitZ GLvfb A`xKvi Ktib bv, Avciub Zvfk NYv KitZI A`xKvi Ktib|Ó

gvU@ j yvi uKs, Rxbqi (Martin Luther King, Jr.)

ÒAinsmv (Nonviolence)Ó ÒA-insmv (Non-violence)Ó GB `tjvi gta" cv_R" AvtQ| cÜgvUtk bxiZMZfite Ainsmv ej v nq Ges uðZxquU ntj v minsmZv ev tKŠkj MZ Ainsmvi Abgw`wZ|

bxiZMZ Ainsmv

bxiZMZ Ainsmvi ctj uQtj b tgvnb`vm tK. MvÜx (Mohandas K. Gandhi), hvi aviYv `GU bxiZ ÒAinsm (AHIMSA)Ó Ges ÒmZ`vMh (Satyagraha)Ó (t`Lj Aa`vq 1.1.1) Ašf` Kti| Ainsmv A`PŠl I Ktg© insmvtk m`úYpfc Z`vM| mZ`vMh gvfb mZ` I `pZv Ges cÜqkB ÒmZ`-kw³Ó intmte GtK Abgv` Kiv nq| Gi gvfb ntj v Kvktiv ywZ bv Kiv|

mstjtc, bxiZMZ Ainsmv ntj v:

- mgMØRxe:bi Rb" cØhvr"
- vekv`mi I ci wfiE (agf, `bwiZK, `vkØK)
- Ab`vq cÜZti va wElqK
- tkl Dciq HK"
- AcitK kTæintmte bv t`Lv
- mivmvi ØØtk Govtbv
- GKvU mtPZb w`xvšlØØtk e`envi bv Kiv (GgbwK hvr m`tebv `vtkl) Ges Ainsm KtgP cwi Ywzi gšLvgv nI qv

GLvfb, minsmZvK Z`vM Kiv ntqtQ, KviY:

- GvU AcØqvRbxq Ktoi KviY
- AgvbwKZv
- bksmZv

tKŠkj MZ Ainsmv

GLvfb Ainsmv gj-Z vekv`mi I ci wfiE Kti bq, tKŠkj intmte e`eüZ nq| GvU wbePZ ntZ cvti-

- e`envi K tKŠkj MZ wetePbvi Rb"
- GvU msMØgtk Avtiv `eaZv t`q
- GvU mg_Ø Rq KitZ minvh" Kti
- Ab" ctji ivR%bwZK LiPtk evovq



Amsm Ktg[®] c×vZmgn

Amsm Kg[®]c×vZi e'vcK cwi mi i tq̄Q Ges Zi^ˆ i tk̄Yve× Kivi wefbaDcivq i tq̄Q | 1973 mŷj wRb kvc[®]Gene Sharp) Amsm wμqvKj vci vZbvU wefMtk Avj v`v Kti wPiyZ Kti tQb:

1) Amsm cZer` I cōi vPbv:

GB bwiZ ev AvBb kwišcY[®]weŷiwaZv Kti I Aŷb'i (cZcÿ ev AwfthwMKvix tMvōxi gŷa") `wōtkVY ev Kvhŷtgi cZ cōi wPZ Kivi Dŷi tK" cZxKx Ges Kvhŷej tZ Ašf[®] |

2) Amn̄thwMzr:

GiU A`xKuZRwbZ Kvhŷej i Ašf[®], hv B`OvKZfite wKozie`gvb m=útk[®]mgve×, eÜ, AvUKvŷbv ev A`xKvi Kti |

3) Amsm n`ŷj c:

GiU cōE cwi w`vZ cwi eZ[®] Ki tZ mi vmi kvi mi K evavi mŷt_ RwoZ, GiU tbiZevPK (vŷmeK ev cZwōZ mgvwiRK m=útk[®]evav t`q) ev BiZevPK (mRbkjy Zvi gva t̄g bZb vŷqĒkvmZ m=útk[®]Zwi Kti) nŷZ cŷi |

HwZnmK D`vni Y₂ tji I ci wfiE Kti kvc[®]GB wefviMi Avŷi v 198w Amsm Ktg[®] wefbaDcivq Avj v`v Kti tQb:

Amsm cZer` I cōi vPbv c×vZ

AvšgubK weejZ

1. Rbmvari tYi e³Zv
2. weŷiwaZv ev mg_ŷbi wPv
3. ms`v I cZvōtbi tNv Yv
4. vŷyvi Z crej K weejZ
5. AwfthwM I Awfct̄tqi tNv Yv
6. `j ev MYicUkb

e'vcKfite tk̄Zvi mŷt_ thwMthwM

7. t`mŷb, e`ŷpT I cZxK
8. e'vbi, tcr=vi I `k'gub thwMthwM
9. wj dtj U, c'vgtj U I eB
10. mser`cT I Rbŷj
11. tiKW[®]tiwv I tUj wfkB
12. vB ivBwS I Av_ŷBwS

`j MZfite cZvbaZj

13. cZvba `j mgn
14. e`ŷ cŷ[®]vi
15. `tj i j nes
16. wctKwS
17. e`ŷ wbeŷb

RbMŷyi cZxKxKZKg[®]

18. cZvKv I cZxKv i tōi cōk[®]
19. cZxK cwi avb
20. cō_ŷv I Dcwmv
21. cZxKv e`weZiY
22. Acmri tYi Rb` cZer` Kiv
23. wR`m=úE aŷsm
24. cZxKv Avtj v
25. cZKwZ cōk[®]
26. cZer` wntmte A¼b
27. bZb wPŷ I bŷg
28. cZxKv avb
29. cZxKv cŷi v=vi
30. i j pA½f w½

e'wP i I ci Pvc

31. KgRZ[®] i cmoZ Kiv
32. KgRZ[®] i e`ŷ Kiv
33. vŷZŷi
34. bRi`vni

bvUK I mŷaZ

35. nvm imvZK bKkv I Zŷgkv
36. bvUK I mŷaZ cwi tekbr
37. Mv Mv I qv

wgŷj

38. gvP[®]
39. c`vŷi W
40. agŷŷ wgŷj
41. Zx_ŷvŷv
42. tgvUi tKW

gZt` i m=šubZ Kiv

43. ivRŷwvZK tkvK
44. gvK Aŷšwōμqv
45. cōkŷg-j-K Aŷšwōμqv
46. mgwa`tj kkv wte b

Rb mgŷtekmgn

47. cZer` I mg_ŷbi mgŷtek
48. cZer` wgvS
49. cZer` i Qŷtekmfv
50. tkLvŷv

cZ`vni I Z`vM

51. I qvK-AvDU
52. bxi eZv
53. m=šub Z`vM Kiv
54. cZ`vL vb

AmnþhullZvi c×iZ

K. mguRK AmnþhullZv

e`w³f` i mguR t`tk en`wi Kiv

- 55. mguRKfite eqKU
- 56. mþn` 0 mguRK eqKU
- 57. jvBm ÷ 4mUK bbA`Kkb (Lysistratic nonaction)
- 58. en`wi
- 59. ibtI avAv

mguRK BtFu, cÛv I cÛZvbi mt_ AmnþhullZv

- 60. mguRK I μov Kihþg `mZ Kiv
- 61. mguRK ielqvej x eR0
- 62. QvI agNU
- 63. mguRK Aeva`Zv
- 64. mguRK cÛZvbi t`tk cÛ`vni

mguR e`e`v t`tk cÛ`vni

- 65. emoiZ`vKv
- 66. e`w³MZfite AmnþhullZv Kiv
- 67. Kg#`i 0dvBU0
- 68. AfqviY`
- 69. mguRMZ Ašbfb
- 70. t`kZvM i cÛZer` (inRiZ)

L. A_#wZK AmnþhullZv:

tfv³v` i Kihþg

- 71. tfv³v` i eqKU
- 72. eqKUKZ.`fe`i Ace`enri
- 73. KivZvi bmZ
- 74. fiov AvUKvtr
- 75. fiov i`tZ A`Kkuz.
- 76. RvZiq tfv³v` i eqKU
- 77. AvSR#ZK tfv³v` i eqKU

kþgK I Drcv` Kt` i A`Kkb

- 78. kþgKt` i eqKU
- 79. Drcv` Kt` i eqKU

ga`tfv³v` i A`Kkb

- 80. mieimKvix I n`vUjvif` i eqKU

guyK I e`e`v t`cbvi Kihþg

- 81. e`emvqxt` i eqKU
- 82. m`uE` i`tZ ev neq. KitZ A`Kkuz.
- 83. jKAvDU
- 84. ikf` mnvqZv cÛ`vL`vb
- 85. e`emvqxt` i 0mvariY agNU0

Aw`R m`u` avix` i Kihþg

- 86. e`vsk AvgibZ DfEj b
- 87. wd, e`Kqv I gj`vqb KitZ A`Kkuz.
- 88. FY ev my` i`tZ A`Kkuz.
- 89. Znej I t`mWU wevObvKiv
- 90. ivR`cÛ`vL`vb
- 91. miKvii A`cÛ`vL`vb

miKvi KZ# c`tyc

- 92. t`kq ibtI avAv
- 93. e`emvqxt` i Kvjv Zvij KivfZ` Kiv
- 94. AvSR#ZK weþjZv` i ibtI avAv
- 95. AvSR#ZK t`jZv` i ibtI avAv
- 96. AvSR#ZK emvR` ibtI avAv

cÛ`Kv ÷ 0BK

- 97. cÛZer` agNU
- 98. `#Z I qvKAvDU (j vBvUs ÷ 0BK)

Kul. agNU

- 99. KI.K agNU
- 100. Lvgvi kþgK agNU

weiki M0ci agNU

- 101. tRvceK kþ cÛ`vni
- 102. e`xt` i agNU
- 103. %cY` agNU
- 104. tckv`vi agNU

mvavi Y`kí agNU

- 105. cÛZvbi agNU
- 106. ikf` agNU
- 107. mnvþvZKvj agNU

mgre× agNUmg#

- 108. we`mi Z agNU
- 109. evvvi agNU
- 110. t`mWDb agNU
- 111. I qvks Uzij` agNU
- 112. 0AmY0 mi tcvU`Kiv
- 113. c`Z`m i`tq agNU
- 114. mmgZ agNU
- 115. ubeþbv agNU

eú-ikf` agNU

- 116. meRbv agNU
- 117. mvavi Y`agNU

agNU I A_#wZK etÚi mgšq

- 118. niZij
- 119. A_#wZK kvUWDb

M. ivR#wZK AmnþhullZv

KZ#tyi cÛ`vL`vb

- 120. AvbþZ` eU ev cÛ`vL`vb Kiv
- 121. Rbm# cÛ`vL`vb
- 122. cÛZvbi cty` mnvZ` I e³Zv

miKvii i mt_ bvmi Kt` i AmnþhullZv

- 123. AvBb cÛ`vL`vb ms`v eR0
- 124. ubeþbv eR0
- 125. miKvi Pkvi I c` eR0
- 126. miKvi wefM, ms`v I Avb`v` ms`v eR0
- 127. miKvi ikY`v cÛZvbi t`tk cÛ`vni
- 128. miKvi -mgu`Z ms`v eR0
- 129. cÛqimKvix cÛZvbi i mnvqZv cÛ`vL`vb
- 130. ibR`vPy I `vb AcviiY
- 131. ibtqimc0B KgRZ#` i M0Y KitZ A`Kkuz.
- 132. we`gvb cÛZvbi, t`jvK vej þ KitZ A`Kkuz.

AvbþZ` i Rb` bvmi Kt` i weKí

- 133. Avb`0K I avi m`vZ
- 134. mivmi ZEjearbvi Avb`v` i Aeva`Zv
- 135. Rbv0Zvri Aeva`Zv
- 136. 0Utekv Aeva`Zv
- 137. 0f`v% Kivi Rb` mgtvtek ev vguUstK A`Kkuz.
- 138. emv
- 139. ibtqim I ubeþbv mvt_ AmnþhullZv
- 140. j`kvtr, cvjvtr I vq`v cmiPq
- 141. 0A`v0 AvBtvi bvmi K Aeva`Zv

miKvi Kg#` i c`tyc

- 142. miKvi mnþhullZv 0vvi ubeþbv mnv`v` cÛ`vL`vb
- 143. KgvU I Z_` i jvBb eK Kiv
- 144. `veiZv I evav
- 145. mvavi Y` ckvmbK AmnþhullZv
- 146. wePri wefMq AmnþhullZv
- 147. cÛqimKvix cÛZvbi i 0vvi B`0vKZ.A`yZv I ubeþbv AmnþhullZv
- 148. we`tn

`vbxq miKvi c`tyc

- 149. Avav-AvBv dnvK I vej #`
- 150. miKvi BDbtvi AmnþhullZv

AvšRnZK miKwi A'vKkb

- 151. KŮ%buzK I Ab'vb` cŮZibueZj crieZB
- 152. uej =^I KŮ%buzK BtfU emZj
- 153. KŮ%buzK `tKuz` mZ Kiv
- 154. KŮ%buzK m=úK@QbaKiv
- 155. AvšRnZK ms`v` t_ik cZ`vni
- 156. AvšRnZK ms`tq`m`m`c` cZ`vL'vb
- 157. AvšRnZK ms`v` t_ik em@vi

Aunsm KgmpI c:xuZ

K. gb`hEK Kgmp

- 158. Dcv`vbi`qs`cKvk
- 159. `žZv
 - K) Dcev`mi Pic
 - L) Abkb
 - M) mZ`vMhx Dcevm
- 160. ueciuz Utqj
- 161. Aunsm nqiwb

L. kviniK Kgmp

- 162. imU-Bb
- 163. ÷`vU-Bb
- 164. ivBW-Bb
- 165. ItqW-Bb
- 166. uqj -Bb
- 167. cŮ`Dv Kiv
- 168. Aunsm Auvfhib
- 169. Aunsm uegib nvgjv
- 170. Aunsm AvµgY
- 171. Aunsm n`Éyc
- 172. Aunsm evav
- 173. Aunsm tckv

M. mguRK Kgmp

- 1. bZb mguRK ub`Rb cŮZör Kiv
- 2. AuZni`³ mgeav
- 3. ÷j -Bb
- 4. K_v ejv
- 5. tMijv`u`tqUvi
- 6. ueKf mguRK cŮZövb
- 7. ueKf thvMthvM e'e`v

N. A_%uzK Kgmp

- 8. ueciuz agfU
- 9. Ae`vbMZ agfU
- 10. Aunsm Rig`Lj
- 11. Ae`itai Aegbbv
- 12. ivR%uzKfite Df`ik`cŮYw`Z Rvuj qmZ
- 13. ce`balmi Z µq
- 14. m=ú` evtRqvB Kiv
- 15. Wm=ús
- 16. ube`Pbx cŮt`civl KZv
- 17. ueKf evRvi
- 18. ueKf cmi`enb e'e`v
- 19. ueKf A_%uzK cŮZövb

O. ivR%uzK Kgmp

- 20. I fvi`tj`vMvs cKvmbK e'e`v
- 21. tMvcb GtR`Ut`i`cui Pq cKvk
- 22. Kiv`D Pvl qv
- 23. ŌbitcyŌ AvBtbi`bvMmi K Aeva`Zv
- 24. mnthvMZv Oror KivR Kiv
- 25. %Z mve`fsgZj l mgušfuj mi Kiv

Mkd: mKtmm fIU evB mVtKW (1940-2006)

Aunsm Kg@PiKvRwiZv

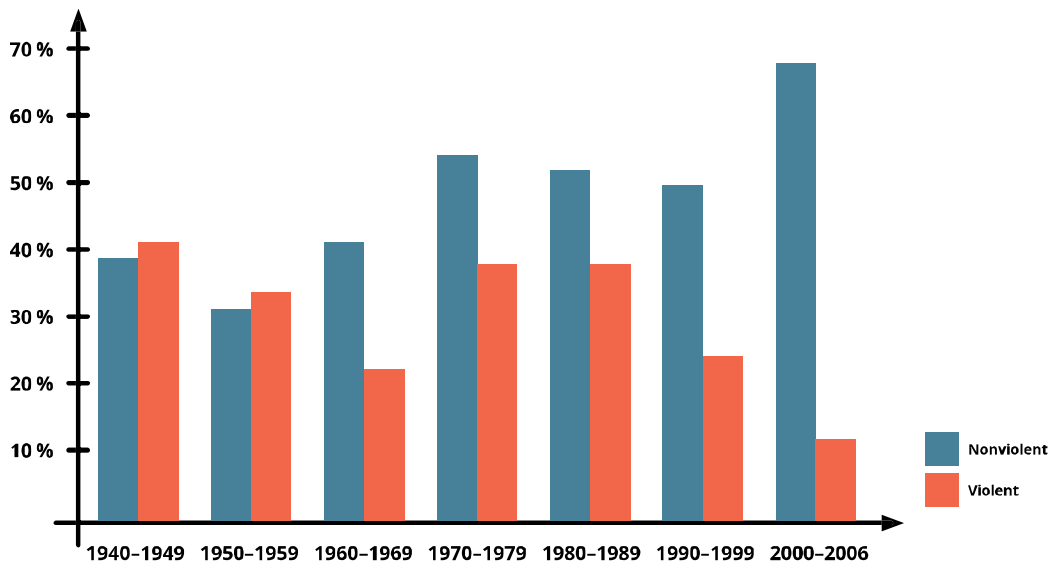
Avcub (ev Avcbvi t`k) nvjvi ukKvi ntj ubtRtK i yv Kivi Rb" minsmZvtK e`envi Kiv `ea I KvRi cZuqrv etj gtb nq| mvgwi Kfite AtbK iKtgi Dcvq_vKtj I GtK GKgvt weKí gtb ntj I, b`qm%Z DcvqB nt`Q tkqj| uKŠ' Gwi Kv tPtvtf_ I gwiqv tR. t÷dvi (Erica Chenoweth and Maria J. Stephan) `B gvkB-Avtgwi Kv Mteltki MÜÜ teiKs MtelYv Ablyqx, Gi cwiwa I HuzvwmK tçjvcU we`Z| Gw bvMwi K cZtiva, ivR%wZK cwieZB I Aunsm c`tytci KvRg terSvi tytI bZbfite AvtjvKcvZ Kti|

1900 t`tK 2006 mvtj i gta" Aunsm I minsm wef`tni 323w NUbv t`tK AvfÁZvi AvtjvtK Zt` t`Lv hvq th,

- 26 kZvsk minsm wef`tn mdj ntqj,
- 53 kZvsk Aunsm wef`tn mdj ntqj,
- ubcrobgt-K miKvi ,tjv minsm Avt`vj tbi tPtq AunsmtK Qvo t`I qvi m`tebr 12 ,Y teiK uQj,
- kvvK `gtbi tytI, minsm Avt`vj tbi Zjvq Aunsm Avt`vj tbi mvdj "ARtbi m`tebr Qq ,Y teiK uQj |

MtelYvi mvt_ RwoZ tj LKiv GB wmvtsi DcbvZ ntqtQb th, Aunsm cPviwfhvb ,tjv MZ KtqK `ktK Avtjv teiK KvRi ntq DvtQ|

Möd: mvKtmm tiU evB wvKtU (1940-2006)



Aunsm wef`tn tKb teiK mdj nq, Zv GB MtelYvU cixyv Kti| Gi mvdj`i gj`welq ntjv AskMhY| Aunsm cPviwfhvb mPj ygZv minsm cPviYvi Zjvq Zvt`itK teiK mjev cÖvb Kti| tPtvDB_ I t÷dvtbi gtZ, Aunsm cPviwfhvbi AskMhY teiK, KviY GB Aunsm Avfhtb thM`vtbi Rb" kvixiK, AbvbvwbK Ges `bwZK evav Kg itqtQ|

AwfÁZvi Avtj vtK Zt`i I ci wfiE Kti, Awnsm Awfhvtbi mvdttj`i DTMW KQzgj- Kvi Y
GKilU Awnsm Avt`vj b mdj nl qvi m^æebv teik _vtK, hwi`

- ✓ ... Awnsm Ktg(MY cñZevt`i evBti) wewfbamRbkxj I Kí bvcñhZ c^xwZ e`envi Kiv nq|
- ✓ ... AskMñYKvixt`i epr I `ewPÍ`gg cwi mi mgtqi mvtt_ wUwKtq ivLv thtZ cvti |
- ✓ ... `gb-cxoñbi gttLI mvsMVubK k;Ljv `p _vtK, hvtZ Kti cPvi Yv tft`Ibv hıq ev mwnsmZv
Aej ^æb Kiv bv nq|
- ✓ ... kvmtbi cñvb mg_ñt`i (thgb: e`emv, wgwWqv I , iæZcY^æewnbx thgb cıj k I mvgwi K ewnbx)
AvbMZ` cwi eZñ Kiv thtZ cvti |

GB Awnsm cPvi wfhvb mslwvZ Kivi mgq mvdttj`i m^æebv evovtbi Rb` D³ wewl qmg^æ gv_vq ivLv DwPZ|

Sources:

Chenoweth, Erica / Maria J. Stephan (2011): *Why Civil Resistance Works: The Strategic Logic of Nonviolent Conflict*, New York, USA: Colombia University Press
Chenoweth, Erica / Maria J. Stephan (2008): *Why Civil Resistance Works: The Strategic Logic of Nonviolent Conflict*, in: *International Security*, Vol. 33, No. 1 (Summer 2008), pp. 7–44
<https://www.belfercenter.org/publication/why-civil-resistance-works-strategic-logic-nonviolent-conflict>

3.8 thvMthvM

GB Aa`vtq Avšte`w³K thvMthvM Mi tgšuj K avi Yv Dc`lcb I Abkxj b Kiv nřqřQ; GKwU evZř MVbZšj/ GQvorl, kēY`ýZv Dbwz Kivi Rb`wKQzgj- thvMthvM Mi miÄvg t`lqv nřqřQ| Avřj vPbv I ga`Zvi gřZv 00 iřvřři i meřPřq wekó c×wZ, řj vi Rb`B GB tgšuj K thvMthvM Mi miÄvg, řj v cřqvRbxq|

thvMthvM Kx?

thvMthvM nřj v evZřmgnř tcřY I MřY Kiv|



tKb thvMthvM, iažcY?

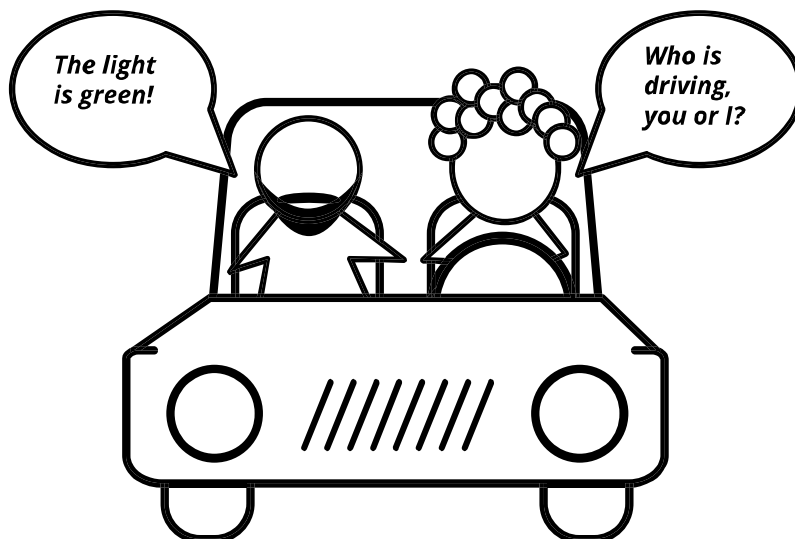
Awsm Dcvtq 00 iřvřři i Ab`Zg PmeKwW nřj v thvMthvM`ýZv|

Kvi Y 00 cwi w`wZřZ...

→ mřaviYZ weev`gub cřyi gřa`Lř Kg ev`řř thvMthvM nřq`řK

→ mdj thvMthvM Mi PmeKwW nřj v tevSřcov Ges mřavi Y wřwř LřR tei Kiv

D`niY: 0U`ndK mllb`vtj i ewZ meR!0



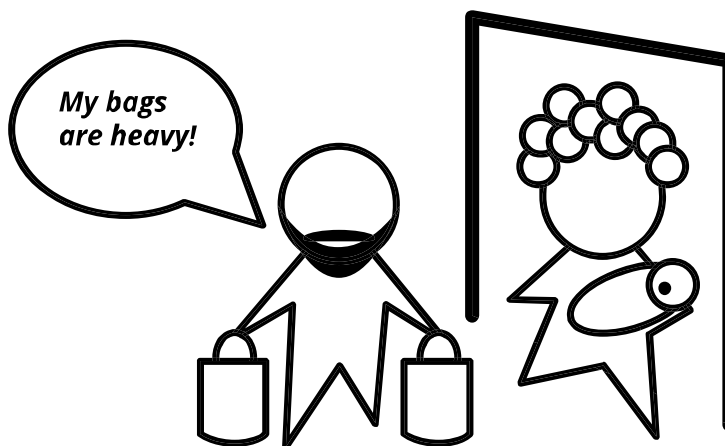
ev`e mel qe` : 0ewZw meR | 0

AvZ`cK`k: 0Avgi Zvov AvtQ | 0

m`uK` : 0Avgi mrvh` tZvgi ` i Kvi | 0

Avte`bgq: 0M`m wbtZ nte0 |

D`niY: 0Avgi e`MMU fvix | 0



Sources:

Based on Friedemann Schulz von Thun (2008): "The Square of Communication" In: Friedemann Schulz von Thun: Six Tools for Clear Communication. The Hamburg Approach in English Language, Hamburg, Germany: Institut für Kommunikation, 9-18.



evZ³ PviU w K mbv³KiY

D³I k³mgn

- c³Źw³ tbi K³t³_vcK³_tb evZ³ PviU w K mbv³ Kiv
- evZ³ PviU w KB g³t³bt³h³M w³ t³q t³kv³vi Ab³kyj b Kiv

wee³Y

evZ³ MVbZŠ;Gi PviU w t³Ki g³ta³ c³v³_R³ w³bi³cy³ K³ti, hv³ t³c³ŹK³ I c³Źt³Ki g³ta³ t³h³M³t³h³M³t³K Av³Q³w³ Z K³ti | GB PviU w K ntj v:

- ev³ē³ w³el³qe³´
- Av³Z³c³K³vk
- m³u³K³©
- Av³te³´bgq

GB Ab³kyj t³b AskM³h³YK³vi³x³t³´i GK³w³ K³t³_vcK³_b i³t³b D³ evZ³ PviU w K mbv³ K³i³t³Z n³te | G³t³y³t³Ī³ hv³ PviU w K m³w³K³f³ite w³P³w³Y³Z K³iv n³q, Z³vn³t³j GK³R³b ch³ŷ³K³ Z³vi c³Ź³w³u³qv R³iv³te |

K³h³vi³v

c³Źg³ avc:

AskM³h³YK³vi³x³t³´i PviU w³ t³j f³w³ K³i³ab | B³w³ w³ j Ab³kyj t³bi K³iv R³ K³ite Ges Av³i³K³w³ w³ j ch³ŷ³Y³ K³ite |

m³vi³Y³ K³t³_vcK³_t³bi g³va³t³g AskM³h³YK³vi³x³iv t³R³iv³ w³nt³te t³K³iv³ w³el³t³q GK³g³Z n³q, t³h³g³: c³w³i³ev³i, M³Źg³, Av³cdm³ w³el³t³q BZ³w³ |

w³Z³iq³ avc:

m³n³t³h³M³x ŹK³Ź(t³c³ŹK³) GK³w³ w³el³q w³bt³q M³i ej³t³Z i³ia³ K³ite Ges m³n³t³h³M³x ŹL³Ź (c³Źc³K³) t³m³B w³el³t³qi I ci g³š³´ w³ t³q c³Ź³w³u³qv R³iv³te |

- ev³ē³ w³el³qe³´ ch³ŷ³q (3 w³g³ub³U)
- Av³Z³c³K³vk ch³ŷ³q (3 w³g³ub³U)
- m³u³K³©ch³ŷ³q (3 w³g³ub³U)
- Av³te³´bgq ch³ŷ³q (3 w³g³ub³U)

ZZ³iq³ avc:

Av³j³vc-A³v³t³j³v³P³vi³ t³k³t³l, ch³ŷ³Y³K³iv AskM³h³YK³vi³x³t³´i c³Ź³w³u³qv R³iv³b, hv³t³Z AskM³h³YK³vi³x³iv w³K³g³t³Z³v w³bqg³, t³j³v t³L³q³j K³ti Ges c³Ź³t³Ki w³ K t³‑t³K Am³ŷ³av³, t³j³v K³x³f³ite Db³w³Z K³iv hv³q t³m³U³vi B³w³½Z c³Ź³v³b K³ti |

PZz[©]avc:

GtýtĪ AskMhYKvi xiv wbtRt`i Ae`vb e`jvq| chĕyKiv cĭv cĭuqvU Pwĭj tġ hvq, thLvtb AvtMi AskMhYKvi xiv wlvqvU chĕyY Kti |

cĀg avc:

AskMhYKvi xiv wbtRt`i AwfĀZv tkqvi Kti, gšĕ` Kti

- tKivb cĀZuqv, tĭv mnR wQĭjv tLjvq (mnRvZfvte), tKivb, tĭv Zĭbvġj-K Klvb wQj

→ GKwU wvĭ`ĕ chĕq cĀZuqv Kxfvte wlvq | KĭvcK_btK cĭvveZ Kti

wKĭ mġw/vfbĕv

KĭvcK_btĭ Rb` cĭkyKiv wlvqe`LġtZ | wbt`Rbv w`tZ cvĭi, thġb: KgtýtĪ mġwvRwZ Bmĭj| hw` | Abĭxj bU AvteMĭK ZwvZ KĭtZ cvĭi, hv wbt`Rbv AbmĭY KĭtZ Klvb nĭtZ cvĭi |

mġmġv

tQvU `tĭi Rb` 40 wġvU
fvM Kiv nĭj 20 wġvU

ctqvRbvġ mĭĀvġ

-

n`vĀvDU

evZĭ MVbZš

mġ_Ā

mġve×Zv

- + thĭKvĭbv aĭtĭi thvMĭthvĭMi týtĪ GKwU evZĭ PwĭU w` KB w`gĭv Zv Dcĭ wĀ KĭtZ mĭvĭh` Kti
- + KĭvcK_btĭ AvwK ešĭtZ mĭvĭh` Kti, hw` evZĭK ġtĭvthvM mnKvĭi tkvĭv | cĀZuqv Rvĭtĭv hvq
- evZĭ PwĭU w`tKi wbt`Rbvġxi w`tK ġtĭvthvM t`lqv, wĕkl Kti GKwU w`tK GKwU mġqi cĀZ hv tUKvĭK`vj /Kwĭġ thvMĭthvĭMi ġtZv nĭtZ cvĭi |
- cĭkyKĭ`i GB wlvq tRvi t`lqv DĭPZ th, wvfbæevZĭ, tĭv Avmĭj Avġiv `fvveKfvteB ĭvĭ Ges ev`ĕRvġtĭi KĭvcK_btĭ Gmĭei cĀZuqv RvĭvB|

Avĭv Z`

Anatomy of a Message with more examples:

Friedemann Schulz von Thun (2008): "The Square of Communication"
In: Friedemann Schulz von Thun: Six Tools for Clear Communication.
The Hamburg Approach in English Language, Hamburg, Germany:
Institut für Kommunikation, 9-18.

ngiis (Mirroring)/cŃZdj Z Kiv

ngii/cŃZdj b nŃjv c'vivtdR/kāvšŃii AvbŃmbK ms'iy, thLvŃb mrvh'Kvix tkŃZvi K_v,tjvŃK
erievi cŃjiveŃŃ KŃi | GŃU e³vŃK tm Kx etj ŃQ Zv tkvbi mŃhvM KŃi t`q|

ŃKQze'w³ c'vivtdR/kāvšŃi -Gi Rb' mgvŃjvPbvi ŃKkvi nŃqŃQ| ngiis/cŃZdj Z Kiv tŃjŃŃ ŃelqŃU
ŃbiŃcŃy_vŃK|

mrvviYZ, mrvh'Kvix hZ ŃbiŃcŃyŃŃte KvR KiŃe, ZZ tenk tm ngii/cŃZdj b KiŃe c'vivtdR/
kāvšŃii tPŃq|

KxfŃte?

- ✓ tkŃZvB ZvB iŃb cŃKvk, KiŃe e³v hv erievi ej ŃZ PvbŃŃQ
- ✓ i'ayneŃvg ŃAvŃgŃ GB tŃjŃŃ cŃwzeZŃ KŃi ej ŃZ nŃe| GiRb' ŃZŃg/AvŃcbŃŃ ej ŃZ nŃe
- ✓ bg'Ń f`ŃŃte Dc'vcb KiŃZ nŃe- e³v th mŃjvB ej ŃK bv tKb|

mgviBRs (Summarising)/msŃjvBKiy

mgviBR/msŃjvB Kiv AŃbKŃUv c'vivtdR/kāvšŃi -Gi gŃZvB, ZŃe GŃU tek KŃqKŃU gšŃ' hv KŃqK
ŃgŃbŃŃUi nŃZ cŃŃi Zv msŃjŃc ZŃj aŃi |

mrvh'Kvixiv GŃU e'envi KŃi GKŃU cŃŃi gj- cŃqU_v,tjv chŃjvPbv KiŃZ cŃŃi Ges GB aitbi
thŃMvthŃŃMi gvaŃŃg Zviv D³ e'w³i e³e' eŃŃZ tŃŃi mg'lcŃw'wZŃK ZŃj aitZ cŃŃi |

mrvh'Kvixiv mKj e³vi KŃqK ŃgŃbŃŃUi gšŃ'Ńi msŃjvB ŃeeiY w'ŃŃq AvŃjvPbvŃK tK>ŃŃfZ KiŃZ cŃŃi |

KxfŃte?

cŃŃgZ, ŃelŃŃi bvg w'ŃŃq AvŃjvPbv Rb' cŃŃhvR' cŃkŃKiv

- ✓ ŃŃZŃqZ, AvŃcb hv i'btŃb tmB gj- Ńelq AvŃjvKcivZ Kiv
- ✓ ZZŃqZ, gj- ŃelŃŃi bvgKiY Kiv Ges D³ ŃelŃŃi GKŃU ev`ŃŃU gj- cŃqU AvŃjvKcivZ Kiv
- ✓ PZZŃ, cieZŃŃelŃŃ tmZŃŃb Kivi Rb' GKŃU cŃkŃŃŃvcb Kiv

wi t d n g s / c b M W Z K i v

wi t d g / c b M W Z b i m g q G K u U i P s i f i e b v t h f i t e D c i c b K i v n q, A v c u b Z v c u i e Z b i t P o v K t i b h v Z t e v S v i L w i Z t i t g s i j K A e R v q v t K G e s G u U o t o i i f c i s t i i w e l q u e S v i c o P o v K t i |

GB K v R u U n t j v c i Z u U c y h v e j t o G g b f i t e Z t j a i v h v Z t K v t b v c k v t i i c i Z t i v a e v k i a z v i m u o b v n q | A b f i t e e j v h v q t h, w e t i v a c y w K f i t e i P s i K i t o Z v m i n v h K v i x Z t j a i t Z c v t l, h v Z D 3 c y, t j v i g t a m n t h w M Z v i f i v e m u o n q |

wi t d n g s / c b M W Z K i v i g j j y n t j v, m g m v i G K u U m v a v i Y m s A v Z t j a i v, h v c y B e S t Z m y g n q |

K x f i t e ?

- ✓ e 3 v i t b w Z e i P K w e e w Z i c i Z w o i v L v |
- ✓ A t P c u i e Z b b v K t i w e Z u K e w e l q, t j v t K K g w e Z u K e K i v
- ✓ B w Z e i P K I m v a v i Y j y, t j v i c i Z t R v i t l q v, e 3 v t h m g m v i w e l q u e t j t m B m g i c t q u Z t j a i v, h v G K B m v t P v t j w A s l n t Z c v t i |

Source:

Based on Sam Kaner (2014): *Facilitator's Guide to Participatory Decision-Making*. (Third edition) San Francisco, USA: Jossey-Bass



thMthvMi `yZvgn

Df k'mgn

- thMthvMi c×wZ, t j v mμqfite tkvbr thgb: c'vītdwRs/kāvšti cKvk, wgiwis/cōZdij Z Kiv, mvgvīvBwRs/mswýBKiy I wītdwgs/cbMwZ Kiv|

veiy

GB Aa'itq AskMthYKvixiv mμqfite tkvbrī `yZv I thMthvMi nwiZqri, t j v Dc'vcb Kiv Abjxj b Kite| mrvh'Kvixi figKv_vKte, cōZ'K AskMthYKvix `B ctýi weZwKZ weiqmgn wbtq Avtj vPbri mthvM crite|

Khviv

cōg avc

AskMthYKvix' i Pvi fivM fivM KitZ nte| Gigta' `B R'bi gta' Avtj vPbr nte Ges ZZiqRb chēyY Kite|

`j tkvbr GKw weZwKZ weiqK evQvB Kite| Avtj vPbrKvixiv hLb gZvgZ weibgq KitZ iia Kti ZLb mrvh'Kvixiv Avtj vPbrK mg_ B w' tZ thMthvMi c×wZ, t j v e'envi Kti_vK (n'vŪAvDU t`Ly)|

→ c'vītdwRs/kāvšti cKvk

→ wgiwis/cōZdij Z Kiv

→ mvgvīvBwRs/mswýBKiy

→ wītdwgs/cbMwZ Kiv

wZiq avc:

`k wgbU cvi ntj cōkYK chēyKtK Zvi cōZwqv RvbtZ ejte, gj-Z mrvh'Kvix Kxfite D³ c×wZ e'envi Kti tQ Zv t`Lv|

ZZiq avc

10 wgbtUi gta' cōZwqv e³ m'ubēKitZ nte Ges AskMthYKvix' i figKv cwi eZ'bi Rb' Avti Kiv ivDŪ wbtq Avtj vPbr KitZ nte|

PZ_ avc

m'uyfite cōkYK' i Abjxj b w eY'v Kiv DvPZ| cōZw `j Zit' i AwfAZv tkqvī Kite Ges tkv thMthvMi c×wZw e'envi KitZ mgn'vi m'xnb ntqtQ Zv Avtj vPbr Kite|

veKī mgn/wfbzv

cōkYKiv Kt_vcK_tbi Rb' Avtiv tenk Kti weiq LtR w' tZ mrvh' Kite Ges GKB weiq me `j tK t` lqv thtZ crite|

hiv` mgq mgve×Zvi Kvi tY AskMhYKvixiv mivnh`Kvixi fmgKvq Abkxj b Ki tZ bv
cvti, Zvntj D³ wltqi mrigtg⁹ cZ ckyKt`i tek gtbthvMx ntZ nte, hv tZ
cZ tK Zv tkl Ki tZ cvti |

mgqmgv tQvU `tj i Rb` 80 ugubU
cYivq Avtj vPbvi Rb` 20 ugubU

ctqvRbxq mi Avg -

n`vUAvDU c`vividwRs/kāišti cKvk, wgiwis/cZdij Z Kiv, mvgvi vBwRs/mswYBKiy I
wi t dgs/cbMwZ Kiv

mg_©I + Avtj vPbv Avtiv mnR Ki tZ tivj tcwGi e`e`v ev`é P`vtj Ä tevSvi
mgve×Zv mygZv w` te
+ mivnh`Kvixi w` K t` tK tQvU `j , tj v cZwqy tkqvi Kiv Mfxi Abgvetbi
m⁹ó Ki te
- wKQyAskMhYKvixi`i Rb` 0t0i Bmy,tj v GKUzetek AvteMcwY ntZ cvti,
GUv mivnh`Kvix ev Avtj vPbvKvixi ty tI ntZ cvti |

Avtiv Z` These and more communication tools for active listening:
Sam Kaner (2014): Facilitator's Guide to Participatory Decision-Making.
(Third edition) San Francisco, USA: Jossey-Bass, pp 41-63

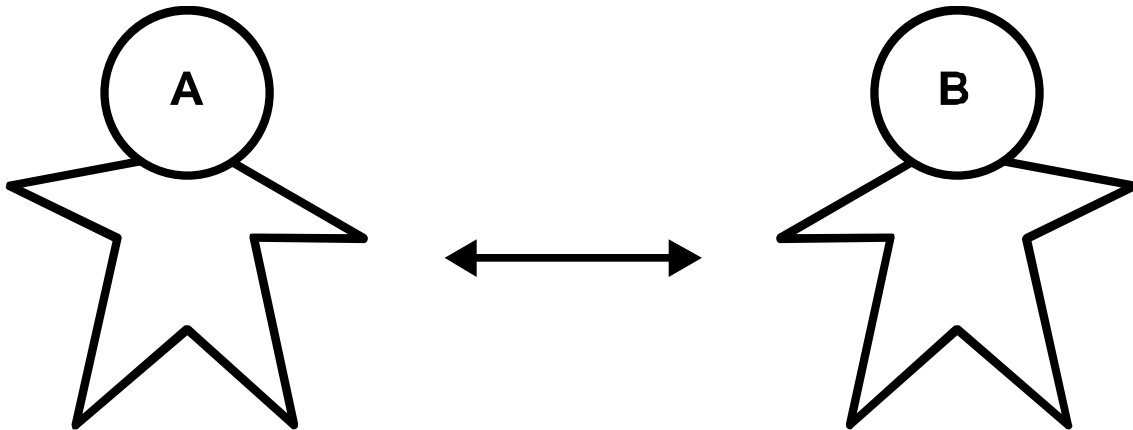
3.9 msj vc

GB Aa'vtq Avgiv msj vtc i msAv Ztj aitev, hv 00 i fcišti i tgšij K cxiZi gta" Ab"Zg Ges hv mevB
wbZ"i tbi 00 cwiw-wZtZ e"envi Kti |

hiv I Avgiv e'vLv Ki tev, c0Zi tbi "bngiEK msj vc Ges weZtKp gta" cv_R" i tqtQ, hv msMigx tPZbvi
Ges Atb"i I ci w tq Rqx nevi Avkv ivtL |

msj vc Kx?

weirfbatc0yvc tUi gvb t i gta" msj vc ntj v g tLv g t w g_w t v, thLv t b g v b y G t K A c i t K k 0 v
Kti Ges t k L v i " u p v t K R v M Z Kti g t b r f v e t K Z t j a i v i R b " M f x i f v t e A b g w Y Z Kti |
G i U t K i t b v w b i 0 B m y e v 0 0 t K t K " a b v Kti m a u t K p c 0 Z g t b t h v M t " q |



weZKp msj vtc i gta" cv_R"

msj vc th t K i t b v a i t b i t h v M t h v t M i g v a " g t _ t K A v j v " v | w b t a w e 3 A a " v t q A v t j v P b v K i v n t q t Q m s j v c G e s
0 0 i f c i š t i i c x i Z , t j v i g t a " c v _ R " , t h g b A v t j v P b v I g a " Z v |

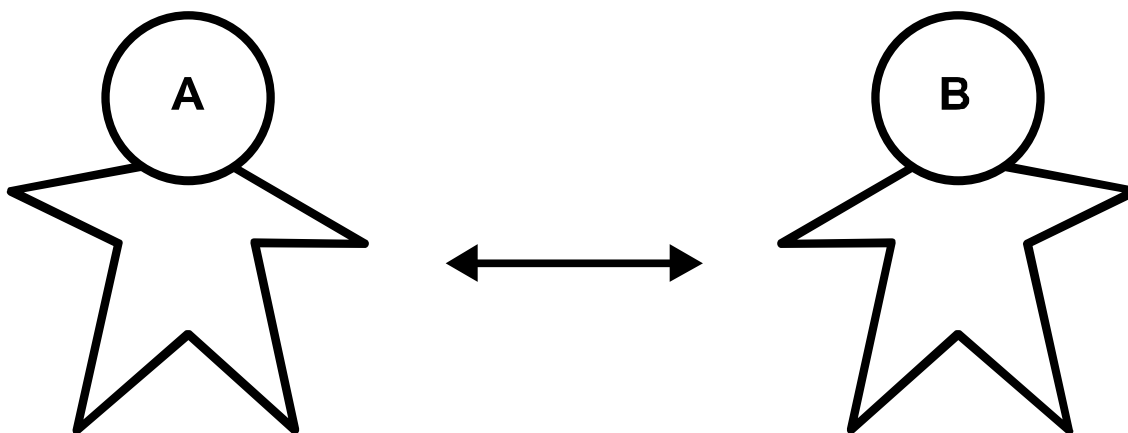
3.10 mgtSvZv Avtj vPbv

GB Aa'vtq Avgiv mgtSvZv Avtj vPbvi msÁv Ztj aitev Ges bmvZMZ Avtj vPbvi metPtq , iazCYe'vLv Dc'vcb Ki'tev| nrvW'j 'tj i wdkvi I Dti (Fisher and Ury) GB gZev` w'tqQb| GLt'bv chS| AvšR'ZK I e'emvtqi cwi mti GB Avtj vPbv D0y Kiv nq| Ae'vb I AvM'ni w'elqW GB gZev` i Ab'Zg gj-bmZ|

00 ifcvšti i GB cxwZ c'fZi Rb' Avgiv Abj'j tbi meZ'K civgk' B, hvZ AskMhYKvixiv tMvctb tRvovq tRvovq w'tRt' i gta' Avj'vc Ki'tZ cvti |

mgtsvzv Avtj vPbv Kx?

mgtsvzv Avtj vPbv ntjv GKw Pw'i gva'tg w'e'gub cwi w'vzi c'e' cieZ'Z thvMvthvMi Rb' w'wRvBb Kiv thLv'tb c'k'wZ _v'K, w'wfb'ctyi gta' 'r'wZ _v'K Ges Ab'v't' i Rb' ci'úiw'vaxl nq|



bnZvô mgfSvZv- nvfW/A`tcP

nvfW/tbtMvmtqkb cR± Ae `` nvfW/j `ğ AvtjvPbvi cwiYvZ wKfite mKj ctÿi Rb` mššlRbK ntZ cvti, tmB cKq:jtjvK cixÿv Kti | iRvi wdkvi I DBij qvg Dti¹⁰ Zti`i gj- eB ŐMUs UyBtqm: tbtMvmtqUs A`vMgU DB_AvD>U wWfs Bb (Getting to Yes: Negotiating Agreement without Giving In- G Zviv t`wLqtQb th, hw` AvtjvPbv ŐAe`vbRwbZ `iKl vKw/cwRkbvj evMšsŐ-Gi I ci wfiE Kti nq, Zvtj Avkv Kiv hvq Rq-civRtqi djvdj Avmte| Aek` Zti`i gZev` AvtjvPbvi `wofwzK tK>`Kti MvZ Ges Zv Rtqi w`tK amez Kti | Gi Pviw gj-bwZ itqtQ:

mgm`v t`tK gublyK Avjv`v Kiv: GB m`uK@ ntjv thtKvtrv ev`e ŐŐ t`tK RbMY I mgm`vK Avjv`v Kiv| mgm`v t`tK m`uK@K Avjv`v Kitj, Avcwb fÿ thvMvthvMi m`ebvK Kwgtq t`b Ges GtÿtI AvteM tbiZevPKfite AvtjvPbvK cfiweZ Kti | GKw fvtjv m`uK`vctbi Rb`B Avcwb Avmtj AvtjvPbv tPtqtQb| m`uK@ mgm`v, tjvK tgvKvtejv Kiab, hw` tm, tjv we`gub `vK, mgm`v, tjvK Avjv`v fite wPvyZ Kiab|

Ae`vb bq, `t`P cZ tRvi w`b: `r`ntjv AššbZ B`Qv, DfOM, Pvl qv, gj`teva ev fq| `r`gublyK AbtçŐYv t`q, wKŠ`e`w` gubly teuki fivM mgqB GKw Ae`vbK aviY Kti | AššK t`tki Ae`vb `vK ŐAvgiv mšymt`i mvt_ AvtjvPbv Kitev bŐ| Gwv GK aššbi Ae`vb tbiqv, wKŠ` Gi AššbZ `r` e`w`MZ wivcEivRwbZ DfOM I ftqi mvt_ RwoZ| ŐtŐi mgq, GKK I `jMZfite GKw ivŐ`GKB Ae`vb `vK Ges ZLb Ae`vb wbtq AvtjvPbvq Avtcvl KitZ KwB ntq hvq| Ae`vb, tjvi tcQtb bvbvea `r`RwoZ `vK Ges `t`P Dci gtbtvM cŐvb Kitj AvtjvPKiv MhYthvM` mgvavtbi mthvM cvq|

cvi`uviK jvtfi Df`tk` wKí`Zvi: GtÿtI cŐqvRb mRbkjZv I wKí ewgEvi e`envi, hv Dfqtÿi Rb` MhYthvM` nte| gÿ wPšli So c`wZ cŐqM Kti AvtjvPKt`i wKí gj`vqbi chq t`tK wKí`Zvi i chq, tjvK Avjv`v KitZ nte| DfqtÿiK wKí m`ebvi m`e`w` K, tjv m`uMvZ KitZ nte Ges GtÿtI iayGkU wKí i AbvŐvb Kitj Pj te bv| DfqtÿiK Ggb wKŐwKí wbtq fvetZ nte hv Ab` cÿtK mšš Kite|

Df`tk`i cZ tRvi t`lqv ev cvi`uviK MhYthvM` gub`Đ wbiçY: AššK mgq m`e`w` KtqKw cŐwzK gub`Đ wPvyZ Kiv hvq, hvi gva`tg cÿ, tjv AvtjvPbvi Pw`i mZZv I MhYthvM`Zv gj`vqb KitZ cvti | thfite AvtjvPKiv wKí wbtq fite, tmBfiteB gub`Đ wbtq teBb ÷g`KitZ cvti |

wdkvi Ges Dti (Fisher and Ury) wGwG (BATNA) bvtgi GKw aviYv Ztj atitQb| Gi ctÿi dg`ntjv - te ÷ AbvitiwUf UzAv tbtMvmtqtUW A`vMgU (AvtjvPbvi Rb` Pw`i tmiv wKí)| wKí t`tK evŐvBtqi gta` cv`R` itqtQ- Gw GKw m`e`w` c`ÿçtK wbt`R` Kti hw` Avcwb AvtjvPbv tKvtrv Pw`tZ tcŐtZ bv cvtib| BATNA KvR Kti Pevšielq wbtq Ges AvtjvPbv Avt`š tmiv wKí ntZ cvti wKbv, tmB welq wbaŐY KitZ mrvh` Kti | BATNA e`envi DcthvMx Kivi Rb`, AvtjvPKt`i BATNA - i Lip I m`eav, tjv w`tkY KitZ nte Ges Gi w`e`x Lip I m`eav, tjvi w`tkI gj`vqb KitZ nte| hw`

¹⁰ Roger Fisher / William Ury (1991): Getting to Yes. Negotiating an Agreement without giving in. (Second Edition) New York, USA: Penguin Books

e³ ev `j MZ chq t₁K gtb Kiv nq Pevš¹el¹Ui t¹ŷ¹Ā Ab¹vb¹ c¹x¹WZ (thgb: ag¹U, minsmZv, AvBib
weK¹) e¹en¹vi K¹ti K¹vR K¹iZ c¹v¹i, Zvnt¹j Zv¹iv tmB c¹x¹WZ₁ t¹j vB e¹en¹vi K¹i¹te, G¹t¹ŷ¹Ā Av¹t¹j vP¹b¹vi Rb¹
t¹K¹v¹t¹b¹v mgevq g¹t¹W¹j e¹en¹vi K¹i¹te b¹v| GB c¹ŷ¹leb¹vi b¹x¹WZg¹v¹vi Av¹t¹j vP¹b¹vq tek w¹K¹Oz¹m¹g¹re¹x¹Z¹v w¹e¹g¹v¹b|
c¹ŷ¹g¹Z, G¹U w¹b¹v¹ŷ¹ t¹K¹v¹t¹b¹v Av¹t¹j vP¹b¹vi m¹is¹w¹Z¹K av¹Y¹v| w¹OZ¹x¹q¹Z, GB c¹ŷ¹leb¹U t¹K¹v¹t¹b¹v ŷ¹g¹Z¹vq¹t¹bi
w¹K¹₁ t¹j v¹t¹K ev ŷ¹g¹Z¹vi ¹el¹g¹t¹K w¹e¹teP¹b¹v K¹ti b¹v| (3.5-G 0¹ŷ¹ i¹fc¹vš¹t¹i i¹K¹v¹v¹t¹g¹v Aa¹v¹q t¹L¹b)



Avtj vPbvi gva`tg 0t0i mgtSvZv c×vZ

DtI k`mgn

- tgsij K 0t0i Avtj vPbv Abkxj b Kiv

veeiY

mnthvMxi mnvnh` wbtq tRvovq tRvovq AskMhYKvix Avtj vPbv c0uqmU c0tZi Rb` GB Abkxj bWU Kite| wKozw Kwb` Rbvj-K c0k0 gva`tg Zviv Zvt`i `^_© Ae`vbi evBti t`tK KvR Kivi `upn Ges fqtk c0Zdij Z Kite| GQvovl, Zvt`i `wofw/2 c0Zdij Z KitZ Ges wbtRt` itK Ab`i gta` Ztj aivi Rb` wRtAm Kiv nte| Gi gva`tg Zviv nrfwP gZet`i wKozj-bwZi c0qvm KitZ cri te|

Kvhavi

AskMhYKvixiv tRvovq fim nte

c0g avc:

GKRb AskMhYKvixK ejv nte:

Avtj vPbvi gva`tg tKvbn GKwU cwiw`wZi cwieZ0 KitZ Pvb Ggb GKwU wltq fveky| Avcbvi mnthvMxi mnvqZvq wbtw03 Avtj vPbv c0Z Kiab:

- Avcbvi `^_© fq Kx Kx?
- Ab` cy,tjvi `^_© fq Kx Kx ntZ citi?
- GB cwiw`wZi gta` t`tK Avcb Avt`S Kx Pvb?
- mtePP Dcvq Kx Zv cvl qvi Rb`?

mnthvMxi mvt_ wgvj tq t`Lly:

- metPtq Av`k0ev`e cwiw`wZ Kx ntZ citi mgvavbi Rb`?

w0Zxq avc:

KvRwU Kivi 15 wgvbu ci mnthvMxK wbtRi KvR w`tq ZvtK tmwU KitZ t`lqv Ges GtjtI wbtR mnthvMx ntq mnvqZv Kiv Dvij wLZ wbt`Rvej x Abjviti |

ZZxq avc:

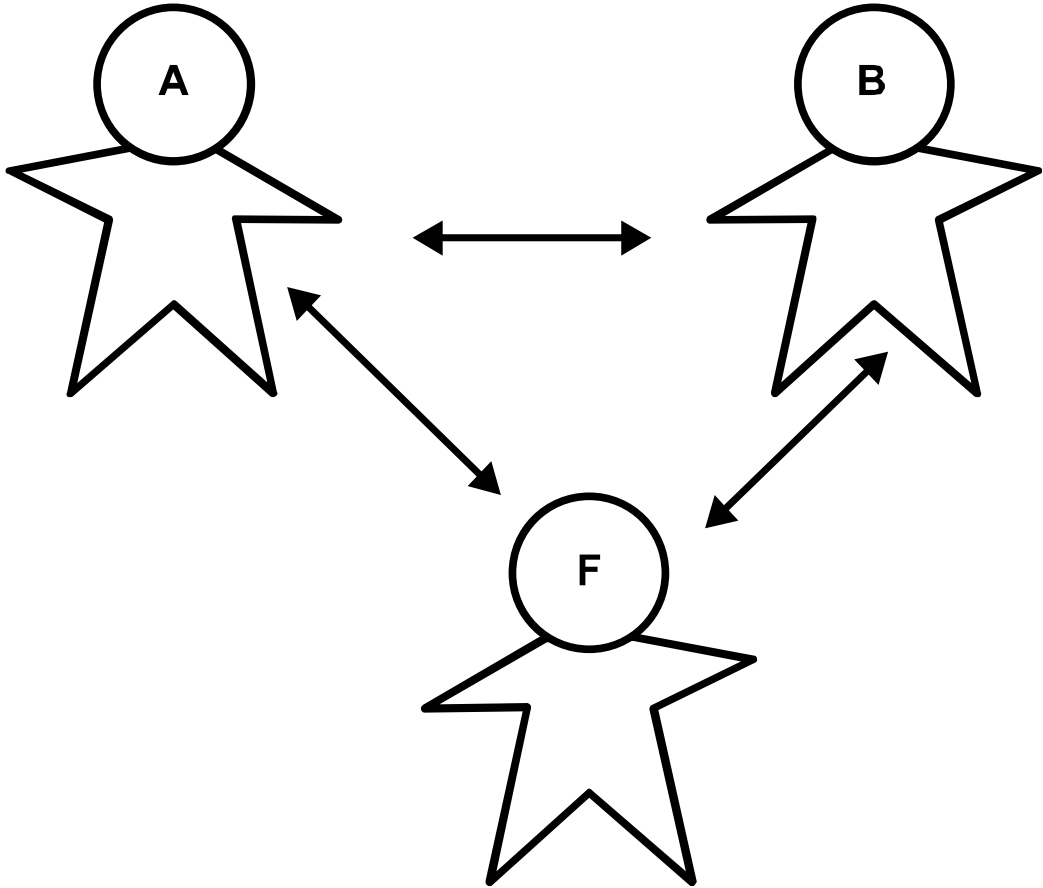
cY0fite c0kyKt`i Aek`B Abkxj tbi wbtw03 c0k0tjv enStq w`tZ nte:

- Avcb Kx Avtj vPbvi Rb` mevZK fite c0Z?
- Avcbvi c0wZi Avek`KZv KZUv?
- tKvb `yZvq wbtRtK DbwZ Kiv DvPZ?

3.11 d'vmmij tUkb

d'vmmij tUkb i msÁv Ges 0t0i mvdjt "i civDw mrvqZvq wbt`kfej x wbtq GB Aa`vtq Avgiv Avtj vPbv Kitev| 00 ifcvsšii GB cxwZwU Abkxjtbi Rb" Avgiv civgk`B th, thLvfb mrvqZvKvix`i `j wbtRt`i gta" tiytcøGi gta" w tq `tj wguUstq 00 tgvKvtejq fvgKv ivLtz cvti | GB 00 tKvfbv Kvi wK `k" ev ev`e NUbv t`K AskMhYKvixiv tkqvi Ki tZ cvti |

d'vmmij tUkb Kx?
d'vmmij tUkb ntjv ZZxq ctji 0vrv MhYthvM" GKwU `enkó", hv 0t0i mvt_ msvk0 cy`tj vtKthvMvthvM Ges/ev Avtj vPbv gtZv `i azcYqel tq cwi Pvj brq mrvh" Kti `vtK |





0:0 ibimtb d'umuj tUkb Kivi bwiZgyjv

1. ibtRi figKv I DfIk" mautK uo aviYv_vKv

GKRb mnvqZvKvix intmte, uo aviYv_vKtZ nte Avcbvi figKv tKvb tytT AvtQ Ges tKvb tytT tbB| Avcbvi gj- KvR nt"Q ibtRi tKvtrv cKvti i gZvgZ bv w tq D³ Bmywtq thvMthvMi e'vcvti Avtj vPbv Kiv| Avcbvi DfIk" _vKte e'e'vcbv Kiv Ges Ggb GKw cwi tetki mo Kiv thLvrb miz"Kiv fite, tKvtrv cKvti i cZKj-Zv QvovB cy, tjvi gta" wfbagZvgtZi Av`vb-cv vbi e'e'v Kiv|

GKRb mnvqZvKvix intmte, Avcub mautY^ccuqvi Rb" `vqx wKs' th w el qe'` wbtq Avtj vPbv nte Zv wbtq `vqx bb| Avcub hw mnvqZvKvix `j fZ GKRb ntq _vKb, Zvntj AvtM t_tKB mn-mnvqZvKvixi figKv I DfIk" mgr tRtb ivLv GKvsl'cuqRbxq| Avt i KuU w el qI , iazcy^qth, AskMAYKvix` i GB mg`l figKv I DfIk" mgr Rwbq t` l qv Ges tLqj Kiv Zviv w el qU Avt`S eStZ tctitQ wKbv Ges GB w el tq Zv` i mngZ tbi qv|

2. AskMAYKvix` i figKv wPyZ KitZ mnv" Kiv

eZv`b `tj i mvt_ Kvtrv mgq, Avcub memgq tPov Kitb w el tqi msukw e'w³t` i mvt_ AvtM mryvr Kti Zv` i DfIk" , tjv wK KitZ mnvqZv Kiv| GB KvRuU Kitj `j Avtiv wbtRt` i Kvtrv mvt_ msukwZv cvte Ges ctjv cuqwuTz mnvqZv Kivq D³ w eZ nte| th tKvtrv cwi w`wZtZ, me DfIk" mautj Z GKw w e wZ _vKte GK`g i iat_tKB, Guv mevBtK gtb Kwitq w te tKb Zviv GLvrb GtmTQ| Zviv nqtZev Zv` i w K t_tK tKvtrv Dcj wätk Dc`vcv KitZ cvti, ctji Ae`vb wPyZ KitZ cvti, AvMvg wbePtb i Rb" tfvtU Rqx ntZ cvti, f w el tZi Rb" cwi Kibv KitZ cvti ev wbr`^gZvgZ cvv b KitZ cvti | GB DfIk" , tjv Kx cy, tjvi j ty` i mvt_ mvgAm`cy?

3. D³ cuqvi wbgvejxi mvt_ AskMAYKvix` i mngZ tcvlY Kiv

Zv` i w Kubt` Rbv `Zvitz meZK mnv" Kiv thUv Zviv wbtRt` i Dbwzi Rb" KitQ Ges cuqvi Pj vKuj xb w el qU gvb" Kiv| AvtMB tRtb tbi qv Ges uofite eSt tbi qv Kxfite tKvtrv Amvav tgvKvtejv KitZ nq|

- Kxfite GKRb eSt te tm wbtRi e³e" Ztj aitZ Pvq Ges tK ZvTK tmB mshvMuU `Zvi Kti w te? tK wvsl'wte wbgq j •Nb Kiv ntqtQ?
- GKRb mnvqZvKvix intmte AvtMB tftte wbb D³ cwi w`wZtZ Avcub Kx KitZb| Ab`vb" e'w³iv Avcbvi mn`mvgvTK ckw x KitZ cvti | ZLb Avcub Kxfite e³e" Ztj aiteb?
- Avcub uofite Rvrb tK wbgZ wK Kti w`tqtQ, Guv Rvbtj Avcub ej tZ cviteb ctjv `j w el qU i mvt_ mautj cKvk KtitQ ev tKvtrv cwi Kibv KwguU w el qU wbtq Zv` i wvsl'w`tqtQ?
- Avcub Kx mte" wbgq cwi eZbi Rb" wbtR t_tK Avtj vPbv KitQb? hw Ktib, Zvntj Kxfite? me mautjZv t g bv mKtj i tfvtU ev Kx Dcvtq?

- GKRb t`~QvmeþKi cŁZµqvri mrvth`i cŁqvRb itqtQ GUV eSvi Rb` Kxfvte GB ubqg, tjv Kvr Kti/KitQ?

4. AskMÅYKvix` i Drmn Kiv GtK AcitK gtbvthvM w` tq tkubv

ivR%bwZK Kt_vcK_tbi cŁZ gvbyi tkubvi AvMh cŁqkB Kg_vtK - GUVtK ejv nq ðemati i msjvc0/hLb GKRb K_v etj b, tmB mgtq AvtiKRb cŁwZ wbtZ_vtKb Kx K_v etjeb Ges Zviv`i aywbtRt`i wtvaxZvi msjvc, tjbv`i t`b_vtKb| GB Ae`vi cwieZtbi Rb`, gvbyt`i GtK Actii K_v Avmtj B gb w`tq`i btZ nte Ges Abye KitZ nte Acirb Kx ejtQ| mnvqZvKvix wntmte, Avcbvi wKQzavi Yv_vKtZ nte Kxfvte gvbytK e³e` tkubvthvri Rb` DrmnvZ Kiv hvq| wKQzDcvq itqtQ gvbytK e³e` tkubvthvri Rb` AbgÅYZ KitZ:

- c`vvtDwRs/kāvštī cKvk, thgb: tLqvj Kiv Ab`iv Kx ejtQ Ges Zvt`iK tkubvthvri Zviv Avmtj B Kx etjStQ- thgb: Avcub Kx ejtZ Pvb..?0
- mrvaiY wvq ev cv_R`MZ wvltqi lci ctqvU Kiv;
- Ggb cKæKiv hv e`w³MZ bv ntq `jxq weewZ nq, hv` tkvthv` gZv_vtK- thgb: ðAvcub wK memgq GB gZvgZtKB Mh` Ktib?0 ev ðtKvb AwfÁZvi Avtj vtK Avcub ejtQb?0
- Bmý,tjvi wvltq AwfÁZv l AbywZtK clavb` t`lqv N` thgb: ðGUV mwZ`B Zvt`i Rb` AmvavRbK.. KóKi.. AbtC0 Yvgj-K0
- mnvbywZ- t`Lvthv GtK Atb`i AbywZi cŁZ; wbtRi cŁZ mnvbywZkij nlqv Ges Ab`tKl mnvbywZkij ntZ AbtC0 Yv tRvMvthv- thgb: ðAvcub wK eStZ cvtib Ab`Rtbi tKgb AbywZ nt`Q?0

AtbK Pic mtEj, GKRb mnvqZvKvix hv KitZ nte Zv ntjv, wbtRi tPvL l AbywZ w`tq cŁZ`K e³vi fve Abgveb Kiv Ges cŁZ`K tkŁZv wvltqv Kxfvte wbtqtQ Zv tLqvj Kiv| hv` mæe nq, Zvntj mn-mnvqZvKvixi cŁqvRb ntZ cvti th t`Lte KZ mgq cvi ntqtQ, cŁµqv KZ`i Ges tvtU wj tL ivLte hLb Avcub mævY`Avtj vPbv l wvltqv gtbvthvM mnKviti`i btQb|

5. Kwb AbywZ e³ Kivi tytĭ tKškj Aej`b Kiv

Kwb AbywZ, tjbv tgvKutejv Kivi tytĭ cŁg c`tycB ntjv wvltqvLi cŁZ j`y` ivLv| GKRb mnvqZvKvix wntmte, GB `p AbywZ, tjbv th mstKZ, tjbv wbt`R t`q Zvi cŁZ gtbvthvMx nlqv| Gici,

- AbywZ e³ Kivi GKwU wvvc` c_ evZtj t`lqv, Zvt`i Dbš cKæKiv hvZ Zviv tkvthvri Pvc Abye bv Kti wbtRt`i gtbi K_v Ztj aitZ cvti (thgb: Avcub Kx ejtZ cviteb D³ wvltq tKgb cŁZµqv RwbttQb?0 ev tkvthvri dtgU ev MVbcv`vjx cŁvb Kiv thLvthv GKRb KvvtgMvZfite wR AbywZ e³ KitZ cvti, thgb: Avcub hLb GB K_wU etj wQtb.. Kvi Y..);
- hv` mæe nq Zvntj Ggb wKQzgvbytK Rtov Kiv hviv AbywZ e³ KitZ D0x Kite wKš`GKB AbywZi GKwvK Awf`w³tK cKvk KitZ w`te bv;
- AvµgYvZK AvteM, tjtK `gZvq ifcvštīi w`tK amvZ Kivi Dcvq tei Kivi tPov Kiv, D`vniY`tfc, ivM AtbK mgq KvDtK Kó ev `tL w`tZ cvti, fq AtbKtytĭ `gZvtK Ztj ati

ev ýgZvnxZtK cKvk Kti; uKš' KvDtkB tenk Svk tbi qvi cZ Avn'vb Rvbtbv Abkj- nte br tm hw AvtM t_tK cwi w-wzi ukKvi ntq_vtK; Avcb Zvt` i mshvM Kti w_tZ cvtib; ZvivB wmxvšl wte wqlw MhY Ki te uK Ki te br;

- metPtq Dchý ntv th`yLfvivvšl tm wbtRB Zvi Abvz e⁻³ Kitj, GKRB mnvqZvKvix tKvtr tKvtr tytT tMvxi gta` Qwotq_vKv AvteM_tjvtK tgšwLKfvte Dc`vcb KitZ cvti (thgb- òtm hv etj tQ- AvgvtK AcŃZ Kti tdjtQ, KviY D³ wqlw KtqKRtbi Rb` GLvrb AcŃZKi ntZ cvtiŃ)
- tKvtr aitbi c'vijvj Abvzi D`q ntZ cvti Ges tmme Dc`vctbi mshvM mwp ntZ cvti- uKš' tPov KitZ nte GKB mgtq GBme wqlq_tjvtK tgvKvtejv Kiv, GtK Atb`i Abvzi Dci gtbvthvMx nl qvi cZ kc_ Kiv;
- gvbwKfvte, hw` mæ nq AskMhYKvix` i DvPZ nte GtK Acti Abvzi cZ kkvkxj nl qv, Zvt` i mivjv l wbt`ki tKvtr cKvi n`tyc br Kti, hZyY cŃqvRb br nq;
- Avcbri wbtRi AvteM uKfvte cŃvmeZ ntZ cvti, tmB wltq mPZb_vKv|

Abvz l AvfÁZv wbtq Avjvc Avgvt` i ga`Kvi Ae`vbRvBZ RvUj Zv t_tK gy` Kti Ges GKvšl cŃqvRb mspvšl wltqi l ci gtbvthvMx Kti tZvtj | Ń`jxq Ae`vbŃ- tK AvZvug Kti mZZvi w_tK avvZ ntj mnthvMzv l A-cŃZcymjyf AvPiYRvBZ Avjvtci w_tK AMhni nl qv hvq, GtytT tKvtr tKšktj i Rq NtU br| Dbý cKvceAskMhYKvix` i fivel`Z Kvhpq wbaftY mnvqZv Kti ev bZb mshvMh Dtbh NUvq hv mevi cŃqvRb cŃY mnvqK|

Source:

Simon Fisher / Vesna Matović / Bridget Ann Walker / Dylan Matthews (2020): Working with Conflict 2. Skills and Strategies for Action. London: United Kingdom: ZED Books, pp. 136-138.

3.12 ga''Zv

GB Aa'vtq Avgiv iiaæ Kie ga''Zv I Gi cvPnU avtci g#Wj w`tq, hv ga''vi c#uqv#K wef³ Kti#Q/ c#ZuU ga''Zvi avt# g#bv#hvM t`l qv n#q#Q we`lwi Zfi#e we#fbaKvh#Vj xi lci |

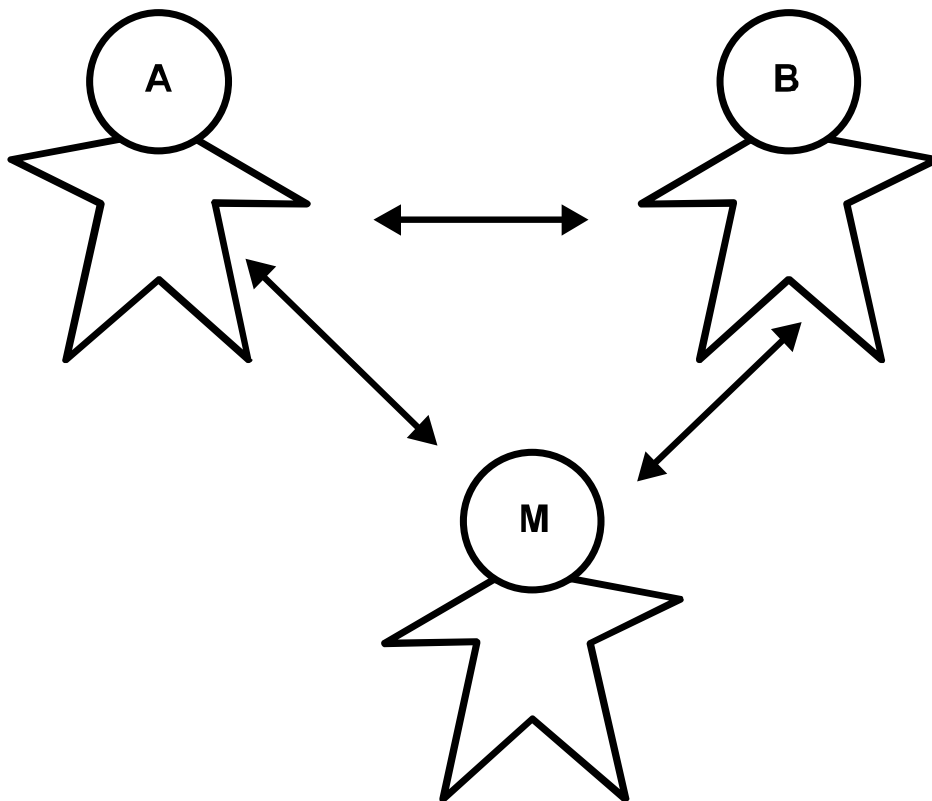
GB 0#0 ifc#š#i c#x#Z Ab#xjb KitZ Avgiv civgk[©]t`B th, `tji g#a" ti#j#t#Gi gra'tg ga''ZvKvix#`i 0#0i Ggb cwi#w`iZ w#tq KvR Kiv hv L#B RuUj, thgb: e#w³MZ ch#q 0#0i we#iva w#tq `# e#w³i g#a" K_v KvUvKwU |

ga''Zv Kx?

Avtj vPbvi m#thvMx n#jv ga''Zv | GuU GKwU KvV#tgvMZ c#uqv hv w#it#y ZZxq c#y#i tKv#b#v#fc w#x#v#š#i M#t#Yi GLwZqvi Qvov KZ#y w#t#e c#y_#tj v#K m#thvMZv Kiv nq thLv#b G#K Acti i m#t_ Avtj vPbvi gra'tg cvi`u#vi K M#Y#thvM" P#³ w#t#e Dc`w#Z nq |

ga''Zvi gj- Pw#KwW n#jv GLv#b AskM#Y GK`g t`^Ovq n#q_#v#K Ges th#Kv#b#v c#y th#Kv#b#v mgq Zv ew#Zj KitZ cv#i |

GKRb ga''ZvKvix `# c#y#i g#a" thvM#thv#Mi m#Yg c_#evZ#j t`l qvi`w#q#Z; w#t#Z cv#i | GLv#b th#Kv#b#v cwi#w`iZi Rb" `# c#y#B`v#q#_#v#K | 0#0i mgq ga''ZvKvix tKv#b#v civgk[©] t`q bv w#K#š`thvM#thv#Mi c#uqv Zj w#b#Z Kti |





ga''Zv cǝɣvi 5wɔ avc

-
1. fɪgKv ⇒ m̄y' cwi w' wZ 'Zwi Kiv
 ⇒ ga''ZvKvix wntmte wbtRtK Dc'rcb Kiv
 ⇒ c̄y, t̄jvi gta'' Avcbvi thvMthvM KZUv Zv we'wv Z Zt̄j aiv
 ⇒ ga''Zvi cǝɣvi I ga''ZvKvixi fɪgKv Zt̄j aiv
 ⇒ Db̄t̄ c̄k̄t̄j v' úo Kiv
 ⇒ mKj c̄y t' t̄K w̄b̄w̄Z nI qv ga''Zv Kivi Rb''
-
2. cǝZw c̄t̄yi ⇒ mKj c̄y t̄K ga''Zvi avi Yvi m̄t' GKt̄I h̄y Kiab, thb Ab'' c̄y wntmte Zviv
 Dcj wä Avcbv̄t̄K tkv̄tb
 ⇒ thvMthv̄t̄Mi n̄wZqv m̄ḡ c̄vi v̄t̄d̄w̄Rs/k̄ā̄v̄š̄t̄i c̄k̄v̄k, w̄gi w̄is/c̄ǝZd̄w̄j Z Kiv,
 m̄vḡv̄v̄B̄w̄Rs/m̄s̄w̄ȳB̄Ki Y I w̄i t̄d̄w̄gs/c̄t̄jM̄w̄Z Kiv e'envi Kiab
 ⇒ Ab'' c̄t̄y c̄k̄e' úoKi t̄yi Ab̄ḡw̄Z w̄b
 ⇒ Ab'' c̄y Kx eš̄t̄Z t̄c̄t̄i t̄Q, t̄mB c̄ǝZw̄ɣv Rv̄b̄y (h̄w' m̄æ nq)
 ⇒ th Bm̄y, t̄j v' ōt̄ōi ḡj- Kvi Y Zv w̄P̄w̄ȳZ Kiab
 ⇒ i v̄oM̄Z c̄v' R'' w̄K̄š' m̄v̄v̄i Y w̄f̄w̄E Av̄t̄Q, Ggb t̄y t̄I' t̄' ō' w̄ntmte f̄w̄M Kiab
-
3. Ab̄ḡw̄v̄b ⇒ cǝZw c̄t̄yi t̄c̄ȳv̄c̄U Ab̄ḡw̄v̄b Kiv
 ⇒ cǝZw c̄t̄yi Ae'v̄b, t̄' ō' c̄ǝq̄v̄R̄b̄x̄Zv Zt̄j aiv
 ⇒ f̄w̄el t̄Zi Rb'' c̄y, t̄j v̄t̄K Ab̄ḡw̄v̄Z Kiv Ges Dr̄m̄v̄n c̄v̄v̄b Kiv
 ⇒ c̄t̄ȳv̄q m̄i v̄m̄i thvMthv̄t̄Mi w̄f̄w̄E 'Zwi Kiv c̄y, t̄jvi gta'' (w̄e t̄Kl K̄t̄i hLb
 t̄Kv̄t̄v̄ B̄w̄Zev̄PK m̄v̄ov Av̄t̄m)
 ⇒ Ab'' c̄y Kx eš̄t̄Z t̄c̄t̄i t̄Q, t̄mB c̄ǝZw̄ɣv w̄R̄t̄Ám Kiv
-
4. m̄ḡv̄v̄b̄m̄ḡn ⇒ c̄vi t̄' w̄v̄i K j v̄t̄fi t̄y t̄' t̄j v̄t̄Z w̄e K̄i' 'Zwi Kiv, thgb: e' w̄M̄Z f̄v̄t̄e ev
 j̄ M̄Z f̄v̄t̄e c̄y, t̄j v̄t̄K w̄b̄t̄q t̄e B̄b ÷ ḡ' Kiv
 ⇒ w̄e K̄i' , t̄j v' Av̄t̄j v̄P̄v̄ I c̄ix̄ȳv̄ Kiv
 ⇒ c̄ŵm̄w̄zK w̄e K̄i' , t̄j v' ev̄Qv̄B Kiv
-
5. P̄w̄š ⇒ w̄b̄e P̄Z w̄el q̄v̄ej x̄ w̄j w̄LZ f̄v̄t̄e i v̄Lv
 ⇒ t̄Lq̄j i v̄Lv cǝZw c̄y m̄s̄ȳZ w̄ t̄q̄t̄Q w̄K̄bv Ges Zv t̄' i m̄e t̄P̄t̄q Av̄t̄j w̄PZ w̄el q̄v̄U
 Zt̄j aiv n̄t̄q̄t̄Q w̄K̄bv
 ⇒ h̄w' P̄w̄š me c̄t̄yi gta'' Kiv n̄t̄q' v̄t̄K, Zv̄nt̄j GKUv w̄b̄w̄' ō' m̄ḡt̄q̄i c̄i Zv
 Avev̄i t̄' Lv
 ⇒ mKj c̄t̄yi w̄b̄KU P̄ev̄š̄ P̄w̄š c̄I c̄t̄o t̄k̄v̄v̄t̄v̄
 ⇒ cǝZw c̄t̄yi t̄' ȳi M̄h̄Y I P̄w̄š c̄I c̄v̄l qv
 ⇒ c̄k̄s̄m̄v̄m̄PK Av̄j v̄t̄ci ḡv̄a' t̄g ōt̄ōi w̄b̄' ō' w̄E Kiv
-

Source:

Based on Christoph Besemer (1993): Mediation – Vermittlung in Konflikten.



00 nel t q ga''Zv

Dt'ik'mgn

- 00 nel t q mvari Y ga''Zv nel q, t j v Abjxj b Kiv

veei Y

tKv t b v 00 cwi w w z t z AskMhYKvixiv tiv j t c-Gi mthvM t c t j ga''ZvKvix wntmte w b i t c y f i t e K v R K i t e | AskMhYKvix t i g t a t t K ` B R b ga''ZvKvix wntmte w b t R t i Z t j a i t e, A c i ` B R b 00 m s i k o c y n t e A v i ` B e v Z t z w a K e i r 3 G L v t b c h f e y t K i f u g K v c v j b K i t e | ga''ZvKvix g j - Z ga''Zvi c v P u a v c t K A b y i Y K i t e G e s G O v o l t h v M t h v t M i n n i Z q v i m g n c v i v t d m R s / k a v s t i c K v k, w g i w s / c a z d w j Z K i v, m v g v i v B u R s / m s i y b K i Y l w i t d w g s / c b M w Z K i v e e n v i K i t e | G B A a v t q Z t j a i v n t e G K R b ga''ZvKvix w K f i t e c a z K j - Z i t K t g v K v t e j v m i v m i c y t c a z w o z K i t z G e s 0 t 0 i m v t _ R i o z c y, t j v i g t a M V b g j - K t h v M t h v t M i e e v K t i |

Kv h a v i v

G u v c o l e K i v n q t h, ga''Zvi nel q u A b j x j t b i R b " G g b G K u u t K B m w b t q A M h i n l q v h v Z z b v g j - K f i t e R u l j, t h g b: e i r 3 c h f e q 0 0 i t q t 0 G g b ` B c y t K e v Q v B K i v | G B t K t m i D v n i Y, t j v A s k M h Y K v i x t i g t a t t K t l q v t h t z c v t i (t h g b: A s m k M h Y K v i x i v t R v o v q K v R K i v i m g q A a v q 3.11 G i 0 0 t 0 i A v t j v P b v 0 - t K Z t j a i t z c v t i) e v c a k y K i v w b t R t i A w f A Z v i A v t j v t K t K v t b v t K m w t z c v t i e v ga''Zvi w K u b t R b v c o v b K i t z c v t i | w K o z w b i t c y Z i g j - K k a e e n v i K t i G t y t A G K R b c a k y K A s k M h Y K v i x t i D 3 ` k v q b e v s t q w t z c v t i |

G u u i v D t U K g c t y ` B R b ga''ZvKvix v K t e h v i v 00 m s i k o ` B c t y i g t a e v Z t z w a K c h f e y K t i P u 3 K i t e | ga''ZvKvix t i D r m m n Z K i v n t e ga''Zvi c v P u a v c t K A b y i Y K i t z G e s c h f e q m t g c a z u u a v c m a u b a e K i t z |

G i c i, ga''ZvKvixiv Z v t i ` t j w g t j G B c h f e q m t g c a z u u a v c m a u b a e K i t z w K o z m g t q i c o w z w b t e |

c o g a v c:

G L b ga''ZvKvix t i ` j t t K ga''Zv m a u t K G K u u m j m v z f u g K v c o v b K i t e | G i c i m s i k o c a z u u c y t K A v g s y R i v b t e 0 0 w b t q Z v t i a v i Y v m e v i m v t _ t k q v i K i v i R b | G B t y t A ga''ZvKvix m s i y b v e e i Y x w t q G B a v c m a u b a e K i t e h v t z w o z x q a v t c i R b h t o m g q c v l q v h v q |

w o z i q a v c:

20-30 w g u b U c i ga''ZvKvixi t i v j t c a t K e U K i t z e j t e c a k y K G e s c y i v q c t j i v n e l q u A v t j v P b v K i t e | c o g z, c a k y K ga''ZvKvix t K A v g s y R i v b t e G B t i v j t c a K t i Z v t i A w f A Z v m e v i m v g t b D c v c b K i t z G e s 0 t 0 i m v t _ R i o z

cýt`i l thMvthvM Mi nviZqvi ctqvM i týt`i Zv`i Kx Amvavi m`yab ntZ ntqtQ tmB melquU Ztj aitZ ejv nte| wZxqZ, AskMhYKvi`i gta` hvin 0:0 msik0 ctj RwoZ uQj, Zv`i wRtAm Kiv nte GB ctjiv ga`Zvi ctjivq Zv`i tKgb AwfÁZv mÁq ntqtQ, GUV wK Avt`š mjevRbK uQj wK uQj bv| cwi`ktl, chfeyKiv e`3 Kite wKfite KvRwU m`ubaeKitZ ga`Zvi wvfbvavtc chfeyKiv Kiv ntqtQ|

hiv` mgq _vtK, ga`Zvi wZxq ivDÜ`i iæKiv thtZ cvti, Gýt`i GKB ev Ab` AskMhYKvi`i ga`ZviKiv wntmte tivj tcaKitZ cvti | Zvi cti l metPtq fvtjv nq hiv` Ab` Avtiv e`w`f`i tivj tcaGi m`hvm t`l qv nq ga`Zvi `yZv ew`i Rb`| wKQzmgq w`tZ nte cÜwZ tbi qvi Rb` thgb: ga`ZviKiv`i bZb tKškj `Zvi Kivi Rb`| thLv`b ctjiv ctjivq tkl ntqtQ Zvici t`tK wZxq ivDÜ`i iæKitZ nte ev figKv ce`Avevi KitZ PvBtj cyivq ctjiv ctjivq iæKitZ nte tenk Abkxj tbi ctjiv Rb` ntj | th tKv`bv cwi`wZtZ, cwi`c`fite ctjiv melquU mevi gta` Avevi Ztj aitZ nte|

ZZxq avc:

wi`ctvU` ci, Aa`vtq melqvejxi mvi gg`l wFRyqv vBR cÜkyK cÜvb Kite| thgb: th mg`l mvari Y evavi m`yab nq ga`ZviKiv, tm`tjv Zvij Kv f` Kiv Ges D`3 cwi`wZtZ tmB evav tgvKvtejv Kivi Rb` tKškj mgn`msMh Kiv|

cwi`ktl, cÜkyK ab`ev` Ávcb l Awfb`b Rv`vte ga`ZviKiv`i Awf`bZv wntmte Zv`i Kvh`tq l AvZ`cÜZdj tbi Rb` Ges chfeyKiv`i l Zv`i cÜw`uqv cÜv`tbi Rb` ab`ev` Ávcb l Awfb`b Rv`vte|

GUV LyB `iaZc`mKj AskMhYKvi`i Zv`i figKv m`utK`tbZZj.t`l qv, hv Zv`i GB ctjiv Avtelc`AwfÁZv cieZ`tmk`b tKv`bv cKvi c`f`meZ KitZ bv cvti |

wEKi mgn`wfb`v

Dij wLZ 0t0i `k`vqY Kv`wbK ev ev`wv`EK ntZ cvti | AskMhYKvi`i AwfÁZvi Avtj vtK Aek` Avtiv RvUj cwi`wZi `k`vqY Kiv thtZ cvti, thgb: Avtiv Awf`bZv`i h`y` Kti `j ev mivm`RK chfeyKiv 0t0i ifc Ztj aiv|

`j wU QqR`b fivM ntZ cvti hv`Z Kti Avtiv AskMhYKvi`i ga`Zvi `yZv ew`i KitZ cvti | cÜw`u `tj Aek`B GKRb Kti cÜkyK w`bh`y` _vKtZ nte|

mgqm`gv

tKBM evQvB Kivi Rb` 20-30 wgvU, A`vmvBbtgtU w`b`Ri figKv l cÜwZi Rb` 15-20 wgvU cÜZ ivDÜ`i tivj tcaGi Rb` 20-30 wgvU wi`ctvU` 15-30 wgvU figKv t`tK tei ntq hv`l qv Ges cÜkyK KZR`tkl Kiv

3.13 AZxZtK tgvKtej v

AZxZtK tgvKtej v Kx?

GB c0uqvZ 0t0i mePtq ,iaZcY©mmsmZvgg AZxZtK Ztj ati 0:0 ifcvštii nelquU Dc`icb Kiv nq|

0htxi ci jvL jvL gvbtl i yvZ ntj , ubtRi emmo tQto, nvRvi nvRvi gvbty ubnZ ntj Ges KZ gvbty Zvi uc0RbtK nviq, Avgiv GKUzc0v Nvjtg ejtZ cwi br: Pj Avgiv kwiš c0Z0v Kwi GLb, Avgiv mevB wgtj mgtSvZv Kwi | gvbtl i gtb htxi fqvzv tMtL hvq Ges hv nwi tqtQ Zv KLtbvB fji vi bq ev GtZv mntR uc0tb tdtj Avmvi l bq| Avi KtqK kZ AvmngtK ati tdjv l kwi`it`lqv GtjtT ht_0 bq| htxi cil th yZ `xNp b ati K0 w tqtQ Zvi ubivgg c0qvRb| hZyY br chš Abt`i yZ `xfZ nq, Gi ubivggK Avgiv `xKwZ. w tZ cwi br Ges kTactyi AvLvb l htxi cyvcZ`y eqvb GLtbv RbMtYi gta` Qmotaq itqtQ| (...)

(...) Avgvt`i mgvR KLtbvB kwiš c0Z0vi Rb` ZvrchEY©Ae`vb w tZ ciftiub Ges fiel`tzi mk`;0:0 c0Ztiva KitZ cwiub, hZyY br Avgiv htxi yZtK ubivgg KitZ cvi tev Ges Avgvt`i brtg th Ab`vq nqtqQ tmUvi mZZv c0Z0v KitZ vie mivmwi | Avgvi gtb nq br mjiyvi nelquU ubw0Z Kiv br tMtj Avt`š mevZfRfite kwiš Kvtqg nte Ges b`vtqi c0Z Zvt`i nek0m cYntel

Avgiv hv` tUKmB kwiš c0Z0v KitZ Pvb, Zvtj c0g avtc hy br nl qvi Rb` c0qvRbxq hv Kiv DvPZ ZvB iiaZ KitZ ntel htxi Rb` Avgvt`i ubtRt`i figKvtKI cimjZ KitZ nte- Avgvi Kx KtiwQ, Kx Kwi ub, wfbvite Kx Kiv thZ Ges mePtq ,iaZcY©ntjv D³ mgtq Kx Kitj mePtq fvtjv ntZv hvi dj k0ZtZ kwiš c0Z0v`vqx ifc tcZ|0

-Bfivb dxtbwfK, tmUvi di bbvtqvtj U AvKkb tej tM0-mvvtRt`fv¹¹

GKuU mvgwMK`wofw hv AZxZtK tgvKtej v Kivi Rb` bwiZMZ wfiE DbZ Kiv nqtqQ AvšR0ZK ch0q Ges GuU 1997 mtj BDGb Kvgkb Ab wDg`vb ivBum KZR.Abtjwv Z hv 2005¹² mtj DbwZKiY Kiv nq:

- Rvvi AwaKvi
- b`vtqi AwaKvi
- clyiævtii AwaKvi
- clyiveiE br nl qvi c0Zk0Z

GB PviwU bwiZ e`w³MZ AwaKvtii w`K t_tK fZtFvMwi ch0q Ztj aiv nqtqQ Ges Zvt`i cwi evitK mgvtRi Ask wntmte wPwYZ Kiv nqtqQ Ges AwaKvi ,tjvi gAvj ubw0ZKiYi Rb` iw0f cy t_tK eva`evaKZv itqtQ|

¹¹ Ivana Franović (2014): On CNA Approach to Dealing with the Past. In: Reconciliation?! Training Handbook for Dealing with the Past, Centre for Nonviolent Action Belgrade – Sarajevo, p. 29-30.

¹² UN Commission on Human Rights (2005): Report of the independent expert to update the Set of principles to combat impunity, Diane Orentlicher. Addendum: Updated Set of principles for the protection and promotion of human rights through action to combat impunity. E/CN.4/2005/102/Add.1



Dij mZ avi YmZ KwWtgv hv AZxZi mvt_ tgvKtej vi nelqu Ztj atiq; DmZKi Y Ktiq mBmcm Ges mBm tdWtij m/ciUgU Ae dtib A'vtdqim| GB Pviu bmx AZxZi mvt_ tgvKtej vi neifbae'e`vK t`Lvbn ntqQ Ges mKfite Zv AvstmauK[©] vcb Ktiq Ges GtK Actii ciz KZUv wbfP Kti Zv Ztj aiv ntqQ| Guv es hvq th, 00 ifcristii Ask wntmte AZxZi mvt_ tgvKtej v Kiv GKiu `xNfgqv`x cUqv Ges mmsmZvgg 00tK ciztiva Kivi GiUB Dcvq|

¹³ swisspeace (2016): A Conceptual Framework for Dealing with the Past. Bern: Switzerland.
<https://www.swisspeace.ch/assets/publications/downloads/Essentials/7bdf926517/A-Conceptual-Framework-for-Dealing-with-the-Past-Essential-16-swisspeace.pdf>



eŋʷ e ʷtʷiŋʷUvi: AZxZ tɣvKtejv

Dʷtʷ kʷmgn

- AZxZ tɣvKtejvi PnneKvMmgn ʷbtq Drmvne ʷAK Avtʷj vPbv

weeY

GB e ʷtʷiŋʷUvi Abkxj bʷU AZxZtK tɣvKtejvi cʷuqʷU i iæKivi tʷtʷI gZvgZ Av`vb-cʷvʷbi Rb` ʷ iæZcʷʷʷ Gʷv ʷeʷfbæavi Yvi Rbʷtʷ`q hv AskMʷhYKvi xiv mnʷR mʷʷhʷ nʷZ cvʷti AZxZi mʷt_ tɣvKtejvi Rb` Ges ʷbtʷRʷ i avi YvI tkqvi KiʷZ cvʷti | gʷ- ʷ K_ tʷj vi I ci ce cʷʷqbkZ. Ae ʷtʷbi cʷʷle ʷ tʷq GʷU eyʷtʷq tʷ`q th, Avʷtʷ ʷ tʷKvʷbv mʷMK DĒi tbB Ges AskMʷhYKvi xʷtʷ` i Avgʷʷ Rvʷvʷbv nq ʷ`xʷbfvʷte Zvʷtʷ` i gZvgZ cʷʷvʷbi Rb` |

Kvʷhʷiv

ʷbtʷʷ³ ʷeeʷZ Abjvqʷ cʷkʷyKiv KʷqK tʷu KvMR ʷZwi Kiʷte - ʷfbæʷfbæiʷtʷqʷi KvMR nʷtʷj mʷeav nʷte |

cʷg avc:

GK tʷu KvMR iægi Pvi tʷKvʷvq ʷ tʷZ nʷte Ges cʷo tʷkʷvʷtʷZ nʷte | th ʷeeʷZi mʷt_ AskMʷhYKvi xiv GKgZ tʷvI Y Kiʷte tʷuʷv evQvB KiʷZ ejv nʷte |

ʷʷZxq avc:

cʷkʷyKiv ʷRʷtʷAm Kiʷte AskMʷhYKvi xʷtʷ` i Rb` tʷKb Zvʷv D³ ʷeeʷZʷU evQvB KʷtʷtʷQ | cʷʷZ i vDʷtʷU meri ejvi `i Kvi tbB, ʷKʷʷme ʷeeʷZ mʷʷtʷKʷej tʷZ nʷte |

Avʷtʷi K tʷu KvMR cʷkʷyKʷtʷ` i KʷtʷQ ʷtʷK cʷg I ʷʷZxq avc cʷjvʷeʷĒ Kivi Rb` |

ZZxq avc:

cʷkʷyKʷtʷ` i DʷPZ nʷte Avʷtʷekʷtb AskMʷhYKvi xʷtʷ` i Dʷtʷj ʷtʷhʷM` gZvgZtʷK Zʷj aiv Ges AZxZi mʷt_ tɣvKvʷtejv Kivi cʷuqʷʷU i RʷUj Zv_ tʷj vʷtʷK ʷPʷyZ Kiv |

ʷeKʷi mgn/ʷfbæʷ

ʷmvgAm ʷeavbʷ-Gi ʷ tʷK gʷbvʷtʷhʷM cʷʷxZ nʷZ cvʷti hv AZxZi mʷt_ tɣvKvʷtejv Kivi cʷuqʷvi ev mggvʷtʷbi ʷyʷgʷkʷxj Zvʷʷ-Gi mʷt_ e ʷeüZ |

ʷelqe ʷ` I tʷcʷyʷvʷcʷU ʷetePbvq ʷeeʷZi tʷKvʷbv cʷKvʷtʷi i mʷtʷkvab nʷZ cvʷti ev ʷKQz Ask AvʷbeʷPZ ev Abʷfvʷte e³ Kiv nʷZ cvʷti |

cʷvʷi tʷkʷtʷI, Pvi ʷU bʷvʷZi Dc ʷvʷcbv I AZxZi mʷt_ tɣvKvʷtejv Kivi avi YvMZ Kvʷvʷtʷgʷv Aʷʷfʷy nʷZ cvʷti |

mgqmxgv

45-60 ʷgʷvʷU

ctqRbq mi Avg t ÷ Utg>U/weenZmn weifbæi t0i i i0b KIMR|weenZmgn:

1. ÒAvg htxi gta" B Riebavi Y Kti i00; ÒNUbvµtg tKej hy AvgvK uk[©] Kti t00; Òhy AvgvK mi vmi uk[©]Kti i00; ÒUwfZ Avg hy t tL i00|
2. ÒAvgv i mgvR AZxZtK tgvKvtej v KivK AMñaKvi w tZ nte0; ÒAZxZtK tgvKvtej v Kiv Kx Avg enS bv0; ÒAZxZtK tgvKvtej v Kiv AtbK , iazcY[©]WŠ' GUv Qvovl Avtiv , iazcY[©]elq itqt00; ÒAZxZtK tgvKvtej v Kiv Avmtj c i0gvt i Pvcv bv0; ÒAbvb"0|
3. ÒAZxZtK tgvKvtej v Kiv temi Kvni ms"vt i v i0Zp; ÒAZxZtK tgvKvtej v Kiv i vt0f v i0Zp; ÒAZxZtK tgvKvtej v Kiv Avgvi v i0Zj; bv0; ÒAZxZtK tgvKvtej v Kiv fZt f v Mxi v i0Zp|
4. ÒmetPtq , iazcY[©]KvR ntj v t v i0t i mve" i Kiv0; ÒmetPtq , iazcY[©] KvR ntj v mZ tK c i0Z0v Kiv0; ÒmetPtq , iazcY[©]KvR ntj v fZt f v Mxi mšt00; ÒmetPtq , iazcY[©]KvR ntj v Avgvi Kv t0 D³ vel tq t v i t Kvi KivK0
5. ÒAvgvi mgvR AZxZtK tgvKvtej v Kivi tyt i AtbK i- Gm tqt00; ÒAvgvi mgvR GLtbr chŠi GB vel tq t Kv tbr c tyc MhY Kti i00; ÒAvgvi mgvR t0vU t0vU c tyc vbtqt00; ÒAvgvi mgvR c i0Zv b AZxZtK tgvKvtej v Kti 0|

n i0AvDU -

mg_©I

mgve×Zv

- + AZxZtK tgvKvtej v Kivi Rb" mveavRbK
- + AskMhYKvi xt i weifbæAwfÁZv I avi YvtK D` MvUz Kiv hvq GB RuUj I AvteMnb vel tqi I ci
- AskMhYKvixiv vbtRt i DtbPb Kivi Rb" hv Av"vi msKU v tK Zvntj Abkxj tbi e"e"v Ki tZ nte, Kvi Y AZxZi mvt_ tgvKvtej v Kivi Rb" vbtRi Ae"vbtK `p Ki tZ nte| t Kv tbr m v K ev fZ gZvgZ bv v Ktj c i0kYKt i Rb" Pvc AbfZ ntZ cvti Ges Ab"iv weifbæKvi Y D t j L Ki t j GKRb Zvi Ae"vb c v i eZ0 Ki tZ cvti |

Avtiv Z_

Centre for Nonviolent Action (2012): Reconciliation?! Training Handbook for Dealing with the Past. Belgrade: Serbia / Sarajevo: Bosnia-Hercegovina

http://nenasilje.org/publikacije/pdf/prirucnik_pomirenje/Handbook_Reconciliation_e.pdf

3.14 kwišnikýv

Ògvbjl i gtb hy i iæ nq mevi AvtM, GUV gvbtl i B gb hv kwišli Rb" cãZi ýv ubgPÝ Kti | 0

BDtbt v msweaitbi cŕfebv, 1945

kwišnikýv Kx?

kwišnikýv ntjv ubtRi mvt_, Abt`i i mvt_ I cãKwZK cwi tetki mvt_ kwištZ vKvi Rb" gtbvfe, `ýZv I AvPiY ARfbi cãLqvq mæú³ | hv I kwišnikývq `wýZ e`w³iv ubtRt`itK kwišli cãZubwa intmte Mto tZijvi j tÿ" BwZevPK gtbvfe tcvLY Kti, hviv `wštK jvNe Kti, hviv ZZxq cy intmte teto I Vv ØtK Govtvi Rb" tUKmB kwišl I mvs`wZK kwišli c_ LjR tctZ mrvqZv Kti |

Gfite kwišnikývi Kvhfug e`vcKfite wefbaaitbi wclqmgfni avi Yv cŕvb Kti- Gi gta" itqtQ kwišl Awnsmv Ges msNIfK tevSv, mwnsmZvtK wetkŕY Kiv Ges ØtK Awnsmvq ifcvišti c×wZ, tjv Abkxj b Kiv hv Awnsmvi Kvhfvtgi gta" AšMŹ |

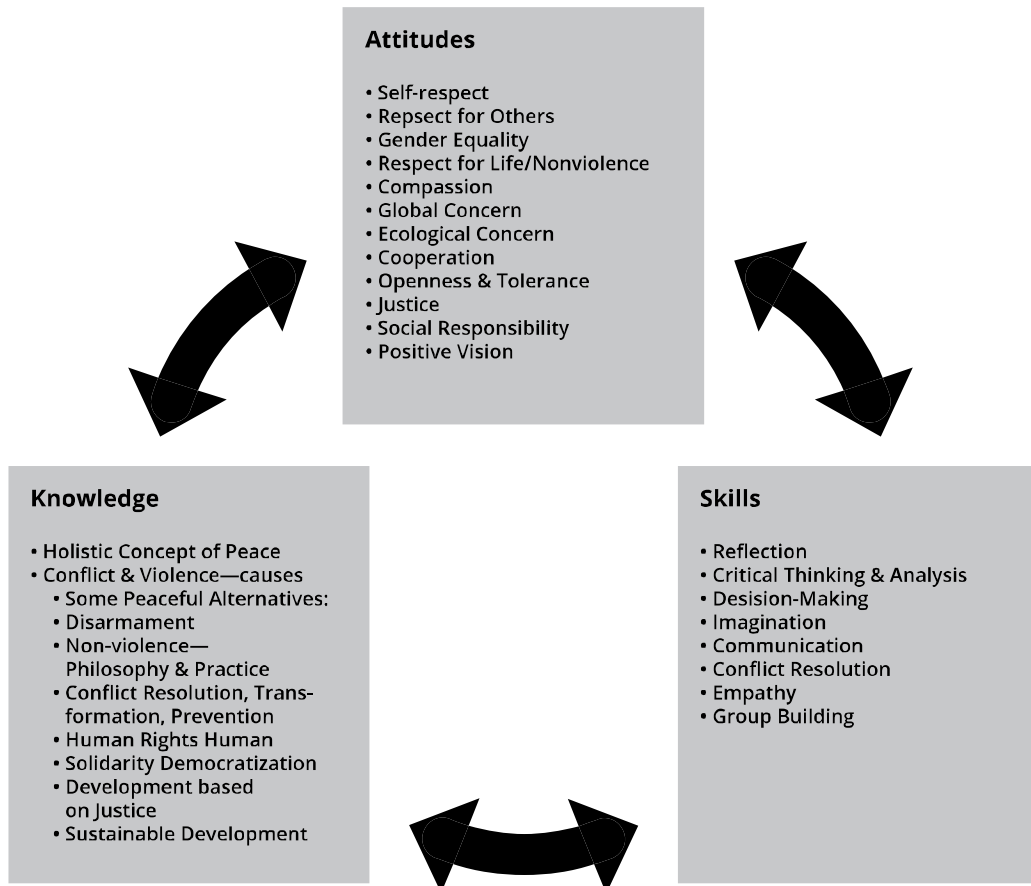
kwišnikýv me aiti eqtmi I tkŕxi gvbtl i mvt_ mvgÄm" wearb Kitz cvti, Zv AvbŕmbK ev AvrbŕmbK thtKvtrv e`vcbvi Aaxtb ntZ cvti | hv I, Øv PjvKij xb msukø e`w³t`i GKŐ Kiv metPtq P`vtj wAs KvR thLvtb mÿyvi wclqvU I we`gvb vtK Ges GiB mvt_ gvby ZLb tKvtrv cKvi cwieZfbi Rb" ubtRtK ZZUv Ztj aiti br |

kwšl Rb" ikýv: `pflx, `ýZv I Ávb

kwšl cšZóvi j tÿ" Gi bKkv cšqfYi Rb" Ab"Zg mgwmiK ntjv GGmšK gšWj (ASK model)¹⁴-Gi e"enivi | Gi cY"ifc ntjv gšbvfve, `ýZv I Ávb (Attitude, Skill and Knowledge) | gšWj Abyvfi Gi ikýYiq nel qmgn-ibtgv³:

- gšbvfve (Attitude): Kvšiv ev ikQzmúšK"AbfivZ, nekšm I gj"ševa
- `ýZv (Skill): KgšgZv ibf" Kš mgq I ibfšZvi I ci
- Ávb (Knowledge): tKvšv ikQzmúšK"ÁvZ _vKv (Z" ev avi Yvmgn)

ndij cvBšbi tmUvi di wcm GWšKkb Ae wgiqvq Kš R-Gi Mšel Yv Abyvq, GGmšK gšWj w cšvZ¹⁵ | kwšl ikývi mš_ gšbvfve, `ýZv I Ávb RvOZ nel qvU wPšI i gva"šg Dc"vcb Kiv ntjv:



¹⁴ PeaceTraining.eu (2018): The Peace Training Handbook. Strengthening the Capabilities and Training Curricula of Conflict Prevention and Peace Building Personnel with ICT-based Collaboration and Knowledge Approaches. Vienna: Austria, p. 11. <https://www.peacetraining.eu/wp-content/uploads/2018/11/The-Peace-Training-Handbook.pdf>

¹⁵ Loreta Navarro / Jasmin Nario Galace (2019): Peace Education. A Pathway to a Culture of Peace, Quezon City, Philippines: Centre for Peace Education (Third Edition), p. 29-34.

3.15 gvbueK mnvqZv I Dbqbgj-K KvR

gvbueK mnvqZv I Dbqbgj-K KvR tewkifvM mgq `viaŷ AbjçŸYvi thvMvb t`q| tewkifvM ms`v Zv`i KvRtK ubiçy` I ub`ŷxq intmte wetePbv Kti| hwi I, AwfAZvi Avtj vK t`tK t`Lv hvq th, Zv`i KvRi ðAcwivnhZvŸ ŸtŸi wclqwr` cieZŷZ mshŷ`_v`K|

ŸhLb ŸtŸ e`e`v`Zwi nq, ZLb mnvnh` ev GBW ŸtŸK kv³kvj x KitZ cvti, ewotq ZŷtZ ev `xNŷqZ KitZ cvti; Avevi GUv DŷERbv GovtZ, hŷx`i wewZ Ges mgm`v mgvartbi Rb` kwšçY`mgvavb LŷR tçtZ RbMŷYi ŷgZv`K Avtiv kv³kvj x KitZ mnvqZv KitZ cvti |Ÿ

tgwi we. A`vŸvimb (1999): Wztbv nvq` nvD A`vBW mvtcvU`cm- Ai I qvi

gvbueK mnvqZv I Dbqbgj-K KvR ntjv %ea Kvhpug Ges GuU Gi ubR`^MwZtZ mÂwvj Z ntq kwšŷi c_ Kvrtqg KitZ cvti| GB Aa`rtq Avgiv Zŷj aie gvbueK mnvqZv I Dbqbgj-K KvRi fvgKv, hv ŸtŸi wcltqi GKwbŸfite KvR Kti Ges Gi mvt_ Avgiv Mfxi fite gtbvthvM cŸvb Kie ŸtŸi gta` KvR KivŸ I ŸtŸi wcltq KvR KivŸ-Gi gta` cv`R`tK Zŷj aitZ|

GB Aa`rtq Avgiv Wztbv nvq`c`xwZ wcltq Avtj vPbv Kitv| Wztbv nvq` cŸ`ebwU 1994 mvtj DbwZKiY ntqUj gvbueK mnvqZv I Dbqbgj-K KvRi AtbK AskMŷYKvix`i mnthvMZvgj-K tkLvi cŸ`qvqi gta` w`tq| GB cŸ`ebwU kwšçj-K KvRi Rb` MpxZ Ges cvkvcwkw kwšŷi n`ŷtci DbwZi Rb` AZ`šŷi KvRi fite cŸ`wYZ ntqtQ|



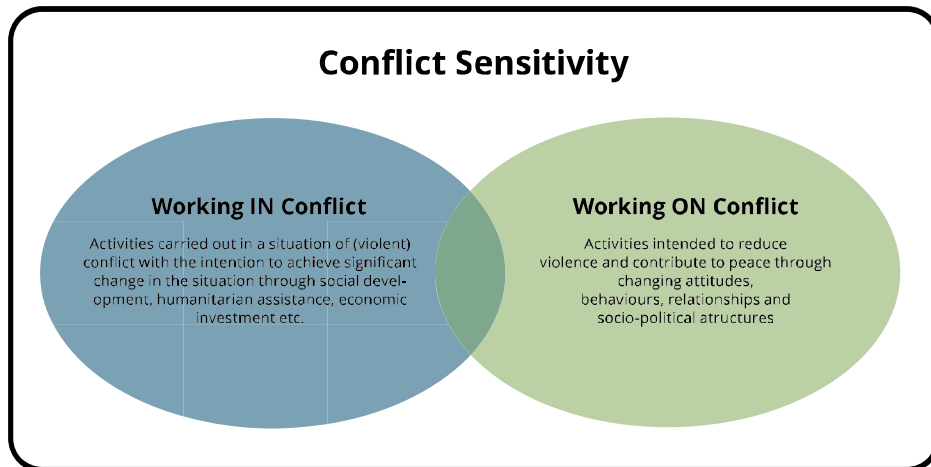
0:0 mste`bkxj Zv

GB kZvāxi iiaZ 0:0 mste`bkxj Zv kāiUi e`envi iia ntuQj | 1990 Gi `kKi tMvovi w`K iia nIqv Gi cUfiq ntv vewfbēaitbi ms`v, mgvR I ivR` ,tjvi gta` cūqB minsm 0:0i cwiw`wZtZ RuoZ nIqvi cfiite cūZdj b I ubieo Avtj vPbv| thgb: 0kwišli Rb` `vbxq mygZvi cKri0 thLvtb Dbqj b I gvbueK mnvqZvi msik0 ms`v, tjv cxwZMZfite wētkd Y Kti0 wKfite Dbqbj-K Kihfjg I gvbueK mnvqZvi gta` w`K Awb`QvKZfite tbwZeiPK cfiite, tjv Avtm¹⁶ ev 0kwišl Abkxj b cūZdj tbi cKri0 (Avi wicic) thLvtb wewfbēams`v msNvZ ifcvišli i KvRtK cxwZMZfite kwišl MVtbi KihRwii Zvi cūZdj b NwUqt0¹⁷ |

`xNp b aŕi, GUV aŕi tbi qv ntuQj th, kwišl c0P0vi msAvbnyti msNvtZi mste`bkxj tcŕyvcU RuoZ/ cixŕyvj-Kfite c0wYZ th, D`vniY`fc Avi wicic gva`tg msMpxZ Z`vbynti memgq GB iKg cKri bvl ntu`vtK|

0:0 mste`bkxj Zv Ggb GKw cxwZMZ Abkxj b hv ubw0Z Kti Avgt`i cūqv I KihfjgmgtK GKw tcŕyvcU gta` tbwZeiPK cfiite, tjvtK nwm Kiv Ges BwZeiPK cfiiteK mtePP Kti tZvj v, hv Dwj wLZ cūqv I KihfjgmgtK Ges ubw 0 tcŕyvcU Avl Zvq mPZbZvi m`uKPK wfiE Kti |0

j nqv gbZvbtiv, tnW Ae BD Awdm, tmdl qvW,©2019¹⁸



¹⁶ Anderson, Mary B., 1999: Do No Harm. How Aid Can Support Peace – Or War. Lynne-Rienner Publishers, Boulder, COL

¹⁷ Anderson, Mary B. and Lara Olson, with Kristin Doughty, 2003: Confronting War: Critical Lessons For Peace Practitioners. CDA Collaborative Learning Projects <https://www.cdacollaborative.org/publication/confronting-war-critical-lessons-for-peace-practitioners/>

¹⁸ Evaluation in hard to reach areas: Conflict sensitivity - a criterion for evaluations in the contexts of violent conflicts. ESS Conference, Bruxelles 2019

00 mste`bkxj Zvi Df`k` ntvv Avb`QvKZFvte Kiv 000 Svk, tvv vPvYz I nvm Kiv Ges kvvšf v`tk Ae`vb ivLvi vlvgtE mshvM, tvv tk Avvvi Y Kiv|

00 mste`bkxj Zv GKvU 00 Kvhvtgi KvhRvvi Zv mveRfvte Dbz Kitz e`envi Kiv nq, tlvv gvbeK mrvqZv, Dbqb KvR ev 00 ifvšf Ges kvvšf cZövi tvvT tnvK bv tkb|

00 mste`bkxj Zv GKvU avv YvMZ Kvvtgv hv ms`vK gtb Kvitq t`q, th cktf i tvvvcU ev`evqz n`0 Zvi cZ mste`bkxj ntv ntv gj-Z vZbvU vRvbtmi cqvRb| 00 mste`bkxj Zvi GB vZbvU chq ntvv:

1.) vlvtk tevsv!

cvvLvvv Ges cvvMZfvte 00tk vtvkY Kiv| 00 vtvkYi Rb` cimvYz cvvzi e`envi Kiv (thgb: Wzbv nvg`chq 2 I 3)|

2.) Avcbvi Kgvv I vlvqi cvv`vviK m`vK Avvveb Kiv!

tvvvcUv m`v` (cvvKf bv cvvqvKivYi mgq) I cKZ.(ev`evqzbi mgq) KvhRj vtv cvv, tvv tk gj`vqb Kiv (thgb: Wzbv nvg`chq 4, 5K I 5L)|

3.) gj`vqzbi I cvv KvR Kiv I KgvvK tvv tvlqv

KgvvPi I cvv vfv Kf cvv cvvqvU cvvqv vRvBb Kiv hvz tvv AvvPZ cvvK Govtv hvq Ges Avcbvi KvRi h`vm` BvZvPKZv evv Kiv (thgb: Wzbv nvg`chq 6 I 7)¹⁹ |

hLbB tvvvcU ev KgvvPi tvv cvv eZö Ntv Gi gj`vqb Nb Nb chq vPbv Kiv nq|

¹⁹ Lucia Montanaro, Head of EU office, Saferworld, 2019: Evaluation in hard to reach areas: Conflict sensitivity - a criterion for evaluations in the contexts of violent conflicts. ESS Conference, Bruxelles

c×wZMZ fivte Awb"QvKZRwbZ tbwZevPK cfiwe, tjvK cixyv Kivi Rb" Wz
tbr nvg^{mi} Ävg mieivn Kti

4. **cÜZwbæZ; KitZ cÜZ _vKv:** WzAwb"QvKZRwbZ tbwZevPK cfiwe, tjvK
GovZ Ges BwZevPK cfiwe mtePP KitZ tcÜMvtgi weKí, tjv ^Zwi KitZ
ms^v, tjvK P^vtj Ä Kti

weKí mgn/wfbæv Wztbr nvg-Gi itqtQ AmsL" %ewPí", KviY ms^v, tjv Zvt`i c†R± mvB†Kj
g^v†bRg^vU wnt ÷ g (wcmGg)-Gi weifbæ avtc Zvt`i wbr`θ c×wZ I GiUtK
AwfthwRZ I GKxfZ Kti†Q| GB ai†bi c×wZi weifbæcwi fvlv itqtQ (thgb: ðWz
tbr nvtgP⁰ cwietZ⁰teUvi tcÜMvgs⁰ e^{en}vi Kiv) ev tKv†br wKQž cÜZ g†brthwM
AwfthwRZ _vtK (thgb: Kg[†] i wbrvcÉv e^evcYv)|

mgqmvgv wÜZxq w^e†mi `g†ii ci t[†]K ZZxq w^e†mi c†iv w^b Wztbr nvtgP⁰ fvgKv I Gi
mvZwU avtcí we^vwiZ eY[†]vi Kiab, met†tq fvtjv nq tKv†br tKm ÷ wWvi gva†g
Z†j aiv ntj |

ctqvRbxq mi Ävg Wztbr nvg^cclky†Ki g^vbsvj²²
2wU t[†]K 3wU wcb tevW⁰ 2wU wde PvU⁰ ÷ vÜ Ges wde PvU⁰ccvi, tgvU KvW⁰(weifbæ
i†qi), gvK[†] (weifbæi†qi), wcb

n^vÜA^vDU clky†Ki g^vbsvj t[†]L†y

-
- mvg^cI** + c×wZMZ we†kdY I cfiwe gj^v†q†bi cÜZ DrmwvZ Kiv
mvgvexZv + ev^ve wfiwÉ†Z nvwZqvi, tjv cixivZ
- ðWztbr nvg[†] GKwU gvb`ð wntmte tevSv, hv ciY Kiv Am[†]é
- KL†br iayDciv^v e^{en}vi Kiv nq (thgb: wefvRbKvix I msthvMKvix
we†kdY) hv Am[†]úY⁰we†kdY wntmte eZ†q

²² For example: KURVE Wustrow (2018): Do No Harm Trainer's Manual (revised edition)
<https://www.kurvewustrow.org/sites/default/files/media/file/2019/donoharmtrainersmanual-2018-1043.pdf>
Other versions of the original 2002 Do No Harm Trainer's Manual can be found on CDA's website.



mstýtc mweR wbcvÉv

mweR wbcvÉv ntjv gubewakvi iyvkvix`i wbcvÉv I mýjyvi GKwU cxiZ hv ivR%bwZK mwnsmZvi GK aiþbi AvšlueFvMiq tevSvov I GtK nwm Kivi Rb` c0qvrBxq tKškj ,tj vtK `xKvi Kti I c0vi Kti | Gi gta` itq0 (Ab`vb` wRwbm ,tj vi gta`):

tfšZ wbcvÉv: wewi s, nWpqi I wdiRK`ij dvBj ,`ij jw`i mýjymn I Kgf`i kvixi K mýjyv | BtFvU I Kgrvjvi Rb` agY I Ab`vb` aiþbi j wRw÷K wbcvÉv I GB wefvMi Aaxtb cto |

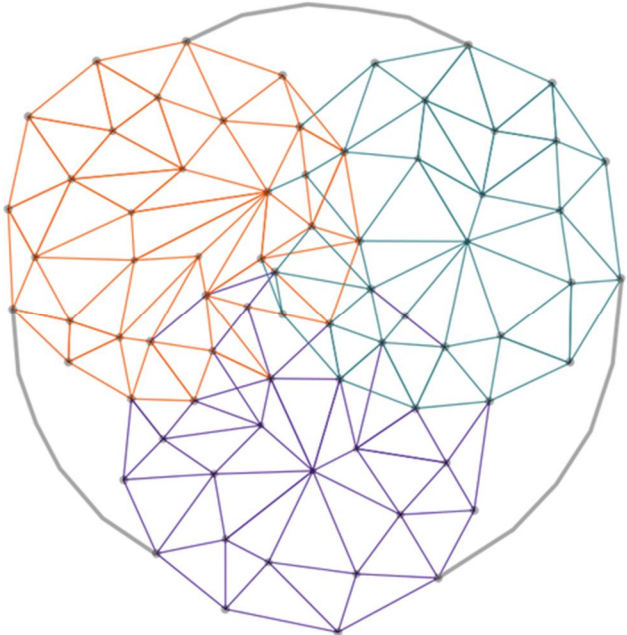
wRwUj I Z` wbcvÉv: AbjvBb I AdjvBb Z` I AeKvvtgvi mýjyv hv cKvk Kiv thtZ cvti, thgb: I tqemvBU, Wwvtem, mvf` I BtgBj ; GQovvI thvMvthvMi mKj P`vbtj i mýjyv |

wbtRi c0Z hZed mýZv gtbv-mvgnRK wbcvÉv: GtZ gubewakvi ms`vi Kgf`v I civgk0vZviv th KivR ,tj v m0v`b Kti tm ,tj vi mv` m0vKZ Sxki gubvmK I gtbvmvgnRK c0ve ,tj vi `xkuz. I tKškj ,tj v m0v` | c0Zctý, c0Z0vnbK 00 ,tj vtZ wKgtZv Df` wM M0Y bv Kij tmUGKmgq evbAvDU nq , Ges Kgf` I gta` A`r`Ki Af`šixY 00 I UvbPfvti i nq hv gubewakvi ms`v ,tj vi Rb` AvtiV Sxki KviY wntmte f`Lv hvq | KviYGB ms`v ,tj v c0qB Kg Kgf` Kg Znvej I wec34bK cwi tetk KivR Kti |

GB mvgnMK cxiZi gta` AvBib I AvwR wbcvÉvi cvkvcmk Ab`vb` w`K ,tj v I Ašf0 vKtZ cvti, hv `vbxq I AvAvij K t0vvtUi mv` m0vKZ ntq ms`v ,tj v KivR Kti | Sxkcyms`vi `b w`b Rieb, i wUb I c0Zwqv c0qv m0v`K0ZUv m0e wPbtZ I msnZ Kiv GLvfb , i wZcy0

Holistic Security

- △ Physical Security
Threats to our physical integrity. Threats to our homes, buildings, vehicles.
- △ Psycho-social Security
Threats to our psychological wellbeing.
- △ Digital Security
Threats to our information, communication and equipment.
- Holistic security analysis, strategies and tactics.





ibivcËv tKŠkj

Avgiv thLvfb Kiv Kivi tmLvbKivi KivhRi ibivcËv tKŠkj I cwiKÍbv Aek`B ubw`0 ivR%bWZK, A_0bWZK, mvgwRK, cñy`MZ, AvBbMZ I cwi`tekMZ tçÿvctUi mvt_ mvgÄm`cY`ñtZ nte| AbÿQ` 2 Abÿvqx Avtj vPbv Kiv ntqtQ th - AetjvKb Kiab, ivR%bWZK úgWk I Ab`vb` cÿ t_`tK hv D`m`Z nq, hv`i i`_`Avgt`i Kv`Ri 0viv m`te`fite c`fimeZ nq I hviv GB mvgwRK-ivR%bWZK `vbW eÜ Kivi Rb` Avf`c0q Kti| GKWU ibivcËv tKŠkj Avgt`i `vb`K eRvq ivL`Z I cñvvi Z Ki`Z Avgt`i c0Zctÿi mvt_ RvWZ `vKivi tKŠkj mbv`3 Ki`Z mivv` Kti| ibivcËv tKŠkj i wZbWU we`Z`wefvM m`ú`K`PŠ` Kiv `i Kivi :

tKŠkj `tjv`K mg_0 Kivi gva`tg, mgv`R mnbkxj Zv, M0Y`thvM`Zv I tkl ch`Sf Avgt`i gvbwmaKivi KivhRg`K mg_0 Ki`Z Ab`vb` cÿ `tjvi (wg`I, ubi`tcÿ `j I c0Zcÿ)-Gi mvt_ RvWZ `vKivi tKŠkj `tjv AŠ`f` Kti| GilU c0qB I Kiv wZ, c0vi Yv, K0bWZ I w`kÿv KivhRg`i gva`tg cwi Pw`j Z ntq `tK|

mjÿv tKŠkj `tjv, bZb c`xwZ I Ab`kxj bx `tjv tkLvi ev c0qW Kivi Ici tRvi t`q, hv Avgt`i Kv`Ri `vb`K i`ÿvq g`biv`thvM t`q| Gi A_`ñtjv, mjÿvi Rb` Avgt`i wg`I`i kw`3`K Kv`R jvM`bv I Avgt`i we``gvb mjÿv Ab`kxj bxi dvi` c`Y Ki`Z c`ti|

c0Z`ti va tKŠkj `tjv, Avgt`i weia`x Av`µgY Pij`v`bvi LiP ev Avgt`i c0Zctÿi Rb` Avgt`i LiP evov`bvi Ici g`biv`thvM w`tq `tK, Zv Av`R LiP, m0vgMZ LiP ev Ab` th hvB tnvK| GB tKŠkj `tjv I Kiv wZ, c0vi Yv, K0bWZ I w`kÿv KivhRg`i Ici A`bKv`stK w`b`f`P Kti I tKd Avgt`i weia`x Av`µgtÿi LiP evov`Z mivv` Ki`Z c`ti, GB`ÿt`I Avgt`i weKiv`Z cÿ `tjvi Rb` GKWU A`v`i g`vc `vKiv c0qivRb|

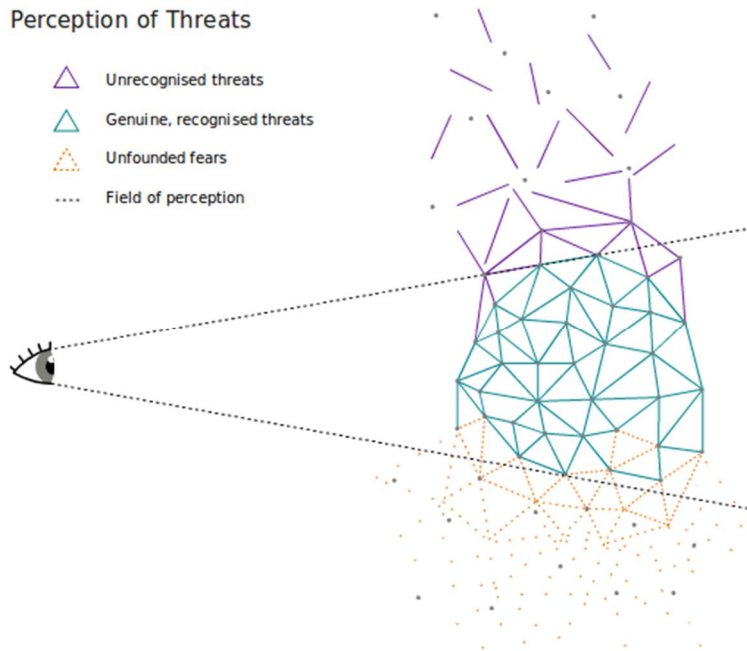
Source:

Tactical Technology Collective (2016): Holistic Security. Trainers' Manual. Berlin, Germany: Tactical Technology Collective
<https://holistic-security.org/chapters/strategise/3-2-building-new-approaches-to-security.html>

gɔbɔ-mɔgɔRK ɔbɔvcĖv/AvɔtɔMɔq

ŭgɔKi Rb" e"ɔPɔMZ cĖZɔμqv

GKɔU Riavi ɔbɔvcĖv tKŠkj ɔeKɔk Kiv Avgɔt`i Dcɔjwä I ci AɔbKɔstK ɔbɔfP Kɔti- Avgɔt`i ŭgɔK, tɔj vɔtK Govɔtɔv ev nɔm Kivi Dcɔv, tɔj v ev ɔbɔvɔtɔbi Rb" ɔPɔɔY I ɔeɔkɔY KiɔZ mɔyg nɔZ nɔt| ɔKŠ` Avgɔv mɔvB Avgɔt` i cɔwɔ ɔwZ, AvɔfÄZv I Ab"ɔb" AɔbK KɔiɔYi I ci ɔwɔĖ Kɔti Avgɔt` i Pɔvɔtɔki RMZɔK ɔwɔbɔvɔtɔ Dcɔjwä Kɔwɔ | Gi dj ɔtɔc, Avgɔt` i Dcɔjwä KLɔbɔ KLɔbɔ evavMÖ"nɔZ cɔvɔi; ŭgɔK ɔKQz tɔj vɔtKi KɔvQ ɔúo I AɔPɔbɔl nɔZ cɔvɔi; GKbɔmɔt` Avgɔt` i tKl mɔwZ`Kɔvɔi mɔvɔe" ŭgɔKi gɔa" cɔ_R" tɔi KiɔZ mɔyg nɔZ nɔt, ɔeɔkɔ Kɔti th, tɔj vɔtK Avgɔv ɔg_v gɔb Kɔti Dcɔjwä Kɔwɔ, hvɔtK ejv nq ŐwɔfĖnɔb fɔqŐ| ŭgɔK mɔúɔtK`Avgɔt` i avɔYv, tɔj vɔtK ɔúo Kɔti Ggb KɔvY, tɔj vɔ mɔt` cɔwɔPZ nɔlqv I Avgɔt` i ɔbɔvcĖv cɔwɔ Kí bɔvq Dcɔv, tɔj vɔtK ɔeɔtɔPɔv Kiv|



AŠPɔ I tɔtP_vKv

ɔeZɔtɔbi gɔa" ɔtq Avgɔt` i cĖZ`ɔKiB cĖKɔwZK mɔjɔv e"e" ɔeKɔkZ nɔtqQ- Gi gɔa" AɔbK ɔKOB i tɔtQ th, tɔj v mɔúɔtK`Avgɔv mɔPZb bB| Gi GKɔU mɔvavɔ Y D`vniY nɔjv- AŠf ɔP| Avgɔt` i AŠPɔ AɔeK`Zv I ɔeɔt` i mɔtKZɔK avɔt` q hv cĖq GKvɔk mɔj mPK, tɔj vɔtK tɔtQ ɔbɔtq GKɔU ɔbɔw ɔ ŭgɔKɔK ɔPɔɔY Kɔti bɔ, ɔKŠ` GKmɔt` tɔlqv Rb" ɔpɔvɔtɔ cɔvɔk`q hvɔZ Avgɔv ɔeɔt`K eŠɔZ cɔwɔ | GB AŠPɔ Avgɔt` i gɔa" DɔtŐMɔi mɔv Kɔti hv ɔbɔRɔt` i iɔv Kivi Rb" mɔvɔwɔ c`ɔjyc ɔbɔZ ev Avgɔv ɔeɔt` AvɔQ ɔKbɔ Zv ɔbɔwZ Kivi Rb" Avɔv Z` tLɔbɔvɔ ɔtK avɔZ Kɔti |

Avgɔv hv tɔtqɔ GLɔb t`ɔK Zvɔ I ci ɔbɔfP Kɔti ejv hvq, GɔU DɔtŐMɔk fɔtq cɔwɔYZ KiɔZ cɔvɔi I GK ev GKvɔk tɔtP_vKv cĖZɔμqvɔtK ɔUMvɔ Kɔti | GB tɔtP_vKv cĖZɔμqv, tɔj vɔ gɔa" i tɔtQ- ŐwɔRɔsŐ, ŐcɔvBUŐ, j ovB, Avɔ Abɔt` i gɔa"- hLb Avgɔv Abɔfɔe Kɔwɔ th Avgɔv ZvɔjɔvYK ɔeɔt` AvɔQ Ges Avgɔt` i tɔnki fɔvM

166 | *166 | cĭkŷK cĭkŷY g'vbgvj : Awnsm Dcvŷq 0:0 i fcvšfi*

Source:
Tactical Technology Collective (2016): Holistic Security. Trainers' Manual. Berlin, Germany: Tactical Technology Collective
<https://holistic-security.org/chapters/prepare/1-2-individual-responses-to-threat.html>



gubimK Pvc gny³ i tUvej

DtI k' mgn

- kvixii K I gubimK myZvi Rb" cOZw tbi Pvc ev tKvfbv Riawi Prtci cFvetK nwm Kiab

veiy

evZf Kivrtgv ntjv GKU evZf PviuU w tKi gta" cv_R" Kti hv GKRB tCOK I cOtki gta" thKvfbv thvMvthvMtK AveZ Kti | GB PviuU w K ntjv:

Kvaviv

cOg avc:

cOkYK Pvc gny³ i tUvej i cUfngi Z_ Dc_vcb Ktib thLvfb UmdK jvBtUi gtZv wZbU t'ii Pvc/t ÷ htk av nq:

mgR = mnbrq, AbjcO Yvgj-K Pvc | GB aitbi Pvc Avgvt`i mRbkxj ivtL wKš' GtZ Kti Avgiv mntR Avtiv Kvš' ntZ cwi I Avtiv weiwzi cOqvRb | GtK Avgiv `xN⁹ngtqi Rb" Abfe KitZ PvB bv |

njy = AcOZKi Pvc | gubimK Prtci GB t'ii mvt_ Avgiv Kvš' I mZK⁹ GKBMvt_ _vK | GLvfb gubimK Prtci Rb" kvixii K jY₅ tjv cKvk cvq (GUv e^{w3} t_tK e^{w3} tZ cwi evZ⁹ nq) | mste`b NtU Ggb cwi w^w Z cwi eZ⁹ Kivi Rb" Avgvt`i cOj B"Qv_vtK |

jvj = Amnbrq, Mfxi I `xN⁹vqx Pvc | GB aitbi Pvc Avgvt`i Rxeabi wewfbae tyItK cFveZ Kti hvi gta" itqtQ Avgvt`i m^uK⁹ eUzUe, cwi evi I Ašif ½ m^uK⁹ tjv Gigta" Ašif⁹ | gubimK Prtci GB t'ii Avgiv th wvbr`bgj-K Kvhpvg t_tK Avb` I wvbr`btK MhY Kwi GuU Zv nwm Kti hvi dtj Avgiv DvMve ev `jvLZ teva Kwi | Avgvt`i kixi `uó cOZv^uqv t`Lvq Ges Avgiv cZtbi KvQvKvQ Ggb Abfe Kwi Ges mZK⁹_vKvi Rb" A`r`Ki e`v Aej ^{ab} Kwi, thgb: D'xcK e` |

wZxq avc:

wb⁹ij wLZ KvRi cOZdj b:

- cOZvU Pvc/t ÷ h tj tftj i Rb" Avcbri e^{w3}MZ mPK ev jY₅ tj vtK wPvY³ Kiab: GB wbr`⁹ t'ii AvtQb Zv Avcub Kxfvte ešteb?

ZZxq avc:

c_vK cOZdj tbi Rb" cOkYKiv AwZwi ³ KvRtK fivM Kti tbb:

- jvj t_tK njy I njy t_tK meR Pvc/t ÷ h tj tftj hvi qvi Rb" Avcub Kx KitZ cvtib Zv wPvY³ Kiab | GB c`tYc₅ tjv ev`evqb KitZ tKvb ms`v₅ tjvi cOqvRb ntZ cvti Zv cixyv Kiab |

PZz⁹avc:

cwi tktI AskMhYKvixt` i cOZdvj Z KitZ ejv nq:

- Avcub Kxfvte `rfveK iawtbi gta" Pvc gny³ i tUvej w e`envi KitZ PvB:

I qvKkU: t÷m niy d tUej

	mPK Avcıb Krfite eŞteb th Avcıb t÷m tj tFtj AıřQb? GB chıř mK Ab"ıb" chıř t_řK Avj v`v Kři?	aıcmgñ Pıřci gıř v KgrřZ ev mıgıj vřbv Rb" Avcbri ygZı evorřZ Kx Ki řQb?	Resources needed
meř	→ → →	→ → →	→ → →
nj ý	→ → →	→ → →	→ → →
jvj	→ → →	→ → →	→ → →



kvi xni K w b i v c Ę v i : w b t R t K A v t Q b

D t i k m g n

- % b i v ` b R x e t b i k v i x n i K u g u K m a u t K m t P Z b Z v e v o i t b v (K g P i n m i t e)
- k v i x n i K u g u K i w e i a t x m j y v i w e K i t j v w e K v k K i a b

w e i Y

k v i x n i K w b i v c Ę v i g t a A s f 3 i t q t Q a g Y w b i v c Ę v i , A v d m w b i v c Ę v i , e m o i w b i v c Ę v i , c o k w b i v c Ę v i , k v i x n i K w b i v c Ę v i I (t h S b) A v m g Y I (t h S b) n q i w b i g t Z v w b i v c Ę v i w e i f b a e t y i w e t k l |

GB m v R i t b v i A b k o j t b A s k M o Y K v i x i v K v t R i R b G K u U m v a v i Y w t b i c o Z d j b N U v t e G e s w e i f b a e k v i x n i K u g u K t j v t K m b v 3 K t i w b t R t i i y v K i v D c v q t j v A e t j v K b K i v i i a K t i |

K v h a v i v

c o g a v c : m v R i t b v

A s k M o Y K v i x c o Z t K G K u U i A t a R w d e P i U o K v M R t l q v n q | G t Z w b t a e w b t R v e j x v t K :

A v c b v i m v a v i Y K g P e m t K m v R v b m K v t j I v v i c i t t K i v t Z N g v t Z b v h v l q v i A v M c h S j |

h v w e t e P b v K i t e b :

- t R t M D t v t h K v h e j w t q w b i i a K i t e b (t h g b A v c i b t K v v q A v t Q b , K v i m v t A v t Q b B Z w) ?
- A v c i b e m v t t t K K L b t e i n b ? c o t g t K v v q h v b ? m v t w K w b t q h v b (t h g b t g v e v B j t d i v , n v U e w M B Z w) ?
- t K v v q h v t e b ? h v t v t K g b j v M t Q ? t K A v t Q t m L v t b ?
- h L b K v R K i t Q b Z L b A v c i b t K v v q A v t Q b t m w e l t q w P S i K i a b | A v c i b K v i m v t K v R K i t Q b ? t K v b w v f v B m e e n v i K i t Q b , h w v t K ?
- w t b w K L v b e v A v i v g K t i b ?
- K x f v t e e m v q t c o v b ? e v e m v q h v l q v i A v t M A v c i b K x K t i b ?
- m U v q K x K t i b ? K L b N g v t Z h v b ?

w o Z i q a v c :

k v i x n i K A v m g Y e v k v i x n i K S u k n t Z c v t i G g b g y Z t j v t K m b v 3 K i a b | G t K c o Z x K x w P y w b | c o Z i U S y k e v u g u K i R b m a t e b v e v A v c b v i I c i c f v e K g v t Z m j y v e e v t j v w P v y Z K i a b |

WURUJ wivcEv

wivcEvi Rb" mivmMk cxiZi Z_ I DcivE e"vcYvi GKU mSMWZ cxiZi c0qvRb| Avgt`i mste`bkij thvMthvM I Z_ mijyvi Rb"- Avgt`i th dvBj ,tjv cwi Pij bv Kwi, Avgt`i BtgBj, tgievBj tdiv BZ`w` thvMthvM gra`g GLb AvtMi tPtq AtbK tek ZirchEYp gvbemaKvi KihRj vtc GB WURUJ chv`i µgea9vb e`envt`i KviY Avgt`i c0Zcyivl th ugvKi m9xab nq ZvtZ Lvc LvBtq vbtqtQ| GB mste`bkij thvMthvM I Z_ mbr3KiY Aek`B iyv KitZ nte, iaywivcEv e"v vntmte bq, ivR%bwZK AvZf`ygzvqb vntmteI |

Avgt`i Kih9ig WURUJ tytI wivcEvi Rb" wv`ij uLZ velqvewj Ašf9 Kiv DvPZ:

1) WfivBtmi wivcEv (tdvb, KivúDUvi, U`vetj U BZ`w`)

Avcbv th aitbi WfivBm e`envi Ktib tmUvi wivcEv, GuUk mijyZ ivLvi Rb" c0vb c`tyc ,tjv:

- Avcbvi Acvti uS vnt÷g I A`vcm hZUv cvtib AvctWU Kiab
- Acvti uS vnt÷g GbuvP Kiab
- wivcEvi Rb" c0vI qvW9`b

2) DcivEi wivcEv veavb (t÷vti R BZ`w`)

DcivE mijyvi vnt_ vbt÷e3 velqvewj RvOZ:

- Avcbvi Z_`tK tk9xex Kiab GUv Rvivi Rb" th tKvb Zt_`i Kx aitbi mijyvi c0qvRb I Kxvite Zv Abt`i vnt_ thvMthvM I tkqvi KitZ cvtib
- chv`MZ tKvtrv e`_Zv ev WfivBm nvi vtrvi tytI DcivE yvZ tiva KitZ e`vKAvc `Zvi Kiab

3) thvMthvM tytI wivcEv (P`vbtj, A`vc, velqe` BZ`w`)

thvMthvM tytI wivcEv ej tZ me aitbi BtgBj, tgmAvi, wfiwI KbdvitiwYs, dvBj tkqvms, wfiwGv BZ`w` Ašf9 |

wivc` WURUJ thvMthvM A`vc, Uz I P`vbtj i gvb`9 vbt÷ij uLZ nI qv DvPZ:

- GÜ-UzGÜ Gbuvckb ev iayvcqvi-Uzvcqvi Gbuvckb_vtK Zte vek^I vnt9i tnv÷ Kiv GKvšl`i Kvi
- I tcb tmvm9KvW
- vnt9i i GLvZqvi Ges c0vUdtg9 gvij Kivv
- gvne Acvti uS vnt÷ tgi e`envi thvM`Zv ev e9DRvi wfiEK
- A`vt. mthvM` WKtgvUkb
- c`vUdtg9 mivq vekv I cwi c°Zv

- ˆraxb ˆbivcEˆv ˆbixˆyˆvKiY
- msthvˆMi ˆeKˆı ˆtjv (tdlvb bˆˆt, BˆtgBj, eˆˆenviKvixi bvg BZˆwˆ i gvaˆtg mbrˆKiY)
- AskMˆhYKviˆtˆ i hvPˆvBKˆiY
- ˆˆtˆnvwˆˆˆstqi ˆeKˆı

tgˆnj K ˆZbˆw ˆyˆT nˆtjv cvmlqvWˆl cvmlqvWˆeˆeˆˆˆvcbv| ˆxNˆP b aˆti I ˆwefbˆeAˆˆvKvDˆtˆUi Rbˆ GKB
 cvmlqvWˆeˆˆenvi Kiv fˆtjv Abˆjˆj b bq| GKˆmaK, kˆwˆˆkˆjˆx I Abbˆ cvmlqvWˆhˆl qv ˆiaZˆcˆYˆP

GB ˆyˆtˆI Avˆgˆiv GKˆw cvmlqvWˆgˆvˆtˆbRˆvi eˆˆenvi Kivi mgˆwˆik KiˆZ cˆwi, hv ˆbivcˆ cvmlqvWˆZˆwi I
 msiˆyˆY Kˆti | Avˆcˆwb AˆtˆbKˆtˆjv mˆvBU I cˆwiˆtˆlevi Rbˆ gˆyˆˆˆbv KˆtiB Zˆv eˆˆenvi KiˆZ cˆvˆtˆb, GˆtˆyˆtˆI
 AvˆcbvˆtˆK iˆaycˆmlqvWˆgˆvˆtˆbRˆvˆti i Rbˆ gˆvˆˆvi cvmlqvWˆgˆtˆb ivLˆtˆZ nˆtˆe|

ˆKcˆimGˆ ˆm GKˆw cvmlqvWˆgˆvˆtˆbRˆvˆti i DˆˆvniYˆˆtˆfc hv I ˆtcb tˆmˆmˆl ˆwbrgˆjˆˆ| Gˆlv nˆtˆZ cˆvˆti

- Ggb kˆwˆˆkˆjˆx cvmlqvWˆZˆwi Kiˆab hv Aˆtˆbˆi Abˆgˆwb Kiv Amˆˆe
- tek KˆtˆqKˆw cvmlqvWˆ(mˆvˆtˆ ˆbivcEˆv cˆkˆkˆe DˆEˆimn) ˆbivcˆtˆ msiˆyˆY Kiˆab
- GKˆw GKK gˆvˆˆvi cˆmˆtˆdˆR ev cvmlqvWˆtˆq Avˆcbvi mgˆˆcˆmlqvWˆnˆjˆyˆZ Kiˆab

<https://keepassxc.org/>

More Info

Digital Security First Aid Kit for Human Rights Defenders (Second Edition)

<https://www.apc.org/en/irhr/digital-security-first-aid-kit>

Security in a Box – Digital Security Tools and Tactics

<https://securityinabox.org/en/>

Digital Security Training for Activists and Journalists

<https://totem-project.org/>

ibivcËv cwiKíbv I HK"gz

Avgv`i KvhRjvtc th úgvKi m`xub n`q _vK tmB m`útk`úo aviYv tctj, Avgiv Avgv`i ibivcËvi c0UvKj _tjv`K ibivcËv cwiKíbv ev Pz`Z mysMwZ KiZ Avic KiZ cwi | GB cwiKíbv _tjv Avb0mbK, wj wLZ ev Avb0mbK, fVM Kiv Pz` n`Z cvti, Zte th`Kv`bv Dcv`q G`K 0j vBF0 wntmte wetePbv Kiv DvPZ nte I `iKvi w`bqvz Avc`WU I ch`j vPbv |

Avgiv GB cwiKíbv I HK"gz _tjv`K Dch` tKv`bv hv`i Avw`K msMwZ KiZ cwi, thgb: KvhRjg w`tq, th A`Aj KvR Kwi e`w` w`tq, mBv`ni w`b Avy`ti ev Kv`Ri c`w`Zi m`_ mig`m`c`Y`Ab` tKv`bv tgvUK w`tq | hv` Avgiv cwiKíbv _tjv`K mysMwZ Kwi Zvntj w`QzmvaviY Dcv`vb Av`Q th _tjv me fvtjv cwiKíbvq Ašf` Kiv DvPZ |

ibivcËv cwiKíbv I HK"gtZi Dcv`vbmgn

m0zibivcËv cwiKíbv i Rb` w`b` GkU ev Dfq D`i`k` Dc`vcb Kiv hv`te:

- **úgvK c0Z`iva:** G _tjv Ggb aitbi tKškj hv`Pw`Z úgvK _tjv`K msNwZ nI qv t`_tK c0Z`iva Kti (A`P m`tebv`K nwm Kti)
- **Riai c0Z`uqv:** G`K K`Ub`Rw` c0vbl etj, G _tjv n`tjv Ggb c`t`yc hv`ev`te cwiYZ nI qv c0Z`uqv wntmte Avgiv MhY Kwi | Gi D`i`k` mvaviYZ B`f`Ui c`fve Kgv`bv, Gi cieZ`y`wZ Kgv`bv I Av`gYKv`x`K (GKRb thL`vb Av`Q) Av`iv y`wZ Kiv t`_tK weiZ ivLv |

c0Z`u úgvK`K BvZg`a` w`Pw`Z Ktiw hv`mvaviYZ c0Z`ivagj-K I c0Z`uqv tKškj DfqB _vKv DvPZ (ibivcËv tKškj t`Lb) | w`b`Avgiv Av`iv w`v`w` Zf`te Aetj vKb Ki`ev w`f`bat`y`t` Gi A`Kv n`Z cvti |

úgvK c0Z`iva

teki fVM c0Z`ivagj-K tKškj Avgv`i MhY`hVM`Zv, c0Z`iva I m`y`vi tKškj tK c0Z`dij Z Kti | Kv`Ri tPZbv I MhY`hVM`Zv evov`Z A`w`f`v`Kwm c0v`w`f`vb ev RbmvariY ev temvgiK I mvgiK KZ`t`yi m`_ Rw`Z _vKvi Ab`vb` dg`K Ašf` KiZ cvti | weKí Dcv`q Zviv w`g`t`i m`_ Avgv`i m`úK` tRvi`vi KiZ ev w`R`^`y`gZv I ZrciZv `zvi KiZ Ab`vb` tKškj Ašf` KiZ cvti |

GKevi ev`evqb Kiv m`e`n`j GB aitbi e`e`v``z Avgv`i Kv`R I e`w`MZ Rv`tb 0`v`f`meK0 w`K n`q I`v, hv` I Gi m`_ g`v`b`q w`b`Z mg`j vM`Z cvti |

Riai c0Z`uqv

GgbwK tmiv cwiKíbvU e`_`n`Z cvti | Ggb w`QzgvZ`_v`K hv``z cwieZ`kxj cwi`w`Zi Kvi`Y, c0Z`iva Kivi Rb` m`e`Eg cšv c0qM Kti I AvM`mb ev `N0bv Ab`y`Z nq | Riai cwiKíbv _vKv msMwZ c`w`Z`Z ibivcËvi Nubv _tjvi c0Z`uqv Rv`v`Z I y`wZ m`mgZ Kti t`q |

Riai cwiKíbv mvaviYZ tKBM`w`v`0 n`q _v`K teki fVM t`y`t` | úgvKI n`Z cvti- Zte Zv memgq j`y`Yxq bq; tQvU Aciva ev c0KwZK `th`Mi g`Zv KviY _tjv Avgv`i Kv`R`K _i`z`i f`te c`f`meZ KiZ

cvti I AtbK gvbemaKvi i yKiv ugiKi mab nq, Avciub hwi metePbv Ktib th Gi GKiu Sdk Zwi Kti Zte GB aitbi NUbv, tjvi Rb Riavi cwi Kibv Kiv, iaZcY

mvaviY KtqKiu D`vniY thgb, nvtZi KvQ GKrb fvjv AvBbRixi thvMvthvM_vKv, cZevt`i mgq tMBvfi tytI tKvWw mZKZv evZP cvvfbvi Rb mab nq ev AvNvtZi tytI Avdmb cUigK vPvKrmvi e`v_vKv|

Kj`vY Kvgv I vfvBm

Avgt`i Kj`vYi Rb I vfvBtmi Z` cwi Pvj bvi Rb tKSkj Ašf Kiv LgB ZvrcheY kvi xvi K kv³ eRvq ivLtz I KvR Ges vbi vEvi cZ mPZb` vfv eRvq ivLtz Kx c`tyc vbetv Zv metePbv Kiv DvPZ; thgb: Avgiv tKv_vq Ges KLB LvB, NgvB, Avvg Kvi, Dctfvm Kvi, GB Dcv`vb, tjv mgvbfite, iaZcY³Zv fvj tMj Pj te bv| KvR Pvj tq thtZ vfvBtmi I ci vfv Kitz nq Ges Avgvt`i Z` I thvMvthvMi Rb` Kvi Avt` m AvtQ Zv vboZ Kivi tKSkj, tjv Avgvt`i metePbv Kiv DvPZ|

GKRb gvbemaKvi i yvKvixi Rb` mvaviY vbi vEvi cwi Kibv GB D`vniY Avkxj b GB me m`tU tKgb ntZ cvti Zvi aviYv t`te|

cfeDvj LZ, `p I Avc-UzWU vbi vEvi cwi Kibv Avgvt`i mnbkxj Zv I ZrciZvi Rb` KvhRi Avy^{1/2} vKš Zvt`i cZ`vcb bq| v`v Zfvte vektY I cwi Kibv cvkvcvk AcZ`vkvZ NUbvi Rb` I cUvZ Avek`K| hwi vbi vEvi cwi Kibv I Pz, tjv, iaZcY¹ i Kvi nviZqvi Ges cwi v`v Avkxj cUqvRb ntj Zvt`i tQto t`l qvi ygZv mgvbfiteB, hwi vev, iaZcY³bv nq| tK`xfZ I vev nq GLvfb AZ`vek`K hwi Zv Ggb cwi v`v Zi` Zwi Kti hvi Rb` Avgiv cwi Kibv Kti vb ev cwi vb|

hLb`j ev ms`vi velq Pvj Avtm, ZLb GtZ tbiZevPK cfv, tjv v`vi bv NUvq tm velq vboZvi Rb` AvZvi³ c`tyc RvOZ_vKtZ cvti|

Source:
Tactical Technology Collective (2016): Holistic Security. Trainers' Manual. Berlin, Germany: Tactical Technology Collective
<https://holistic-security.org/chapters/strategise/3-3-creating-security-plans-and-agreements.html>

˘j I mslM#bi Rb˘ Riabi cwiKÍbv

Riabi ev AvbywzK cwiKÍbv _vKv AZ˘vek˘K| KviY tKv#bv cŰZti vagj-K e˘e˘v memgq 100 kZvsk Kv#R t˘q bv| GB RvZxq cwiKÍbv ˘Zwi i mgq wbt#e˘ Dcv˘vb, t#v vetePbv Kiab:

- **Riabi Ae˘vi msÁv:** ŐRiabi Ő wK Zv w˘i Kiab- A_# th we˘˘jZ cwiKiv Z Kvh#jvc I AvKiv_#K e˘e˘v, t#v ev˘evqb Kiv iia Kti| GwU _iaZcY#KviY, KL#bv GwU A˘úo nte- hw˘ GKwU ˘k˘Ktíi KÍbv Ktib thgb wdí wgt#b mnKg# m#_ thvM#thvM nvi#bvi g#Zv; Gt#tÍ Riabi Ae˘v tNvI Yv Kivi Av#M KZ#Y A#cyv Kiteb?

- **figKv I ˘wqZ;** cŰZ˘K e˘w˘i Rb˘ m#úo figKv ˘Zwi Kiab hviv Av#M t_#KB m#PZb I m#Z n#t#Q- GwU NUbvi t#tÍ Ae˘e˘vcbv I AvZ#K c#wqZ Kti| cŰZwU úgwKi t#tÍ Ggb figKv vetePbv Ki#Z nte hv Absvb#thvM˘ I Riabi cwi w˘Z#Z mvov t˘l qvi m#_ RwoZ e˘enwi KZv, t#v vetePbv Kiab|

Riabi Ae˘vi Rb˘ _iaZcY#K#Kj n#v tbUl qvK˘Kiv- wgt# i GKwU we˘Z.tbUl qvK˘hvi gta˘ eÚzev cwi evi, m#ú˘vq, ˘vbxq wgt#, iv#fí Dcv˘vb I GbwRI Ges misew˘ Kt˘i g#Zv RvZxq I Av#R#ZK wgt# Ašf# _v#K| Avcbvi wgt#iv Kxfv#te Avcbv#K mg_# Ki#Z cv#i? Riabi cwi w˘Z#Z Zviv mnv#h˘ Ki#Z B˘QK I Avcbv Zv# i KvQ t_#K Kx Avkv Ktib Zv Zv# i Rvbv#Z Avcbvi wK Av#M t_#K thvM#thvM Kiv DvPZ?

- **thvM#thvM P˘v#bj:** Riabi cŰZw#qv#K mgš# Kivi Rb˘ memgq GKwU mgš#gj-K Kvh#g RwoZ _v#K, ZvB w#wRuvj thvM#thvM #gea#vbfv#te _iaZcY# w#fb#e˘cwi w˘Z#Z cŰZwU ct#i m#_ thvM#thvM me#P#q w#v#v˘ I Kvh#i Dcvq Kx Zv wba#Y Kiab Ges GKwU e˘vK-Avc Dcvq wPw#Z Kiab| m#PZb _vKb, Riabi Ae˘vi Rb˘ Dc#thvM#v wbt˘#Kv n#Z cv#i:

- ✓ wK thvM#thvM Ki#Z nte
- ✓ tKvb P˘v#bj e˘enwi Ki#Z nte
- ✓ Kvi m#_

- **cŰw#K mZK#v I cŰZw#qv e˘e˘v:** GwU Riabi ev Avmb#D˘Pgw#bi S#K i cwi w˘Z#Z cŰZw#qv mgš# Kivi _iaZcY#n#wZqv| cŰw#K mZRZv I cŰZw#qv e˘e˘v gj-Z GKwU tK˘#fZ b#_ (B#j KUbK ev Ab˘_vq) hv Riabi cwi w˘Z#Z tLv#v nq GKwU w#v#v#E˘v mPK Ges UvB#j vB# N#U hvI qv NUbv, t#vi me eY#v ti KW˘Ki#Z e˘enwi Kiv DvPZ| GwU cwi #vi fv#te cwiKiv Z cŰZw#qv Rb˘ Kg˘I #g eY#v, hv AR# Kiv mPK#K tevSv#te th S#K Avevi Kt#tQ| G#Z RwoZ e˘w˘t˘ i Av#v #wZi nvZ t_#K i#vi Rb˘ I kv#wi K I gw#wKfv#te c#v#v#i Ki#Z mnvqZv Kivi Rb˘ hZ#cieZ#c˘#yc, t#v Ašf# Kti| cŰw#K mZRZv I cŰZw#qv e˘e˘v cieZ#Z Kx N#U#Q I Kxfv#te cŰZv#v#i tK#Kj I fv#l˘#Z úgwKi cŰZw#qv, t#v#K Db#Z Kiv hvq Zvi w#k#t#Yi Rb˘ ˘iKwi ˘w#j#w˘ mieivn Kti|

msl/vbK wivcEv e'e-v Dbz Kiv

ms-v, tj v#K mvgÄm`cY`cvtgj`vqb c#uqv wntmte e'e-vcK, Kg#I t`QvmeKt`i Øviv myjyv e'e-vcYv
I Gi ev`évb wetePbv Ki#Z nte| Avgv#`i wivcEv tKSkj I cwiKíbv, tjv th cwi#c#y#Z KvR Kti
Zvi mv#_ mvgÄm`cY`bq eis m`m`#`i w`#q tm, tjv MpxZ I c#qvM Kiv ntq#Q Zv wbuqgZfivte gj`vqb Kiv
GKuU fv#jv avi Yv| c#Zövb wntmte Avgv#`i wivcEv gj`vqb m#ú#K`Av#iv Riv#Z cieZ#Aa`v#q cob|

Source:

Tactical Technology Collective (2016): *Holistic Security. Trainers' Manual*. Berlin, Germany: Tactical Technology Collective
<https://holistic-security.org/chapters/strategise/3-4-security-in-groups-and-organisations.html>

снi ikómgr

cuivkómgra



tKBm ÷ wllmgra

GB g'vbgvj uLZ Dc⁻mcZ c×wZmgra I Abjxj tb e'enwi K c0qvMⁱ Rb'' ub^{qj} uLZ wZbuU tKBm ÷ wllw t`I qv AvtQ| GB tKBm ÷ wllw, tjv wefkl fivte 0>0 wefkl Y c×wZ, tjvi c0qvM Kivi Rb'' c0qvRbxq me Z_'' Ašif⁹ Kti (Aa'vq 3.5 t`Lb) cvkvcvk n`fyt^c, tjv wllwRvBb Kivi Rb'' (Aa'vq 3.6 t`Lb)|

òRugj Avkvi wbtq msNI⁰

òKj⁰ sKvi Af`šfxy ev`fyz e'w³ iv (AvBwllw)0

òKgtc^tbi tmtq wis GjvKvi Dbqbgj-K Kg^mP, tmtq wis c0`tk0



tKBm ÷wW- Rigi AvKvi vbtq msNI²³



Source: University of Texas Libraries

~vbxq Gj vKvi vclqvij

1. ersj vt`tki DĖivĀtj Aew`Z tRjv v`bvRcj¹ | ~vaxbZvi cte©(wWtm±t 1971) ersj vt`tki GB DĖivĀtj i w`tK wv`ggŕej ±tt`i GKwU vekij Ask Rigi gvij K wQtj b| Gigta", ~vaxbZvi mgŕq (1971 mvtj) AtbK wv`ycwv evitK msKtUi gta" cotZ nq Ges Zviv fvi tZ Ptj hvq| GKtii ci GK i Zvt`i gvij Kvbraxb Riq GLvtb cto _vtK, th, tjv cieZŕ mgŕq wvrfbæatgŕ gvbŕtj iv e`envi KitZ i iæKti |
2. tek KtqKwU msL`ij Nym±ú± vtqi tjvKRb t`kvišli nI qvi wv±všl tbq vb Ges G t`tkB evm KitZ _vtK| t`tki meŕPtq tevk msL`ij Nym±ú± vq w`bvRcj i B itqtQ| tRj wUi tgvU RbmsL`vi cŕq 2.24 kZvsk GB msL`ij Nygvbŕtj iv²⁴ | Gigta" w`bvRcj i Ab`Zg msL`ij Ny m±ú± vq ntjv mgZj RiqŕZ evm Kiv mvlZvij m±ú± vq|

²³ This case study was compiled by Ruhi Naz in consultation with NETZ Bangladesh. It was designed specifically for application workshops. The case study is based on a real situation. But the exact location, other references and the names of people involved are intentionally not mentioned here. In order to protect the integrity of persons involved all names have been replaced by pseudonyms.

²⁴ According to census 2011 data (https://en.wikipedia.org/wiki/Dinajpur_District,_Bangladesh)

3. msNtI[®] mgq Môtg 59uU mvlZvj cwi evi evm KiZv 25uU gvyj g cwi evti i m½| mvlZvj cwi evi Mj v GK cvovq GKB mvt_ cĀZtevkf`i mvt_ evm KiZv| tKvfbv ve`vj q, t`vKvb ev evRvi mvlZvj cvovq tbB| GiB tĀyZ, gvyj g mæú[®] vtqi wki f`i mvt_ mvlZvj wki f`i GKB tĀj thZ nq| Zviv GKmvt_ tĀj i weifbæAbgvb thgb evm R µxovbgvb, mvs`uZK Abgvb Ges RvZxq w`em, tjv- AvšRmZK gvZfv v w`em, t`axbZv w`em, weRq w`em wbgvgZ cvj b Kti v f`K| gvyj g mæú[®] vq th mg`l evRvi t`f`K meWR, Lveri, I lĀai gZv wZ`cĀqvRbxq wRvbm wKtb tbq, mvlZvj mæú[®] vq| GKB RvqMvq t`f`KB tbq| GQvov, wbtRf`i agfĀ Drme cvj tbi cikvcvuk mvlZvj I gvyj g mæú[®] vq GKm½ cĀjv %ækvL (14 GuĀ / 1`ekvL) cvj b Kti v f`K| t`vbxq t`vKvb, KvVKj I Pjv Ktj gvyj g mæú[®] vtqi tjvKf`i mvt_ mvlZvj cwi evi I GKmvt_ KvR Kti |
4. evsj vt`f`ki t`axbZvi cĀe[®]l cĀi (1971 mvtj i AvtM I 1972 mij t`f`K) wv`yRvg`vi f`i gvyj Kvbvaxb wQjv tmB mg`l cĀkæ× Rvgmn Avtiv AĀbK Rvgi cĀ| 1972 mvtj wv`y cwi evi f`i t`kvšl nI qvi mgq, tek KtqK weNv Rvg (mvsew`Kf`i mĀfgZ, 200 GKti i l tevk Rvg) mvlZvj mæú[®] vtqi hviv Zv f`i Rb` KvR KiZv, Zv f`i wBKU n`lšl Kti wQjv| 1962 mij t`f`K wv`yRvg`vi iv GB Rvg, tjv n`lšl i cĀqv i iæ Kti tgšLK Pæ[®] i gra`tg cvVvb Avgtj thUv GK aiĀbi AvbgvmbK tjbt`b wQjv ZLb, thLvĀb Rvgi gvyj K AbvbgvmbK fite Rvg fivovUqv Ges eMĀvI x`i BRviv t`l qvi weibgtq UvKv wbtZv|
5. meĀkl Rvg n`lšl cĀqv nq NtU 1971 Ges 1972 mvtj , hLb wv`yRvg`vi iv axti axti GB t`k QvotZ i iæ Kti| t`axbZvi msMôtg I vek;Ljvi mgq Ges t`axbZvi cĀi mgtqI, mvlZvj f`i gĀ` hviv Rvgi gvyj Kviv MōY Kti wQj b, Zv f`i AĀbKB n`lšl i mgq tek wKQz`ijj nwiĀq tĀj | wKš` tevk i fivM tĀf`ĀB Zviv Rvgi gvyj Kvbv `ve Kti Pj tQ| cieZĀZ GKUv chĀq t`Lv tMj, cĀZwbqZ eĀbv I `elg`l `iæ mvlZvj mæú[®] vtqi AĀbKĀK Zv f`i e`eüZ I AvakZ.Rvg t`f`K i wZgZv Df`Q` Kiv nq|
6. weZwKZ Rvg, tjv w`bvRcĀj i GKwU wv` Môtg Aew`Z| mvlZvj mæú[®] vtqi hviv H Môtg evm KiZv, Zv f`i `ve 19 GK i Rvgi gvyj Kvbv Zv f`i B th, tjv cvVvb Avgtj wv`yRvg`vi iv 1971 mvtj i t`axbZvi AvtM Zv f`i f`K gvyj Kvbv n`lšl i Kti | wKš` 1972 mvtj Gm. MvY `ve Ktib, wv`y cwi evi hviv GB Rvgi gvyj K wQj b, fivĀZ hv l qvi AvtM Zv f`K gvyj Kvbv w`tq wMtqvQj v| Gici 1978 mvtj Gd. Lv b `ve Ktib wZv b Gm. MvY i KvQ t`f`K 19 GK i Rvg wKtb wbtqvQj b| GiB tĀyZ, mvlZvj mæú[®] vq Gm. MvY I Gd. LvĀbi weiaĀ× t`l qvmb gvgj v `vtqi cĀqv i iæ Kti| GB gvgj v GLĀbv t`MZ| 1980 mvtj GKB BDvbgvmbi KvDwYj i wntmte weĀPZ BDvbgvmb cwi l f`i tPqvig`vb Gg. Avntg` `ve Ktib Rvg, tjv wZv b Zvi `B tQj i Rb` Gd. LvĀbi KvQ t`f`K wKtb wQj b| GiRb, 1981 mvtj mvlZvj iv Avevi Avt i KwU t`l qvmb gvgj v `vtqi Kti Gg. Avntg` I Zvi `B tQj Rvgj I wRvbm-Gi bvtg Rvg Avamōh f`yi tRi aĀi | Rvgj GB t`l qvmb gvgj vĀK wgv`v gvgj v wntmte cĀZev` Kti Ges

tRviceRfite mvlZij cwievii KvQ t_#K Gg. Avntg`i `B tQtj 19 GKti gta` 10 GKl Rwg AvAMhY Kti tdjt Ges emK 9 GKl Rwg mvlZij m=ua`vtqi ubqsfY t_#K hvq|

7. Gici t_#K evievi Gg. Avntg`i cwievii KvQ t_#K mvlZij`i nqivmb l Rwg t_#K Df`Qt`i ukKvi ntZ nq| 2004 mvtj , Gg. Avntg` AbvbgnbKfite GjvKvq , Re Qiofq t`q th, wZvb Gm. Mwyi KvQ t_#K Zvi `B tQtj Rwgj l wRbwn-Gi Rb` 19 GKl Rwg mq KtiwQtj b| wZvb Avtiv `ve Ktib, GB Rwg Avmj gvij K wQtj b Mwy mvtne Ges gvij Kivvi hveZxq KvMRcT wZvb Mwy mvtntei KvQ t_#KB MhY Ktib| GB `ve mvlZij m=ua`vq l Gg. Avntg` cwievii gta` mgvMZ Kjtni mjo Kti | Zvt`i msNI`cZeqi dmtji tgsmtgi AvtM l cti cKU AvKvi aviY Kti |
8. Gigta` gvyj g m=ua`vtq tek KtqKRb Gg. Avntg`i cwieviiK mg_@ Kti thUv cwiw`wZ w`wZkxj ivLtz tKvbn fvgKv cij b Ktib| GB tcljyZ mvlZij m=ua`vq tRviftRvii Kti th, hLb Gm. Mwy l Gd. Lvbi wei#x t`l qvmb gvjv `vtqi Kiv nq wK GKB mgq Gg. Avntg` BDvbqb cwi l`i tPqiv`vb _vKve`vq Zvi wei#x l gvjv `vtqi Kti | Zviv gvjv wL t_#K tei nl qvi Rb` Gg. Avntg`i mvpPth`Avtmb Ges hveZxq AvBvb KvMRcT Zvi KvQ w`tq t`q| wKs`Gg. Avntg` GB mthvM KvR j wMtqWj Ges me `wj e`envi Kti Rvj `Zvi Kti wbtRB weZwKZ Rwg gvij Kivv `ve Kti etmb| GB Kvty, mvlZij m=ua`vtq hvz` ntjv Zvt`i KvQ AvBvb `wj cT` , tjv bv _vKvq `ve Kitz cviQ bv GB Rwg gvij K ZvivB| 1971 mvtj i `vaxbZv h#x mgq wKQz`wj b6 ntq hvq etj Zviv AwfgZ cKvk Kti Ges Zvt`i gtZ, Gigta` emK `wj , tjv Gg. Avntg` Pzi l Rvj Kti tdjt |
9. GiB tRi ati, mvlZij m=ua`vq l Gg. Avntg`i cwievii gta` mgvMZ msNI`l Kj n Pj tQB| 2015 mvtj i 24 Rvbgvii, Ae`v Avtiv teMwZK ntq hvq hLb `B firB Rwgj l wRbwn GjvKvi cFvekvj`i LwUtq KtqKRb mvlZij cwievii RwgZ dmj Drcv`b`i i#Kti | GB mgq `vbxq gv`vbin erav w`tz _vtK Rwg `Lti c@Pon Pwjtq| Aek` GB wltq mvlZij m=ua`vq AvMvg Z` tctq hvq Ges Zviv wR`^A` ; Zxi, abk l ek@wbtq cT`Z _vtK| `vM`ekZ, nZvnmZi GK ch#q mvlZij`i abkKi AvNvtZ Avnmvb bvtgi GK e`w`i tQtj AvnZ nq Ges cieZ#Z gviv hvq|
10. GB AK`yr gZzi tyvtf tmB GjvKvq mvlZij`i wei#x cti v `vbxq gvyj g evOvj iv wei#x Pti hvq| GKRB gvyj g tQtj gZyZ GjvKvi `vbxq l aglq tbZvivi mvlZij`i wei#x Ae`vb Kti | GB NUbv tmLvKvi gvbtj i gtb Avw`evm#x wevav gtbvvetK RvMz Kti | c@q 4,000 gvby GKt ntq mvlZij cwievii thLvth evm Kti nvjv Pjv vbn nq| Zviv hv tctqQ AvmgY Kti l gvbyK AvNvZ Kti, GgbwK Zvt`i nvZ t_#K brix l wki l ev` hvq bv| Zvt`i emio, Mpcvuj Z cky tyZ me cwtq t`q|
11. Lly l evievi msNtI`P tcljyZ cv`v gvjv `vtqi Kiv nq| mvlZij m=ua`vq Gg. Avntg` cwievii wei#x AvmgY, jYciU l WwKvzi gvjv Kti | Zvi cwievii mvlZij`i wei#x

Lt̄bi gvgjv `vtqi Kti | H w̄t̄bi msNt̄l̄ NUbri t̄c̄t̄ȳt̄Z `B̄ c̄ȳ t̄t̄K 4uU cv̄v̄ gvgjv Kiv nq| m̄v̄L̄Z̄ij m̄s̄ú̄v̄q Z̄v̄t̄`i m̄v̄āḡt̄Z̄v̄ D̄w̄K̄j̄t̄K f̄v̄t̄j̄v̄ c̄w̄īḡv̄t̄Ȳ Uv̄Kv̄ t̄`l̄q̄vi ēē`v̄ K̄ti | t̄K̄v̄t̄ŪP̄ īb̄mbi w̄`b̄ t̄m̄ D̄c̄w̄`Z̄ _v̄K̄t̄j̄ I t̄K̄v̄t̄bv̄ Ab̄K̄j̄- d̄j̄ v̄d̄j̄ Av̄t̄m̄b̄ Z̄v̄t̄`i R̄b̄`|

12. t̄m̄B̄ NUbv̄, t̄j̄vi ci, Av̄B̄ub̄ ms̄`v̄, t̄j̄v̄ I c̄w̄j̄ k̄ `v̄b̄x̄q ch̄t̄q̄ c̄w̄ī`k̄f̄bi ḡv̄āt̄ḡ ej̄ c̄l̄q̄M̄ K̄ti P̄j̄ḡv̄b̄ ms̄N̄l̄ ēŪ K̄ti | Av̄B̄ub̄ ms̄`v̄, t̄j̄v̄ M̄f̄xi f̄v̄t̄ē w̄el̄q̄Ū w̄b̄t̄q̄ ch̄t̄ēȳȲ K̄ti ēS̄t̄Z̄ cv̄t̄i th, c̄l̄ḡevi t̄m̄B̄ ḡv̄w̄ij̄ ḡ t̄Q̄t̄j̄ i ḡḡm̄š̄K̄ ḡZ̄ȳ ci ḡv̄w̄ij̄ ḡ m̄s̄ú̄v̄q̄ tek̄ K̄t̄q̄K̄evi m̄v̄L̄Z̄ij m̄s̄ú̄v̄t̄qi w̄eīt̄x̄ Av̄μ̄ḡȲ P̄ij̄v̄q̄| GB̄ t̄c̄t̄ȳt̄Z̄, `v̄b̄x̄q̄ c̄w̄j̄ k̄ t̄÷k̄t̄bi GK̄uŪ t̄Q̄v̄Ū `j̄ m̄v̄L̄Z̄ij m̄s̄ú̄v̄t̄qi m̄j̄ȳvi R̄b̄` Ges̄ c̄w̄ī w̄`v̄Z̄ w̄b̄q̄š̄ȳ īv̄L̄t̄Z̄ m̄v̄Z̄ ḡv̄m̄ w̄b̄t̄q̄v̄m̄R̄Z̄ w̄Q̄t̄j̄v̄|

13. D̄c̄t̄R̄j̄v̄ I w̄b̄ēf̄x̄ Āw̄d̄m̄vi-BD̄Ḡb̄l̄, D̄c̄t̄R̄j̄v̄ ch̄t̄q̄ w̄m̄w̄b̄q̄i m̄n̄K̄v̄ix̄ K̄ūḡk̄b̄vi Ges̄ f̄īḡ m̄n̄K̄v̄ix̄ K̄ūḡk̄b̄vi (Ḡim̄ j̄`v̄Ū) 24 R̄v̄b̄ḡv̄w̄i 2015 m̄v̄t̄j̄ i NUbri ci c̄w̄ī`k̄f̄b̄ w̄t̄q̄Q̄j̄ | Z̄v̄iv̄ `B̄ c̄t̄ȳi c̄l̄Z̄īw̄īā m̄v̄t̄_ t̄`L̄v̄ K̄ti Z̄v̄t̄`i Av̄`^l̄K̄ti th̄ Z̄v̄iv̄ m̄n̄t̄h̄w̄M̄Z̄v̄ c̄l̄v̄b̄ K̄īt̄ē|

14. Z̄v̄t̄`i c̄w̄ī`k̄f̄bi ci, `v̄b̄x̄q̄ I āḡf̄q̄ c̄l̄Z̄īw̄īāiv̄ BD̄Ḡb̄l̄ Ges̄ Ḡim̄ j̄`v̄Ū m̄v̄t̄n̄ēt̄`i w̄b̄t̄R̄t̄`i Āw̄d̄t̄m̄ w̄b̄t̄q̄ h̄v̄q̄ Ges̄ Ā`v̄c̄v̄q̄b̄ K̄t̄īb̄| Ḡici NUbri GK̄ ēQ̄i ci t̄m̄B̄ BD̄Ḡb̄l̄ I Ḡim̄ j̄`v̄Ū m̄v̄t̄n̄ēt̄`i Ab̄` R̄v̄q̄M̄v̄q̄ ē`w̄j̄ n̄t̄q̄ h̄v̄q̄ Ges̄ GB̄ `B̄ m̄s̄ú̄v̄q̄t̄K̄ w̄b̄q̄ūḡZ̄ m̄n̄t̄h̄w̄M̄Z̄v̄ K̄īt̄Z̄ cv̄t̄i b̄ b̄v̄| 2015 m̄v̄t̄j̄ i R̄v̄b̄ḡv̄w̄i ḡv̄t̄mi t̄m̄B̄ NUbri ci `v̄b̄x̄q̄ w̄ḡw̄V̄q̄v̄l̄ m̄v̄t̄_ m̄v̄t̄_ m̄n̄t̄h̄w̄M̄Z̄v̄i n̄v̄Z̄ ēw̄ōt̄q̄Q̄t̄j̄v̄| c̄l̄q̄ ĀāēQ̄i m̄v̄s̄ēv̄w̄`K̄iv̄ Ḡj̄v̄K̄vi N̄t̄j̄ t̄`t̄L̄ I w̄īt̄c̄v̄Ū`K̄ti w̄ḡw̄V̄q̄v̄t̄Z̄| Z̄v̄iv̄ m̄v̄L̄Z̄ij m̄s̄ú̄v̄t̄qi w̄eīt̄x̄ K̄iv̄ āš̄m̄v̄Z̄K̄ K̄ḡR̄v̄D̄ I Av̄μ̄ḡt̄Ȳi Āē`v̄, f̄q̄-f̄m̄v̄Z̄ w̄ḡw̄V̄q̄v̄q̄ D̄c̄`v̄c̄b̄ K̄ti |

15. `v̄b̄x̄q̄ Āw̄īēv̄m̄x̄ t̄b̄Z̄v̄iv̄ BD̄w̄b̄q̄b̄ c̄w̄īl̄t̄`i t̄P̄q̄v̄iḡ`v̄t̄bi m̄v̄t̄_ t̄`L̄v̄ K̄ti Z̄vi m̄n̄t̄h̄w̄M̄Z̄v̄ K̄ūḡ` K̄ti | w̄Z̄w̄b̄ `B̄ c̄t̄ȳi Av̄t̄μ̄v̄k̄ c̄l̄k̄v̄ḡt̄bi t̄Z̄ḡb̄ t̄K̄v̄t̄bv̄, īāZ̄j̄i f̄īḡK̄v̄ c̄v̄j̄ b̄ K̄īt̄Z̄ cv̄t̄i b̄ w̄b̄ w̄K̄š̄` m̄v̄L̄Z̄ij m̄s̄ú̄v̄q̄t̄K̄ Ív̄Ȳ m̄n̄v̄q̄Z̄v̄ w̄`t̄q̄ m̄v̄n̄v̄h̄` K̄t̄īb̄| Ḡici Āw̄īēv̄m̄x̄ t̄b̄Z̄v̄iv̄ `v̄b̄x̄q̄ t̄b̄Z̄v̄t̄`i m̄v̄t̄_ w̄ḡt̄j̄ `v̄b̄x̄q̄ m̄s̄m̄` m̄`m̄` (Ḡḡw̄ic̄)-Ḡi m̄v̄t̄_ t̄`L̄v̄ K̄ti Z̄vi m̄v̄n̄v̄h̄` c̄l̄`B̄v̄ K̄ti | Ḡḡw̄ic̄ Av̄`^l̄ K̄t̄īb̄, GB̄ t̄`t̄k̄i m̄īK̄vi m̄s̄L̄`ij̄ N̄ym̄s̄ú̄v̄t̄qi `w̄ē Av̄`v̄t̄qi ē`v̄c̄v̄t̄i w̄ēt̄k̄l̄ `w̄ō w̄`t̄q̄ _v̄t̄K̄, GB̄ t̄c̄t̄ȳt̄Z̄ m̄v̄L̄Z̄ij m̄s̄ú̄v̄t̄qi Āw̄āK̄v̄t̄īi w̄el̄q̄Ū w̄Z̄w̄b̄ m̄ēw̄īāK̄, īāZ̄j̄i m̄v̄t̄_ t̄`L̄t̄ēb̄|

16. c̄t̄i, `v̄b̄x̄q̄ Ḡḡw̄ic̄ I Āw̄īēv̄m̄x̄ w̄el̄q̄K̄ m̄s̄m̄`x̄q̄ K̄ūḡūJ̄i m̄`m̄`m̄n̄ Ḡj̄v̄K̄v̄ c̄w̄ī`k̄f̄bi R̄b̄` w̄t̄q̄Q̄t̄j̄v̄| Z̄v̄iv̄ m̄v̄L̄Z̄ij t̄b̄Z̄v̄t̄`i m̄v̄t̄_ t̄`L̄v̄ K̄ti Av̄`^l̄K̄t̄īb̄ m̄ē āīt̄bi m̄n̄t̄h̄w̄M̄Z̄v̄ Z̄v̄t̄`i c̄l̄v̄b̄ K̄iv̄ n̄t̄ē| GB̄ m̄v̄ȳv̄t̄Z̄i ci, `v̄b̄x̄q̄ Ḡḡw̄ic̄ I D̄³ K̄ūḡūJ̄i m̄`m̄`iv̄ t̄`L̄v̄ K̄t̄īb̄ Ḡḡ. Āv̄n̄t̄ḡt̄`i c̄w̄īēv̄t̄īi m̄v̄t̄_ Ges̄ Z̄v̄t̄`i m̄v̄t̄_ `ḡt̄j̄i L̄v̄evi t̄L̄t̄q̄ X̄v̄K̄vi D̄t̄īt̄k̄` īl̄b̄v̄ n̄q̄| Ḡici Z̄v̄iv̄ Av̄i M̄ōt̄ḡ Av̄t̄m̄b̄ w̄b̄| Ḡḡb̄w̄K̄ m̄v̄L̄Z̄ij I ḡv̄w̄ij̄ ḡ m̄s̄ú̄v̄t̄qi t̄K̄DB̄ Av̄i t̄K̄v̄t̄bv̄ m̄n̄t̄h̄w̄M̄Z̄v̄i c̄v̄q̄ w̄b̄| Z̄vi ci I, `v̄b̄x̄q̄ ḡv̄w̄ij̄ ḡ t̄b̄Z̄v̄iv̄ Ḡḡw̄ic̄i m̄v̄t̄_ t̄h̄v̄M̄v̄t̄h̄v̄M̄ Āē`v̄n̄Z̄ īv̄t̄L̄|

17. Av̄μ̄ḡt̄Ȳi c̄t̄īi m̄ḡq̄ t̄`t̄K̄, K̄ūḡD̄īb̄īŪ t̄ēBR̄W̄ ĀM̄f̄v̄B̄t̄R̄k̄b̄ (w̄m̄w̄el̄) m̄v̄L̄Z̄ij m̄s̄ú̄v̄q̄t̄K̄ m̄n̄t̄h̄w̄M̄Z̄v̄ I m̄ḡ_`f̄bi n̄v̄Z̄ ēw̄ōt̄q̄Q̄t̄j̄v̄ Ges̄ Av̄š̄R̄w̄Z̄K̄ ms̄`v̄, t̄j̄v̄ h̄v̄iv̄ `v̄b̄x̄q̄f̄v̄t̄ē K̄v̄R̄ K̄ti Z̄v̄iv̄l̄ c̄v̄t̄k̄ `w̄ōt̄q̄Q̄t̄j̄v̄| `v̄b̄x̄q̄ Ḡb̄w̄R̄I I Av̄BḠb̄w̄R̄I Ḡj̄v̄K̄v̄ c̄w̄ī`k̄f̄bi K̄ti, Av̄BḠb̄w̄R̄I, t̄j̄v̄

ÎvY mniqZv t`q mvluzvj m^uvq^uq^uK hv^zZ Zviv aÿsm Kti tdjv emoNi clyivq WK Ki^zZ cv^{ti},
Zv^{ti} e^{en}vh^o R^umbmctⁱ e^ev^u Ki^zZ cv^{ti} th^utjv D^uQ` Kiv n^uq^uQ^utjv| ^uvbxq
Gb^uRI ^utjvi m^ut^u ^ug^uij Z n^uq c^uij k l ^um^uel m^um^uiv tP^uov Kti Df^uq c^uÿi c^uZ^uib^uat^u i 2005
t^u K 2008 mij ch^uš^u Avgš^uY R^umb^ut^uq ^uel q^uUv g^uxg^usmv Kivi | ^uKš^u GB D^u ^uv^u ^utjvi tK^uv^utv^uU^uB
mdj nq^uib|

18. 2019 l 2020 m^utj ^uvbxq Gb^uRI, K^ugD^uib^uU teBRW AM^uovB^utRkb Ges c^uij k ^u ^u c^uÿi g^uta^u
^ugUg^uU Kivi tP^uov Ki^zZ ^uv^uK| Av^uR ch^uš^u t^umB G^uj^uv^uKvi Ae^uv^u ^ug^utg| eZ^ug^urb Av^uv^ut^uZi
^ubt^ulav^uÁvi Kv^ut^uY Df^uq c^uÿ R^ug e^uen^uvi Kiv t^u K ^ueiZ Av^uQ| Z^ute, e^uš^uv hv^uQ^u dmj
Drc^uv^u t^ubi mgq N^uib^ut^uq Av^um^ut^u B ^u ^u c^uÿi th^utK^utv^u GKc^uÿ Ave^uvi n^ug^ujv i i^uæKi^zZ cv^{ti} | M^ut^ug
emv Kiv mvluzvj l g^uÿij g m^uu^uvq G^ut^uK Ac^ui^ut^uK ^uek^um Kti bv| Av^uv^ut^uZi ^uv^uq^ui Kiv g^uv^ugv
GL^utv^u ^uep^uri v^uxb i^ut^uq^u|

3. t`kui DEi I ceĀtj evm Kti tewkifvM Zvngj I gnyjg iv| wKš' Zvngj I gnyjg m=ú^uvtqi GKUv eo Ask cūōg, ga'vĀj, Kj t^u Ges `wY knivĀtj i w`tkl t`Lv hvq| wmsnjx iv cāvbZ ōtci `wYvĀj I ga'vĀtj i D^uēngtZ evm Kti, hw`l wmsnjx msL`vj Njy GKUv eo Astki evm cteP w`tk|
4. Dcūbteŋki AvtM, ZrKvjxb ivReskai iv ōtci wewfb^uĀĀj kvmb KitZv, thgb: Zvngj ivRZj wQtj v Rvdbv^uZ I Kv^u `tZ wQtj v wmsnjx ivResk| DcKj-xq ĀĀj ,tj v cūtg wQtj v cZ^uMR^u i w^ubqš^uvaxb I cti Zv WvP^u i nvtZ P^utj hvq| 1976 mtj ōxciw hLb wewUK^u i `L^utj P^utj hvq, ZLb ōtci c^utj v c^ukvmbK e`e`v cūgevti i gtZv GKK kvmbvaxtb P^utj AvtM|
5. cūg wekht^u i mgq, cūgevti i gtZv RvZxq Avt^u vj tbi mPbv nq| Zvt^u i e`_Zv wmsnjx I Zvngjt^u i gta` w^uvtai m^uō Kti| 1948 mtj wmsnj AwfRvZ^u i gva`tg `raxb miKvi wbtq w^uvtbi Avwef^u nq| Zte msL`vj Njy i Awakvi iyvi t^uġ^u Zvngjt^u i c^uy t^utk `we Kiv tKv^utv Awakvi ms^uear^utb L^uġR cvl qv hvqub|
6. m^uvavi Y wbeP^utb Rqx nI qvi ci, wmsnjx-tēš^u RvZxqZvev`, GmGj Gd^uic (kōj sKv w^udWg cvwU^u) ōiaymsnjx ō AvBb cvk Kti 1956 mtj, hvi gva`tg w^uvtbi RvZxq fvlvi gh^uv tctq hvq wmsnjx fvlv| msNvZ wbtq KvR Kiv M^utelKiv wmsnjx^u i AwfĀZvi AvtjvtK tei Kti th, K^utj w^ubqvb mg^utq w^utkl Kti wewUK K^utj w^ub c^ukvmtbi Aaxtb Zvngj iv m^uear tctq^uQtj v ōwefvRb I kvmb b^uwZ ō Gi Aaxtb|
7. teš^u c^uvi^uē^ube^uv` ōv iv D^u3^u4^uw^ueZ n^utq wmsnjx RvZxqev` iv wewUK Avgtj i w`tk P^utj hvq thwU wQtj v Dcūbte^uwK^u w^uvti^uvax Avt^u vj tbi GKUv ep^uĒi Ask| `raxbZvi mt^u_ mt^u_ GB Avt^u vj b Avt^u iv k^u3^ukvjx n^utZ _vtK, hv GKxfZ k^u3^u w^unt^ute mgv^utRi wewfb^uetk^uYx, RvZ I ivR%^uwZK Av`tk^uP gta` w^uefvRb Kti| 1972 mtj w^uvtb kōj sKvi tW^ugt^uμ^uUK tm^uw^uqv^uvj ÷ w^uic^uv^uvj t^uKi gh^uv tctj, teš^u mb^uw^uixiv (msN) ivō^uq w^ueltq `Lj`w^ui Kivi t^uō^uy^utZ ms^uearv cvk Kivq, thLv^utb teš^u ag^uPK c^uKZ ivō^ug^uw^unt^ute `K^uwZ. t`qv nq|
8. Zvngj tMvōx Zvt^u i fvlv I ms`w^uZi `elg`nxbZv I mgvb m^uthv^uMi `we Z^utj atj| Awakvti i `w^uetZ Aw^usm msM^utgi ci Zvt^u i `we^u ,tj v tg^uš ev`x AvKvi aviY Kti Ges eQ^utii ci eQ^ui atj Zvngjt^u i c^uf^uvekvjx m=ú^uvq^u ,tj v `raxbZv I `kvmtbi `w^uetZ D^u3^u4^uw^ueZ n^utZ _vtK| 1983 mtj Gj^uw^uUB-Gi (w^uv^uer^ut^ukb Ae Zvngj B^utjg^u ²⁷) ōv iv 13 Rb `m^ubt^uKi gZ^uy^uhv cieZ^uēZ ep^uĒi Zvngj w^uvti^uvax t^uō^uM^uv^u ,tj v cūq 3,000 gv^ubt^ui R^uxeb `we Kti thwU M^uph^ut^uxi mPbv Kti Ges eo AvKvti i ev`^už^uZi Rb^ut^uq|
9. miKvi I Gj^uw^uUB-Gi gta` msk`^u; msNv^uZi y^ugZvi f^uv^uv^uf^uw^uM gj-Z kōj sKvi M^uph^ut^uxi cāvb KviY w^unt^ute c^uZ^uxqgvb| GQrovI Ab`vb` msNvZ Gi mt^u_ R^uwZ it^uqtQ| Gi gv^utS h^uy it^uqtQ

²⁷ The areas in the north and the east of Sri Lanka are traditionally called "Tamil Eelam" by the Tamils. Likewise, Tamil separatists are using the name as a synonym to the state which they aspire to create in these areas.

`xNf` tbi ivótg `elg` I gnyj g`i c`šKxKiY, GB Ae`v t`kui gta` RmZMZ uefivRb I gnyj g`i bZb ivt`of c`Z BwZ enb Kti | Avi hvB trvK, Mph`xi dtj c`ji v gnyj g m`u`vq ymZM`I ntqtQ, Kvi Y mi Kvi I tMvij v tMv`oxi gta` thLv`tb gj-Z gnyj givB evm Kti DEi I ce`c`tk ,uj ueibgtqi ntqtQ|

10. 1990 mvtj i AvtM t`tk gnyj g`i RmZ ubgf, tRvi ce`R `vbP`Z Kiv I nZ`vKvD NUBv uQtj v Gj uUB M`ci gj-j`y` | k`j sKvi DEi I ce`c`tki Gj vKv ,tj vtZ Zvngj t`i ubqšY uQtj v, Gigta` uekvj AvKv`ti c`fve cto gnyj g Aajl Z A`j Rvdbvq 1990 mvtj , hv` I `B m`u`vq GKB ms`wZ. I fivvi Aaxtb i`qtQ| m`u`vq ,tj vi Dci mZK`Zvi Rmvi ci, UvBMvi ubqšZ Gj vKv ,tj v t`tk gnyj giv cvij tq hvq|

11. ce`Aj t`tk Gj uUB c`q 75,000 gnyj g`K Dt`Q` Kti | Gt`i gta` teiki fivM cu`og w`tki c`Zij vg tRj vq evm KitZ `vtK, hvi dtj t`f`Mvij K I mvgmRKfvte tek cwi eZB j`y`Yxq| c`Zij vg tRj vi tgvU RbmsL`v te`to tM`tQ 10 kZvsk| 2002 mvtj i Gu`j gvtm ugubv`-` Ae vi t`uevj t`Kb, vi t`utUj tgvU Av`U vi u`dDvR I BDGbGBPvAvi-Gi gva`tg cwi Pvij Z AvBvMvvc Rmvi c Abjvqx, RbmsL`vi tgvU 68,156 hvi gta` 93.3 kZvsk gnyj g|

12. 1985, 1989 Ges 1994 mvtj i km`š Avtj vPbv e`nq| bZb Avkvi Avtj v RvM`Z nq hLb bi l`qi ga`-Zvq 2002 mvtj mi Kvi I Gj uUB hy uei`Z Pv` (mgtSvZv `šik) `ryi Kti ²⁸| Av`RvZK m`u`vq c`y`mb I c`Mv`tbi Rb` IY mrvqZvi c`ZK`Z t`q Ges c`q 800,000 AvBvMvvc mi Kvti i KvQ t`tk mrvqZv M`Y Kti | uK`š`hyuei`Z Pv` gvb`l i ev`P`Z nlqv t`tk ueiZ ivL`Z cvti bv, Gi Kvi Y uQtj v bvbvea; thgb: ce`c`tk gnyj g`i uei`x Pj gvb m`nsmZv, `j Lub w`tq `wZ Rvdbv Dc`xtci Ae`v, gvQ aivq ub`lavAv, Ab`vb` AvBvMvvc evmbx I mk`; evmbx `v`v Rvq `Lj | GQvovl 2004 mvtj Gj uUB I Avv`mvgvi K `m`bKt`i gta` Qvqvhy ew`x cvq hLb Gj uUB-Gi ce`Aj i Kgv`vi Zv`i ymZM`I Kti | Gici 2004 mvtj i tktl i w`tk fviZ gnv`m`ti m`y`gi Rb` DEi, ce`I `y`Y A`j i tek ymZ ntj c`q 30,000 gvb`y ubnZ nq|

13. k`j sKvi c`q A`aR RbMY `wi`m`xgvq evm Kti Ges Zv`i `ubK Avq 2 Wj vti i t`tkI Kg| 2001 mvtj k`j sKvi Ae`v t`Dvij qvi nl qvi Dc`ug nq thLv`tb t`bvi cwi gvY uQtj v uRvMvvc i 101 kZvsk| Gi Ab`Zg Kvi Y uQtj v mk`; evmbx`Z ev`R`Ui cwi gvY te`to hv lqv hv 1999 mvtj 48 uevj qb i`ac t`tk 2000 mvtj 80 uevj qb i`ac`Z DE`Y`nq| k`j sKvi 85 kZvsk uK`i c`Z`v`b Ae`v`Z cu`ogv`j i c`tk, teiki fivMB Kjt`v`i Aaxtb| c`KvZK m`u`v` c`m`qvKi`Yi uK`i Qvovl tek uKQz`Mv`tg`um c`Zw`Z nq| tmevLvZ t`kui uRvMvvc i GKv uekvj Ask R`jo i`qtQ, Kvl. GLv`tb u`Zvq Ae`v`tb| GLv`bKvi teiki fivM e`emv tQvU AvKv`ti Ges c`u`gKfvte `v`v`q RbMY c`Z`v`K tmevi Kvt`RB ub`tqv`RZ|

²⁸ The Muslim leaders have never been a party to any of the negotiations between Tamil and Sinhalese leaders to represent their concerns in a formal way, although, one third of Muslims live in the conflict-affected areas.

ṽbvxq Gj vKv m^uúK^z v^el qv^evj

14. Rv^zMZ v^h K v^h t^q c^zvj v^g Gj vKv^q 73.3 kZvsk v^msnj x, 18.6 kZvsk g^vvj g Ges 6.3 kZvsk Zv^gj Aa^vl Z| Rv^z v^ep^tl^h c^zvj v^g GKv^u c^hm^x tRj v| Hv^zv^mK c^hz^he^b ch^hj vPbv Kiv t^hLv hv^q, DV^vàv vQ^tj v Zv^gj m^uú^a v^tqi em^uZ, Hv^zn^hMZfv^he 1430 m^vj t^hK Zv^gj t^hi gr^m l v^hPs^uo P^tl i M^hg v^ht^mte c^hz^uòz vQ^tj v| 1990 m^vtj g^vv^u_eyl gv^bai t^hK Av^hBv^hv^hc^t i v^hv^hš^ti i mg^q g^vvj giv Rb^msL^v 100 kZvsk t^hfo hv^q|
15. c^zvj v^g GL^htv ch^hš^t k^ul i me^tp^tq v^hi^h t^hRj v| Gi Ab^hZg KvⁱY n^tj v mi Kvⁱ ch^hq v^hz^h v^h K^vi GB t^hRj v^u| Gi c^hq 25-30 kZvsk gv^by ev^m K^ti Kv^hv N^ti |
16. GB Gj vK^vi gj- R^hveK^vi Dr^m n^tj v av^b P^vl, cⁱc^vj b, gr^m v^h K^vi Ges t^hQ^vU Av^hK^vtⁱ i e^hem^v| GQ^vov Av^hi K^ul Dr^m n^tj v ga^h Avⁱ t^e ev^m Kiv v^hi x^h i Kv^q t^hK cv^l qv tⁱ v^gt^ut^hYⁱ A^h_^h
17. K^ul Kv^hRi Rb^h g^vu^u fv^tj v gv^tbi n^tj l t^mLv^bK^vi Gj vKv^q i t^qt^q Z^xe^a cv^mb m^sKU, hvⁱ Rb^h v^ekvj cvⁱ gv^tY dmj Dr^cv^h b Kiv m^ue n^q bv| eZ^hv^hb 16^uU t^mP c^hK^ti i Kv^R Pj t^q av^b Dr^cv^h t^hbi e^he^h v^h Z^jv^hš^z Kivi Rb^h| Avⁱv^hP^kv^uz Gj vK^vi g^vu^u BU v^zwi i Rb^h v^eL^vz| Gi Rb^h mi Kv^htⁱ i Ab^gv^uz c^hq^vRb c^ho v^hK^š t^eni kⁱ fv^m mg^qB GB Ab^gv^uz cv^l qv K^ul b n^tq hv^q cvⁱ t^et^ki v^hY m^hoⁱ v^el q^ul i Rb^h|
18. c^zvj v^g AA^htj L^hy Kg Db^qb c^hz^uòv^b Kv^R Ki t^q|
19. k^hj sK^vi D^hei l ce^h t^hKi AA^hj t^hK Av^hBv^hv^hc^t i m^vt^h m^sN^tl^h ci Z^ht^h i v^eZv^uz K^ti c^zvj v^tg G^tm Ae^hv^b Kiv i i^hæ K^ti | aiv n^tq^tq, c^hq 40 t^hK 50 kZvsk Av^hBv^hv^hc^t v^hR ev^m v^h v^h v^h v^h t^ht^z Av^hM^hx b^q GK^hgB| GL^hv^hb 42^uU Av^hBv^hv^hc^t i em^ev^m i t^qt^q| P^vi v^u Gj vK^v R^ho GB K^hv^u t^hj v v^hb t^ht^qt^q g^uvj v^gv, fv^hv^hv^hf^h v^gv, K^vj v^ul v^qv Ges c^zvj v^g Gj vKv^q | me^tp^tq eo mg^mv n^tj v Av^hBv^hv^hc^t i gj- ev^m v^hb l R^ug GL^hb Ab^h gv^bt^h i v^hL^tj, t^zgb t^hK^vtv^h D^cv^ql t^hbB GB Ae^hv t^hK cvⁱ v^hY cv^l qvi Ges Z^vv v^ht^hR^t i Av^hMⁱ ev^m v^h v^h m^hv^hz t^eva K^ti v^h|
20. v^hv^hq c^hz^uòv^b t^hj vi Ae^hv Av^htⁱv Ki^hæ| Z^vv gv^bv^eK^zvi K^hv v^hPs^h K^ti Av^hBv^hv^hc^t i Rb^h Av^hk^h, cv^mb l m^hv^ht^hUkb m^hv^havi g^tz^v t^gš^hj K Ae^hK^vv^ht^gv v^hz^hi Ki^hz ev^h n^q| Av^hBv^hv^hc^t i Rb^h hv^h Kiv n^tQ Z^v cⁱeZ^hz t^hdi Z P^vh^tj l cv^l qv h^hte v^h, GB ev^h v^h Z^v t^hR^tl Z^vv Kv^R K^ti hv^hQ|
21. eZ^hv^hb Av^hBv^hv^hc^t tek v^hK^zv^hv^hg^vv^hRK-A^h v^hz^hK R^ul j Z^v m^ho Ki^h t^hg^b: v^hv^hq t^hi t^hU Z^hz^hvⁱ Av^hBv^hv^hc^t Av^htⁱv Kg t^hi t^hU k^hgK^t i gR^hv v^h t^hQ|
22. ev^hv^hz^h gv^bt^h i v^hR^ug v^hK^ht^z i i^hæ K^ti t^hQ (8-19 cv^hp^hev 200-250 v^hqvi v^gUvi) Ges mi Kv^htⁱ i m^hv^hz^v t^ht^q Z^vv v^ho ev^hv^ht^hvⁱ Kv^ht^R n^vz v^h t^hq^tq| cv^hv^hmb Gj vK^v t^hj v^tz m^hv^h v^h Db^qt^hbi m^vt^h m^vt^h M^ho D^ht^hQ t^hvK^vb, v^hz, ev^m l t^hj l t^hq t^h÷kb Ges g^mv^h | Gi g^ha^h me^tp^tq e^hv^hz^hg n^tj v v^hv^hf^h v^h GL^hv^hb cv^hv^hmb l Av^hBv^hv^hc^t i Kv^ht^hY Rb^msL^v ev^hx cv^l qv^q, v^hv^hf^h v^h v^h v^h Rskb Gj vK^v Ab^hv^h ev^hK Gj vK^v t^h t^hK A^ht^hK Db^z|

23. GjvKvi gj- Awaevmkt`i GLtbr cĹšl AĀtj evm KtZ nq Ges cvKv iv`v e`envti Zvt`i tKvtrb mthvM tbB| Kiv msMh I wep Kti Zvt`i wĹK _vKtZ nq| GB Avtq Zvt`i cĹqvRb ci-Y nq br| GUV tZgb tKvtrb w`wZKxj Avtqi Drml bq| mrtci Kivo I gZySuk wbtq Zviv KvV msMh Kti | RiebariY AtbK KóKi | Ab`w` tK hviv bZb Kti GLvrb emwZ `vcb Kti tQ Zvt`i evm`vb gj- mo tKi KvtQ Ges th tKvtrb ai tbi tmev Zviv mn tRB tctZ cvti | w`tb ivtZ th tKvtrb mg tq Zviv evtm Pj vPj KtZ cvti |
24. 2002 mtj i Rivxq chq kwišl AvtjvPbr GjvKvq cĹve tdtj | GgIBD (tgtgtiUvg Ae AvUvi t`-uS)-Gi gva`tg AvBilwici Rb` mthvM Kti t`l qv ntqvQtjv wbtRt`i evm`vrb wdti hvI qvi Rb` wKš` GB e`e`v m`e`v wQtjv br KviY memKQz`Lj`vi t`i Aaxtb wQtjv| Zvt`i gta` tKD tKD cZvj vtg `vqvrvte evm Kti weavq AvtMi evm`vrb Avi wdti th tZ Pvb tZv br| t`Lv th tZv, GKRB cwi evi tQto AvtMi evm`vrb wMtq tQ wKB wKš` Zviv memgq wdti Avm tZv tmB Rivg wep ev D`vi Kti A`wKsev Ab`wKQzmv t` wbtq |
25. Gid tj AvBilwici I tRjvi `vbxq evm`vrb`i hviv gj-Z0 tnv`- KugDibwU0-Gigta` tek D tERbr weivR Kti | weZR I e`w`MZ 00`i i`æ nq hv`æZ ep` tctZ `vtK |
26. thme RivqMvq Avšhv`u` vqK 00 AvtQ, t`Lv tMtQ wZbPvKvi t`-tUi mvgtb tKvgj cvbxq wbtq wev t`i dtj msNI`mjo nl qvi gtZv cwi w`wZ| GB ai tbi msN tI P`gtj `vtK RivZMZ we t0I Ges wKQzgvby `vtK hviv w el qwĹK tkl chšl Avtiv Dk tK t`q| ivRbwZ we` t`i GB ai tbi Ae`vq hŷ ntZ t`Lv hvq Ges wbtRt`i i ivR`bwZK mjev Av`vq KtZ Zviv wbr`hv`-ZK`R t`q |
27. tek wKQz Avšhv`u` vqK 00, tjv tKvtrb rvte mgvavb Kiv m`e`v n t`Q br| hv`I tek wKQz cĹZ0vb GB `vbxq 00 w bim tbi Rb` KvR KtQ| Gigta`, `vbxq mi Kvi (tRjv miv Pevj q), cĹ`kxq tmev (wmsntj i 0Av`w`j K cwi l`0) m`m`iv, cŷj k I mkyj mgv tRi e`w`Zj thgb GbwRI Ges wmwel-Gi m`m`iv ga`-ZvKvix wntmte i tqtQb |
28. GKUv NUBv ntjv AvBilwici Rb` KugDibwU wfvĹK cwi bi cĹk t`i Kiv nq thUvi we t i waZv `vbxq RbMY Kti | Gici GB 00 w bim tbi Rb` 0kwišl KugwU0 Mv b Kiv nq `vbxq chq |
29. kwišl KugwĹK AtbK ai tbi 00 w bim tbi Rb` KvR KtZ nq| Gi Rb` Zviv w GBPG (Kbtm wUqvg Ae wDg`vbtUwi qvb G tRvY), wfvimGd (fvibæKvj Pvi vj dvD tUkb), cZvj vq GjvKvi M0U gmwR` I Ab`vb` agŷq tbZvt`i hŷ KtZ nq |
30. mkyjx jvZM0I GjvKv, tjv t`tK te wki fivM AvšRwZK GbwRI, tj vtK P tj th tZ nq| Zte, tKqvi B`vvi b`vkbyj Ges I qv wfvkb GLtbr chšl KtqKw wba w i Z `vrb KvR Kti Pj tQ |
31. me ai tbi mivvh` gj-Z AvBilwici tK wNti B Ges `vbxq RbMY tK GB t j tI, i tZj `w0 tZ t`Lv nq br| tek wKQz `vbxq evm`vrb`i Ae`v AvBilwici t`tK `wi`Zi |



tkm ÷ wW ÒKgtçtbi tmtq nis GjvKvi Dbqbgj-K KgmP, tmtq nis cÖ tk0²⁹



RvZix çñ½

1. KtãwWqv ev KgcPqv t`tki çñx BvZvnm itqtQ, Gi gta` t`Lv wgtj 9 t`tk 13 kZvãtZ `wY-
ce©Gukqvq tLgvi ivRZij| 12 kZvãtZ tLgvi ivResk KtãwWqvq wtkf metPtq eo agRq
Dcymbvj q wbgP Ktib, Gi bvg A`vsKi I qvU Ges GwU t`kUj metPtq çñx gj`evb RvZix çZxK
wntmte weteiPZ| Zte 1860 mtji i`iatZ çq 90 eQi KtãwWqv tãA` i kvmbvãtç wQj, wZixq
wkhçxi mgq Rvcwb` i `Lj, wftqZbvg hçxi mgq DEi wftqZbwgivi GB t`kK tMwiv NwU
wntmte e`envi Kti Ges hç i vó` t` kUjK tMvcb Awfhvãtç evi evi tergv nvgj vq weaY` t`k t` q|
2. 1975-1979 chSÍ tLgvi iãR kvmbvgjtj `B wgtj qçbi tenk gvbyãtK wbnZ Kiv nq, GMwiv eQi
KtãwWqv wtk kx wftqZbvtgi KwgDwb ÷ `j Øviv AZ`vPwi Z, Mphç, RvZmsãNi ivR%wZK `Lj,
mwnsm MYZwšK wbePb, AmsL`evi KçGi çPón I wtkf tI Pj gvb çMwãtçbi gvtS KtãwWqv
mgvãR Dtj LthvM`fvte NtU mrv`u` wqK msNI ©

²⁹ This case study was written by Bill Forbes. Bill Lowrey revised and tested the case study and the facilitation notes. We thank World Vision for granting the permission to use the case study for teaching the concept and use of Do No Harm. The people, locations, and actions in this case study are fictional. However, the case study is based on real situations and programmes that WVC has observed during Conflict and Violence Assessments in 2004.

3. *cUlexi AbZg`wi`a`f`k,tjvi gta` GKU KtMwqv, thLvtb Gukqvi tenkifvM mvgmRK me mPtK Gi Ae`vb Lvivc| tenkifvM ukvYz gvbly tLgvi iaR mgta MYnZ`vi ukKvi Ges Gi mvt_ aYsm Kiv ntqUj`jy,tjvtKI| tmB mgta GK-PZ`Bk RmeZiv mthvM tctqUj cUBgwi chSf tjLvov Kivi| hv`l kn`ii RbmsL`vi cUq 80 kZvsk ukvYz`i nvi, uKs` GLtbr chSf`k`uUj GK-ZZxqusk QvI QvI`xiv gva`ngK chSf`thtZ tcti`tQ| GZme P`vtj`tAi gta`I KtMwqv A`%bWZK u`K t`tK ubtRt`i`Zwi KitQ, mva`u`ZK eQi,tjvtZ`k`uUj`z`I mvs`eambK ivRZt`sj Aaxtb eu`jxq MYZmsK`tj`i D`tj`L`thvM` AMWZ ntq`Q|*
4. *hv`l t`kUu t`tK 1999 mvtj`i tkt`li`w`tK hv`mva`Y`vte eU`ntq hvq (wevYB KtqKuu Afj`vb Qvov), mmsmZv`I`ygZvi Ace`envt`ii`u`guk`I`Gi mvt_`b`WZ KtMwqvi me`t`ii`ivRbWZi mvari`Y`uelq`ntq`u`otq`Q| t`kUu k`w`kuj`x`m`kuj`mgv`t`Ri`weY`vmt`K`e`vnZ`Kti`w`tq`Q`mvari`Y`Av`t`bi`c`U`Z`Am`y`bc`Y`u`ot`Kiv`Ges`e`f`wePvi`e`e`v`|*
5. *mva`u`Z`ubeP`t`bi`ci`c`U`q`GK`eQi`ivR`%bWZK`APj`ve`v`q`bZb`mi`Kvi`MV`t`bi`mgta`bg`t`ct`bi`me`ai`t`bi`we`t`y`vf`cuj`k``gb`Kti`Uj`|`GB`ubeP`t`b`msL`v`Mwi`o`Avmb`tctq`Q`KtMwqv`b`uccj`Um`cUu` (73`Avmb),`Giv`GdBDG`bim`Av`BG`buc`Bim`cUu` (26`Avmb)-Gi`mvt_`hv`ntqUj`|`Rv`Zxq`msm`t`we`t`ivax``j` (mvg`ti`Bim`cUu`)`24`Avmb`cUq,`uKs`msm`xq`Avmb,tj`v`A`%a`fvte`c`Z`v`Lvb`Kiv`nq|*
6. *2004`mvtj`I`qv`i`w`f`k`t`bi`miv`Zu`u`tRj`vq`Kug`Dib`u`i`ch`f`q`cwi`Pw`j`Z`M`tel`Yvq`D`t`V`G`tm`t`Q`th,`tenkifvM`Kug`Dib`u`i`m`m`iv`fq`I`Av`Zst`K`eim`Kti`|`GB`Ak`w`s`li`tc`Q`tb`itq`Q`tek`Ktq`Kuu`Kvi`Y,`Gig`ta`itq`Q`v`bxq`ch`f`q`ygZvi`Ace`envi`Ges`we`i`w`K`i`we`t`uk`c`f`ve`I`A`%a`A`w`f`evm`x`|*

cUfig

7. *w`f`t`q`Z`b`ig`e`W`v`t`ii`w`t`K`tmvtq`wis`c`U`k`Aew`Z`Kg`t`ct`bi`tmvtq`tRj`v|`c`U`q`55,000`nv`Rvi`RbmsL`v`Ges`8u`Rb`t`Mv`o`x`t`Z`we`f`^3,`hviv`84u`u`M`ot`g`Av`t`iv`fvM`ntq`emevm`Kit`Q|`tLgvi`Rw`Z`Kg`t`ct`bi`tmvtq`c`U`t`k`itq`Q`c`U`q`84`kZvsk` (tenkifvM`KtMwqv`b),`11`kZvsk`w`f`t`q`Z`b`ig`Ges`5`kZvsk`Pv`Bib`R`Rw`Z|`w`Z`b`u`c`a`v`b`ivR`%bWZK``j`tRj`vq`m`u`q`Av`t`Q,`hv`l`Zv`i`ubtRt`i`gta`L`y`KgB`msNI`f`Lv`hvq|*
8. *mva`u`ZK`mvari`Y`ubeP`t`b`c`P`v`t`ii`mgta`bg`M`ot`g`mvg`ti`Bim`R`cUu`i`GK`Kg`f`K`nZ`v`Kiv`nq`uKs`cuj`k`mvt_`mvt_`Z`b`l`Kti`tei`Kti`th,`uelq`u`tc`U`g`Cl`f`q`ukKv`t`ii`GKRb|`GB`tRj`vi`me`t`Ptq`eo`P`vtj`A`ntj`v` (Gw`Muc-Gi`w`Rv`Bb`tgv`Zv`te`K`w`Pw`y`Z) `c`U`Z`ubq`Z`Liv`I`eb`vi``ia`y`Lv`msKU,`A`%Avq`m`thv`t`Mi`m`x`gve`x`Zv,`^`^`m`gm`v`we`t`kl`Kti`uki,`A`i`ukvY`Z`t`i`Ges`itq`Q``e`f`Ae`Kiv`v`t`gv` (tmP,`iv`v`BZ`w`t`Z)|*
9. *mi`Kwi`ubq`gv`b`y`v`q`x,`yg`Zv`m`x`b``j`KtMwqv`b`uccj`Um`cUu` (m`w`c`u`c) `A`t`b`K`eQi`Av`t`M`M`ot`gi`c`a`v`b`t`i`ub`t`q`M`t`q`Ges`Kug`Db`c`a`v`b`iv`2003`mvtj`ubeP`Z`nq|`M`ot`gi`c`a`v`b`iv`we`w`f`b`e`mi`Kwi`tc`U`m`ig`I`tmevi`Rb`Kug`Db`c`a`v`b`t`i`Kt`Q`c`U`v`ebv`Rgv`t`q`Ges`Gig`ta`w`t`q`M`ot`gi`I`Kug`Db`c`a`v`b`t`i`gta`f`itj`v`mva`u`K`w`m`c`Z`nq,`G`t`Z`G`t`K`Ac`i`t`K`miv`v`t`h`i`g`v`b`w`K`Zv`Rb`t`bq|`AZ`x`t`Z*

hLb cwi evi t i gta Kjt ni mup nZ, mevB etqvtr o t i Kv t Q thZ miWK Dcv tq gvgvsmv Kivi Rb | GLb Aek th mel q, tj v Zviv v b t R t i gta mgvavb Kit Z cv t i bv, tm, tj v mi v mi M t g i c v t i v b i v b t q h v q |

10. M t g i Ges KugDb c v b i v h Z i v b v c h t r j v e v c t m k k m i K v i K Z e y t K i v M m s z b v K t i Ges v b x q v b i v c e v n e v N a z b v n q, M t g i Ges KugDb c v b i v v b t R i v v a x b f i t e t h f i t e B t Q K v R K i t Z c v i t e | G B a i t b i K v v t g v t t k e s v h v q t h, v b x q c h q G i K g t b z z i M o Y t h v M z v e v o v q Ges m v t m v t v m q Z t e v a I K v t R i c i u q t K Z i v y Z K t i - K t q K R b M t g i I K u g D b c v b i v K v h R i I v q e x v b x q t b z v v n t m t e v b t R t i A e v b I y g Z v t K m j v y Z K t i t Q, K u g D i v i v i g t a c y c v m z z i i t q t Q Ges v b t R t i e v r y g Z v I m e u z v i t Z G i v e t |

11. M t g i m e t P t q e o e m o, t j v B D c v c b K t i M t g i c v b i v e v r y M Z f i t e K Z m e u t i A n a K v i x |

t c v M t g

12. v n f g q v x K u g D i v i v m e u u k z c k i t j v G K u v G i i q v t W t f j c t g v t c v M v g m (G u W v c), G i D b q b g j - K K v t R i m v t R v o z I q v i v f k b K t e m v q v | G B c v Z o v t b i j y n t j v, O k m s t b v q v e P v i I m g v x i g t a e m K i t e m K j K t e m v q v b | O 2001 m v t j i i e n q K g t c t b i t m v t q G u W v c Ges G u t K Z n e j v t q m n v q Z v K t i h y i v t R i I q v i v f k b | G u W v c v a x b f i t e v b t R i g t Z v K t i A b v b K u g D i v i v I t K t n v i v i t i c i v g t k c k t i i v v R v B b, g v b v i I g j v q b K t i |

13. K g t c t b i t m v t q t R j v i P r i v i v K u g D t b i c v Z K v t R i g t b v b t e k t R v i v i K t i t Q G u W v c | t c v M t g g j - Z G u W v c K g t c b t m v t q t R j v i 40 v u M t g i g t a A b z g | t c v M t g i t e n k i f v M R b t M v o x t e s x a g f e j x Z t e t e k v K O z e m o t Z v u v b t i v b v u M t c t l v h v q | t e s x I v u v b t i g t a t Z g b t K v t b v m s n i k L t b v b m s n v m z n q v b | v b x q t i G m e l t q I q v i v f k t b i K g R Z v v v R t A m v K i t j Z v i v D E t i e t j, O A v g i v m e v B v i c v Z t e n k Ges A v g i v G t K A c i t K k v v K v i | A v g i v d m t j i K v t R G t K A b t K m i r v h K v i | O m v e u u k Z v b e P t b i m g q G B K u g D i v i v i 89 k Z v s k v m i c v c, 7 k Z v s k m i v t i B b v R Ges 4 k Z v s k G d B D G b i m A v B G b i c B i m c v u P K t f v u t q |

14. M t g i c v b g j - Z G K R b b v q e v b k v s t e v r y v n t m t e c v i v P Z Ges v Z v b m e m g q t P o v K t i b M t g v f v e k c v i t e k e R v q i v L t Z | v n s t j v K v n t m t e v Z v b t Z g b G K U v c v i v P Z v n t j I, Z v i g t a v b t R i e U z I A v Z v t q i c v Z v b c v z j y Y x q | Z v t i c v i e v i m g K t i G d B D G b i m A v B G b i c B i m e v m i v t i B b v R c v u P K Ges Z v i v m i K v i i m n v q Z v i e E b f v t j v f i t e c v q b v Ges t l v h v q t h, M t g i I K u g D b c v b i v B t e n k i f v M m i K v i v I v Y m n v q Z v v b t R t i K v t Q t i t L t q Ges G m t e i t e n k i f v M v m i c v c c v i e v t i i m v t e E b K t i t b q |

15. t e k K t q K u v m i v t i B b v R I G d B D G b i m A v B G b i c B i m c v i e v i t j v G B m e l t q M t g A v f t h v M K t i Ges G i c h t i k t q K R b c v Z t e n k Z v t i g Z v g Z e v K t i Ges Z v t i t K v b t R t i K i a x A e v i K v R v b v q | m e v B v K v i K t i y g Z v i A c e e n v t i d t j v b z G B M t g t m t t m t Q Ges c v i e v i t j v i g t a C I P I c v Z t h v M Z v Z x e |

16. mxgubri avti Mõg nI qiv tek KtqKuU cwi evi cõq mgq Avmiv-hvl qvi gta" _vtK| AtbK etqitR"õ hriiv hy t`tLtQ, KvR Kti tMtQ, Zvt`i gta" wftqZbmgf`i cõZ weiw³Ki gtbvfiie t`Lv hvq| tenki fivM ZiãYiv Aek" t`tki AvtMi msKUGq cwi w`wzi Ges BwZnvfmi KiaX w el q, t j v wbtq K_v ej tZ AvMõx bv| AZtZ, `vbxq KZetÿi A%a Rwg `L t j i Kv t Y 12wU `wi`³ cwi evi Zvt`i m`uE nvi vq| Mõtgi cãv tbi KvQ t_ tK 7wU cwi evi I KwgDb cãv tbi t_ tK 5wU cwi evi Zvt`i Rwg nvi vq| weMZ `B eQi a ti tenki fivM cwi evi KwgDwbU tZ thvM w` tqtQ Ges cãv tbi i g tZ Zvi v A%afvte Rwg `we Ki tQ, thLv t b Zvt`i Kv t Q GB msµvš Dchÿ `w j j t b B| tenki fivM Mõtgi gvbt j i v bg t c b t Q t o w M t q t Q, Zvt`i t Kv t b v cwi K i b v l t b B w K f v t e w U t K _v K t e| Mõtgi Ab`v b` gvbt j i v AvZ t ¼ _v t K K L b Mõtgi cãv b Zvt`i Rwg t K t o t b q Ges , Re Qwotq t Q th, wZwb cõZ Rwg i Rb` 20 Wj vi `we Ki t Q thUv mi Kwi ti t U i t_ t K Aw a K|

17. Mõtgi evm>`viv LõB Avb w`Z th, I qvi ©wfk b Zvt`i G j v K v q w b i j m K v R K i t Q| h y I `w i`Z v i w k K v i G B Mõtgi mevB Kvš n t q t M t Q Ges cwi e Z B I D b q t b i R b` Z v i v L õ B A v M õ x|

I qvi ©wfk t b i K t µ w w q v i t c õ w g: Mõtgi D b q Y g j - K K u g u

18. wft j R t w t f j c t g U K u g u (w f i w i m)-G i e t`š j t Z t c v Mõt g K g t c b t m v t q G i w i c c w i K i b v l I e v`b v q t b i m e a i t b i K v R K i t Z t c t i t Q| w f i w i m G i A a t b W w e D w f i m õ i K v R K i v i K v i Y n j , G L v t b M Y Z w š K D c v t q (`v b x q g v b t j ` i g v a` t g) Ges `v a x b i v R % w Z K m E j w n t m t e K v R K i v h v q| G Q v o v, w g u b w`³ A e i a j v j t w t f j c t g U w f i w i m - G i M V b I f i w K v t K A v b g v w b K f v t e `x K u Z. w` t q t Q|

19. GQvovI, tUKmB Dbq tbi j tÿ" `vbxq ygZv ewx Ges fiel`tZ w f i w i m - G i t b Z Z j. e w j t o i R b` I qvi ©wfk b G K i b õ f v t e K v R K i t Q| m e t k t l, I qvi ©wfk b w f i w i m - G i K g R Z t`i w e k v j t f š t M w j K G j v K v q K v R K i v i R b` m`š y t`q, h w I Mõt g Zvt`i _v K v i m g q m w g Z| G B K v t R i R b` w b t q w R Z K g t c b t m v t q i G i w i c K g R Z t`i v m e v B K t j R `w Z K, h r i v K t µ w w q v i i v R a v b x b g t c b t_ t K G t m t Q Ges m v a v i Y Z Z v i v Mõt g i v t Z _v t K b v|

20. w f i w i m G i g t b v b q b c õ µ q v `³ Q I M Y Z w š K c õ µ q v n I q v i R b` G i w i c m t e P P t P ó v K i t Q| c õ Z w f i w i m t Z i t q t Q 5 R b m`m", Zvt`i K v t R i e`w B w Z b e Q i t g q t`i |

21. 2003 m v t j i c õ µ q v b v q x w b t µ e³ D c v t q w f i w i m m`m" w b e P b K i v n t q t Q:

- G i w i c K g R Z t`i K u g D w b U m`m` t`i m v t _ c i v g t k P c i G B L m o v g v b` ð w b Y q K t i t Q w f i w i m m`m` c t`i R b`
- K u g D w b U i R b` w b t e w` Z n t Z n t e
- c o v t j L v R v b t Z n t e
- K v i v M v t i i A w F Á Z v _v K v h v t e b v
- c y c v Z K i v h v t e b v
- G g b t K D h v t K Mõt g i m e v B k õ v K t i, f i t j v e v t m I e Ü e r m j
- 5 R t b i g t a` 2 R b b v i x n t Z n t e



Recommended Literature

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<http://cdacollaborative.org/publication/confronting-war-critical-lessons-for-peace-practitioners/>

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Security

Tactical Tech Collective (2016): Holistic Security. Trainers' Manual, Berlin, Germany: Tactical Tech Collective

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Recommended Websites

Beautiful Trouble

<https://www.beautifultrouble.org/>

In 2010, the year before the Arab Spring and Occupy Wall Street, 70 artist-activists from across North America and Europe decided to pool their collective wisdom — the result was the book *“Beautiful Trouble”*. It was so well received that the content of the book was published in an online toolbox under creative commons license so it could keep evolving alongside the movements it served.

Berghof Handbook for Conflict Transformation

<https://berghof-foundation.org/library/berghof-handbook-for-conflict-transformation>

The *Berghof Handbook for Conflict Transformation* offers a continuously updated online publication platform for both academics and practitioners to review the state of the art, discuss new ideas and exchange experiences in the field of conflict transformation.

Beyond Intractability

<http://www.beyondintractability.org/>

Beyond Intractability has been housed at the University of Colorado-Boulder since 1988 and directed by Heidi Burgess and Guy Burgess since May 2020. However, over 500 other people have contributed content to this website and related projects.

CDA Collaborative Learning Projects

<https://www.cdacollaborative.org/>

CDA is a non-profit organisation based in Cambridge, USA. It is committed to improving the effectiveness of international actors who provide humanitarian assistance, engage in peace practice, and are involved in supporting sustainable development. CDA has initiated the Local Capacities for Peace Project which led to the development of the Do No Harm-approach. Similarly it has organised the Reflecting on Peace Practice Project and the development of the respective tools.

Global Nonviolent Action Database

<https://nvdatabase.swarthmore.edu/>

The Global Nonviolent Action Database is a project of Swarthmore College, USA. It provides free access to information about hundreds of cases of nonviolent action, from all continents and most countries, for learning and for citizen action.

International Center on Nonviolent Conflict

<https://www.nonviolent-conflict.org/>

The International Center on Nonviolent Conflict is an independent, non-profit educational foundation that was founded by Jack Duvall and Peter Ackermann in Washington D.C., USA

in 2002. The ICNC promotes the study and utilisation of non-military strategies by civilian-based movements. It focusses on how ordinary people wage nonviolent conflict to win rights, freedom and justice.

KOFF – The Swiss Centre for Peacebuilding

<https://koff.swisspeace.ch/>

The KOFF platform is a meeting point between governmental and non-governmental peacebuilding actors to promote dialogue, capacities and knowledge and to strengthen synergies and coherence of Swiss peacebuilding approaches through strategic linkages between the different tracks and actors. The diversity of KOFF members provides the basis and legitimacy for its work.

KOFF applies a practice-oriented approach and integrates impulses from ongoing policy debates into the development of new tools and approaches to improve impact and results and better serve the practical needs voiced from the field.

Nonviolence International Tactics Database

<https://www.tactics.nonviolenceinternational.net/>

Understanding nonviolent tactics and methods is key to carrying out successful campaigns of civil resistance. This database is a collection of over 300 nonviolent tactics, or discrete methods deployed to achieve a limited goal, which will continue to be updated to reflect the ever-changing and growing field of nonviolence. Nonviolence International, directed by Michael Beer, has created this database by adding to Gene Sharp's original list of 198 nonviolent methods in order to provide an updated guide for modern nonviolent movements.

অহিংস উপায়ে দ্বন্দ্ব রূপান্তর ■ প্রশিক্ষক প্রশিক্ষণ ম্যানুয়াল



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