



**USAID**  
FROM THE AMERICAN PEOPLE

# karSkSavay tM el kM abkargar én] sSah kmkatedr kmCa

kM t; tM kar CMaj nig RbPBénkar pÁpÁ;



RbPB<sup>3</sup> rúft ftsM bkarSkS bPl it Pa] sSah kmkatedr Ex mha 2005

mifna 2006

karé) aBmp SayenH eroberogeday Nathan Associates Inc. eGay TPágar shrd@amrksM b;  
karGPiD/AnGnpCati





karSk Savayt el km abkargar  
én] sSah km kat edr km Ca

kM t; tM kar CMaj nig RbP Bén kar pÁ pÁ;

kar bdes F

Ts Sn<sup>3</sup> Ed l ) an be P en Akú kare) a Bmp Say en Hn qú b Baú Ca) ac BT s Sn<sup>3</sup> rbs; TP kga shrd @ amrks hka GPi D/ n Gnp Cati  
b rda) al shrd @ amrke Ly.



karisk Saray tM enHerobcMlaymCÄmN# ]sSahkmpdm,begh I T&Bp I itPaBSM okbBak;b=ehAkak;  
fa GIPC. KMag GIPC Ed I RKbRKgeday Nathan Associates )ancabepnkmyFmY edm,1-1!; bN#bN#l  
enkar nig GkRKbRKgfäkkN#l G#becReTsviskmj]sSahkmpdm nig -2!; bN#bN#l TRokSabecReTsmY  
Rkm eGayefkargarCanYeragcRkxagkarEk I #. kmFskSarbS;GIPC S#AEk I #karRKbRKg nig GP)al kic©  
Epkesd#e#Hk#yanb#j bEnhpqEdreT#el VD#nPaBxagbTdan#kargarKVeGayekatsrest Ed I S#ic)aneday  
bN#eragcRkkat#dr enAk#RbeTskm&a.

GknBn#Mgén#)aykarNenHKW Lynn Salinger esd#TCanxs;énsmakmFnFan nig karGPiD#n#n#Cati  
(Associates for International Resources and Development - AIRD) Cambridge, MA. Seanghorn Kheang  
énv#uas#nesd#e#k#yanp# nUCHMy yagmantM enAk#karerobcMarskSaray tM enHpgEdr.

s#b#B#manbEn# s#t#k#Tg

Jane O'Dell, RbFanKMag

mCÄmN# ]sSahkmpdm,begh I T&Bp I itPaBSM okbBak;

GIPC-USAID/km&a

Gkar Mild Seven Car;T13

Gakarel x 93 mhav#RBHShnu

PH#j km&a

-855-23! 221-425

-855-23! 221-429 -T#sar!

[jodell@nathaninc.com](mailto:jodell@nathaninc.com)



# matka

esckpsegb	vii
1>esckpph	1
eFtGayRoeTskm&akayCaRoeTs]sSahkmq	1
BBNhasegbGmskmpaBKatTnanaEdI BakB[ng]sSahkmkatedr	2
eKal edAenkarSkSavaytM enH	4
vFIsaSp	5
2>btBisaFnGnpCatxagkarbNpNpl nig GbrMCCV <sup>3</sup> nig becReTs	7
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KNvD/enkarbNpNpl xag]sSahkmkatedr	12
kmpFbNpEpkSM okbBak;nig vaynPNB	17
beglytSa@pNpNpl Epk]sSahkmkatedrsM/RoeTskm&a	23
3>rcnasmiqTpsarkarganAkq]sSahkmkatedrrbsRoeTskm&a	25
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# Bakukat;

ADB	Asian Development Bank -Fnakar GPiD/An Gas
BFC	Better Factories Cambodia -eragc Rkkan Et Roesten Akm & a;
CGTC	Cambodian Garment Training Center -mCAn N# bN# bN# l Cmaj ] sSah kmkatedr km & a;
CITA	Clothing Industry Training Authority -GaC# FrbN# bN# l xag ] sSah kmkatedr !;
CRD	Cambodian Researchers for Development -GkRsa/R Cakm & a Moka GPiD/An !;
EIC	Economic Institute of Cambodia -vIt uas Ines dec Rm & a;
EVEP	Elective Vocational Education Program -kmp# FGbr/ M CCl/ 3 mint MW !;
FIAS	Foreign Investment Advisory Service -esva Rk Savag kavnieya K Tubre T s !;
GIPC	Garment Industry Productivity Center -mCAn N# ] sSah km pdm, beg# l TP# B pl it sM okb Bak ;;
GMAC	Garment Manufacturers Association in Cambodia -Sma kmeragc Rk kat edren Akm & a;
IGTL	Improvement of Garment Technical Labor project -KMag Ek l M kargar bece Re T s xag ] sSah kmkatedr !;
ILO	International Labor Organization -Ggkar Bl km Gnp Cat i;
ITC	Institute of Technology of Cambodia -vIt uas In bec RvIt uakm & a;

LLSP	Local Life Skill Program -kmpFCMaj bMInCvit tammU dae!
MOLVT	Ministry of Labor and Vocational Training -Rksykgar nig bNpNpl vCaC!
MOEYS	Ministry of Education, Youth, and Sports -RksyGbrMyuCn nig kLa!
MSSC	Manufacturing Skill Standards Council -RkmRokSabTdæChaj ]sSahkmp
NPIC	National Polytechnic Institute of Cambodia -vItuasInCatBhbecRvitüakmCa!
NSSB	National Skill Standards Board (U.S.; now defunct) -RkmRokSaCatbTdæChaj ! -shrd@aemrk \ I WenHEI gmanmxgareTotehly!
NTB	National Training Board -RkmRokSaCatbNpNpl !
PPI	Preah Kossamak Polytechnic Institute -vItuasInBhbecRvitüaBkism <sup>3</sup> !
SETA	Sector Education and Training Authority -GaCfRbNpNpl nig GbrMavisy!
USAID	United States Agency for International Development -TPäkgarshrd@aemrksMokarGPiDAhGnpCati!
USDOL	U.S. Department of Labor -Rksykgarshrd@aemrk!
TVET	Technical and vocational education and training -karbNpNpl nig karGbrMCCI <sup>3</sup> nigbecReTs!
YCC	Youth Council of Cambodia -RkmRokSayuCnkmCa!



GæmrksMokarGPiDAnGnpCatipñ nukarbNñbNñl xagEpkviskmj]sSahkmpl I GkrRkbRkgfak;  
kNñl rbseragcRk. eRkABñH enAman»kasbNñbNñl epSgeTot xagCñMaj edrklñbz m.

BñManmanyT]saS]pNñbNñl Capñkartañvis]yNam]y edñm, FanakarebR) asyagman  
RbsitPaBñUFnFanbNñbNñl Ed I pñ edaym]sCñM]y vis]y saFarN<sup>3</sup> nig vis]y ÉkCñ enAeL]yE T.  
kar skSavaytñ el kñM] ðñkargarenH eF]karebobeFobrvaG I k]N]CñMaj rbsñeyaCk Cam]yng»kas  
Gbrññig bNñbNñl Ed I manenAk]gRoet skm]eñ nig Cam]yngkarrñ]gT]kEpkkargarrbsyucñ nig  
km]kñeyaCitenAk]g ]sSahkm]katedr edñm, fkeGayeX]j nukñM]atCñMaj enAk]gT]pSarkargar nig el k  
eL]gCayT]saS]pedñm, bñB]j KñM]atT]ñenH.

*bTB]esaFnGnpCatBkarGbrññig bNñbNñl vCaCV<sup>3</sup> nig becke]Ts*

sk I Pañbñykm]begñtñM]karCñMaj enAk]gRkb;T]pSarkargarT]ñ]G]s; sñh, EtenAk]g bNñbNñl  
Ed I manCñMaj nig R]akQ]ñ Tab. ðeçH Roet]sC]eRch rññT]ñ]Roet]skm]e]gEdr k]ñ]gB]uayampSarP]e;  
km]uF]skSa km]uF]bNñbNñl vK]skSa karbNñbNñl Rk]beRgon nig karec]j sB]a]b]R]e etAn]g]tñM]kar  
Cak]E]s]gr]bses]ðeç]© edñm, s]ñ]b]s]M] ð]ñ]ñ]k]arenH Roet]sC]eRch ) anbegñt]eL]gn]ñ]k]m]Rok]Sab]Nñl  
bNñl Catib]eG]aC]a]Fr]K]ñ]v]D]eL]g. s]ñ]b]z]T]ñ]enH CaF]m]p]a]R]t]U] anerob]c]M]l]g]k]g]PaB]C]æd]K]b]va]g vis]y  
saFarN<sup>3</sup> nig vis]y ÉkCñ enAer]k]am]kar]C]y]R]c]m]E]R]C]gr]bs]R]ks]y]m]y b]e]R]ch edñm,<sup>3</sup>

- kñM]tBñ]m]garrbskargar b]k]argar Ed I Bak]B]ñ]s]am]yng] ]sSahkm]f]ak; I ak;
- begñt {bT]ð]e]ñ]CñMaj } b]e]R]k]b]x]ñ]ñ]s]m]t]PaB} Ed I Pa]b;T]ñ]k;T]ñ]g]r]va]g I k]N]CñMaj nig c]ñ]ñ]H]ñ]g  
Cam]yng]m]garrbskargar
- begñt km]uF]skSa karbNñbNñl Rk]beRgon ÉksarGbrññig bNñbNñl nig RoB]ñ]s]brññig bNñl  
bNñl Ed I eq]y]t]b]e]T]An]g]b]T]ð]e]ñ]CñMaj T]ñ]enH
- TTV] s]A]l km]uF]Gbrññig bNñbNñl T]ñ]enH edñm, Fanak]ñ]P]a]b]D]I s]is]S]ñ]is]S]it nig ñeyaCk
- begñt {Rk]b]x]ñ]ñ]ñ]v]D]eL]g Ed I begñt km]uF]skSa sm]R]sb b]e]c]j sB]a]b]R]e Ed I b]B]ak]c]ñ]B]a]l  
ñeyaCkG]ñ]s]b]o]p]l CñMaj nig c]ñ]ñ]H]ñ]g Ed I nis]S]it b]B]a]l]k]ars]k]Sa]T]TV] ) an

edñm, eGayRk]b]x]ñ]ñ]ñ]v]D]eL]g CatEbbenHmann]y Rk]b]x]ñ]ñ]ñ]R]t]U]e]t]e]R]b]R) asenAk]gRkb]ñ]ñ]k]ar  
T]ñ]G]s]enkarRkb]Rkg]kñ]M] ðñkargar. ñeyaCkR]t]U]e]t]e]R]b]R) asbT]ð]e]ñ]CñMaj edñm, ENñnak]R]CV] b]k]A] k]f]ñ]g

pI ebortSr<sub>2</sub>RsbeTAtamChaj rbsBkeK. kIt ebortSr<sub>2</sub>xisKæTAtankMChaj R)akel kTkcitkagEpk  
pI it kmP)akQI eTAtam I TøI kargar karpI ebortSredayEpketAel karGnutkargarrbsbKÅ kcl  
flnig kartM lizan<sup>3</sup>eGayneyaCitcas<sup>2</sup>eTAtankINsm, tkargar KWePnkamYcMEdI neyaCkGac  
ykmkeR)as;edm, pI ebortSredaySgKæTAtankMChaj sM AbeghI pI it PaBkargar.

Cal kN<sup>3</sup>GnpCatikmPFGbrDæRchRoePT - TæjenAkM GnuTüal ½ nig viTüal ½ nig kmPFI  
vBænbRæ nig sBæRæCæRch EdI pI ChedayGCaFrbNþNþI tameragcRk nig sBæRæGbrMigbNþI  
bNþI erkaymFümskSa - pI karbNþNþI xagChaj vaynPNÞig katedr. karGbrMig bNþI  
bNþI TæjenHac b= minGacCaEpkénRkxbNþINvDÆ. yagNanij enAküRoeTS PaKæRch GaCaFrGbrM  
nig bNþNþI eFkarshkaryagCit sitCamYng] sSah kmPedm, FanaGayesvakmpbsBkeKman  
PaBakBhSamYng] sSah kmPdCa sBæRæYcMhenAküTbn; manCaGaT-GaCaFrbNþNþI Chaj  
] sSah kmkatedrrbsHgkg viTüasInvaynPNÞigsM okbBak enÆskI viTüal ½ BhbecRviTüa  
hgkg nig mCämNþI bNþNþI xagChaj ] sSah kmvaynPNÞig mll sM okbBakrbsRoeTS  
sngbd. enAshrdæmrk skI viTüal ½ CæRch mankmPFI faksBæRæxag Chaj vaynPNÞig  
sM okbBak; enAeBI EdI ] sSah kmPnHman karvidpenAküshrdæmrk vKæskSa kM gepptetAel I  
] sSah kmP I iteTot ehly epptxæTæI karrcnamI kar I k;Tnij nig BaNCKmGnpCatiij .

*rcnasmiKSp Sarkargaren] sSah kmkatedrkmGa*

tMkar nig karpitp)kM d)kargarenAkü] sSah kmkatedrkmGa epptenACMij eragcRkchM Cag  
250 PaKæchmanTitæjenAküTRkgP)Bj EdI CV kmkrneyaCiteGayefkargaxagkat; pI it nig kat;  
RBy . karGPvD)npI itpI Tæjk) pI it kmPnig erkApI it kmP (up- and downstream product  
development) nig karRkBRKgsM okBak; - d)Ca maXitFg karRsaRcaBmI karcatEcgTMij kar  
rcnamI nigkarGPvD)npI itpI karrkRbPBTij RkNat; nigeRkOgbn)bnS)hiBaftBT)ak; TMgCamYGk  
bBaTij - KWePar<sup>3</sup>rbskariyal ½ F)bsRkmh) EdI manTitæjenAküRoeTsedm b= rbsmCämNþI rk  
RbPBpI it sM okbBak; d)Ca TRkgHgkg Cædm.

küC)NankmkrneyaCitRomaN 300 000 nakEdI bMkargarenAtameragcRkkatedr man  
kmkrneyaCitCag 90° CaS)EdI manChaj tict) bMkarCakmkrxagpI it kmptanEpknanad)Ca kat;  
)ak;edr Rt)BnitüKINPaB nig beg)kar . yagNanij eragcRkK) kmkrneyaCitChaj Tæjbs Tæj  
)SpGaybMkargarp)gdr edm, mll karx)RtU nig RkBRKgeragcRk enA 2 kIt CæmkarpI it kmPnig Ca

GikEfpnkarp I it kmpuiskr GikbecReTs GikcatEcgThij ChMykarRbttbjkar GikCmaj xagPspar nig GikRkbRkg.

R)akebovtSrRocaTk GaRsyeTAtamI kxNDMaj . R)akebovtSreKal sMbokmkredrKV50 du a kqmyEx raboBaP(TajR)akrglnkargareTogTat;eTahCaCaj kj abkmpkredr RtU)aneKraykarN\_mk faTTV )anR)akBI80 du arhttdl ;120 du akqmyEx rabTajR)akel kTkcitpI it kmpg. R)ak; ebovtSreU dltgSmbemkarp I it kmCaCnCatExp KlabBI200 du adl ;400 du akqmyEx ehly eragcRkmychm manbNlgeI kTkcitpGayCnCatExp dakBakusMmkargaCaemkar edm,eGayebovtSr\_ kqRskkanEtes(kä CamYngR)akcNUU rbsenkarEdI CaCnCatbreTs . mxTINgEdI RtUkarCmaj xs,TTV R)akebovtSrBI1000 du aETA 2000 du akqmyEx GaRsyeTAtamkEng nig klténkarTTV xisRtU. PaBmanklténkmpkrEdI manCmaj Éket sxag]sSahkmpCaktpeFGayeragcRkPaKechCV kmpkrneyaCitCmaj mkBbNpRbetS EdI manRovtybl gxag]sSahkmpI itsM okbBakChmsvij .

eragcRkPaKechenAkqRbetSkmea- minfaCarbsCnCatExp b=EnbreTset - cgCV CnCatI ExpeGaykatmxTINgTajenH RosneohanebkÇnEdI mansmtPaB GacbBj esckRtUkarbsBkek )an. eragcRk EdI RtU)anskSashbr)aykarNenH)ansMgnUkarRBy)amöBakbNhcNlayel I bKÁ kbretS nig KIM atvb,Fm'EdI bgeGaymanviateAkEngEfkar . yagNakday kark)anebkÇn EdI manCmaj RtUrtU KvakarB)ak ehly karykenkarEdI CaCnCatExp eGaymkefkarenAkqeragcRk KlabBaRbQmmly.

kmpkrEdI bMkargarenAkq]sSahkmpkat,edrPaKech mkBextpnbT EdI mankarGbrMinel Is BkltbzmskSa ehly echGkSretBakkNpl beNñH. RkSarrbsnagmanCvPaBRkRk ehly CmIsCvPaB rbsnagmanklt . cñNhdgrbsnagGM]sSahkmpkat,edr kltRtmEt kareRbomashedredI nagGacerbl )anEtbeNñH GaRsyeI karbNplbNpl Brbomag EdI nag)ancU rñ edm,GacRbI gCabetspdrgay<sup>2</sup> EdI eragcRkdakeGayeFledm,ERCiserisebkÇnmkbMkarga .

plyRsI Hwij yuCnExpmychmtdEdI mankarechdyeRCARCH bBaS)karSkSanAkltmFümskSa ehly EtgEsyrkkarbnplbNpl nig karGbrMinen. BkekBkRsemfangEfkarenAkq]sSahkmpkat; edreLy . Carñ eTahbCanisSitenAkqkmpuFbecReTs nig RkbRkgdyBlsar<sup>3</sup>sManén]sSahkmpkat,edr cñBhesdlec@sRbetSkmeakeday kBkekmindyfa]sSahkmpnRtUkar kmpkrneyaCitEdI manCmaj GKtedr ehly mankarPaKepII enAeBl dnydfakarSkSaCmaj vaynPNñig sM okbBakmanbergonenA kltékaymFümskSa enAkqbnpRbetSGPvD/nana. kqebI CamYKänHpgedr bTsnharbseybj



sibemkarxagp I it kmfd I manChaj vij neyaCkcg tM l gzan<sup>3</sup>eGay kmkr neyaCit enAkü eragcRk mkeGay kanmxt M NgenH bEn neyaCk B M npl eGay BkeknleBI ev I aKbRkanmy bBEx edm,ITV )ankar bN bNpl mU daeLly . neyaCkkyantü EtYpgEdrfakmkr neyaCitExpPaKerch mincg;TV )ankar tM l gzan<sup>3</sup>EbbenHeLly .

BakBhSamyngkargarenAragcRkEdl RtUkarChaj xs;hakbdtCamannisSitbBaSkarGbrUpk KNenyü nig Rk bRkyagechsni sng; . bEnnisSit Tabenaklxat chNhdgCamu G M kargakat; edr . Chaj xag] sSahkmppSgeTot dtCa karRk bRkgc M l ayp I it kmkareFtpnkarp I it kmwiskmpu ] sSahkmkar skSaBkargar PasabreTs karGnal antambTdækargar PsPaBaNCkmkarCvCul sMar<sup>3</sup>GKlsnikarCvCul mash maXitFg karcatEcgTMij - BntU)anbgätbgäj enAkü sBvGbrMig bN bNpl vCvC<sup>3</sup> nig becReTs rbsRbet skm&aNamyeLly . mCämNü bN bNpl Chaj katedr km&a nig mCämNü ] sSahkm p d m , begl I T p Bp I it sM okbMak; )anbegit kmuFIs M l aedApsay bBaäxagel enHmlycMh .

]TahrNEdl bgäj BbraCyedm, pSarPab; tM l karTp SarkargareTAngkarpApäg; xageRkanenH )anCHTB I päl ; eTAel bragcRk<sup>3</sup>

- Tmly RobvGbrMnexSayenAküRbet skm&a nig GRTæ)ahogecal kar skSaxs; CaBess enA tantMnCnbT begl eGayman kmkrEdl minechGkSr nig Edl manChaj tictv myRkmyagFM xN<sup>3</sup>eBI Edl karenHeFvGayRbet skm&a kayCaRbet smlyEdl manefQü kM l alykargarTab CagekenAküBPBel ak eragcRknanaTTV sAl Bp I bBal GvCmannanaEdl ekiteLgedaysar EtChaj mU daekM l Tab dtCap I it PaBTab nig GsPabkargar Caedm .
- TI2 kar)arsyTak;TgEdl manI kN<sup>3</sup>TnexSay besbetKnesaHtmly rvag] sSahkmjnig RobvGbrMig bN bNpl CaktpeFvGaysinPaBveyakmpguktM l kanEtbnpTAmxetot . sBvGbrMig bN bNpl B M neqlytbeTAngtM l kar rbs] sSahkmkatedreLly . dtcHehly )anCar kmhtakatedrPaKerch natü kmkr neyaCitEdl manChaj xag] sSahkmkatedr BI Rbet sepSgeTot mkküRbet skm&a ehly eFkargarmu nig ekayp I it km p ATIsakkarkNpl rbsxüvij . kglxatkarshkarKävagEpiktM l kar nig EpikpApägénsmkarTp SarkargarenH rarüRbet skm&anineGaymansmt PaBel gtanExSekagenkar skSa eTakan;Tit adEdl mantM l bEnHixsCag .

- TI3 GvtmanénRkbxVdRvDARKb,RePT sMoj] sSahkmkatedrenAküRbeTskm&a eFtGay nisStkm&asIt enAküPaBggitGBCMaj EdI ngybeghI TP&B GacEsTjrkkgareFyanrbsBkeK nig GBWfKargar enAkü] sSahkmkatedr EdI GacCVI CMaj xagrcn nig RkbRKgkarpI ittan ry<sup>3</sup>kBÜÜVCMaj GK&snlCMaj BZmanvüaCMaj CYS CüI mash nig CMaj RkbRKgrbsBkeK mk bMkargar. yuCnkme&EdI manCMaj Rsemll RsemGnaKtrbsBkeK enAkü] sSahkm&æch bEnpmInEmnenAkü] sSahkmkatedr b&] sSahkmpI itCaT&TAenaeT.
- CacgeKkay kgkhatyüTsa<sup>®</sup>spNpöNpl tanvisy EdI manI kN<sup>3</sup>pkar GaceFtGaykarebOl R)asFnFanbNpöNpl EdI pl edayRbeTspI CMY visy saFarN<sup>3</sup> nig visyÉkCn Bman RbsitP&B.

*yTsa<sup>®</sup>pedh, edaRsayKMat CMaj enAküRbeTskm&a*

karBicarNayagRogRoyV&T&el esck&Tukarbs] sSahkmkatedr nig »kasEdI man edm, I b&Bj esck&TukarenH) anrkeXlj KMatKVeGayktsMal Caerch enAküRbB&SbrMig bNpöNpl vCa Cl<sup>3</sup> nig bec&eTs rbsRbeTskm&a BakB&amYng] sSahkmkatedr. karbeglt yüTsa<sup>®</sup>pedh, I edaRsayKMat CMaj T&enH RtUeFItanI k&N&æch<sup>3</sup>

TI1 s&NhyüTsa<sup>®</sup>spNpöNpl TajLay sMoj] sSahkmkatedr RtUetmanI kN<sup>3</sup>CakI ak; nig I kN<sup>3</sup>TU WU ay. RbeTskm&a RtU&icarNa faetRtUp I itkM&ajkargarEdI echGkSr manCMaj nig ech&erchPasa tanrebobNa edm, &Rt&mx&TTV yk] sSahbnykmpmanny faCakarbeglt yüTsa<sup>®</sup>sp bNpöNpl mYsMoj] sSahkmkatedr EdI kM&tyagc, asGBCMaj EdI ] sSahkm&Tukar nig CMaj T&TA edm, &Rt&omerob&M&krneyaCitsMoj] sSahkmp&æB I GnaKt.

TI2 tM&karénkarbNpöNpl RtUmankarRoemll emll minRtm&tecj BItSsn<sup>3</sup>visyénm&gar rbskargarbaN&eT EfMT&ecj BItSsn<sup>3</sup>visyénv&vitEfmeTotpg. eT&hbCakarGbrMigbNpöNpl vCaCl<sup>3</sup> nig bec&eTs sIt en&erkan&karRkbRKgrbsRks&epSg<sup>2</sup>K&K&day TsSn<sup>3</sup>visy&rbsRkmRokSa CatbNpöNpl KVe&porIn»kasGbrMig bNpöNpl en&RKb&ch&TajG&énGhYEdI eybKit faCakar bnyk&arGbrM& karbNpöNpl - kar&sk&æRkaymFümskSa - karG&PivD&hCMaj } edayeF&karKit BicarN&æT&el esck&Tukarbsyucn km&krneyaCit&ü fl&emkarp I itkmpnig G&RkbRKgEp&kp I itkmp

TI3 yüTsa<sup>®</sup>pana edm, edaRsayb&akM&at CMaj enAkü] sSahkmkatedr RtUetGmCamY edayyüT&akarTU WU aymY EdI man&kal ed&pp B&manRtm&RtUG&M] sSahkmkatedr eT&Ad I R&CaCn

Exp. karBPakSaCaRkmeKal edA) anbgäj yagsls gkKäfa yu Cny l eXlj fa ]sSah kmkatedrKMa  
]sSah kmPyEd l minpl tM eGayCmaj nig Ca]sSah kmfd l rM aPbManel kmkrneyaCitExp.

Tl4 karpl hiBa/tl l karbNpöNpl sMbkarga RtUkarCECKEvkeEj kCasaFarN<sup>3</sup>. kMt  
énkarraborgcMlayel karGPI/DhCmaj Ed l neyaCk -Gactamry<sup>3</sup>karpl fvkædaypäl eTaeGaykar  
bNpöNpl enAkügeragcRk b-xagerkAeragcRk b-edayRbeyal tanry<sup>3</sup>R)akbgBnögäCmaj ;  
rdap)al -tamry<sup>3</sup>cMlaysaFarN<sup>3</sup>edayel fvkabnso-mU nFrb smS CMy; b-bKA mik<sup>2</sup> -Ed l RtU  
)anel kTkcitpeGaybg;l yeronedayxüÉg Cafingkar snüafangTTV )anR)akQü eChCagmo Rbsh  
ebkümanCmaj xsCagmo; man enAeRtUkareGayman karBPakSaCaesck]sMccitp)kikal neya)ay  
saFarN<sup>3</sup> Ed l mansar<sup>3</sup>sManCaTb)lt.

etGEd l ngeklmanelLgbnbeTotenH? ÉksarBRgagenHKYykeTAbgäj cMbeTkaGkEd l  
mankarBakBns mRsb edm,ITV )anCaMteyab l ;BltMlag]sSah kmkatedr visyGbrMgbNpö  
bNpl kMakargar nig PaKEd l mankarBakBns éTeTotRtUman. karÉkPaBKä tM Gaymanel bBaä  
xagerkamenH<sup>3</sup>

- etmxgarbskarga RtU)ankM tRtmRtUedrbeT enATenH?
- etll kxNDmaj Ed l BakBns(RtU)anEbgEckdacBKä nig kM teGay)anRtmRtU EdrbeT?
- etKYEKERo nig Ek l M BRgagmarTicKInvdAEdrbeT?
- etKM atCmaj ddCamneBl cU bMkarga kmkrp l it kmptbcabep)ndMg emkarEpkp l it kmu  
b-GkrRk)Kg K)akgV F)ageKrbS]sSah kmEd l tM Gayman karept karykcitp)kdak;  
bn)mp)lt EdrbeT?

enAeBl KM atCmaj CaGaTPaB RtU)anÉkPaBr)ral ehlyenah karÉkPaBRtUmanCabnptot el l  
reboeF)Gaykarpl karbNpöNpl ÉkeTs man l kN<sup>3</sup>p)kar ]bmafanaeBl bc)ññHmanCMsbNpö  
bNpl EpkCmaj ]sSah km)æch Ed l man l kN<sup>3</sup>ÉkraCü. etls)obz bPaBcaédKEd l manRsb;bed l  
B)Manbeg)teL)gertomx)rtCaersc edm,pl karK)T d l mC)AmN) bNpöNpl mYyagF)nd l eFkar  
bNpöNpl xagm)l sM okb)akEd l manRsb;karcatEcgT)Mij p l itPaB nig kmuF) bNpöNpl enAng  
kEng)Fkar nig BRgkvisal PaBénkm)F)skS)Ed l pl eGayEdrbeT? etkarr)hb)B)K)avagFnFanÉkCn  
nig saFarN<sup>3</sup>G)k)Ed l KYpp) mU nF)l kic)itx)M)g)ER)ogr)h)K)enH?

Kmit pteppCaech edm, BRgk»kas GbrMig bNpNpl Cmaj xag] sSahkmkatedr enAkj  
 Rbet skmGa GacykmkeFkarBicarNa. mCimNH bNpNpl Cmaj ] sSahkmkatedrkmGa KYBRgk  
 bEnf edm, RKbdNpeGay)aneBj el j eTael kmuFbNpNpl dacBKmY b-eCh EdI manaeB I  
 bc, nänH. müagvij eTot karGbrMig bNpNpl Cmaj xag] sSahkmkatedr GacsIt enAekambnk  
 rbsytüasän b=skI vüal yzBhbecRvüaEdI manSab;. enAtansal asaFarN<sup>3</sup> kmuFskSaGac  
 RtU)anbegtleLg enAekankmuFCmaj bNinCvit edm, ENnabSisSnsisSCHnerKay eGaysAI BBPB  
 kargar ] sSahbnlykmung ] sSahkmkatedr.

xN<sup>3</sup>eBI EdI RkxNinH RtU)anBPakSaektM nig EkI ca)acRtUbegiteGaymankMtefr  
 -)araEmRt; mysmoKNvD/akarTTV sAI KINPaB nig karbBakKINPaB. kmuFImxvCaskSavKiskSa  
 nig karbNpNpl RkbeGon ca)acRtUmankarkMteGay)anc, as;I as;. ca)acRtUTTV )anmtiyab I;  
 BPaEdI mankarBakBt a)G; d)Ca RkmRokSaCatbNpNpl (NTB) karbNpNpl nig karGbrM  
 vCaCl<sup>3</sup>nigbecReTs (TVET) ] sSahkmRbet spli CMY kM a)kargar enAkjkarEkI MytSaSpNp  
 bNpl Cmaj ] sSahkmkatedreGay)anI Rbest edm, kMtBbMakkal bnb; enAkj d)NfkarenH.



# 1> esckpph

{BPBel ak manragst.} enHKWakarBak; enAkgesovePAmly EdI nBntlaBI fpenHeday  
el ak Thomas L. Friedman -2005; GknBnGtBTRocMaEst *New York Times* . Friedman GHGag  
fael ,nyagel Onenski PavbnykmpEdI el akcat;TkfaktpEFGayBPBel akkanEtrntdeTA bga  
I kN<sup>3</sup>minRtmEtsMboReTs nig RkmhubaNHET EfmTajSmoGaybKA mak<sup>2</sup> enACMj BPBel ak  
eGayshkarKänig RbkEgCamlyKä. karGHGagenHmancMlgTak;Tn smORkbGkEdI mankarBak;  
BngajGs;cabBGktakEtkal neya)ayrdap)al dI Rkmhu kmkrneyaCitbc, nningnaBI GnakT  
nig GkGbrMdI bgätbeRgonmnisSCHneRkay eGayCMstMNgxüenAkjBPBel akenH.

ÉksarenH Britüel ItidBaBmyEdI CadaneCgskI PavbnykmpnAkjRbeTskm&a -] sSahkmp  
katedrdkxpsRbeTsenH - nig begit Cataragtul ukarCMaj kMajkarga EdI ] sSahkmpg)an nig  
rk)an nig el kCasMhBrBrebobEdI RbeTskm&aGacekogKgFnFan)anyagI bpt edm, BtomerobcM  
kMajkargarbsxü eGayechedatRsaybBaRbQmenski PavbnykmpnAkj] sSahkmpnH TajeBI  
bc, nning naBI GnakT.

## eFGayRbeTskm&akayCarbeTs] sSahkmp

kal BI10 qamu RbeTskm&acabepnedrel KngptieqaleTAkankarGPiDAesdlec EdI RbeTs  
CitxagCaRch enAGasFibedrel IrteAehly . dMakkal dMg edm, smc)annukNn nig C/PaBrseNA  
FtFar enAkjRbeTsCbu etvan; saFarN<sup>3</sup>rdet: nig bNpRbeTsdeTeTot ephec j Bkarcabdisnñ  
] sSahkmpI itedm, hajt j EdI RtUkarkMajkargayagech . enAdMakkal dMg bpt enkarividBI  
sgñByGarsyel visykskmpmkCasdecFmhbeBareJ eTedayPaBcM ] sSahkmpI itRomU pM I  
pI itpI EdI mantM Tab dtdCa sM okbBak; nig Es, keCh ehly ] sSahkmpI itEdI manI kN<sup>3</sup>  
Tmh nig tM bEnfxs;Cag RomU pM ERKogmash sMar<sup>3</sup>GKIsning eRKOgeGLicRtdik Caedm)ancab;

bdism] Lg RsbE I CamYKEd I ehdacnasmk (SovGP) al kcesdlecfnneya) ay nig Chtaj kllaj  
kargar k] RgRtU) anGPvD/Enf. 1

edaymankarCMj BlnieyKnbreTs Ed I manTtak;TmgCamYTpSarsk I nig mancNhdjxag  
]sSahkmp I it ]sSahkmpkatedrkm&amankarkcmh Etkgjry<sup>3</sup>eBI 10 qalltbaNthBkar I knatj  
EtRtmtM Brbry I andu arhttd I ;Cag 2 Ban] andu akjgqal2005. 2 RsbE I CamYngkNhen  
karnatj enHmankarekheLgnlcmh kargap]kar RomaN 300>000 kargar enABakkNpl qal2006  
enAkj]sSahkmpnH. 3 kjcNambNpRoetscmh 15 Ed I p]p]sM okbBakechCagekeTakan;  
shrd&amrk kjgqal2005 Roetskm&K]RoetsmYkjcnNamRoetscmh 5 EtbaNthkjgBPB-  
el ak Ed I manBaNCkmpkheLgenAkjcnNkTpSarrbsshrd&amrk enAqal11 bnobkarkBa@,  
BaNCkmpdayKankta. RoetsdeTeTot rlnmanRoetsmhaGNacBPBel ak dbCach \Nth\Nthslu  
nig bgkæds. 4

kary I digBITpSarkargar Ed I Cakt]CMj eGaymaneCaKCjEpik]sSahkmp I it nig karGPvD/En  
Chtaj calac;edlm,KarT d I karBRgkbEnf nig karbegl]cmh]sSahkmpK]akal bNlgenkarskSaraytM  
el kllajkargarenH.

## BNhasegob]sSahkmpPaBKaRT nanaEd I Tak;TgCamYng]sSahkmp katedr

edaysaEtRovt]sa<sup>3</sup>pnkicBmePBogvaynPNBTPaKlEd I manEtmyKt;rbsRoetskm&a  
CamYngshrd&amrk enArvagBlqal1999 d I ;qal2004 Ed I pSarP]okarQancU eTAKjTpSarshrdæ

<sup>1</sup> RoetsmYcmh manBngcabepnGnpkal enH tamry<sup>3</sup>karbegl]CaBPB]sSahkmpEd I RtU)aneSAl faCa t]lmp I itedlm,hall  
ecj Ed I pl nvl k]NB]bz nig r]v]z]neKah s]m]s]kmp]Bedlm,karnatj Cagskmp]BT]T]AenAkj]esdlec.© emeronBl]l]n;Taj  
enH RtU)anrkeXlj eday McMillan, Pandolfi nig Salinger -1999;nig Radelet -1999!.

<sup>2</sup> eT]h]CaRoPBP]a]Kech B]nraykarNB]l]n]yBaNCkmp]enAmoBakkNpl TsvtS90 k]mankreyagetAel bragRk]katedr  
nanEd I ]bt]n]v]kædayRoetsch d]N]r]karenAkj]Roetskm&anAcgTsSvtS70 enA Becker -1986 T]W/277!.

<sup>3</sup> T]n]y]enH]R]obef]obCamYngRoCaB I rd]el I GaceFkargasr]oRomaNcmh 6/24 I annak;enAkj]qal2001 -Cag]l]d I man  
karsk]af]p]tel kllajkargar rbsRoetskm&a! . kal B]BI enH RoCaB I rd]el I GaceFkargasr]o]cmh 85° r]senAtanTl  
CnbT ehly manGkeFkarc]m 900 000 nak;enAkj]TRkgP]B]j nig enAtant]l]n;TRkgdeTeTot . RoPB<sup>3</sup> v]l]uas]n]Catis]li

<sup>4</sup> T]n]y]Bkariyal ]sM okbBak;nig vaynPV]enRks]yBaNCkmp]shrd&amrk TTV )anen]eF]12 ]sPa2006.



USAID fa kic xit x m g E R o g n a n a e d m , E s t y l ; n i g E k I M p I i t P a B E d I C a k t a k N I t B I I T P a B R o k E R o E C g s M a n m y e n A k h i t e r a g c R k m a n s a r <sup>3</sup> S M a n y a g x e d j e n A k g k M L g e B I e F I M N r e q a t e T a m x b n b o B k a r I b e c a l k i t a r e m k <sup>7</sup> S a l i n g e r 2 0 0 4 ! . k a r s k S a e l k t p k N I t p I i t P a B k a r g a r n i g P a B R o k E R o E C g e n ] s S a h k m p k a t e d r m y E d I e F I L g e n A k g q a M 2 0 0 5 ) a n r k e X i j P a B T n e x S a y b e G v t p a n C h a j v i s k m p ] s S a h k m p f a C a k t a s M a n m y E d I k h i t s m t P a B r b s e r a g c R k k i g k a r b e g l a p I i t P a B r b s k m p k r n i e y a C i t <sup>7</sup> S a l i n g e r e t a l . 2 0 0 5 ! . e d m , e q u y t b c h B a l e s c k p t u k a E d I ) a n r k e X i j e n H m C a m N I I ] s S a h k m p e d m , b e g l a T P a B p I i t s M I o k B a k ; ( G I P C ) E d I T T V ) a n m U n F B I U S A I D n i g c a b e p h k g E x m k r a 2 0 0 6 e R k a m k a r R k b R k g r b s ; N a t h a n A s s o c i a t e s p l i k a r b N p b N p l E p i k v i s k m p I i t k m p d I b k A k e r a g c R k f i k k N p l C a B e s s e m k a r G i k R k b R k g n i g b k A k E p i k v i s k m p ] s S a h k m p

## e k a l e d A e n k a r s k S a v a y t M k m a j k a r g a r

e p n e c j B i s k m P a B E k I M p I i t P a B r b s e r a g c R k k a t e d r G I P C ) a n e F i k a r s k S a v a y t M e l I k m a j k a r g a r e n H e L g s M A E s t y l e G a y ) a n k a n E t R b e s t G M t M k a C h a j C a n h r b s ] s S a h k m p n i g R o P B p a p a j C h a j T a j e n H . v i s a l P a B e n k a r s k S a n H R t U ) a n b e g l e L g e d a y s h k a r C a m Y n g e r a g c R k k a n E t R b e s t e n A k m G a e n G g k a r B I k m p n p C a t i n g k m p f e r a g c R k k a t e d r e n s a b v G P i D A i s y E k C n T e n e m K g A e n s a C i k m p i n i B a t C n p C a t i ( I F C ' s M P D F ) <sup>8</sup> E d I k m p F I T a j 2 e n H p l i k a r b N p b N p l C h a j E k e T s d I ; ] s S a h k m p k a t e d r .

k a r s k S a v a y t M e n H E s t y r k c M l y s t M o s h x a g e R k a m e n I P

- e t C h a j s M C h a j b e c R e T s n i g C h a j s g h G k k E d I n i e y a C k c g ) a n T a j s M o k a r g a r p I i t k m p n i g k a r g a r i y a l y ?
- e t h i e y a C k e R b R ) a s k a r e C i s e r s b k A k E b b N a e d m , i k e G a y ) a n n e b k C n E d I m a n s m t P a B m k b M k a r g a r ?
- e t k a r b N p b N p l m n e B I c U b m k a r g a r R o e P T G k k E d I k m p k r n i e y a C i t y k m k e R b R ) a s s t a b ; k a r g a r b s B k e k ?

---

<sup>8</sup> s t h e m l [www.ifc.org/mpdf](http://www.ifc.org/mpdf) e d m , I T V ) a n B z n a n e B j e l j .

- et sal aeron skI vi tual 1/2 nig slob/Npb/Npl saFarN<sup>3</sup> nig EkCnana GaccU rhncMnk kugkarGPiD/AnkMajkargarkug] sSahkmkatedrkm&a tamreobNa?
- etCMaj GKH EdI kmkrniyaCitcg;TTV )an tamry<sup>3</sup>karbBj kargarbsBkeK?
- etlyuCn nig nisSit tanskI vi tual 1/2nana fngEfgCMIskargarnaBI GnaKtrbsBkeK nig kMI tetkargamyNakugvisykatedr EdI smngCMIsrbsBkeK tamreobNa?
- etmanI kxNBMI GKH enAkugTpSarkargarkug] sSahkmkatedrnæBI bcb, nñH enAkugRbeTs km&a nig etGaceFVGK edm, EkI MPaBSOMA nig PaBeqlytbrbs;TpSarkargarcMh ] sSahkmkatedr?

### vFisa®sp

kar skSanH RtU) aneFBLgkugry<sup>3</sup>eBI 3 s) anBEx ] sPa dI ;Ex mifua 2006 edayel akRsl Lynn Salinger esdait Canx sénsmaKmFnFan nig karGPiD/AnGnpCatiel akRsl Jane O’Dell RbFan GIPC nig kBaif Seanghorn Kheang GkrSaRCaréviTias énesdlec&a. kar skSanHeopt CasMan; eTael ItMkar nig karpa pgenAkugTpSarkargar edaykMI tBlitMkarCMaj enAkug] sSahkmkPbPEdI paApjCMaj TadjenH nig kt pnaEdI rarajimeGaytMkar nig karpa pjcBROS BKã.

TsSn<sup>3</sup>nana RtU) anTTV BhéyaCk rdaP) al slob/Gorn/b/Npb/Npl yuCn kmkrniyaCit nig GgkarGnpCathana EdI eFkargarBakBhSamlyng] sSahkmkatedr. enAkugkrNlmYcMM sPasn\_ EdI erobcMkCann RtU) aneFBLgCamlyngtMlagmik<sup>2</sup> ehly krNdeTeTot mankarerobcMakarBPakSa CamlyngRkmeKal edA. GIPC TTV )an karRokSaBKN<sup>3</sup>kmkarRokSakNpl mly EdI mansmaCkCa tMlagmikBlis 1/2 TadjenH.

karTakTgeragcRkRtU) aneFBLgtamry<sup>3</sup> GIPC nig smaKmeragcRk katedrenAkme&a (GMAC). RkmRokSayuCnkm&a (YCC) anpl »kaseGayeybgCbCamlyngyucnenAkugextkBlgcan nig extp éREvg tamry<sup>3</sup>GkdknaffkextpbS;YCC. viTias éncatBhbecRvitukme&a (NPIC) anerobcMGay eybg) anCbCamlyngnisSitmYRkméviTias énenH. eybgk) anerobcMakarBPakSaCarkmeKal edA (focus group) CamlyngnisSitmkBlskI vi tual 1/2CaRch kugTRkgPbBj pgEdr. karBPakSaCarkmeKal edA 2 epSgKã RtU) anerobcMlgCamlyngkmkrkatedr EdI karBPakSanmly<sup>2</sup>eFBLgenAresol éfQaTituenAÉ



# 2> bTBesaFnGnpCatBakBhSamlyng karbNpNpl nig karGbrMCACl<sup>3</sup> nig beckeTs

RobtsbrMig bNpNpl vCACl<sup>3</sup> nig beckeTs (TVET) enAkjRbeTsCaerchPab;Tmak;Thg  
rvagkmpFiskSakmpFbNpNpl vKiskSakarbNpNpl Rkbergon nig karej sBabRt eTAng  
tMkarbsesdec. RobtsTVET rbsRbeTskm&akMgdnNtkar edm, beglt Cayit SaSpNpl  
bNpl Ed l eqy tbeTAngtMkarCakEsj sMaeF GaykmpFhanarbsxdkanftmanPaBBakBhSamly  
ngtMkarbsesdec naBI bcb, nñ kicRanHngykmkBBNha enAkjvKAT13.

]TahrNGRbeTénRkbxVdopSg<sup>2</sup> Ed l RtU)anGnutenAkjRbeTsepSgeTot nigel kykmk  
bgaj enATenH. eygkngbgaj pgEdrBKkmpFiskSaxagCmaj vaynPNnychm rbsSobNpNpl  
bNpl GnpCatinanaedm, el ksNfCarKiskSakmpFbNpNpl Cmaj vaynPNEd l Gacykmk  
bgatbergonyagmansa<sup>3</sup>RbeyaCn enAkjRbeTskm&a.

## RkbxVdop TVET

edayTTV sAl BkNhtMkarCmaj Caerch Ed l ekitelgedaysaEt {Cmanbecvifuaft en  
skI ParbnykmpEd l GblanareGaykMajkargarenARKb;TkEngTajGsmen {Cmaj kanftaerch Cmaj  
kigknt kanftxs; nig Cmaj RbeTepSg<sup>2</sup> } -Lall 1999 TBV13; RbeTsCaerch )ancabepmRongErog  
Pab;Tmak;ThgrvagesckRtUkarCacaycedm, begltP l itPaBrbs;]sSahkmpCamlybNngR)afarbskmpkr  
neyaCitedm, ITTV )ankarbNpNpl nig CamlyngkarCmaj rbsGkGbrMdm, begltPaBTak;Tgenkar  
skSaCamlyngvifkargar. manRbeTsetmychmttbaNñEd l begltRkmRokSaCatbNpNpl b= GaCfrKvDfedm, Bnituel bNtkarenH -sthemll taragT11;

Ed I RkmRokSaTalenHmanTitayL MienAkj sBvCaPch eTAtamRbeTs ddCaRksjyBaNCkmp  
 Rksjykgar RksjyGbrlB-sBvEkraCuepSgeTot.

# taragTI<sup>13</sup> KINVA Catinig GgPbNB

RbeTs	GgPbBrbsRbeTs	RkmEdI eFkarBakBhng ]sSahkmkatedr b ]sSahkmpI it
GUSpl I	GaCfR CatbNBpl rbsRbeTsGUSpl I) anrhbBaP CamYng RksyGbrMITiasaSpng bNBpl rbsGUSpl I ( <a href="http://www.dest.gov.au/sectors/training_skills/default.htm">http://www.dest.gov.au/sectors/training_skills/default.htm</a> )	RkmRokSaGSpI kagChaj ]sSahkmpI it ( <a href="http://www.mskills.com.au/">http://www.mskills.com.au/</a> ); xagpl it kmSML okbBlak; Sthemll <a href="http://www.mskills.com.au/IndustrySubSector.aspx?SubSectorID=6">http://www.mskills.com.au/IndustrySubSector.aspx?SubSectorID=6</a>
kaNada	RksyFnFammsSng GPiDAhsgn rbskaNada ( <a href="http://www.hrsdc.gc.ca/en/home.shtml">http://www.hrsdc.gc.ca/en/home.shtml</a> )	Kht ptephxagChaj enAkegeFkar KWasBhwpl Chny EdI ng ppl ml nFidI kmplFsakI ,gxagkarGPiDAChaj Epkel PabCa edKU ( <a href="http://www.hrsdc.gc.ca/en/ws/initiatives/wsi/WSI_proposal_overview.shtml">http://www.hrsdc.gc.ca/en/ws/initiatives/wsi/WSI_proposal_overview.shtml</a> )
Rkic	GgkarGbrMig bNBpl vCaCl <sup>3</sup>	
hg kg	RkmRokSabNBpl vCaCl <sup>3</sup> ( <a href="http://www.vtc.edu.hk">http://www.vtc.edu.hk</a> )	GaCfRbNBpl xagChaj ]sSahkmkatedr ( <a href="http://www.clothingtraining.org.hk">http://www.clothingtraining.org.hk</a> )
eGorLg;	GaCfR KINVA CatirbsRbeTseGorLg; ( <a href="http://www.nqai.ie/en/">http://www.nqai.ie/en/</a> )	
mæLslu	RkmRokSaCatbNBpl vCaCl <sup>3</sup> ( <a href="http://www.nvtc.gov.my">http://www.nvtc.gov.my</a> )	
emArTs	GaCfR KINVA CatirbsRbeTsemArTs ( <a href="http://www.mqa.mu">http://www.mqa.mu</a> )	RkmRokSabNBpl vCaCl <sup>3</sup> nig ]sSahkmp ( <a href="http://www.gov.mu/portal/sites/ncb/ivtb/index.htm">http://www.gov.mu/portal/sites/ncb/ivtb/index.htm</a> )
mark	rdel xafkardæTTY bnkbNBpl vCaCl <sup>3</sup> nig vFsaSpMaj ( <a href="http://www.dfp.ac.ma/">http://www.dfp.ac.ma/</a> )	
j thSel n	GaCfR KINVA CatirbsRbeTsj thSel n ( <a href="http://www.nzqa.govt.nz/">http://www.nzqa.govt.nz/</a> )	GgkarbNBpl Chaj vaynPNhng sML okbBlak; ( <a href="http://www.atito.org.nz">http://www.atito.org.nz</a> )
saFarn <sup>3</sup> rdæ Gathkxagt, t,ij	RksyGPiDAhChaj kagar ( <a href="http://www.labour.gov.za/programmes/programme_display.jsp?programme_id=2674">http://www.labour.gov.za/programmes/programme_display.jsp?programme_id=2674</a> ) GaCfR KINVA CatirbsRbeTsgathkxagt,ij ( <a href="http://www.saqa.org.za">www.saqa.org.za</a> )	GaCfR GbrMig bNBpl Chaj -tanvisy; rihman katedr vaynPNIEs,keCg nig sMar <sup>3</sup> eFBES,k ( <a href="http://www.ctflseta.org.za/">http://www.ctflseta.org.za/</a> )
stEl n	GaCfR KINVA CatirbsRbeTsstel n ( <a href="http://www.sqa.org.uk">www.sqa.org.uk</a> )	
sgbd	PakgaGPiDAhkm ajkargasjbd ( <a href="http://app.wda.gov.sg/">http://app.wda.gov.sg/</a> ) RbBhKINVAChaj km ajkargasjbd ( <a href="http://wsq.wda.gov.sg/">http://wsq.wda.gov.sg/</a> )	shBh <sup>3</sup> vaynPNhng ml sML okbBlak; ( <a href="http://www.taff.org.sg">http://www.taff.org.sg</a> ) mCAnNB bNBpl Chaj vaynPNhng ml sML okbBlak; ( <a href="http://www.taftc.org">http://www.taftc.org</a> )
ef	RksyGbrKIN <sup>3</sup> kmkarGbrMcaCl <sup>3</sup> ( <a href="http://www.vec.go.th/">http://www.vec.go.th/</a> )	vTiasavaynPNbf ( <a href="http://www.thaitextile.org/eng/default.asp">http://www.thaitextile.org/eng/default.asp</a> ) Ggkarsaxa sMbsmakm]sSahkmpaynPNbM 8 EdI begit elgenA erkamKattBrksy]sSahkmpif
cRkPB GgkKs	GaCfR KINVA nig kmplFsakSa ( <a href="http://www.qca.org.uk/">http://www.qca.org.uk/</a> ) enAerkan»vaTRksyGbrMig Chaj sthemll ekal neyay {PabCaGkdknMig Chaj nvanutp} en RksyBalNCkmng	

	<p>JSahkmp  <a href="http://www.dti.gov.uk/innovation/skills/page10932.html">http://www.dti.gov.uk/innovation/skills/page10932.html</a></p>	
shrd@aamrk	<p>RkmRokSabTdæCmaj Cati\I UenHEI gdMNtkar<sup>9</sup></p>	<p>RkmRokSabTdæCmaj JSahkmp I it  <a href="http://www.msscusa.org">http://www.msscusa.org</a>                  kmpFpesbjCmaj skI <a href="http://www.gskillsxchange.com">http://www.gskillsxchange.com</a></p>

Stiemll <http://www.worldskills.org/site/public/?pageid=136> GbbBaEgkarbmKargaxagCmaj ..

dMNtkarénkarbeglRkbox\I\BND\ACatiminEmnRtgsDanicCakal enaEhly minEmneceHt cabeppecj BbMddKä enAküRbeTsnhly<sup>2</sup> enaEhly. yagNakEday CaFmpaEtgmankarInbBaP KänUdMakal xageRkamenH<sup>3</sup>

- JSahkmpNI tBmgarbskargar b-kargar EdI Tak;TingshRKasrbsBkeK. enAkü RbeTsmlycMh eKceppeteAel mgarbskargar -kicRarEdI RtUeFV (job function) CaCag eAel eQpHkargar (occupation) eBateQpHkargarEtgEtmankarpesbjyagel On edaysaEtkMajskI Pa/bnykmpCmj eGaymankarEkI I kxNDMaj sMabRkbkmkrneyaCit Tajl Gs.; kareppteAel I mgarbskargarenAküshRKasmly manPaBbtEbnCagenAküTpsar kargarEdI EtgEtmankarERobV .<sup>10</sup>
- I kxNDMaj nig cMNHng EdI GacehAmüageTotfaCa {bTdæCmaj } b-(Rkbox\I\BmtPæB) manTlak;TingCamlyngmgarbskargar (job function) b-kargar (occupation). BbMdg bTdæCmaj RtU)anbeglileLg edm,el kkbkskarGbrM\CaCl<sup>3</sup> sMabyuCnEdI minBMankarGbrM enAkü skI viTual  $\frac{1}{2}$ . naBI bce,nänH PaBxosEbkKävagkarGbrMEobsskSa (academic) nig {EbbvCaCl<sup>3</sup>} RtU)anmnsSmlycMh emll eXij fa hÿssmly eBateppteCaMnsel ITlak;Ting

<sup>9</sup> tamBZmanEdI TTV )anBibosay <http://www.ed.gov/pubs/Prog95/pt3fed.html> RkmRokSabTdæCmaj Cati(NSSB) rbs; shrd@aamrk RtU)anbeglileLgenAküqal1993 enAerkanarkatRbsRksy kargar. NSSB manekal edA (el kTiccitpel k kbS;nig CYydI JSahkmpkargar nig karGbrlküjkarkNI tGtjsBaFN beglile nig ykmkGnutpdaysRkCitInUbTdæklitxs; EdI RtUkacacayacenAkükgarmly<sup>2</sup> ehly pSarPæb;Tlak;TingtMkkaTajendI CamlyngkmpFiskSa bTBesaFnkargar karbNpI bNpI nig ÉksarBNpIbNpI . bTdæCmaj CatiRtU)anbeglileLgRkbdNpIel RkbJSahkmpI itTajlGs;edayRkmRokSa bTdæCmaj sMabJSahkmpI it én NSSB. karpl mU nFeTaeGay NSSB RtU)anI becal enAküqal2004. kgV rbsRkm neyaCkEdI fa kmpFenHngbeglilecMnaynana ekitelLgedaysarbTbBaEel IsI b GacCaktpeFNGaymankarI becal kmpFenH Carnevale 1999 TBW41; .

<sup>10</sup> enRtU)ancgll bgäj edayel ak Dave Wilcox naykkmpFpesbjCmaj skI nig CaGtitRofanRkmRokSabTdæCmaj Cati.

rvagGaCB nig kaGbrMlecReTssMbsisSenAkMmFumskSaetAvij -ACTE 2006; . \ I U  
 enH enAkG RbeTsmlycMh bTdæChtaj RtU)anbeglileLgStMbRbePTkargaCaerCh Ed I rihTaj  
 kargaChtaj kMtxs;Ed I CV nisSitec j Bsk I vifual ygeGayeflpgEdr. bTdæTajenHGac  
 manreCaerSc sMbkargaCaerChRbePT cabBRbePTkarga {eFlidayéd} - ddCaCagePly Cag  
 C'isCil bBlgTik kmkrsMlg;- rhUd I RbePTkarga {vCaCl<sup>3</sup>} - ddCaPakgarGc I nRTBü  
 PakgarEFTaxPaB enFairviskr. minEmnRkbGaCaFrKINvDA/bS/RbeTStajGset Ed I TTV  
 sÁI bTdæ enAkG RkbRbePTGaCBTajGs;. BkekeptEtel bTdæNaEd I manPaBTak;Tg  
 eTAngRbeTspal xürbsBkek EtbaNÄH.

- Gikppl esvaGbrMig bNpbnpl beglirkmpFiskSa karbNpbnpl RkbeRgon nig Eksanig  
 RbBkpl karGbrMigbNpbnpl Ed I eqlytbeTAngbTdæChtaj TajenH. enHmannyfaCakar  
 beglirkarGbrMig karbNpbnpl {Ed I eqlytbeTAngtMkkaCakEsg}.
- kmpFGbrMig bNpbnpl RtU)anTTV sÁI edayrdaP)al nig ]sSahkmp karTTV sÁI ;KW  
 manekal bMlg edm,FanaKINPaBrbsGikppl esvaGbrMigbNpbnpl sMlAppl ;Tmkcitpl I ;  
 GtifCn -sisSnisSt; nig GikbeR)as;-neyaCk; esvaTajenH.
- maRTicénkarec j sBabR TTV sÁI ;bmaRTicKINvDA/nly RtU)anbeglileLgedayRkmRkSa  
 bNpbnpl rbs;]sSahkmpenly CaFmita mankaBikKaleyab I Camlyng]sSahkmpkMaj  
 karga nig GikGbrM kMtenkarbNpbnpl nigkarGbrMFisaSpasEvgkarTTV )anChtaj nig  
 sBabR Ed I ngRbKI ChtisStbBakarskSanAkMnmy<sup>2</sup> TTV )ankarÉkPaB edm,bBak;  
 R)abneyaCk BPabeCCakrbsGgPaBChtaj nig cMNHngEd I nisSt)anbBakarskSaman.

ehtGyanCaRbeTsnana beglirkbxvKINvDAcatitajenHelg? CaFmita FnFan saFarN<sup>3</sup> nig  
 FnFanÉkCn RtU)anveyaKeTAKgkarbeglirkbxvKINvDAcatitajenH enAeB I Ed I Giktak(EtgeKal neya)ay Gik  
 GbrMkMajkarga nig ]sSahkmpTTV sÁI Bsa<sup>3</sup>sMan;enkMajkargaEd I manChtaj nig eRtomxärt  
 CaerSc edm,bBabegliteGaymanTpSarkargamlyEd I manmU dæel Chtaj .

edm,bGaymanny RkbxvKINvDAcatitRtUetykeTaeR)asenAkGRkbdbNrkarenkarRkbRkg  
 kMajkarga. neyaCkRtUeR)asbTdæChtaj edm,ENnadMl karCV kmkrneyacitfning ppl ebortSr\_  
 eTAtanChtaj . kMtebortSrepSg<sup>2</sup>KæTAtankM Chtaj karel kTkcitppkpl itkmpormaNpl it nig  
 ebortSrepkeTAtankarbbj kargaCakEsg rbskmkrneyacitcU fning kartM lgzan<sup>3</sup>d I neyaCit

cas<sup>2</sup>eTAtankINsm, t<sub>1</sub>kargar K<sub>1</sub>WepnkarmYchM EdI niyaCkGaceR)as;edm,pl CaebovtSrepSg  
K<sub>1</sub>eTAtankM<sub>1</sub>Chaj s<sub>1</sub>bdAbegh<sub>1</sub>litPaB.

### K<sub>1</sub>NvD<sub>1</sub>EnkarbN<sub>1</sub>bN<sub>1</sub>pl xag]sSahkm<sub>1</sub>katedr

GaC<sub>1</sub>FrK<sub>1</sub>NvD<sub>1</sub>ij<sub>1</sub>hSel n EdI Cas<sub>1</sub>b<sub>1</sub>W<sub>1</sub>Catiskmp<sub>1</sub>Y<sub>1</sub> k<sub>1</sub>g<sub>1</sub>c<sub>1</sub>Nams<sub>1</sub>b<sub>1</sub>W<sub>1</sub>Cae<sub>1</sub>ch<sub>1</sub>pl<sub>1</sub>kaTTI<sub>1</sub> s<sub>1</sub>Al ;  
dI Gg<sub>1</sub>k<sub>1</sub>ananaEdI e<sub>1</sub>F<sub>1</sub>karbN<sub>1</sub>bN<sub>1</sub>pl xag]sSahkm<sub>1</sub> RtI bmkvij Gg<sub>1</sub>k<sub>1</sub>arTajenHTTV<sub>1</sub> xisRtUxagkar  
beg<sub>1</sub>itbTda<sub>1</sub>mChaj Catism<sub>1</sub>]sSahkm<sub>1</sub>pb<sub>1</sub>sBkeK edaypl<sub>1</sub> B<sub>1</sub>Zmannig<sub>1</sub>d<sub>1</sub>l<sub>1</sub>l<sub>1</sub>l<sub>1</sub>l<sub>1</sub> dI G<sub>1</sub>k<sub>1</sub>hateroneF<sub>1</sub>kar nig  
niyaCk<sub>1</sub>rb<sub>1</sub>sBkeK e<sub>1</sub>F<sub>1</sub>svnk<sub>1</sub>m<sub>1</sub>Chaj eGay<sub>1</sub>Rkm<sub>1</sub>h<sub>1</sub>erobc<sub>1</sub>MarbN<sub>1</sub>bN<sub>1</sub>pl -TajenAngkEng<sub>1</sub>eF<sub>1</sub>kar nig enA  
e<sub>1</sub>k<sub>1</sub>AkEng<sub>1</sub>eF<sub>1</sub>kar; e<sub>1</sub>F<sub>1</sub>karvayt<sub>1</sub>el G<sub>1</sub>k<sub>1</sub>hateroneF<sub>1</sub>kar nig Rt<sub>1</sub>l<sub>1</sub>Bnit<sub>1</sub>u<sub>1</sub>KINPa<sub>1</sub>EnkarbN<sub>1</sub>bN<sub>1</sub>pl . xag  
e<sub>1</sub>k<sub>1</sub>amen<sub>1</sub>H<sub>1</sub>K<sub>1</sub>W<sub>1</sub>]TahrN<sub>1</sub>en<sub>1</sub>Rk<sub>1</sub>bx<sub>1</sub>W<sub>1</sub>K<sub>1</sub>NvD<sub>1</sub>akag]sSahkm<sub>1</sub>katedr EdI erobc<sub>1</sub>ML<sub>1</sub>bedayGg<sub>1</sub>Pa<sub>1</sub>b<sub>1</sub>N<sub>1</sub>bN<sub>1</sub>pl  
xagChaj ]sSahkm<sub>1</sub>aynPN<sub>1</sub>hig<sub>1</sub>kat<sub>1</sub>edr<sub>1</sub>rs<sub>1</sub>Re<sub>1</sub>t<sub>1</sub>s<sub>1</sub>j<sub>1</sub>hSel n.

tragTI<sup>23</sup> K<sub>1</sub>NvD<sub>1</sub>EnkarbN<sub>1</sub>bN<sub>1</sub>pl xag]sSahkm<sub>1</sub>se<sub>1</sub>W<sub>1</sub>kb<sub>1</sub>Bak; nigvaynPN<sub>1</sub>D

k <sub>1</sub> C <sub>1</sub> R <sub>1</sub>	v <sub>1</sub> B <sub>1</sub> ab <sub>1</sub> nb <sub>1</sub> R <sub>1</sub> k <sub>1</sub> lit	v <sub>1</sub> B <sub>1</sub> ab <sub>1</sub> nb <sub>1</sub> R <sub>1</sub> Cat <sub>1</sub> ka <sub>1</sub> gChaj pl <sub>1</sub> its <sub>1</sub> ML <sub>1</sub> ok <sub>1</sub> B <sub>1</sub> ak;		
	bzm	klit 2	klit 3	klit 4
	p <sub>1</sub> pl <sub>1</sub> Chaj bec <sub>1</sub> R <sub>1</sub> - e <sub>1</sub> T <sub>1</sub> ss <sub>1</sub> l <sub>1</sub> nig Chaj pl <sub>1</sub> x <sub>1</sub> l <sub>1</sub> EdI ca <sub>1</sub> l <sub>1</sub> cen <sub>1</sub> kl <sub>1</sub> g <sub>1</sub> ]sSahkm <sub>1</sub>	p <sub>1</sub> pl <sub>1</sub> Chaj nig c <sub>1</sub> N <sub>1</sub> H <sub>1</sub> g <sub>1</sub> bzm yag <sub>1</sub> k <sub>1</sub> b <sub>1</sub> k <sub>1</sub> kar;edm, lGay <sub>1</sub> R <sub>1</sub> sb e <sub>1</sub> T <sub>1</sub> ng <sub>1</sub> bT <sub>1</sub> da <sub>1</sub> mF <sub>1</sub> u <sub>1</sub> en <sub>1</sub> karG <sub>1</sub> n <sub>1</sub> ut <sub>1</sub> p karg <sub>1</sub> ar GaceGayG <sub>1</sub> k <sub>1</sub> hateroneF <sub>1</sub> karg <sub>1</sub> arbn <sub>1</sub> pl klitT <sub>1</sub> 3		
edr	√	yn <sub>1</sub> k <sub>1</sub> armash <sub>1</sub> edr	b <sub>1</sub> en <sub>1</sub> h <sub>1</sub> el klitT <sub>1</sub> 2	
)ak;	√	yn <sub>1</sub> k <sub>1</sub> armash <sub>1</sub> )ak <sub>1</sub> d <sub>1</sub> l <sub>1</sub> g <sub>1</sub>	b <sub>1</sub> en <sub>1</sub> h <sub>1</sub> el klitT <sub>1</sub> 2	
kat;	√	Ch <sub>1</sub> ny <sub>1</sub> karG <sub>1</sub> ik <sub>1</sub> kat;	Gac <sub>1</sub> l <sub>1</sub> ak <sub>1</sub> Nate <sub>1</sub> daye <sub>1</sub> b <sub>1</sub> mas <sub>1</sub> h kat <sub>1</sub> R <sub>1</sub> k <sub>1</sub> Nat; nig e <sub>1</sub> R <sub>1</sub> )ask <sub>1</sub> klit <sub>1</sub> 2 K <sub>1</sub> sb <sub>1</sub> R <sub>1</sub> k <sub>1</sub> Nat; nig e <sub>1</sub> R <sub>1</sub> Ok <sub>1</sub> mas <sub>1</sub> h s <sub>1</sub> ML <sub>1</sub> ok <sub>1</sub> kat <sub>1</sub> R <sub>1</sub> Nat;	
edrtam <sub>1</sub> k <sub>1</sub> N <sub>1</sub> <sup>3</sup> Ba <sub>1</sub> N <sub>1</sub> C <sub>1</sub> km <sub>1</sub>			man <sub>1</sub> Chaj xagedrtam <sub>1</sub> Ebb Ba <sub>1</sub> N <sub>1</sub> C <sub>1</sub> km <sub>1</sub> bg <sub>1</sub> aj B <sub>1</sub> l <sub>1</sub> sm <sub>1</sub> t <sub>1</sub> Pa <sub>1</sub> B edm, G <sub>1</sub> n <sub>1</sub> ut <sub>1</sub> k <sub>1</sub> arg <sub>1</sub> ark <sub>1</sub> g <sub>1</sub> klit <sub>1</sub> Cak; l <sub>1</sub> ak; nig GaceR <sub>1</sub> )asmash <sub>1</sub> edr )ane <sub>1</sub> ch <sub>1</sub> R <sub>1</sub> be <sub>1</sub> Ten <sub>1</sub> Ak <sub>1</sub> gerag <sub>1</sub> ck <sub>1</sub> kat <sub>1</sub> edr	



		RbFAnEpkFnFanmnisS/bNfbNpl .
GkCmaj	GkEdI mancNhdg nig bTBesaFnuCaCl <sup>3</sup> kht xs;xagvTiasa <sup>2</sup> βvit nig rbsa <sup>2</sup> βvitiasa <sup>2</sup> β sgh nig mnsssa <sup>2</sup> β	viskr]ssahkmpKNenyükr GkCmaj xag becrvitüam <sup>2</sup> fbNfbNpl
GkbecRetS nig shkaGkCmaj	GkEdI mancNhdg nig bTBesaFnbecRetS xagvTiasa <sup>2</sup> βvit nig rbsa <sup>2</sup> βvitiasa <sup>2</sup> β sgh nig mnsssa <sup>2</sup> β	emRkmEFTadirkGKIsnlviskrskSael kargar Gkrcnamll GkRtE BhitüKNPab GkRtE Bhitükargar tNlagI k;GkCbAatij
esjn	GkEdI eFkarerobcMkSatk bBaP kükMülvznig Taj yk BZmanmkeBR)as; kcRamychn dCa kargarel xa eBR)asmaslvayGtBTnig masb kariyal ydeTetot rkSatknigbBaP TnhYel xenAkükMülvzsvasMrt kargarxag I yk;k;nig erobcMarNat,Cb.	el xa Gknabbar GkktRtaebLa karITV TtsBp ChMykardjal esjnXajjesjnekr)ak,Qü esjnpI itkmpesjnxagbMüü esjnxagefödm
GkbMkarxag esvakmpnig I k;	Gkopl esvapal xüü nig esvakaBar b=I k;Thij enAküghag b=psar	Gk I k;Gkbgaj KNPH
GkbNbsbxag kargarebed nig xageFbaNCkmp	GkCMy b=sb,kr	Gkkanltm,aj Cagmasb CagRkLg
karmash nig dKogcKk	GkCbAa nig RtE Bhitumasb nig brkerRTgRTay FmIdI Caery <sup>2</sup> CaRkOgmash nig brker ]ssahkmpsvRovtkhtxs;	GkreV Gkt,aj GkRCI kBNV/Gke)abm< Gk)ak;karmash GkrtgabEs,kedayeRbsaCati KmlGkkat;GkGüt Gkebkrfynp
kargargay <sup>2</sup>	GkEdI eFkicRardEdI <sup>2</sup> gay <sup>2</sup> dtCaRbllbkrN_ eRbedayed nig eBI xüRtUcNlaykMajkay ehly CaTbTA eRkhtpöepn nig kavnicypal ; xütit:tt	GksMat Gke)asCll snlsx GkCmaj xagmx karechEbb Gkel kdak;Gkevcx@;GkerobcM Thij Gkrtmhd GkRomü sllm GkerobcM <sup>3</sup>

*RbPB<sup>3</sup> GaCaFrbNfbNpl nig GbrMagvis<sup>2</sup>sm okbMak;Es,kech vaynPNthig pl itpl Es,k esavePAENnaMkareFV EpnkaCmaj -2005-2010; e)abmet kT12 -2006;*

enAküshrdGamerk Kmitpöepnpxagvis<sup>2</sup>saFarN<sup>3</sup> nig vis<sup>2</sup>EkCnepSg<sup>2</sup>CaRch )ancü rñ enAkükarbegll bTdækargarFmpta nig bTdæCmaj . kargarEdI enAeSSS I BBB I EdI NSSB enA dñNtkar enAetGacrk)anenAküsmakmrbs;]ssahkmpnig GgPaBrdanYchnh . RkmRokSabTdæCmaj xag]ssahkmpI it (MSSC) CasmaKmGksPKcitEdI mansmaCkCatNlag]ssahkmpshCB nig smakmCati)anbegll CabTdæCmaj mly ehly I keTaeGayPaKEdI mancNabGarmN\_rñTajppl esva

bNpNpI nig vaytM pgEdr. enAkIt rdaK mPok SabTdaCmaj rbsrdac sas rkSaTk {mCmNND Fnfan} EdI Pab;Tnak;TngetAngRkmPokSaxagec j sBabRbBak; sMoyfKargachM 33 -taragTI 4<sup>1</sup>.

taragTI 4<sup>3</sup> mCmNDFnfanTdaCmaj rbsrdac sas

<p>becRvItuaClisaSpsuCsaspsvsaSp</p> <ul style="list-style-type: none"> <li>• sMokicRamiyKkmnig karsakI ,gEpKBU)al eraK</li> <li>• sMokarPsaRCav karGpIDAn nig kapI it</li> </ul> <p>GikbecRetSxagEkécsarFatKml          karcnang kareFBrgagedayabkMUI½          esvaGtifCn nig karI k;          snIsutambBkMUI½          karbeglit nig RkbRkgRbBvgnny          enDaDCFI          kavPaK nig dakRbBvgsShKasrhbBaPKa          GikbecRetSxagEFTabMa³maneKalfak;          GikbecRetSRbBvgsMA RbBvgsFCaymanxül ecj cll          mashRtCak;nig TITkk          GikbecRetSxagCvCul mashFnFh;          GikbecRetSxagRbBvgsKgcRkpI itsyRovtkltxs;          GikbecRetSxagBabnig RkbRkgeKgcRk] sSahkmp          karmash klit 1 klit 2</p>	<p>karFanarabrgEpksuPab sutPab nig brisAnAkü] sSahkmpI it          karRtYBhitüEpKPsPa nig snfienAkü] sSahkmpI it          karEFTaltM lg nig CvCul enAkü] sSahkmpI it          pl it kmjenAkü] sSahkmpI it          karGpIDAndMnkarpI it kmjenAkü] sSahkmpI it          karFanarabrgKINPab enAkü] sSahkmpI it          karbeglit el ah³Fatuklit 1          kardaksBafSMal el el ah³Fatuklit 2 nig 3          karerobcMnig RkbRkgbNbj          GikbecRetSxagpI iterbog nig ]sje          viskrxagbeglit kmvFvshlvkMUI½          karRkbRkgkarI kray          GikbecRetSxageKgcRkpI itBakNpI syRovtp          karKaltbecRetS          karsresrEbbbecRetS          GikbecRetSxagEFTabBvgsKmnakmn_          mPikI UrbsexanFlicsas          karbeglit nig RkbRkgvlsay</p>
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RbPB³ mCmNDFnfanTdaCmaj rbsrdac sas <http://www.tssb.org/index2.htm>

ebEtahbCa<sub>NSSB</sub> El gmandMnkareTotkday kKslykargarshrdæærk (USDOL) bnp  
 beglit {KmbmtPabtan] sSahkmpI EdI GacykeTAEPR)as)an CaBess edayvisyEdI mankMhxS;  
 -] sSahkmpI itTmb visyGarkas ] sSahkmpI ityanynbecRvItuaClisaSpsMlg;famBI esva  
 hiBaftbecRvItuaPthisaStm;karEFTabxPab snIsxmhæpvisybdisNækcBvmanvItua karI k;  
 ray nig kardkCBad! . enAküEx ] sPa 2006 USDOL )aneFhsckPlokasGM I kqNBsmtPabTU M

TU aymY Qut sMb] sSahkmp I itTmb Ed I bgäj BPaxsKärvag I kxNbnRbsitPäpäl xü kar  
 skSakEngEfkär smtPäBTfAsMb] sSahkmpIajGs; nig smtPäBeTAtan] sSahkmpIy<sup>2311</sup>  
 taragTI5<sup>3</sup> KnsmtPäBsMb] sSahkmp I itTmb rbsshrdGämrk

<p>smtPäBxagRbsitPäpäl xü</p> <ul style="list-style-type: none"> <li>• soritPäB</li> <li>• karel kTkcitp</li> <li>• PäB GacByBak)an nig PäB GaceCO Tkcitp)an</li> <li>• qnPedm, bron sRt</li> </ul> <p>smtPäBxagkarskSa</p> <ul style="list-style-type: none"> <li>• viüasaSgnutp</li> <li>• Cmaj kMüfCañü dæ</li> <li>• karvasEvg/KNivüaGnutp</li> <li>• Ganedm, ITV )anBZnan</li> <li>• Cmaj sresEbbBaNCkmp</li> <li>• sPb; nig eFlankarENnal</li> <li>• Estyrk/ER)asBZnan</li> <li>• Cmaj niyay/jeTsnan</li> </ul>	<p>smtPäBenKengefkar</p> <ul style="list-style-type: none"> <li>• mü dæRKNBaNCkmp</li> <li>• karefkarGarcakm</li> <li>• PäBsMb/otEbneTAtan kal<sup>3eTs<sup>3</sup></sup></li> <li>• maXitFg nig kareptel GtifCn</li> <li>• karefipnkar nig karerobcM</li> <li>• karedaPsaybBañ nig kareFV esckSMcitp</li> <li>• becRvüaGnutp</li> </ul>	<p>smtPäBbecRetssMb] sSahkmpIaj mü</p> <ul style="list-style-type: none"> <li>• karbegit/verobcMNIkarrbs; ] sSahkmp I it</li> <li>• pl itkmp</li> <li>• EFTaltM g nig CScü</li> <li>• PsPargakptp;</li> <li>• karFandKNPäB/kaEkI M Cäonp</li> <li>• sXpÄ nig sutPäB</li> </ul> <p>smtPäBbecRetssMb)tan] sSahkmp</p> <ul style="list-style-type: none"> <li>• tankargar             <ul style="list-style-type: none"> <li>◦ cMNHdg</li> <li>◦ smtPäBbecRetS</li> <li>◦ I kxNß</li> </ul> </li> <li>• smtPäBRkBRkg</li> </ul>
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*RbPB<sup>3</sup> Rksykargar nig bNßNßl shrdGämrk -2006!*

eTAbCamin)anTTV sÄl faCa{bTdæ} këday kBNaj BZnanKargar (Occupational  
 Information Network) énRksykargar shrdGämrk eflarkM tBkicRar nig Cmaj nanaEd I TakTg  
 nigkargarCærchRoePT. xageRkamenHKWaj TahrN\_Ed I bgäj Bkargar 3 RbePT Ed I TakTgCagek  
 eTAngkarskSavaytM enHKWamashedr enkarpl itkmpnig GkRtYBhitüEpkpl itkmp-taragTI6  
 TBNbno;!

11 tanesckPokasBZnanrbs;USDOL {Gkclü rin nig GkBitüelLgvij rinman viüasñ] sSahkmp I it RkRokSaCati  
 sMb] sSahkmp I itTmb smaKmeragRkCatisgñviskrxag] sSahkmp I it viüasñCatCmaj pl itel ah<sup>3</sup>FatuskI viüa-  
 I Ypinesit skI viüal YshKmnfbasenI su viüal YGakascrNenARKj Yk nig sBvdeTeTot}. (USDOL/ETA  
 2006)

# kmvFbNpNpI Cmaj vaynPNĐng sM okbĐak;

Cal kN<sup>3</sup>GnbCatimankmufGbrĐeč pI karbNpNpI xagCmaj vaynPNĐng sM ok bĐak;. kmvFITađenHrhman kmvFenAtanGnuİüal ½ nig viüal ½ nig kmvFkİtvBaĐonbĐt nig sBaĐbĐrbsGaCaFrbNpNpI tan]sSahkmvng sĐbGbrİngbNpNpI ekaymFümskSaCa ečh. xN<sup>3</sup>eBI EdI kmvFITađenH Gac bminGacRtU)ankMİtfCaEpİkénRkbxVİĐINvĐAÜ MÜ ayena kğRbeTsPaKəčh GaCaFrbGbrİng bNpNpI shkaryagCitstİCanYng]sSahkmvpedm,Fanafa esvarbsBİkekmanPaBTak;TgeTAng]sSahkmv

]TahrN\_enATRkghgkg ]sSahkmvkatədr EdI tMİagedayGgİkəredKİaynankğbBaYag Evg )anrhKəbegİtCaGaCaFrbNpNpI ]sSahkmvkatədr (CITA). CITA pI CakarbNpNpI mu eBI cU bMİkəgardI yuCn vKİskSəRkAmagxİ -becRvİüakədr kəcatİcgTİmİj kəredR)as; kMÜİvkaemİl kərxsRtU; vKİskSəBaĐonbĐtry<sup>3</sup>eBI 1 qəMxəgpI it sM okbĐak;catİcgTİmİj sM okbĐak;pI it sM okbĐak,t,aj begİtBm-nig rənamİt; vKİBaĐonbĐCanxs;-kəskSəBİng kə catİcgTİmİj sM okbĐak,t,aj Cmaj catİcgTİmİj tamEbbTəhb; vKİskSəGPvD/Cmaj sM okmkr neyaCitkİt kNpI -kəréçmİt edayəRokMÜİvčMNHgBkMÜİvRkNat;BN'kərpI it kəcatİcgTİmİj nig kmvFkİtvBaĐonbĐtxagbecRvİüaBİmanvİüamİt sM okbĐakDCİF I (digital fashion information technology).

karbNpNpI vCaCİ<sup>3</sup>Cmaj xagécİmİt nig vaynPNĐkəmanpgEdrsMənisSt EdI cİeQəİkğ kmvFkİtsBaĐbĐt enAvİüasənvaynPNĐng sM okbĐak;rbsskI vİüal ½BhbecRvİüa hgkg. <sup>12</sup>vKİskSəxİxagbecRvİüaG)ahİngsĐt becRvİüaRkNat;becRvİüadaBnİgbegİykar kə éçmİt kəredbčİdecRəTs kəGPvD)əpI it pI kərpI itvaynPNĐbecRəTscatİcgTİmİj nig kərl k; raymİt sM okbĐak;manpI Cđ rİhKəngkmvFkİtkİtsBaĐbĐt -vBaĐonbĐCanxs; nig kmvFkİt sBaĐbĐt -brBaĐbĐtsgān brBaĐbĐt vİüasa<sup>3</sup>p xagCmaj éçmİt vaynPNĐng sM okbĐak;.

<sup>12</sup> GəSyeTatannaykəda kİtİtsBaĐbĐt rİhman fəkbNİt GnbNİt nig brBaĐbĐt kəCİCa sBaĐbĐt ekaykİtİt skI vİüal ½ sBaĐbĐt ½BaĐonbĐt ekayBəsəFnkərgə vBaĐonbĐt ekaykİtİt skI vİüal ½ sBaĐbĐt Canxs;vBaĐonbĐt Canxs;sBaĐbĐt Rətbətp (Executive Diploma) vBaĐonbĐt sBaĐbĐt vCaCİ<sup>3</sup>ngkəGbrİng (PCE) nig vBaĐonbĐt PCE. Səhemİl

shBvšllšll okbDak; nig vaynPNBšgdu begllmCämNš bNšbNšl xag]sŠah kmšcšll  
 nig vaynPNB (TaF.tc) mY Edl manvKšskSavKšbNšbNšl nig skšsal ayageRch. RbFanbTénkar  
 bNšbNšl TšlenHšhman karGPiDšpI itpI vaynPNškarcat[šgTšij karRkbRkšgefšdm karEfTšM  
 vaynPNššig RkNat; karvaytšll el Pašsmrbsšll okbDak; vis kmš]sŠah kmšbecRšvšTššmanvšTšš  
 karBRgagBm karRkbRkšgRkm Tšak;TšigCamYGšifCn karKšspI it kmškarRkbRkšgpI it kmškartandan  
 pI it kmškaršpšnkarpI it kmškarFanaKšNPšš nig karI kray.

taragTI6<sup>3</sup> bNij Btänkargarbsšhrdæmrk - kicRar nig Cnaji EdI TakTgnokargarkatedr

	kamašhedr enAkjvisykatedr	enkarpl itkmpnig kmkrRottbtkar	GkRtYBnitü GkeFtSjGkRtYBnitükltKNPß GkerobcEpkpI itkmp
kicRar	beBaInig bBaInaš EdI rihbBaP BRgg b=tbEtgsMa <sup>3</sup> b=pl itpl eFisGMAHedaysyRovtp	BRggkaGnutpTbBašutPß nig Gnanjy.	Bnitüel kltKNPß EbgEckcMnatfak;nig erobpl itpl eTAtanTMMgn;BN'b=s,üdeTeTot.
	eRbTNIš nig kdesamV exFedm,šM dMNFkarbs; mašh eTAtansš šM okbBak;nig eTAtankarsegatel I Rottbtkar.	dknaniš sšbsM skmpßrbsneyaCit EdI eFkarEpik pl itkmp=EpikThij dđCaGkRtYBnitü GkerobcMašh nig GkRtYBnitüknarbsšM okbBak;	KšKNš PßÉksar b=ayEtmel pl itpl b=kgTh/edm,I bgöj Bpl itpl xđ b=ktRtBkltKNPß nig BžnanGMI TMM
	daksM okbBak;b=bnksM okbBak;enAekamM mašh nig Qän;edm,tdrbBaPKä.	Gan nig vPaKtarag bBaKargar kal vPaKpl itkmpnig Éksar nig r)aykarNdeTeTot edm,kMttBil kqNĐ pl itkmpnig vaytM BItñpl nig kar)anspBpl itkmpna eBI bcđ,nñ	ktRtBItñnyTTV )anBkaBnitü nig kareFtšpdtCaTgn; šitNPß kltKNPß b=sšNm nig cMEdI RtU)anRtY Bnitü b=klKNPß.
	edrEpikCMIš b=efn)at;eTAtambWlNnabGayCMIš.	pasbKMIš CamYngemkardeTeTotedm,ššbsM Rottbtkar b=skmpß enAkj b=vagEpik nig EpikrbseragRk.	RomU b=RCšers)anKMIšMbeFtšp=sšMbeRcKMIš
	CMIšKogbnasrbsmašhedr nig eFkarEftaly <sup>2</sup> dđCa bpeRogmašhCaedm.	eFlpnkar nig erobcMal vPaKkargar kicRar nig I Mlab; I Mlaypl itkmpedm,ššMceGay)annUkal edApI itkmp	e)akcal b=bađpl itpl xđ b=sMa <sup>3</sup> EdI RbLak;edm,I pl it b=epR)aseLgvij .
	KšKNššMal ;b=edatmđ cMAM RkNat;edm,šGaydgBl PaBxsKäenAkjkaréciml nig edatmđ b=bitšit edm,cMAM efixs.	BnitüsMa <sup>3</sup> pl itpl b=Kogmašh edm,rkkMIš b=Keng xđ.	CtdMngdI enka b=KÁ kTTV xšRtUNanmäk;BPß I MkogCamYngs,ü (specifications) KEngxdrbsmašh b= PaBca)ac;edm,CšCil mašh.

	karmashedr enAküvisykat,edr	enkarpl itkmpnig kmkrbttbtkar	GkrRtYBhitü GkrFttsp;GkrRtYBhitükltKNPAB Gkerobclpkl itkmp
	edrefir l genAcgSM okbBlak;edlm,ltRmm nig dakeGayEpk énsM okbBlak,CabKaCabeNpHGasniedlm,plBaP Kacg ekay.	bgäj BkarbBæKQgmash nig BnüI BhitivFsutPaBkargar d l neyaCitcU flb=ateGayneyaCitcU fljITV )ankar bNpNbNpl BhieyaCitEd l manBesafnkargarech.	GanbBakargar edlm,smcBll kN <sup>3</sup> vincy/enkarRtYBhitü nig edlm,epigpate l xsMal ;nig RoepTpl itpl .
	eCIsenseKQgeR)as;dtCaeLv rll nig G)aleTAtan s,ik b= kN <sup>3</sup> bsRkNat,;	segitel kargar nig RtYBhitüxät rglis;nig RodabyasdeT eTot edlm,Fanafakarmash eFlambTdæpl itkmp=btDæ kargar.	sakeR)asp l itpl edlm,etsptval WEdrbeT.
	yk]bkrNstlbrTnigtb;nig sMa <sup>3</sup> bBaStral ;ecj Bl mash.	pasbplKltEyaol CamyGkrRkbRkg b=GkrkambgAb;edlm,l edlRsaybBaäbNjgtva b=karekitTkminscitpbskmkr .	KNnarkPaKry b=mFümPaK edayeRtümnpig mashKit el x nig erobcl)aykarNRtYBhitü b= Tpl Ed l )ank eXij BkareFttsp
	Päopak bMnk b=ExSyW eTAngsM okbBlak;b=Mnk sM okbBlakEd l )ankM t;eTAtans,ik.	bkRsays,ü Epnkar l Mit bBakargar nig ekal neya)ay nignitivFbsRkmhü cMBalkmkrneyaCit .	erobcMarRtYBhitü beBamash nig segtdMnkarmash Ed l erobcMig RtYBhitüpl itpl edaysyRovtp

	karashedr enAkjvisykat,edr	enkarpl itkmqng kmkrRtbttkar	GkrTtYBhitü GkrEft sGkrTtYBhitükltKNPß Gkerobclpkl itkmq
Chaj	karEClserIsEKogmash - smcBRbePT] bkrN_nig EKog mash Edl calcedm,EFkargamly)an.	shoyagskmq- epptkarykcitTkdak;TajRsg eTael GV mnasSepSgeTotkDgniyay eqoteBI EstjyI BGDl Bkek cgniyay sYsMbeI KYsY nig minniyaybgkbeI minKY.	vPakel karTtYBhitüKNPß - eft sIsak I ,g nig EFkar RtYBhitüel pl itpl esvakmp-edmNkarnanaedm,lay tM el KNPß nig karbBj kargar.
	karEftaMkogmash - EFkarEftaMkogmashCarbcalnig eFV kasMcfactRtUEftaM GKd nig enAeBI Na.	karKbRkgFnFanbKl k - el kTkcitpbeghsmtPß nig ENnaMkl k eBI Edl BkekklDgeFkar rkGkEdl I bpt sMbkargar.	KNitvüa - eBKNitvüa edm,edaRsaybBa.
	Rtbttkar nig karTtYBhitü - RtYBhitüdmNkarsEKOg mash bRbBnKogmash.	smtPßkjkarGan - yI BRbeyak nig kfaxMdanaenAkj ÉksaEdl TakTgnkgargar.	RtYBhitüRtbttkar - emll xät rhts;nig RodabyasdeT eTot edm,FanafamashdmNkara)an I ¥
	RtYBhitüRtbttkar - emll xät rhts;nig RodabyasdeT eTot edm,FanafamashdmNkara)an I ¥	ENnaM bgät,bergonGkdeT eGayechefGhny.	smtPßkjkarGan - yI BRbeyak nig kfaxMdana enAkj ÉksaEdl TakTgnkgargar.
	RtYBhitü - RtYBhitü/aytM karbBj kargarbsxü rbsmnsSbGgPßdeTeTot edm,EFkarEkI M bEFV skmpBEktM.	RtYBhitü - RtYBhitü/aytM karbBj kargarbsxü rbsmnsSbGgPßdeTeTot edm,EFkarEkI M bEFV skmpBEktM.	kasresr - R)akSyTakTgyagmanRositPßtamry <sup>3</sup> kar sresr yagsmRsbetAtantMkarrbsGkGan.
		karniyay - niyayeTAnkanGkdeT edm,bBaBZmanayagman RositPß.	
		karKbRkgeBI evl a - RkBRkgeBI evl arbsxüÉg nig rbs; GkdeT.	
		karKitBcarNasGMA - eBR)asL)hSk nig karEstjyI ;	

	karmas hedr enAkjvisykatedr	enkarp l it kmjnig kmkrbtbtjkar	GkrRtYBnitü GkrFvt s GkrRtYBnitükltKNPAB Gkerobclpkl it kmj
		edlm, rkeGayeXlj nUPaxdl nig PaBexSayrbsdMNaRsay karsndæn nig vFsa® Ed l CaMIsedlm, edaRsaybBaä.	
		kavnicy nig kareFtsckpMccitp- BicarNæTÆl kar cNlay nig GtRbeyacn_Edl nig TTY )anBskmpAB skpBI nana edlm, BRCIsertsskmpABEd l saksmCagek bblt.	
		karsM - skmpABrbsxü eGayTak:Tgnj skmpABrbsGkdT.	

RbPB<sup>3</sup> bNbj Bmankagar <http://online.onetcenter.org/>

enAkübnRbeTs]sSahkmfæch skI viTual ynana nig mharitüal yxagvitüasa®PKsar  
nigGtifCneR)as;nig xagvitüasa®SnutkmanCakmpfKllsBabRaxagCmaj vaynPNðig sM ok  
bBakpgEdr. ]TahrN\_enAshrdæmrk kal edmeLy kmfFiskSamanI kN³TU M ay edayeppt  
eTael vitüasa®psa®psgñsa®pning mnisSsa®pbenAkübnanTsSvtSrggeKyenH)aneptteTA  
el bKal edAkanfCak;l akCagmn. Laughlin nig Kean 1995; )aneFkarskSæTael EpiksksaBl  
vaynPNðig sM okbBakcM 143 enAküshrdæmrk ehly )anrkeXlj chddKämYcM dðCa³  
karcabeppl itvaynPNðikal karNenkardakBNhigkaréciml. TðBæsgñcitpsa®pning vb,Fmèn  
]sSahkmvaynPNðigsM okbBak;RøbtbtkarcatecgTMij RTspit sM okbBak;kareFtscklsMccitp  
nig karRtHBCarNasDMA-kareqlytbcm 95° bæchCag RtU)andakbBaPeTAKüvKsksaTaj  
enH;. enAkükarSkSænHEpiksksakYankM tBsmasPaKénkmfFiskSaEdI TMgCaRTUBRgkbEnmenA  
kükmfFbsBkek dðCa karBgGæS yKæTAvij eTAmkküBPBel ak karRtHBCarNasDMAKNFm'  
PaBxsEbKæénvb,Fm'kar)æS yTak;Tg pl itkmvaynPNðarTgRTayFMsdeic vaynPNðsM ok  
bBak;nig vKsksaBkaréciml. GaCBxagbeRgonCmaj vaynPNðig sM okbBakrbssshrdæmrkRtU  
)anerobcMLgenAekansmakmvaynPNðig sM okbBakGnpCatiEdI Pab;Tlak;TMgeTAngsBvkskSa  
nanaehly kmfFvaynPNðig sM okbBakrbssshrdæmrkGacr)antamRøBvSbFNit. 13

beglyt\$sa®pNþNþl ]sSahkmkatedr sMabRbeTskmæa

]TahrNxagel enHNhal MitBvFepSg² EdI RøetsdeTeTot)ancabepmBPakSæl ItMkar  
kMajkargarbs:]sSahkmehly bBj tMkarTajenH tanry³Gkpl esvaGbrlmg bNþNþl . etl  
manI Mab;l MaysmrmüGkH edm,beglyt\$sa®pNþNþl ]sSahkmkatedrenAküRbeTskmæa?  
enAkM Gb,brma karerobcMlyt\$sa®pNþNþl ]sSahkmkatedrsMabRbeTskmæaRtUkarI kxND  
dðxagelkamenH

7> BNhaBfcnasmiKpSarkargarbs:]sSahkmkatedr mannyfa kM t,tGgSMan²TajenAküEpik  
tMkar -neyaCk! nig EpikpAþ; -kmkrneyacit yuÇn sBvGbrlmg bNþNþl ;. sþemll vKA  
T13 énr)aykarNenH.

2> erobck Marsk Sarayt M el It Mkar Cmaj s Mo] s Sah kmj manly fa k Nl tm garbs kargar nig 1/6<sup>a</sup>  
 kargars Man;<sup>2</sup> nig I kx N Cmaj nig c N Hdq Ed I Bak Bk BEpk xagt M karéns m karkargar . e fkar  
 eR bobefob Camly ng C M s Kng GaCB nig ka Gbr Mo N p Npl Ed I yu Cnk Bg Rb Qm ma e B I c U  
 b M kargar nig en Ae B I Ed I B kek kay Cab k A k . k N l t B K M at Cmaj manly fa Ca kr N hana Ed I  
 Cmaj Ed I e K R t Ukar nig Cmaj Ed I p A p a e Gay B p p a g K a . *s themll v K A 14*.

3> R bagy U s a s p N p Npl s Mo v is y ] s Sah km k atedr edayel k Cas N fedm, b i t K M at T a j e n H  
 ehly B R g a g y U s a s p n H r t u e f i k a r B i c a r N a e T a e l b i n a k k a l n i g s a b o e d I s a k s m C a g e k b p l t e d m , l  
 begit Cmaj s U Cmaj s g a n nig Cmaj bec R e T s Ed I ] s Sah km p n H r t Ukar . edayeh ten H ehly  
 Éksaren H t M age Gayekal K n l t c b l g Ed I n i g d a k b B a p e T a k g y U s a s p n H . y a g N a k e d a y k a r  
 begit R k b x y i n h y e L g K n l t u e p a t e T a e l I d M v k a e G a y ) a n e R c h d d K i n g k a r e p t e l p l i t p l s M c .  
 d e t c h i v a C a k a r s M a n N a s ; E d I d e N r k a r e n H r t U r o m U p k b P a E d I B a k B r a t a j G s ; e d m , F a n a e G a y  
 m a n k a r y I d i g P a B C a t M a g e y a b I ; n i g k a r e b p a . *s themll v K A 15*.

# 3> rcnasmkn Tp Sarkargaren Akög ]sSahkmkatedr rbsRbeTskm&a

vKánBNhaBTdPaBTtAmY rbs,tGgáMan<sup>2</sup> enAkögTpSarkargarkög]sSahkmkatedr Tabl  
EpkEdl RtUkarkMajkargar -néyaCk<sup>1</sup> nig EpkpÁpá; -kmkneyaCít yuCn sbzGbrngbNp  
bNpá |.

Rksyrdap)al Edl BakBpáal rchCageK CamYng]sSahkmkatedr KkkyBaNCkmpeday  
sarEtthaTrbsRksygenHenAkögkaEbgEckkltanabj rhldl qá2005. Rksykargar nig bNpá  
bNpá vCáCl<sup>3</sup> RksykicRarnalng Rksy]sSahkmkEdr:nig famBI káankarBakBpáadka enAkög  
]sSahkmkmpHpgEdr. enAkögRksyEdl erobraxageRkayenH kariyal yzpI itPaBCatiEdl Cápkmy  
énGgkarpI itPaBrbsGaslká rhcINkBakBpá]sSahkmkatedrpgEdr.

## tMkarkMajkargar<sup>3</sup> néyaCk

maneragcRksrbCag 250 enAkög]sSahkmkatedrkm&aTabl Edl manTMMabBkmkrrab;  
rynak;dI rabBannak;enAkög eragcRknmy<sup>2</sup>. 14 eragcRkenAkögRbeTskm&aCag 70 PaKry Cakmpstíš  
rbsynéyaKhmkBlngkg étvan;ch nig ktr.: eragcRkRomaN 10 PaKry KkákmpstíšbsCnCatExp  
ehly sI BenHKkákmpstíšbsynéyaKhmkBltlnepSgeTot enAGasIGWb nig GámrkxageCj. pI  
RbéyaCnénnéyaCkkög]sSahkmkatedr RtU)antMagedaysmaKmeragcRkatedrenAkmg (GMAC)  
Edl dknadlayRkmRkSábtbtply manRkmhbcM 20 CasmaCk.

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<sup>14</sup> eragcRkEdl FdageK GacmankrBI7 dI ; 10 Bannak.; edm,ITV )anBZmankan[EtI MitGM]sSahkmkmpHstheml  
ÉksarbsRksyBaNCkmpng FnaKaGPvDAGast-2004<sup>1</sup> nig Salinger et al. -2005<sup>1</sup>.

enAkjRbeTskm&aeragcRkkatedrepteTael l{k;at;pI it nig kat,RBy} mann½faCa  
 RbtbtkarplkrepSg²rbsSM okbBlak; karGpivDAnpI itpl küngeRkApI itkmjup- and  
 downstream product development) nig RbtbtkarRkb;RkgBaNCkmsSM okbBlak;- ddCa  
 maXitFg karRsa/RCa/Bmll karcatEcgTmij karrenanigGpivDAn\_pI itpl karRkRbPBTij RkNat;  
 kargarhiBaftBTmak;ThgCamYGkibBaTij - KwakargaEdI eFeday kariyal ½FmNakjRbeTsedm b²  
 mCAnNll rkRbPbP I itSM okbBlak;ddCa hgkg Caedm. eragcRk EdI cakmsitjbsCnCatExpEdI  
 mankarxkxatFnFanTabenH CaFmptaktU)anRkmhbsSM okbBlak;breTSFM CV eGaytM lypI itkmft  
 baNll edayRbtbtkarmonigekaypI itkmpeFLgedayRkmhbs FMTablenH.

]sSahkmkatedrKWasizypukarEtmyKt;EdI begitkargarechCagekblit enAkjesdec©  
 rbsRbeTskm&a. künchNanniyaCitRomaN 300 000 nak;enAtambNperagcRkkatedrCag 90  
 PaKryCaSjEdI manCmaj tictt nig cakmkrEpkpI itkmjenAtanEpkCaRch³

- Epkkat³ Gkkat;l akNatCaRSTab² dakBmBel lkatRkNat;nig erobcubkEdI katehlyCa )ac² sllbEpkedr
- Epk)ak³ enAkjgeragcRkxh karmash)akpI itCabnRkNat)ak;
- Epkedr³ karmashedrCaRchCV pMlNkRkNatEdI katehly CamYngbnRkNat)ak;begit Caéd nig kGav Pdehæ)A dakeRkOgtbEtg nig Pdebfñedm,pI itCasM okbBlak;Tajmll
- EpkRtYBnitüKNPaB ƒQC³ bKll kEpkRtYBnitüKNPaB RtYBnitüKNPaBSM okbBlak; nig FanafakmsqgnanaRtU)anedaRsayrtral ;mueBI EdI sM okbBlakbBallecj BbragcRk
- Epkbeglyka³ katGM)ahrygreyagBsm okbBlakecj ehly sM okbBlakRtU)ane)aksMat Tmij cgeRkayRtU)anGt ehly sM okbBlakrtal sllbkarbBallecj eAtamkarbBakrbs; GkibBaTij ³ b²llM RtU)anPa; sM okbBlakRtU)anbt;b-Büüercx³;nig dakkjkgTh½ edm,bBallecj eTACMj BPBel ak.

CamYngR)akExeKal Rbcak 50 dil a-rhTajR)akrglnkargareTogTat;EdI kNl tedayc,ab;  
 kargarbsRbeTskm&a; GMAC dkRsgkll ebvrtSrmFümsllbkmkrEpkpI itkmpechCag 65 dil a  
 künmyEx EdI rhTajR)akrglnpI itkmpg. eragcRknanaEdI RtU)anskSasllbr)aykarNenH GHGag  
 fakmkrEpkpI itkm(acrkR)ak)anBI80 eTA 120 dil a künmyEx -eragcRkmly )anraykarNfa kmkr

rbstxüGacr(R)ak)and I ;200 du akümyEx; bkrhTaj(R)ak;Qü kargarbEnhemag nig R)akrgln;  
pI itkmp enHoboeFobCamYng(R)akExRKbeRon 25 du anig cNUU srbRocadüHobRbCaCnmak;  
350 du akümyqal<sup>15</sup>

ebeTahbCatMkarkMajkargarPaKech CakmkrEpkp I itkmpeday eragcRkkü bKü kman  
Cmaj pgEdr Tajous TajSpedh,KaT nig RKbRKgeragcRkenA 2 knt Eptkargarp I itkmpnig kargar  
kariyal ½.

karemll karxsrTuel kmkrEpkp I itkmpKamxtENgsmamny . eragcRk RtU)anerobcDaCY  
pI itkmpEdI Cynmy<sup>2</sup>mankmkrBI30 eTA50 nak;. mannyfaRtUkarbKü kemll karxsrTUsrb  
RomaN 7000 nak;EdI rihman<sup>3</sup>

- RbFanRkm EdI FanafakargarmanI MbtaneBI evI aenAküCynmy<sup>2</sup> ehly
- emkarEpkp I itkmpEdI emll karxsrTuel el ,ónkargar FanafakarObefkarRtU)ankatbnly  
RtmkM Gb,brmaBhitüel knt pI itkmpamCY bNpöNpI kmkrCU flnig RKbRKgkar  
edaRsaybBaÿagmFü½.

el lSBnHeTaeTot mxtENgkargarkariyal ½manEtBI3-4 PaKry énkargarsrbbeNüH enA  
kügeragcRkkat,edrrbsRbet skm&EdI kargarRoePTenHmanchM srbRomaN 10 000 kargar enAkü  
]sSahkmTajmü . mxtENgTajenH rihman<sup>3</sup>

- GkeFepnkar nig viskrp I itkmpEdI CaGkerobcMal vPaKkargar nig erobcEpnkarp I itkmp  
skSael II Mtkargar nig vPaKrkvkFEK I RbsilPaB nig KNnaefedhÉk tap I itkmp-enAkü  
eragcRktü<sup>2</sup> kargarenHGaceFüLgedayemkar bGkrRKbRKgp I itkmp
- GkrbecReTsemkank dtdCaCagGKüsninig GkrCmaj xagCVSCü mash EdI FanafaerKogmash  
nig brkeremkankTajGsenAkügeragcRk mandMntkar
- GkrcatEcgtMij EdI TTV xsrRtUxagkarcatEcgkarbBaTij

<sup>15</sup> tül xxagekay Kütül xqal2004 BistnakrenkarGPiD/AnBPBel ak rbsFnaKarBPBel ak.

- kargarmyRbtbtjkar dđCa bKÁ kKNenyü nig FnFanmnšS Ed I RkbRKgkarbBaTij efedlm bKÁ k nig karGnal ametAtanc,ab;
- GkCmaj xagPšPar enAküEpikbBaTij ecj Ed I emll karxšRtUel karnaRkNat;nig eRkOg déTeTotcU -Ed I RkbEbyagsüštnatU BRbetsepSgeTot; nig bBaTij smšecj tam kRgEp nig Gakasyandæ
- GkRkbRKg Ed I RkbRKgel Rkb;TidæBTajGšenEpikp I itkmp

tNkarxagmxtENgkmpkmanCmaj srb enAkü] sŠahkmpkatedr rbsRbetškm&aKwbbI 15 dI ;17 000 nak; 16 R)akExšmšokargarmancmaj enAküeragcRk mancabI200 - 400 dU økü mYEx smšemkarEpikp I itkmpd I CaCnCatExp rhUd I øchCagenHeTæTot enæBI mankmtCmaj nig karbNšbNšl rbsBkek ekheLgrhUd I ;1000 - 2000 dU økü mYEx GaššyeTAtamkmtenkar TTV xšRtU. CaFmštaeragcRkpp R)akExeRch eTæGayenkar nig GkRkbRKgEd I CaCnCatbretš mYEpikedaysarEtbtBšaFn\_nig Cmaj kmšxšrbsBkek nig mYEpiketot edaysarkatUatcMlay pššpštitatgrbsBkekmkRbetškm&a.

næBI bcd,nänH bKÁ kmanCmaj PaKøch RtU)annatU mkküRbetškm&aBbNšRbetšEd I manRovtlydI gxag] sŠahkmpkatedr dđCa ch étvan; kš: hU Bh nig RbetšdéTeTot. bšnpetæHbCa mankaniymy I exlj pšvij kšday eragcRkEd I cU rihenAkükaršksŠenHmfakmpšitšCnCatbretš bšCnCatExpelLy niyayfaBkekcgCV CnCatExpGaykantENgTajenHCag RosnebBkekGacrk ebkšnmanšmtPaB)anRkbcmH Ed I bšBj tanGEd I BkekRtUkar. eragcRkcU rih enAkükaršksŠenH maneryitPaBcbBaTidæB 2 yag enkarCV bKÁ kmanCmaj CaCnbretšmkeGayefika KšNšayekh eLg nig kmšatvb,FmEd I EtgEtbgæGaymanCMI ašenAkengeFika. eragcRkCæRch Ed I manRovtlyd I gxagp I itkmpenAküRbetškm&a)antM šzan<sup>3</sup>eGaykmpkEpikp I itkmpCaCnCatExp eGaykøyCa RbFanRkm nig emkar Ed I bšBj bšNšgrbsBkek edm,Cmšš bKÁ kEd I CaCnCatbretš edayCnCatI Exp.

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16 cMšTajenH RtU)an)ansšecj Bššnišy Ed I pš CdenAkükicšMasn\_CamlyngeragcRknana smšokarskŠaytM enH nig Tšnišy Ed I RomU )anBkarskšæl p I itPaBqš2005.

yag Namij eygktsMal eXij fa kardakbBaP emkarCaCnCatExpRokbedayeCaKCycU eTA  
 kugeragcRk KlabBaPbQmmlyyagFM CaFmptaBkeKrtUechhiyayPasaGgeKos nig1/4Pasach edm,l  
 TTV )ankarbNpbnPl nig bgatbergonBmitpknkargarEd I CnCatbreTs nig TTV )ankarKaTnigkar  
 eKarBBmitpknkargar Ed I CaCnCatExpRbsBkeK. minRtmEtGKAnaykbaNHeT GkrRkRkGp I it kmk<sup>3/4</sup>  
 RtUpI karKaT d I karerobcltnasmkSnsHsaCafIpgEdr. CaFmptaneyaCkcg)anemkarecj BkM dI  
 kargarEpkip I it kmjedm, GayBkeKy I )anc, asBRotbtakar nig I mtkargar. bEnpenkarkRtuman  
 Cmaj xagKitel x echGkSr nig Cmaj erobcltpgEdr. dEd I GIPC xüÉg)anrkeXij ecj BkareCIsers  
 bKÁ keGaykanteENgCaKbegál rbsxü GkEd I echRkbCmaj TadjenHKBitCakMnanNas;

### karpÁpájkM abjkargar<sup>3</sup> kmkkrniyaCit

pI RbeyaCnrbskmkrenAkü] sSahkmkatedr RtU)antMagedayshCBCaRch. 17 yag  
 Nakéday edm, BnitüeGay)ansDMAETAküTsSn<sup>3</sup>vis<sup>1/2</sup> Ed I kmkkreragcRkkatedrmancaBHTpSar  
 kargar eygRtUniyayeTakankmkredaypál ; ehly erobcltRkmBPakSacM 2 Rkm. mankmkrsrb  
 Ed I cU rihchM 40 nak; mkBIs gat; sMgdbBrénRkgPbJ nig sgatecameca tampléTextpBgsW  
 eyg)anCbCanynngkmkkanInaresol éfQatitü enAngTKEngsäkenArbsBkeK Ed I sifenAqfyBkEng  
 eFikarbsBkeK. TdEdEd I eygnngykmkbgöj enATenHKWarbPaBrñ énerOgraTadjLay Ed I eyg  
 )anRbmU pIpgRkgeLg.

kmkkrkatedrPaKech mkBextpnbTRkRk rbsRbet skm&a. enAkükarRsaRCarqal2004  
 Ed I eFtLgeday GkrRsaRCarkm&asMokarGPiDAn\_sMbfnaKarGPiDAGasextpREvg kMgcam  
 kNpl nig taekv KWextp4 Ed I CaRskkMnlt rbskmkkreragcRkküchMchCagekblt . Caerly<sup>2</sup> nag  
 mankarGbrMinel sBkMbzmskSaeLy ehly echGkSrEtBakkNpl EtbaNñ. kmkkrkatedrkm&a  
 BPakblmanGayoendBI18 eTA 24 qál GkEd I manGayel sBI30 qálRtU)ancat;Tkrfaman {v<sup>1/2</sup>  
 cMnas}. RkSarrbsnagmanCvPaBRkRk. nagmkkan;TRkg edm, eFikar eBaCMsrbrcBañenAküPbi  
 RskrbsnagmantcttcbMlt - RkSarrbsnagmandminRkbRkan; sMbeGayasmaCkRkbKdgbeghap I  
 GakasFatmineTogTateFUGaykarbgbeghap I kan;Etman I kN<sup>3</sup>Rbfy/Rofan ehly nagBManedmTu  
 edm, cabepmürbrtdtac)an. eTalbCakmkrPaKechenAl vkéday mankmkrRbEh I CaRchd I my

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17 Ggkars hCBFmlycmñ rihman shCBesrkmkrenRbtraCaNacRkkm&a shBñshCBÉkraCükM&a GgkarBI kmkM&a  
 nig shBñshCBkm&a.

PaKbEdI erobkarehlymankd. RoshebhagmkBxtpfay nagCI bnbmYenA {kEngsäkenA} EdI nag RtUsäkenACamYngmitphnbnb; yagehacNasmäkeTot. müageTot nagGaceFMMNreTÄkaneragcRkBl RskkkMNlrbnsnag EdI enACitRkgPBBj .

bgbMRslb=mitP&PslEdI mankargareFweTÄehly enAküRkgPBBj FanafanagGacrkkargareFJYanenAkügeragcRkkatedrmly rbsRbeTskm&a. nagmankargareFItamry<sup>3</sup>Bkek. nagBManeronedr enAküsal ab=enAküPbibrsnageLly. CMsvij nagcNlayI y 2000 erol kümyemag edm,bronedr enAküsal abNpbNpl ekApükarmly enATRkg. kareronrebobenHKWbRkan;eGaynagRbI gCabkar eFItspdrgay<sup>2</sup> edm,kayCakmkreEpikpI itkmpenAkügeragcRkPaKekch.

nagKWRTBüsm, tFÜagekbgysrbsRbeTskm&a näBI bcD, nänHeday)anpI itCaGav exa GavFMig sMI okbBakeKg EdI manRomaNca 80° énkarnatj srbrbskm&a. CamYngkareFkar yagB)akküry<sup>3</sup>eBI yagyükümyéf¶ nagGacrR)ak)anRkbRkanedm, cBanCivitpal xü ehly enAet eptI ykakeTÄkanpHedm, CyrabrgCIPabrbsRkYsarnageTot. kareptI yeTÄGayRkYsarenARsk kMNitGacCybgéfQÜ sal aeron karEftabwPaB nig karkTTV TanrbsRkYsar. cNNU rbsnag k<sup>3/4</sup> begitkargareGayGkpp¶ esvakmpabBannakpgEdr EdI BkekCaGkI kmüGahar dkCBad CVI pH nig bBBj esckrtUkarepSgeTotrbskmkr.

eTAbCagfrevI æFikarenAkügeragcRkmanry<sup>3</sup>eBI Evg ehly CakargarenlyhtxüJ nagenAet rBlyfangeFikarenAkügeragcRk drabNanagmankMäyFikar)an ehly ENnakMargarkü] sSahkmkatedr eTAdI mitP&Pnig sacj atEfmeTotpg. enAeBI saksYBbNlgR)afinäBI GnaKt kmkrkatedrxü eqlyfaBkekcgersonedr sMI okbBak;Tajmü Etmg edm, eGayeBI Namly eBI EdI BkeKRTI beTÄkan; PbrskrbsBkekVij BkekGacRokbmürbrCaCagedrexaGav. bEnperagcRkmlychMEdI )ansMasn\_ )anbgäj BPäBskesrbskmkrBkek kükarposbpeTÄkanthafp=ell rihenAkükarbNpbNpl . enHngykmkBPakSabEnfh küvKÄ14.

### EpikpA pájkM atjkargar<sup>3</sup> ywCn

edm,EstgyI BITsSn<sup>3</sup>visyrbisyuCn EdI kBlgsitenAkükarSkSanig EdI kBlgerobclpnr kargarbsxü - nig visal PaBEdI BkekdkabBaP] sSahkmkatedreTÄküpnrTajlenah - eyb)an CbniyayCamYngRkmsisSnisStenAvitüal ½ vitüasänbeckeTs nig skl vitüal ½ EdI manGayBI



enAeBI sisSnisStExpI Vfa enAkigbNpRbeTsdéTetotel lskI el ak CaBessenAtambNp  
 RbeTsGPiD/EsKI viTual ½ nig viTuasAnbNpNpI manCakmFfaksBabRt nig fakyBabonbRt  
 xagkarRkbRkg nig xagpI itkmsM okbBak;BkeKmanKarPakepI yagxedi. enAeBI BkekI Vfa  
 eragcRkenAkigRbeTskm&aminRtmEtRtUkarKmkpEpikpI itkmpaNHeT eragcRkTablenakRtUkarGik  
 vPakEpikpI itkmpGikbecReTs nig GikRkbRkg ehly esaksbyEdI BMacrkkmkpChaj )an Bkekman  
 karPakepI . BkekminEdI manKMit faeragcRkKwRbPBkargarbsBkekELy .

manKMitR)as½Tak;TgKamlyyagc,as;EdI rarabmineGayEpiktMkar nig EpikpA pgrbs;Tl  
 pSarkargarCbRbsBKā (optimal clearing) . eragcRkbgMtpadu kM agkargarChaj edm,CyRkbRkg  
 RotbtkaRocafRpsBkek . yuCnkm&BITU)anENnalGayTTV )ankaragrChaj enAkig]sSahkmp  
 katedr ehly Bkekmin)anksagChaj EdI esdec]sSahbnlykmpyRtUkar edm,GacERokayeTACA  
 mU dae]sSahkmpI it mlyEdI manI kN<sup>3</sup>chleLy .

### EpikpA pgrbs kM agkargar<sup>3</sup> sAbhGbrMnig bNpNpI

RbBhGbrMnig bNpNpI rbsRbeTskm&a)anvityagqabr½ enAkigTsSrtSrggekayenH  
 edm,bBj eTAtamesckRtUkarbesesdecmy EdI mankarvidBesdecSBaEdI kigenahisSitbBaS,  
 karSkSaRTU)anENnalGayCU bMkargarkugvis½sFaR<sup>3</sup> eTACaesdecmyEdI kM agTpsSaGik  
 sMcl kN<sup>3</sup>Chaj nig tMkarkagar . c,asNas;karEtpnkarGbrMkmpFiskSa karbNpNpI Rku  
 bergon sMa<sup>3</sup>]beTsKrekasI ükarpl hirBaB,Tan nig tMkarenkarRkbRkg kEdCa karMgTkeEpikkar  
 GbrMnanPaBxisEbkKäyagxedi GAs½eTAtanRbBhGsdlecEdI kmpFGbrMhalsItEnA. RbeTskm&a  
 )ancabepmbegitEpnkaryU]saSgbrMdm,el kkBssitTTV )ankarGbrMlayesPaBKāKINPaBénkar  
 GbrMnig karEtpnkar nig karRotbtEpikhirBaBtEdayepptEael bBañana ddCaeyndV/CnCatPaKtic  
 sisSBkar CMCds\_brisAn becRvitüaBZmanvüanigTikMnaKmn\_nig bBañBmN/karbrgbbRglnCati  
 enAkigbrbTenkarGbrM MOEYS 2004 a<sup>1</sup> .

vis½GbrMnig bNpNpI rbsRbeTskm&a sItEnAekankarRkbRkgrbsRks½BrepSgKä rbs;  
 rdaP)al . Rks½GbrMyuCn nig kLa (MOEYS) TTV xisRtUxagkarGbrMmartb bzmskSamFüm  
 skSanig ]tpskSaehly Rks½kargar nig bNpNpI vCaCl<sup>3</sup> (MOLVT) TTV xisRtUxagkmpFGbrM

nig bNpNpI beCETS rbsRbeTs. <sup>19</sup> karSbsM rvaGRKsgTaj 2 enRtU) andakbBaP CaEpk  
 mYénEpnkaryuTs@GbrNbsRbeTs. karbNpNpI nig GbrNbsRbeTs (TVET) Sft  
 enAerKankarRkRkgrbsnaykdæ TVET én MOLVT. eKal neya)ay nig kareFtonkar TVET RtU  
 )aneFVLgedayRkmRokSaCatbNpNpI (NTB) ehly TTV )anfVkasMokarGPiVDAhCmaj tamry<sup>3</sup>  
 mU nFCatbNpNpI . GgPaBTaj 2 enRtU)anbeglTeLgenAerKankMlagCmaj mU dæ TTV mU nFi  
 BlADB ehly dNtkarBqM 995 dI ;2003 (ADB 2003). enAkü TVET naykrxagbT dæ  
 smtPaBCatIRkRkGdNtkarenkarbeglTeT dæCmaj nig dNtkarBakBKINvDA. ebskkmpbs;  
 NTB KÜlm, beglT kmpFI TVET mYEdI eqlytbeTAngtMkarCakEsg. RkmRokSanHkBgSft enAkü  
 dNtkarenkarbeglyuTs@pNpNpI tamvisy. karSkSavaytM el kMajkargarenRtU)anel k  
 LgCakrNiskSamy nig CaFatmYényuTs@pNpNpI tamvisy smb]sSahkmkatedr.

vakMakarTTV xSRtUrbssal aersonsaFarN<sup>3</sup> edm, pI nUcMaj sU dCaCmaj xagGkSr  
 Cmaj KNnael x BI rdaCæ »eTaeGayyuCnExp. sisSobBaFakvüal y RtU)aneKriBgfarsI aj kar  
 eronsBt manCnHdgPasExp nig GkSrsas@pCmU dæ manRkHxagKNitvüa vitüasa@spig  
 beCvüaRovtsa@pBI rdaCæ nig PasabreTs TTV )ancnHdgxagsxPaB Cmaj nig Gakb, kriya  
 GPiVDAhCmaj karganana dCaGakb, kriyaCmaneBI eFkargar nig smtPaBeFkarküRkm)anI Ynig  
 mankarTTV xSRtU nig BgGarsyel kÜÉg (MOEYS 2004b).

kmpIFGbrNHTeTARtU)anEkTMgnaeBI fBenHedlm, dakbBaP kmpFCmaj bMInClit mU dæ  
 (LLSP). Cmaj bMInClit KÜa (Cmaj bBaCmaj päl xÜ Cmaj Tnk;Tng nig Cmaj vCaCl<sup>3</sup> EdI beglT  
 eGaymanCmaj eFVskpMccitlyagRt mRtU Cmaj R)arsyTak;TgyagmanRbsitPaB Cmaj edaRsay  
 bBañ nig Cmaj RkRkGxÜÉg EdI cU rhncNkkgkarbeglTeGaymanClit mYRokbedaysxPaBI Ynig  
 manpI itPaB} (MOEYS 2004b, TBW18). kmpFEK I MkarGbrMÜ dærbS;USAID pI mU nFdI ;

<sup>19</sup> yagNaküday RksyCaEchrsrdæ)al rkSas@pNpNpI päl xÜdacedayELkBKü dCaRksyGkskmpRksy  
 saFarN<sup>3</sup>kar nig dkCBaü RksyGbrMycn nig kLa. I . EpnkaryuTs@pTVET ktsMal eXij fa (Rksygnanarbsrdæ)al  
 manmhavüal ybNpNpI bKü kpäl xÜ EdI pApüBkÜ kmanCmaj EdI ca)ncsMbesvakmpdækar dkCBaü kar pü;  
 fanBI GKsniKskmp} (MOLVT 2006). eKriBgfanaaykdæ TVET nig TTV karxSRtUel is@pNpNpI TajenHdeT  
 eTot.



kuu/v/c/cu yang n bodis Næki nig vCaE hñ. 21 nisSt NPIC kAnPas aktrpgEdr edaysaEt  
vItias inenHsagsgeL bedayFnFankEt: ehly mankmFGkeFkaCaePivenARbet skEt: sMonisStEdI  
bBa@karskSABl NPIC pgEdr. vItias inCatbNpNpI beckeTs bNpNpI RkbeckeTs nig begit  
kmpFiskSangSMar<sup>3</sup>] beTs sMRobBIS TVET.

enAekATRkgPBJ manmCAnNñ bNpNpI extpEdI eFkarbNpNpI vCaCl<sup>3</sup>eGay  
RoCaBI rdeamTCnbT. edm, mansITSU rhenAkjRobBIS NpNpI vCaCl<sup>3</sup>rb skm(a) an yuCnRtUet  
bBa@karskSafk;T19.

---

21 ADB -2003; kYandakbBaP vItias inbeckeTs sbSEkv nig vItias inCatBaNCs aSpAnAkj cM Nans bñ TVET  
saFaN<sup>3</sup>pgEdr. RkmskSaraytM BkMajkargar BMancheTAKanvItias inTajenHeLly.



# 4> I kxND nig karpApjCMaj

## ]sSahkmkatedr

### CMaj EdI RtUkar eTAtamRbePTkargar

tMageragcRkkatedr RtU)aneshieGayeFkarkMItBmxtENgkargamanaEdI BkekeCserIs ebkÇneGaycU bMkargar CMaj EdI BkeKEstgrk nig CMaj EdI BkeKGacrK)anCakEstgenAkjKIMaj kargarbsRbeTskmÇa nig rebobEdI BkeKvaytM ebkÇndakBaküsMFKargar edm,byBPAsaksm rbsBkeKsMbkargar.

eyb)ansegatEael lIsal PaB EdI eragcRkkMItPaBxusKärvagCMaj beçReTs nig CMaj min EmnbeçReTs. rMkeLgvij BKMsmtPaB sMbo]sSahkmpI itTmb enAkjshrdÇamrk erobrab; xagel lEdI )ankMtpgEdrBPaxusKärvagRositPaBpbl xü nig smtPaBEdI )anmkBkarskSa-EdI eygehAfaCMaj sgAn nig CMaj sU enATenH; BCMaj enAkEngeFkar nig CMaj EdI TakTgnng ]sSahkmpEdI eygehAfaCMaj beçReTs enATenH; . ebETabCaeragcRk enAkjRbeTskmÇaBMan EbgEckMnatfaktMkarCMaj rbsBkeK edayebBakücMkeday ecj BkareqlytbEdI eyb)anRomU )an eybGackMItPaBxusKärvagRbePTtMkarCMaj dtxagerkamentP

- *CMaj sU* rihmansmtPaBÇan sresr nig KNnarbmnKNitvüagay<sup>2</sup>. eRkABCmaj mU dæ TaldenHeragcRkkM kelLbpgEdrBlsar<sup>3</sup>sMan;énkareçHPasobreTskjKIMepSq<sup>2</sup> -Pasacin nig Pasaggek; . BI rdæCakRtU)anel kelLbmgbehlympeTot faCal kxNDsU EdI mly EpkKÖakarGbrMyCn GBlsar<sup>3</sup>sMenén]sSahkmpI it nig eragcRkkatedr manCaBess cMbat GnaKtesdæçRbeTskmÇa.
- *CMaj beçReTs* rihmansmtPaBbBamashI anigkatRkNat;mashedr -döCamU mly mU Br mashpg efiGKsr z (zigzag) efiñitBel l (cover stitch) ti (bartack) nig tbBatmx

(shapetack) mashdakeLvni gaceLeLv nig mashEkeTs epSgeTot ; nig mashGir nig karyI ;  
dngBbTdæ nig nitivFenkRtVBNitüKNPaB . ebkÇndak;BaküsMargarGacRtU)anchij ;eday  
Epkel mU danbecReTsmYcMh dCa sKutPaBxagkar ebEPk karcMabIN'kars hkaKä  
rvagEPknigéd nig PaBbiRbsbénkareRbed .

- *CMaj sgh* dCa smtPaBnanaCærchRbePT EdI begla»kasTTV )aneCaKCyenAkEngeFkar  
dCa smtPaBeflankarENnablaypal mat;R)asY Tak;Tgyagc,as;l as;eFkargarCaRkm  
püepmKmitedm,edaRsaybBañqnPTTV ykkicRangmxtMNgfß nig karyI dngBstifögkar  
TTV xisRtUenAkEngeFkar .

- *cMNHdgxag]s* SahkmpcabepmCamYngkaryI dngyagTU mU ayBsguktM skI EdI  
visYkatedrrbsRbeTskmÇamanI arhüdI karemll eXlj BlthaEdI ]sSahkmpkatedr nig  
karnatj sM okbBak;manenAkügarGpivDAhesdlecRmÇadI karyI yagsCMABlthaTbs;  
GikedrTysMan? CaBess GikEdI enACiteragcRkkatedr dCa GikbBaTij mPönal antan  
c,ab;vniyakinbreTs kariyal YkNal rbseragcRk GikpApaytEatedm nig GikdkBaü küt  
Ca GikedrTynAqlyBragcRknana cabBragcRkEdI CaKbokEReCg rhüdI GtfcneR)as;  
cgeRkay - EdI skmpArbsBkek CaktEknitbrisenPaBRokEReCg EdI eragcRkkBq  
RbQm .

enAeBl eFkarbriyayBlitMkarCMaj rbsBkekMkeGayeygdng eragcRk)anbgäj BPaxisKä  
rvagl kxNEMaj sMabRbePTmugar 3 KikmkrEpkpI itkmpenkar nig GikRkbRkg dtxagcRkamenH.

### I kxNEMaj sMabkmpkrEpkpI itkmp

eragcRknanaenAküRbeTskmÇamanI kxNEMaj becReTs mankM sMabkmpkrEdI RtUcU  
bMkarxagEpkpI itkmpbeTalbCaeragcRkTajGsniyayfaBkekcgCV karmashedr EdI FabmanbT  
BesaFneFkargarkügeragcRk nig manCMaj kMtxs;Cag . eragcRkPakeRch RkanEteFittsPfaetebokÇn  
GacedrRtgefñ edayeRbmashmU mY)anEdrbeT ehlyeragcRkmYcMh kEfkavaytM pgEdreI l  
el ,önenkaredr . karecheRbmashmU Br mashupg nig mashbedrRbePTepSgeTot KÜAKINsm,tPEnh.

eragcRkCærch kvaytM ebkÇnel IsmtPaBxagcRkampgEdr<sup>3</sup>

- karstbsM rvagedngEPk
- PaBbinRbsbkjgkarePbed edm,edr l kN<sup>3</sup>Ed l sa(1a)an l ¥
- karcMabN'sBktPaBxagkarePbEPk karcMabN<
- Cmaj mü dan smtPaBsp;ng eqlytb)anyagRtmRtUeTAng l Mab;l MlayénkarENnal  
becReTsnana
- karechGannigsresr nig karechKNnæl x<sup>3</sup> eragcRkxBeFtt skmkrel lsmtPaBrbsBkek kjg  
karcMabNkSr bæ l x bEnperagcRkPaKechTTV sAl faBitCaB)akrk)ankmkred l Fobmankar  
bNpbNpl xagGkSr b-karkNnæl x.

eragcRkemll eXj BGtRbeyaCn\_énkarbNpbNpl kmkrEpkip l itkmpnAkügeragcRkEtmj .  
müagvij eTot eragcRkksMgkarsaTrpgedr Ed l )aneCiserisebkCnEd l manCmaj xB<sup>2</sup> dtdCa sisS  
bBaSkarskSaBkmpFedr rbs;CGTC Caedm -ebEtAbCamn)anrkayngkarcMlay l ystMokar  
bNpbNpl rbsBkekKeday' . eragcRkPaKechbNpbNpl kmkrEpkip l itkmpU fXagCmaj mash  
reoborbbeFikargar nig FnFanmsSenAküry<sup>3</sup>eBl mly b-Bfs)an dldjénkarU eFikargarbsBkek .  
eragcRkEtgEtTaj ykGtRbeyaCn\_Bhy<sup>3</sup>eBl sak l ,gkargapükarBmlyeTAbEx Ed l RtU)anGnBafit  
enAekamkarCtdMngBR)ak,Qü Gb,brmarbsRbet skmGa stMokmkrrkatedr edayppl eTAeGayBkek  
nUR)ak,Qü kjgEBl sak l ,gkargar -40 dil akümyEx' . enAekamc,abrbsRbet skmGa kmkrng  
TTV )anR)ak,Qü eBj enAeBl bBary<sup>3</sup>eBl sak l ,gkargarenH.

eragcRksegt emll kmkr enAküklLgeBl eFikarenAcüMlg ehly GacpasbpbBkekrvagEpikkat;  
edr RtVBNitükINPaB beglykar nig dtkCBal GaksyeTatanCmaj nig bKAl kl kN<sup>3</sup>rbsBkek Tal Et  
BkekRk)anEpikEd l {saksM} bMlt eGayBkekEnAeFikar)anytd. eragcRkCaRchel kelGfaCaerly<sup>2</sup>  
kmkrminRBmTTV ykkarpasbpEnAeBl Ed l BkekFobngmash b-kargamlyrteTAehly . yagNak<sup>3/4</sup>  
eday eragcRkPaKechminrBjTk b-minmanbMgeGaykmkrEpkip l itkmpbsBkekmanCmaj ekhyag  
eLly . karcateGaykmkreFikargarEtmlyEbb katbnlykarcMlayel karbNpbNpl nig PaBl Mkkkjg  
karCmSkmkred l cakecj ehly EtgeFVGaypl itPaBekhelLbedaysarEtkmkrmanCmaj .

bEnfel R)ak,Qü RocaMkGb,brmaEd l kMtedayc,ab;kmkr enAkügeragcRkPaKechTTV )an  
R)akel kTkcitpEnf edm,beglap l itPaB. eragcRkGackMtkMtp l itkmp ehly ppl ;{R)akel kTkcitp

sMb;TnpI TajLay EdI el IsBkMtenH CaFmpta KNnaeTAtamrbmnpCaCageTAtanÉkta {GRTasbg} mY<sup>2</sup>. eragcRk BüayankNI tbtDæpI itkmpSMBosM okbBaknmY<sup>2</sup> EdI GacsM(c)anenAKMIt RbsilPaByagsmmü. GaRTasbg b=)akel kTkcit(RtU)anpl eGayedayGikRkbRkg edm,el kTkcitPaGaykmpreFikargarkükmTxS CagbTdaTadnaH. <sup>22</sup> yagNakéday kglkat tmePaB b=karebOl R)asrbmnpantmePaB b=insajl a)akYI ;edm,kNI tBbTdaepI itkmpkllaR)akel kTkcitPng Ékta pl it GaceFICGaymankarPacLmhy begiPaBtantgvrvgkmpkr nig neyaCk. neyaCkCaerchnak; )anbgaj Bkarcg)anyagehacNaskmpkrEdI echGanechsresr nig echKitel x edm,GacyI Bbgobok R)akrbsBkek.

eragcRkmYchMtdEdI eyhg)anniyayCamY )anKtsbBakBsa<sup>3</sup>SManénkarbNp)Npl enA eBI EdI BkeKxitxMsagkMajkargamY EdI manPaBRtdRtsgKä. eragcRkFMVY enAküTRkgPibj kRgSagsgmCämNp) bNp)Npl mY edm,bNp)Npl kMajkargarbsBkekeLgvij BCMaj sÜ CMaj sgh nig CMaj beckeTs nana. eragcRkmYeTot )anBaükmkrEpikpl itkmpbsxüchMhBtPaK bl-mYPaKbetotbdiesFmncU rh edayxackarminEdI FebSÄI ; eTakan;NPIC edm,eFII MateFkar CaRkmry<sup>3</sup>eBI 3 éf)nb)BcU BstakcU qäkpvi . kmkreragcRksikenAkügnivasndærbsnisSit cU rneFII MatCaRkm nig küskmpaBklsanpana nig eronBCMaj sghEdI BakB)CamYngkareFikarrh KænAkügeragcRk. mYExekaymk GKÁaykrbseragcRk )anraykarNfa kmkrmanTkcitxS; kmkr hakbbüCamankareb)acitkanEtXS;edm,IsMceKal edArbsRkm ehly pl itPaBrbseragcRkminFakch dteBI cU BkarQbs)ak ddral dgenaeT.

## I kxNEMaj sMbemkarEpikpl itkmp

emkarEpikpl itkmpnAkügeragcRkkatedr RtUmansmtPaBBnül Bil MtkargareTaeGaykmpkr Epikpl itkmyI ;nig Fanafab)bt)karEpikpl itkmpd)NrkareTA)anTaneBI evI a. emkark)TIV xisRtU pgEdr xagkarbNp)Npl BnitüXa)hll nig chaj kmkrEpikpl itkmpU f)catEcgbkekeTakanEpikf) ebt)ac;.

<sup>22</sup> eyagtannakta 108 énc,abkargarkm@a {cMBakargaremAkar b=tanbrinaNpI itpl eTateFikarenAeragCag b=enATII MAk¾ eday R)akQü RtUKityagNa[ kmkrneyaCitEdI mankarbiRbsbmFümeFkarCaFmpta )anTTY küfrevI æFikardEdI nUR)ak; Qü yag)tes)ngR)akQü Gb,brmaEdI RtUFanaehly EdI kNI tsMokmkrneyaCit. }

emkarRtUdgBRkb;TidPaBTagSénEpkpI itkmpnAkü]sSahkmkatedr cabBkarbegitBm<  
 rhUdI karRtEbnitüKNPaB nig karbeglykar . BkeKKYyI dgBkarP itSMI okbBak;TajmU . el Is  
 BenHeTaeTot eragcRkaykarNfaBkeKcg)anemkarEdI echGanechsresr manPaBCaGikdtknainig man  
 Cmaj R)asYTak;Tg. emkarKmansmtPaBTamTarpI RoeyacnsmBepkpäl xürbsBkek karBar  
 RkmeBI EdI calhc;BakBkngkarrayshBepkpI itkmpéTeTot . kügeBI CamYKäenH BkeKKYbgäj PaB  
 nigFygeBalkmKrenAküEpkirbsBkek ehly Gacel kTkcitBkekeGaybBj eTAtamekal edApI itkmp  
 RoFaneragcRkmäk;)anniyayfasmtPaBxagPasaGgeKs KÖal kxNbtUetman smBemkar enAkü  
 eragcRkrbsKat;.

eragcRkcgTMI gzan<sup>3</sup>eGaybKAI kenAküeragcRk eGaykanmxtENgenkar . bñpenAkükrNI  
 mlycMh BkekBitCaVI GikmkBkageKAEI FobmanbTBesaFnCaemkar nig xagpI itkmpmkkant;haTI  
 Caemkar . kmpFbNpöNpl emkarbS;CGTC RtU)anI becal kal BmYqakngeTAenH eBahan  
 eragcRkEtmlycMhtübeNñEdI cgbBaüBkAI krbsBkekeGayTTV )ankarbNpöNpl edaysar  
 eragcRkTajenaB)akenll eXlj BGtRoeyacnEdI TTV )anBkarbNpöNpl enH. næBI bcd,nänH  
 CGTC manvKiskSaxmly xagkarEFTamash.

ebEtaHbCaeragcRkbBakfa BkekBuayanGPivD/emkarCaCnCatExpkeday Bkektü EtyfaCn  
 CatExpCaerchnakEdI eFikargarCakmkr sikespkükarTTV ykkartMI gzan<sup>3</sup>enH. BkekerobrabI  
 mü ehtukWlaysarEtGsutPaBGKKNhkarTTV xsrTucBakGikRkbRkg kglxatkarTTV ykBGtit  
 mitpñRkmrbsBkek nig kgl Bkar)atbgcNÜ eBI BkekkanmxtENgfpñHeBI dñlj.

## I kxNEMaj smBkargarkariyal y nig kargarRkbRkgpI itkmp

manEpkBfsgxag rbssmkarCmaj enAkütkargarküeragcRk EdI RtUkarCmaj kñtxs;.  
 smBeragcRkmlycMhküRoEtskm&a karbBj )antamI kxNEMaj -ddCaKNenyü nig FnFan  
 mnisS; minEmnCabBäenaeT . RoFaneragcRkmäk;)anGHGagfa{Cmaj minEmnCabBäenaeT eybGac  
 )anRkbEbbayagEdI eybRtUkar . smBerogral kargarkariyal y EdI eybgsayBaNCkmpeybtTV  
 )anebkÇndakBaküsMh 30 nak;EdI FoberonxagRkbRkg}. sisSnisStbBakarskSafakmFüm  
 skSaEdI FoberonxagKNenyü nig RkbRkg manercheRkEI g.

yagNakeday Cmaj RkbRkgxhkB)akrkedr . eragcRkCaerch )anraykarNBkglxatGikRkb;  
 RkgxagFnFanmnisSedI FobgkatkarbNpöNpl )anRtmRtU CaBess GikEdI manCmaj xagedal

Rsayvial. GMAC bBaikfaGikCmaj xagFnFanmnusSedl manCmaj xs;GacrkcNUU )anCag 1500  
 dll akomyEx. m@fnel antanc,ab;k@amxtlNgcg)anpgEdr bEnkarpApjmanclntic ebbRob  
 eFobngtllkarbs:]sSahkmp

kareBj citngTpSarkllajkargarCmaj kgrsk kanEtFakclenAeBl manl kxNDMaj Tak;Tg  
 ng]sSahkmpkanEtecheLg. eragcRkTTV sAl faBkeKminGacrK)ankmkrCmaj Edl mankaryl dig  
 Breberobclb-mugarrbs:]sSahkmpkatedrskl )anelLy. sisSisStbBaSkarskSabitual ½ nig  
 mhaVtial ½Exp mankaryl digticttBl]sSahkmpI it b-Bll]sSahkmpkatedrenAkgrRoetskm@a b<sup>α</sup>  
 enATUajBPBel ak. Cmaj xagRkbRkgpI itkmp=Cmaj beckeTsxag]sSahkmpkatedr Edl eragcRk  
 cg)an bEnpmnGacrK)anenAkgrRoetskm@a rthman<sup>3</sup>

- karkNItefodmpI itkmp
- kareFlpnkarpI itkmp
- viskm]sSahkmpkarskSbkarga<sup>23</sup>
- PasabreTs -CaBess Ggekis nig ch!
- karGnal ameTAtambTdækargar
- PsParBaNCkmp
- karEftaMkOgGKIsnlnig karCvCu mash
- maXitFbg karcatEcgTnij <sup>24</sup>

23 {karskSbkarga (work study) KllakavPakel RbtbtkananaEdl cal)cedm,pl itmllsM okbBlakmy ehly Kllakar  
 TTV xsRtUclgrbsviskrbs,eragcRk. karskSbkargaEdl manRbsitPab RtUkarTajlkavPakel vFefkar nig karvasEvg  
 kargar. vFefkar RtU)ansksa nig vPak ehly FatenvFefkarenH RtU)anasEvgCaBl evl aEdl )aneR)as; ThinyRtU)an  
 RomU vPak nig eR)as;edm,Kall d l karsMccitBGRtanig vFisaS» beckeTsvasEvgkargar Edl eragcRkatedreR)as;rh  
 man 1; karskSaeTael eBl evl a2; karvnic] b-TBesaFnBGtitkal rbsviskr b-GkrRkbRkgEpkl itkmp;3; RbB)Bl evl a  
 ¼ l naEdl RtU)ankllt;Tlcann 4; ThinybTdan 5; karraykarNrbSkmpkr nig 6; karbegli)anKllkarga. beckeTsvasEvg  
 karganmy<sup>2</sup> manKINsm,tjng KINvotteTAtankarykeTAGnut). ddEdl )anbganenAkgr Salinger et al. 2005; eragcRkmy  
 cMlttenAkgrRoetskm@a rksEpviskmpI itkmpEdl mansmtPabEfkarSbkarga nig GacvPakBlfinnyEdl TTV )an edm,l  
 Ek l llkarbbj kargarbsEpkl itkmp karbbj KllatenHenAkgrBamaj rbs,eragcRk Kllakal edArbsmCinnNl ]sSahkmp  
 edm,begli l Tpl it sM okbBlak; ↯Glock nig Kunz 2005 TBTI351 nig 353;

enhalGaybNperagcRk Edl RbtbtKarenAkjRbeTskm&aBngGaSyeTael lytSaSpSg  
eTot CMsvij . eragcRkTajenHGaceRCserIsbkA kCaGkRkRkGmanCmaj mkBbreTs dCaRbeTs  
ch nig RbeTsenAGasteTeTot Edl manBTesaFnxag]sSahkmjnig mankarbPacitpBaKarbNp  
bNpl vCaCl<sup>3</sup> b-eoptRbtbtKarrbseragcRk kjRbeTskm&aTael mxgaCmaj kmlTab encgkt,ml  
skl edayTkskmpaBedl RtUkarCmaj xs;eGayTsakkaFlbRkmhCaedKtVij .

### RbPBénkarpApjCmaj enAkj]sSahkmjkatedr

BmansRbGbrBaFarN<sup>3</sup> b-sRb<sup>2</sup>TVET rbskm&aNamly Edl )anerobrabenAkjvKAT3 pl ;  
karbNpNpl beceTs b-karbNpNpl xagkarRkRkGvisykatedr enateLy . bEnpitiuasAnBhu  
becvitiua pl CabNpNpl xageGLcRtik karémitedayeRkMUVCSUl mash Bkmanvitiua nig  
RkRkG . bNpmaj TajenHKWAGIdl neyaCkenAkj]sSahkmjkatedr cg)anBit<sup>2</sup> . yagNakeday  
GkRkRkGFnFanmnsSEdl )ansaksY Bmandyfa kmplFbNpNpl beceTsTajenHmanenAkj  
RbeTskm&aely .

eKABRbB<sup>2</sup>TVET nig RbB<sup>2</sup>Sbrpukar kmplFbNpNpl Cmaj ]sSahkmjkatedrCaerch RtU  
)anpitiupn enAkjRbeTskm&aCaFmpta edaymankarpl ml nFBmS,CMly . kmplFITajenHCaerch RtU  
)anbegiteLgedayTTV )anKmt eyab l B]sSahkmjkGrsk Gkbbatij GnpCatinig rda)al -Rksy  
BaNCkmp . kmplFITajenHhman vkbNpNpl map l it kmplgkllgeBl pl it kmplMblKAmlyvKlak;  
bBa<sup>2</sup>karbNpNpl BkEngEfikarngp l it kmplBa<sup>2</sup>Ka nig mlyvKAdl eoptCasManeTael ll kxNbnA  
kEngEfikar<sup>3</sup>

- mCAmNp bNpNpl Cmaj katedrkm&a (CGTC) RtU)anbegiteLgeday GMAC eRkamkar  
]btb<sup>2</sup>vkaBITPakgarshRbtbtKarGnpCatCbu nig dNrkaredaymanCMlyBvitiuasAnRsa  
RCaBkaredr rbs,saCl/kmp<sub>ruki</sub> pl karbNpNpl dl karmashedr nig GkbecceTsCSUl

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24 maXitFg nig karcatecgTmij Caely<sup>2</sup> EtgRtU)anebr)asCMSeGayKietAvij eTAmk binjBakütajBrenHmanmxgardacBl  
Ka . Epk maXitFgTTV xsRtUkagpSBpSayBsmtpaBrbseragcRk nig RkmhuenrbsseragcRk dl GtfcN dCaGkenakar nig  
Gkbbatij cattajBkarl kraycgekkay . GkmaXitFg eFtannikarbsKbktRbEcG nig Gtfcnebr)as;nig kmptBITitaj  
rbsRkmhuenrbs, beglkarl kd l kmGtbrma . karcatecgTmij sMael karbegitCvp l it pl sM okbBak; -nig eKogbnib;  
bnS]sMogtfcN edayerobcDaQumll TmNig tml edm,bbj eAtanesckRtUkarbsGtfcN enAkak brecCak; l akNa  
mly .

masbedr. kmpFbNpNp;CGTC bEnhel kmpFbNpNp TajenHedI ngcabdNkka  
enBakkNpI qal2006 KkmpFmY EdI maneKal bNlgGPiDAsmtPaBxagkarvPaKnika  
mllsM okbBak;ng smtPaBcat[egTij sM] sSahkmkmaehly ngRtUGnutpday  
mCmNp bNpNp ] sSahkmkatedr nig mllsM okbBak;EdI manTitajenARbetSsgbd.

- mCmNp pI itkmpedm,beglaI TPAbpI itsM okbBak;(GIPC) KMagrbs;USAID pI kar  
bNpNp xagviskm] sSahkmplI GkRkRkGkktkNpI rbseragcRk. eKal bNlggrbs;  
mCmNp enHKWlm,beglapI itPaBen] sSahkmkatedrkm&a tanry<sup>3</sup>karbNpNp Bkar  
becReTSRkRkpl itkmpobcNbCaCnkmaGaycu rihcNkkkjarbegltesdte©  
] sSahkmplmYEdI mansPaB nig beglapI itPaBngCmaj ] sSahkmplm,bGaykm&akay  
CaMlsGkpaAmY enAkjTpSarsM okbBakGnpCati. bEnhel karbNpNp enAkjFak;  
eron GkbecReTSxagpI itPaBrbs;GIPC pI CaesvapI dldan nig karbNpNp enAng  
kEngdI eragcRk EdI CaGtifCnpgEdr.
- GgkarEkI KkargarkatedrbecReTS (IGTL) KkGgkareRkArdaP)al mY EdI RtU)anbeglt  
eLgenAkjExkm0 2006 edayRkmGtitmP)nel anc,abrbseragcRkkatedr mYRkm. IGTL  
pI vkbNpNp dI karmash ry<sup>3</sup>eBl mYs)an edaybgI y 25 du aStomak;. vkAskSa  
enHnman TdeBTtAen] sSahkmkareRk)asmashedr karRtEbnitukNPaB nig siljgkar  
TTV xSRturbSkMajkargar. skokambgefStMbyKAskSaEteRkayeBl EdI Bke(RtU)anCV  
edayragcRkeGayefkarEtbaNH. knngmk IGTL manTlak;TngCanYnggeragcRkch 3 EdI  
CV skokam )anbBskarskSaBGgkarenH.
- eragcRkkanEtRbestenAkma(BFC) EdI KartedayPaBcaedKdragvisyEkCnngsaFarN<sup>3</sup>  
CanYngkar]btbBh&CMY pI kmpFbNpNp tannDu dI GkRkRkgeragcRk nig  
tMagrbskMajkargar. mDu bNpNp RkbNpel bBaCach -skI PaBnykmp  
kicShkarenAkEngefkar KNPAB suPaBngsutPaBkargar pI itPaB FnFanmnssngI kxND  
kargar nig karEkI Ccannp ehly kmpFbNpNp enHeFLgCadNakkal <sup>2</sup> EdI manry<sup>3</sup>  
eBl 14 Exmg.
- sBvGPiDAisYEkCnTenamKGA(MPDF) KmitpIepnrbms&CMYCaerch manTitajenAkj  
saCvkmInBaftGnpCati)anclkkicSnuaCanYngfamvnPaNCkmp(Business Dynamics) rbs;  
\Nhsstadm,RkRkGel kmpFbNpNp Bkaremll karxSRtUenAkjqa2005 sMbenkar  
EpkipI itkmpobseragcRkkatedrchn 650 nak;mkBragcRkch 7 EdI pI itsMokmhtu

SM okbBakshrd@aemrk Gap, Inc. . kmpFenHepateAel karbNpbnPl Cmlaj Tmlak;Tmlg nig karRkbRkgcatEcgtmlas;

- kmlanCakmlt ppepnbNpbnPl t<sup>2</sup>pgEdr. Kmlt ppepntaenHmancabBRKbeRgonedrCa I kN<sup>3</sup>EkCn Ed I Kitéf2000 erol kimglyemag smlbkaregonedr dI ebkçndakBaküeFV kargarenAkügeragcRk rhütd I GgkareRkArdaP)al nanaEd I pPl CarKaskSaxagCmlaj edr. kmpFI edrrbs(GgkareRkArdaP)al PaKech pPl karbNpbnPl xagCmlaj Cagedr b=Cmlaj edrEbb sil ,<sup>3</sup> CaGagCmlaj edrEbb] sSahkmpJ TahrN\_kmpFmlykBgdnNrkareday Salesian Sisters of Don Bosco enAe)ayEbt ext)atdmlg.

### eFVGaymantu üPaBrvagtmlkar nig karpÁpájCmlaj

ebKitBlitü üPaB manktPaerch Ed I rarajmineGayEpkttmlkar nig Epktpájrb;Tpsarkargar kú] sSahkmpkatedrkm&CaBRsBKä (optimal clearing). ktptalenHmly<sup>2</sup> manpI v)akedaypál ; smlberagcRk<sup>3</sup>

- Tmly RobB&BrInexSayenAküRbet skm&a nig GRTæ)allogecal kar skSaxs;CaBess enA tantMnCnbT begltGaymankmkrEd I minechGkSr nig Ed I manCmlaj tctt mlyRkmyagFM xN<sup>3</sup>eB I Ed I karenHeFVGayRbet skm&a kayCaRbet smlyEd I mantml kmlajkargarTabCag eKenAküBPBel ak eragcRknanaTVI sÁl BpI bBal GvCmanénCmlaj mlü danKmlTab dtdCa pI itPaBTab nig GsRPaBkargar Caedm.
- TI2 kar)AsyTak;TgEd I manI kN<sup>3</sup>TnexSay besbetKnesdHtmly rvag] sSahkmpnig RobB&BrMig bNpbnPl CaktpeFVGaysanPaBveyakKmpgkt,ml kanEtbnpTAmxetot. smlbGbrMig bNpbnPl B)neqlytbeTAngtmlkar én] sSahkmpkatedreLy . dteHhly )anCarKmhukatedrPaKech natml kmkrneyaCitEd I manCmlaj xag] sSahkmpkatedr cll mk kúRbet skm&aehly eFkargamu nig eRkaypI itkmpnATsakkarkNpbn rbsxlvij . kgl xatkarshkarKavagEpkttmlkar nig EpktpájénsmkarTpsarkargarenHrarajRbet skm&amin eGaymansmtPaBelgtamExSekagenkar skSaetAkan;TltajEd I mantml bEnfxs(Cag)an.
- TI3 GvtmanénRkbxVIRUNvDARKbRbet smlb] sSahkmpkatedrenAküRbet skm&a eFVGay nisSit km&asItenAküPaBggit GBCmlaj Ed I nigbeglt I TPaBGacEstyrkkargareFyanrbsBK ek nig Gmlf kargar enAkü] sSahkmpkatedr Ed I GacCVI Cmlaj xagrcna nig RkbRkgkarp I it

tanry<sup>3</sup>k<sup>0</sup>U<sup>7</sup>/2Cmaj GK<sup>1</sup>snlCmaj bec<sup>0</sup>Vit<sup>u</sup>aB<sup>1</sup>manvit<sup>u</sup>aCmaj C<sup>5</sup>Cu mash nig Cmaj RKbRKg  
rbsBkeKmkbb<sup>1</sup>kargar . yu<sup>0</sup>Cnkm<sup>0</sup>Ed I manCmaj Rsemll RsemGnaKtrbsBkeKenAk<sup>0</sup>  
]sSahkmp<sup>0</sup>ca<sup>0</sup>rch b<sup>0</sup>En<sup>0</sup>minEmnenAk<sup>0</sup>]sSahkmp<sup>0</sup>kat<sup>0</sup>edr b<sup>0</sup>]sSahkmp I itCaT<sup>0</sup>TA ena<sup>0</sup>HeT .

- cge<sup>0</sup>kay kg<sup>0</sup>lxat y<sup>0</sup>U<sup>0</sup>s<sup>0</sup>a<sup>0</sup>p<sup>0</sup>N<sup>0</sup>b<sup>0</sup>N<sup>0</sup>pl tanvis<sup>0</sup> Ed I man I k<sup>0</sup>N<sup>3</sup>plkar Gace<sup>0</sup>F<sup>0</sup>Gaykare<sup>0</sup>pl  
R<sup>0</sup>asFnFanbN<sup>0</sup>b<sup>0</sup>N<sup>0</sup>pl Ed I pl edaym<sup>0</sup>s<sup>0</sup>C<sup>0</sup>My vis<sup>0</sup> Ed I sa<sup>0</sup>FarN<sup>3</sup> nig vis<sup>0</sup> Ed I EkCn B<sup>0</sup>lan  
R<sup>0</sup>osil<sup>0</sup>P<sup>0</sup>B .

kare<sup>0</sup>R<sup>0</sup>asR<sup>0</sup>k<sup>0</sup>bx<sup>0</sup>N<sup>0</sup>l<sup>0</sup>S<sup>0</sup>amBa<sup>0</sup>edm,lay t<sup>0</sup>el it<sup>0</sup>kar<sup>0</sup>enkarbN<sup>0</sup>b<sup>0</sup>N<sup>0</sup>pl nig edm,ls<sup>0</sup>bs<sup>0</sup>ml  
FnFanbN<sup>0</sup>b<sup>0</sup>N<sup>0</sup>pl Ed I pl edayG<sup>0</sup>ik<sup>0</sup>pl C<sup>0</sup>My vis<sup>0</sup> Ed I EkCn nig vis<sup>0</sup> Ed I sa<sup>0</sup>FarN<sup>3</sup> nig beg<sup>0</sup>h<sup>0</sup>P<sup>0</sup>asmeh<sup>0</sup>tp I  
enkarEbgEckFnFan nig Pa<sup>0</sup>bs<sup>0</sup>g<sup>0</sup>uk<sup>0</sup>Ken I T<sup>0</sup>pl . eKal edAT<sup>0</sup>den<sup>0</sup>H<sup>0</sup>my<sup>2</sup> nigel k<sup>0</sup>mkbg<sup>0</sup>aj xage<sup>0</sup>k<sup>0</sup>an  
enHeTAtanR<sup>0</sup>be<sup>0</sup>T<sup>0</sup>m<sup>0</sup>garbskargar .

### kmpkrEpkp I itkmp

ebKitBlit<sup>0</sup>u<sup>0</sup>Pa<sup>0</sup>b t<sup>0</sup>h<sup>0</sup>kar<sup>0</sup>kl<sup>0</sup>ajkargarF<sup>0</sup>age<sup>0</sup>kb<sup>0</sup>pl<sup>0</sup>en]sSahkmp<sup>0</sup>kat<sup>0</sup>edrkm<sup>0</sup>Ca<sup>0</sup>W<sup>0</sup>mpkrEpkp I itkmp  
Ed I manCmaj t<sup>0</sup>ct<sup>0</sup>. T<sup>0</sup>s<sup>0</sup>rk<sup>0</sup>kl<sup>0</sup>ajkargar<sup>0</sup>pa<sup>0</sup>ge<sup>0</sup>ok<sup>0</sup>cn<sup>0</sup>g<sup>0</sup>ch<sup>0</sup>chel ls I b<sup>0</sup>sl<sup>0</sup>o<sup>0</sup>G<sup>0</sup>kkat;kar<sup>0</sup>mash G<sup>0</sup>ik  
R<sup>0</sup>t<sup>0</sup>l<sup>0</sup>B<sup>0</sup>hit<sup>0</sup>u<sup>0</sup>KN<sup>0</sup>Pa<sup>0</sup>b G<sup>0</sup>ikG<sup>0</sup>t nig G<sup>0</sup>ik<sup>0</sup>cx<sup>0</sup>. neya<sup>0</sup>C<sup>0</sup>kr<sup>0</sup>kl<sup>0</sup>ajkmpkrEpkp I itkmp<sup>0</sup>ab<sup>0</sup>g<sup>0</sup>kat<sup>0</sup>karbN<sup>0</sup>b<sup>0</sup>N<sup>0</sup>pl  
)ant<sup>0</sup>ct<sup>0</sup> m<sup>0</sup>ue<sup>0</sup>Bl c<sup>0</sup>ll b<sup>0</sup>mlkargar edays<sup>0</sup>ucit<sup>0</sup>fa<sup>0</sup>B<sup>0</sup>ke<sup>0</sup>ng<sup>0</sup>e<sup>0</sup>F<sup>0</sup>karbN<sup>0</sup>b<sup>0</sup>N<sup>0</sup>pl kmpkrEpkp I itkmp<sup>0</sup>kl<sup>0</sup>kargar  
Ed I B<sup>0</sup>ke<sup>0</sup>R<sup>0</sup>T<sup>0</sup>ue<sup>0</sup>F<sup>0</sup>w<sup>0</sup>g<sup>0</sup>B<sup>0</sup>my<sup>0</sup>s)an<sup>0</sup>dl ;2 Ex. xagEpk<sup>0</sup>C<sup>0</sup>maj pl itkmp<sup>0</sup>kmpkr<sup>0</sup>T<sup>0</sup>den<sup>0</sup>H<sup>0</sup>gerone<sup>0</sup>ch)anel On<sup>0</sup>K<sup>0</sup>  
Sm.

yag<sup>0</sup>Namij k<sup>0</sup>ml<sup>0</sup>Gbr<sup>0</sup>w<sup>0</sup>ag<sup>0</sup>Tab rbse<sup>0</sup>ok<sup>0</sup>Endak<sup>0</sup>Bak<sup>0</sup>us<sup>0</sup>M<sup>0</sup>argarPa<sup>0</sup>kerch beg<sup>0</sup>l<sup>0</sup>e<sup>0</sup>Gayman<sup>0</sup>Cak<sup>0</sup>kl<sup>0</sup>aj  
kargam<sup>0</sup>yEd I ech<sup>0</sup>G<sup>0</sup>k<sup>0</sup>S<sup>0</sup>r)an<sup>0</sup>Et<sup>0</sup>Bak<sup>0</sup>k<sup>0</sup>N<sup>0</sup>pl nig K<sup>0</sup>enkar<sup>0</sup>Gbr<sup>0</sup>ml<sup>0</sup>dl<sup>0</sup>dg)ant<sup>0</sup>ct<sup>0</sup>l<sup>0</sup>B<sup>0</sup>kargaren<sup>0</sup>Ak<sup>0</sup>]sSahkmp  
pl itCaT<sup>0</sup>TA nig G<sup>0</sup>ml]sSahkmp<sup>0</sup>kat<sup>0</sup>edr Ca<sup>0</sup>B<sup>0</sup>ess enAm<sup>0</sup>ue<sup>0</sup>Bl Ed I B<sup>0</sup>ke<sup>0</sup>K<sup>0</sup>u<sup>0</sup> b<sup>0</sup>mlkargar . enH<sup>0</sup>man\T<sup>0</sup>B<sup>0</sup>l mk  
el pl itkmp<sup>0</sup>rch<sup>0</sup>Ebb<sup>0</sup>yag<sup>3</sup> kmp<sup>0</sup>rmin<sup>0</sup>man<sup>0</sup>Pa<sup>0</sup>R<sup>0</sup>ak<sup>0</sup>d<sup>0</sup>R<sup>0</sup>Ca<sup>0</sup>b<sup>0</sup>min<sup>0</sup>man<sup>0</sup>Pa<sup>0</sup>b<sup>0</sup>t<sup>0</sup>Ebn<sup>0</sup> k<sup>0</sup>g<sup>0</sup>kar<sup>0</sup>caby<sup>0</sup>kkargar<sup>0</sup>fb<sup>0</sup>  
m<sup>0</sup>xt<sup>0</sup>l<sup>0</sup>Ng<sup>0</sup>f<sup>0</sup>en<sup>0</sup>Ak<sup>0</sup>C<sup>0</sup>v<sup>0</sup>pl itkmp<sup>0</sup> B<sup>0</sup>ke<sup>0</sup>K<sup>0</sup>min<sup>0</sup>T<sup>0</sup>ng<sup>0</sup>Cap<sup>0</sup>pe<sup>0</sup>pp<sup>0</sup>K<sup>0</sup>ml<sup>0</sup> edm,eda<sup>0</sup>R<sup>0</sup>say<sup>0</sup>b<sup>0</sup>B<sup>0</sup>ana<sup>0</sup>Ed I ek<sup>0</sup>l<sup>0</sup>mane<sup>0</sup>L<sup>0</sup>g  
enAng<sup>0</sup>k<sup>0</sup>Eng<sup>0</sup>e<sup>0</sup>F<sup>0</sup>kar<sup>0</sup>L<sup>0</sup>y ehly eb<sup>0</sup>l x<sup>0</sup>l<sup>0</sup>min<sup>0</sup>T<sup>0</sup>ng<sup>0</sup>cg<sup>0</sup>ll rhen<sup>0</sup>Ak<sup>0</sup>karbN<sup>0</sup>b<sup>0</sup>N<sup>0</sup>pl e<sup>0</sup>tot . el ls<sup>0</sup>B<sup>0</sup>en<sup>0</sup>He<sup>0</sup>T<sup>0</sup>Ae<sup>0</sup>T<sup>0</sup>  
kmp<sup>0</sup>krCa<sup>0</sup>rch<sup>0</sup>nak<sup>0</sup>miny I c,as<sup>0</sup>B<sup>0</sup>ebob<sup>0</sup>KN<sup>0</sup>na<sup>0</sup>ob<sup>0</sup>vt<sup>0</sup>S<sup>0</sup>r<sup>0</sup>bs<sup>0</sup>x<sup>0</sup>l<sup>0</sup> ehly mine<sup>0</sup>ch<sup>0</sup>Gan<sup>0</sup>b<sup>0</sup>miny I B<sup>0</sup>ge<sup>0</sup>ok<sup>0</sup>R<sup>0</sup>ak;  
Q<sup>0</sup>ll rbs<sup>0</sup>x<sup>0</sup>l<sup>0</sup> Cas<sup>0</sup>en<sup>0</sup>Pa<sup>0</sup>B<sup>0</sup>my<sup>0</sup> Ed I Gac<sup>0</sup>bg<sup>0</sup>e<sup>0</sup>Gayman<sup>0</sup>Pa<sup>0</sup>b<sup>0</sup>ant<sup>0</sup>gen<sup>0</sup>Ak<sup>0</sup>Eng<sup>0</sup>e<sup>0</sup>F<sup>0</sup>kar .

»kasenAmankit b=manI kN<sup>3</sup>minpikar edm,bronBCMaj sghnanaEdI ca)ac,sMberagcRk mYEdI TTVI )aneCaKC% nig manpI itPaB. TidPaB {sgH} TnexSayTajenH kMiteragcRkmineGay sMlc)annUpI itPaBkMlxS;edaybegh»kasR)RSyTak:TgKamin)anI Ynig mankaryI RcLMDI Gac bgéGaymankarQbeFkargar. vakéFGaymankarB)akpgEdr kğkarkN trk nig tM lızan<sup>3</sup>eGayCa ebkçnemkar BltENgkmjkrEpikpI itkmjEdI CaCnCatExpEdI RKbnieyaCkTajGsniyayfaBkeKcgeFV yagdeçH. karFkarCaRkm nig vFsa<sup>®</sup>shkarKaedm,EFkarvPaKeTael bBaà nig edm,EsYrkdnNah RsaycBabBaàRtU)aneronsRtBkarsenAkğPbitanTCnbT. bEnpCamYngkmjFiskSedI RtmRtU »kasEdI manrcnasmiçtmRtUedm,GPiD/CMaj TajenH GacRtU)anpI enAkğkarGbrpikar.

### emkar nig GikRKbRKgEpikpI itkmj

enAkMikargarCMaj kğ]sSahkmjkatadr ]TahrN\_kargemil karxısRtUel EpikpI itkmj kargarerobçMFedlnigeFipnkarpI itkmjiskmj]sSahkmjKNenyü FnFanmısS dtdCa karFanaeGay mankarGnel antanc,ab;karrkRbPBemakar PsParnigdkCBalı maXitFğ karcatEcçTmij - eragcRk katadrTajLay enAkğRbeTskm&aB)acrk)anbKAl kğRskEdI FobmankarBN)N)l nig man cMNHogBhmok B]sSahkmjkatadreLly Tal EtBkeKCV bKAl k EdI FobeFkarenAkğeragcRkmY epSgeTotkngmk. BMankarGbrpikar b=kmjFbN)N)l enAkğRbeTskm&aEdI bgötbeğon yuCnGM]sSahkmjkatadr b=kargar]sSahkmjb=pl CaBaonbRtbBak,sM)mx tMNgna dtdCa esın b=GikbecReTs b=çMlykarGikRKbRKg b=GikRKbRKg eLly.

enAeBI GikRKbRKgeragcRk RtU)ansaksYBsal abhbecRvıtüa nig RKbRKgnanaEdI bBaı nisSitbBaıkarBN)N)l cU eTAKğTpsarkargarbsRkgP)Bj BkeKmin)andıgBkarGbrMajenHeLly ehly cgdıgcg;I WEnmeTot. bEnpnieyaCkmlyçM)bgaj BkarsgSyGM faetkarBN)N)l enHRtU )anTTI sal fa)anbegitCMaj smRokbsM)j]sSahkmjkatadrEdrbeT EdI enHKsbBaıBbsckRtU karCaca)ac;eGaymanyıTsa<sup>®</sup>pnig bTdaıbn)N)l mY EdI manI kN<sup>3</sup>rbrnKä. nieyaCkPaKeRch EdI RtU)ansaksY )anbgaj BcM)abGarmNcB)akarpSB)SayeGay)ankanEtTU M) ayeTakanbN) sal aeron nig vıtüasınrbsRbeTskm&aRbEhI Catanry<sup>3</sup> {BBNGPiD/Ankargar} EdI sal aeron nig nieyaCkGacbgaj BkmjFlıng tM)karbsBkeKeGayKadıgeTAvij eTAmk.

kmjFbN)N)l ÉkraCüEdI )anerobrabenAkğvKAT3 dtdCa CGTC, GIPC, IGTL, BFC nig MPDF - b)Bj KM)atTajenHedayGenb kmjFlıTajenHmanvKısSaxB edm,bEnf)CMaj f) eTAcGay nieyaCıt]sSahkmjkatadr EdI manRsab;. yagNakıday rh)mkdI eBI bcb,ñnHxN<sup>3</sup>eBI EdI

Kmit ptepb Np Np ep Sg Kä eklt man RBm Kä nig s Mbs M Kä Ebb minptkar bet amry<sup>3</sup> GMAC BMan  
 ckvis ½ Epk Gbrlnig b Np Np becrvüü nig becrEts Namy edm, Pab; T Mak; T Ngrvag Kmit ptepb  
 Tadenale Ly. ehly k B Mankars Mbs M Cal k N<sup>3</sup>ptkar Namye FVL g rvag kmp FIT adlen H Camy nig  
 Rob B<sup>3</sup> TVET rbs RbeT skm & Edr. Cagge Rkay x N<sup>3</sup> E I Ed I kmp FIT adlen Heda Rsay) annlt Mkar  
 s M b karb Np Np en Angk Engkargar man K M at Caerch xag C M s karb Np Np Ca Bess karb Np  
 b Np en Amæ B I cll b M kargar.

RbeT skm & a k B g s it en Ael t M g m y Ed I B) ak Rsay en Ak g e F t p n kar Gbrln s xü. müag  
 k M a j k a r g a r C a r h k B g C a b b M k a r g a r e n A k g v i s ½ e k A p t k a r e F k a r g a r x a g v i s ½ k s k m p a n C k m p n i g  
 m a r b r r k s h i n p t k a r . T i n ½ r b s R k m h u T a k ; T g e T a n g k a r E b g E c k k M a j k a r g a r e T a t a n v i s ½ k l h n g  
 m a n . n a e B I G n a k t R o s h e b l y u C n m a n s m t B a B e l a t c l l e T a k g k a r g a r k g v i s ½ p t k a r d t C a e n A k g  
 v i s ½ k a t e d r v i s ½ e t s c r N \_ n i g v i s ½ e p S g e T o t k a r G b r k M t m F ü m s k S a n i g k a r b N p N p l v C a C l <sup>3</sup> R t U  
 p l l C M a j b E n h e d m , C y s M b s M k a r g a B k a r s k S a m k C a k a r e F k a r g a r e n H . P a B I M G o g m y E d I n i y m  
 C M a j n i g ] s S a h k m p k e l b e c r v i t u a ) a n R C E C a b c l l e T a k g T p S a r k a r g a r e n A T U a j B P B e l a k s h , E t  
 T p S a r k a r g a r E d I e s d e c r s x ü m a n ] t p P a B e l o b e F o b x a g C M a j T a b k M a j k a r g a r e f a k k d a y  
 Salinger, Bolnick, Reisman nig Endean 2006; . en A e B I E d I R b e T s T a j L a y e F i s m a h r N k m p  
 e s d e c r s x ü c l l e T a k g K M I i t k m p n i g k a r e d a h d s k I v i s m P a B R ) a k Q ü e k h e L g y a g q a b o r h s  
 e B a H G k E d I m a n C M a j E d I R k m h u e l e l a k k B g E s t y r k n i g T T V ) a n R ) a k k e R e c h q a y C a g G k E d I B M  
 m a n C M a j . R o s h e b h e y a C i t r b s R b e T s k m & a c g e F k a r R o k t R o E C g e n A k g b r b T e n H k a r p l l C M a j E d I  
 T a k ; T g n g ] s S a h k m p R t U t C a e p k m y e n R o B B s b r l n i g TVET rbs RbeT senH.

esck BBN ha Ebb BRgag edm, Rt s Rt ay p t e n k a r K i t G B t M k a r C M a j r b s ; ] s S a h k m p k a t e d r n i g  
 C M s b N p N p l n i g G n i s a s n e n d M a k k a l b n p n a b ; e n A k g k a r e r o b c M a k E t g y t s a s p N p N p l  
 E p k ] s S a h k m p k a t e d r m a n b g a j C l e n A k g v K A T 1 5 .

# 5> yu\$sa® Sp edm,edaRsayKIM at CMaj enAkõRbeTskm&a

kaBcarNayagRogRoyKaTael ItMkarrbs:]sSahkmkatedr nig »kasnanædm,bbj tMkar  
Tajlenal)anbgøj ecj nuKIM atKVeGayktsMal Caerch enAkõRbBTS<sup>IVET</sup> rbsRbeTskm&a eBaH  
RbBTS<sup>IVET</sup> HmanTmak;TngCamYng]sSahkmkatedr. karbeglyu\$sa®ply sMædaRsayKIM atCMaj  
TajlenH RtUKitBcarNæTael ItDeaBcaerch.

Ti1 yu\$sa®pNbnNal GKeday EdI el kelgshmb:]sSahkmkatedr RtUetmanI kN<sup>3</sup>  
Cak;I ak;nig TøTA. ]sSahkmkatedr KMa]sSahkmTmY kÛchNan]sSahkmpI itedm,haCj EdI  
RtUkarkMajkargaryagechsniKsnø;EdI Tak;Taj karvneyaKenAkõRbeTskm&a. ]sSahkmkat;  
edr mkkanRbeTskm&aæl kdMlgbgÿ;enAkõTsvtSrgM 990 eBaHvneyaKnbretscabGarmN\_  
cBakktanæCj EdI RbeTskm&aTTV )an. yagNakeday RoshebeMerontajLayEdI TTV )anBkar  
GPiDAH RbeTsnanenAGasIRtu)anykmkeFcanKATskbgøj pU RbeTskm&aGacrBjfangTTV )an  
karvneyaKBkõRsk nig BbretSedI Tak;Tgnng]sSahkmpI itdeTeTot.

edayBgEpKtel lyu\$sa®pMaj Tab nig R)ak,Qu efak edm,Itak;Taj vneyaKn ngminRkb;  
RkanelLy. ktæpSgeTot EdI bgøj BPæBTak;Taj rbsRbeTskm&aMokarvneyaKtu dðCaehdæ  
rcnasmiK YkarFakçéforR)asnigkarehelgPaBeCOTkçitPanésvasMan;² dðCa GKIsnig  
Tdkmnakmn\_karkatbnlyGMBkrI Y nig ]RkilempkarBRgntmaPæBénkarGnutp,ab;- EdI GkItak;  
Etgekal neya)aykm&aRtUæptkarykçitTkdakel ledm,Itak;Taj karvneyaKepSgeTot -RkmBekah  
eyabI BkarGPiDAH GnpCati2003 FnaKarBPBel ak 2004<sub>a</sub>! . mansa<sup>3</sup>sMandðKæpgEdr RbeT  
skm&aRtUæptI itkMajkargarmYEdI echGkSr manCMaj nig echerchPasa edm,BrtonxðTTV yk  
]sSahbnlykmp

deci yuTsas pNj bNj al stibvis ykatedr caMacRtUeppteTael Chtaj Cak: l akxag  
 ]sSahkmjedm,kaRT d l ]sSahkmkatedr Ed l )anrkcmhenAkjRbet skmGarhUd l eBl bcb,nenH  
 ehly EfmTadjbegliteGaymanChtaj TU MU ayRkbRkan;edm,erobcKmkarnieyaCit sMib]sSahkmpana  
 naeBl Gnakt d dCa ]sSahkmfkéc p l itp l kskmp]sSahkmp l iteKogbMasyanynpigtM l y  
 yanynp]sSahkmpGLcRtük ]sSahkmp l iteKogsgärm ]sSahkmp l itEs,keCg . l . pgedr.

T12 tMkarenkarbNj bNj al minRtmEtRbemll enll ecj BIt sSn<sup>3</sup>vis yénmugarrbskarga  
 baNj eT EfmTadjKvenll BIt sSn<sup>3</sup>vis yénvd p vit EfmTotpg. eTahbCa TVET nig karGbrM l tenAerkan  
 karRkbRkgrbsRksy 2 epSgKikaday TsSn<sup>3</sup>vis yénRkmRokSaCat bNj bNj al Kvekobel »kasGbrM  
 nig bNj bNj al enARKbcMtoTadjGs;énGid l eygKit faCa karbnpinehdacén {karGbrMkarbNj  
 bNj al - karskSakaykM mFumskSa - kaGPiDAnChtaj }. bBaRoQmnanaEtgeklmanelgenA  
 RtgcMtonmy<sup>2</sup> maRTcKInvdACaBRgag Ed l segbBItMkarenArtgcMtonmy<sup>2</sup> ngel kmkbgaj Cht  
 -tragT17;.

- yuCn<sup>3</sup> yuCn nig RKsarbsBkek ebobefobcMlay»kas éncarcU eron rihvShjkarTTV )an  
 kargareFlhig R)akkM Ed l Gacrk)aneKaybBaBkar skSa CamYngkarrkR)akcU RKsarbnb;  
 BkarQberonenAfak:Tab nig karcU rihvPaKTankgnamCasmaCkmakEd l eFlkareBj emag edm,l  
 CyrkcMU mkeGayRKsar . cMbaRKsarCaerch Ed l rsenAtamCnbT cgeGaykt<sup>2</sup> rbsBkek  
 Qberon edm,CyrkcMU eGayRKsar . yuCn BMansifTV )anesva TVET eLy Tal Et  
 Bkekeroncb;yagehacNas;Rtmfik:T19. edaysarEtmanGRtae)ahbgecal karskSa enAkM  
 bzmskSaxs;etRtUeFTGkcbBa {GixkxanenABakkNj al pU} mann y fa GikQberonenABak;  
 kNj al v ykDigeron Ed l BMansifTV )ankarbNj bNj al bEnh enH? etkmpfEsksChtaj  
 bMn hCvit KQadMNaHrsay edm,rkSayuCneGayenAbonkarskSedrbeT? etkarbNj bNj al ma  
 eBl cU bMkargarkgkM Tabblit mlychM GacRtU)anpU eTaeGayyuCn tamext pnbT Ed l  
 nigCyerobcBkekGay)ankanEtRbest edm,manCvPaBmY l Kagma minfaCaCvPaBRskERS  
 bTRkg b enAkjgeragcRk EdrbeT? RkmChtaj xagkM ajkarga Ed l manRovt xagkarGbrMyuCn  
 nig esdec ngeFlkarBicarNael l sMvenHecj BIt sSn<sup>3</sup>vis yrbbsRkmGayunig TsSn<sup>3</sup>vis y



kmpFITajenHmanreEehly enAküsbobGbrMtpiskSænAküRbeTskm&abEnpcaNbcRtUman  
 vK&skSabEnfm edm,bgätbergondI ,sisSnisSitGBM] sSahkmkatedr. kmpFITajenHmlychM KW  
 CaskmPaBEdI ÉkraCü nig EdI mankar] btbÖamÜ nFBhm&CMly bEnpman eKal bMgkayCa  
 kmpFÉkraCü nig mancrPaBepkmÜ nFiküry<sup>3</sup>eBI CæRchqätAmæTot. kardakbBaP kmpFI  
 TadjenHeTAKücküis<sup>3</sup> TVET pükaretmly nigCYeGaykmpFITajenHmceKal edAenH.  
 kmpFkæTotBManmanCarbragenAeLyeT ehly RtÜbeglicabBcMcsdüeLbeTA.

T13 yuTsa<sup>3</sup>Sp TVET GKeday EdI maneKal edabBj KM atCmaj enAkü] sSahkmkatedr  
 RtÜEt manyuTakarBZmanayagTU MÜ aymYenAGmCamly edm,EFiGaymantul üPaBrvagBZmannana  
 EdI RbCaCnExpI BbBaikargarenAkügeragcRk CamYngBZmanGBNTBI EdI ] sSahkmphman mkel I  
 esdlic<sup>3</sup> nig kmajkargar. yuCnEdI manCmaj minmanKmtEstyrkkargareFhAkü] sSahkmkatedr  
 eLly eBaBkeKkitfaj sSahkmphmineGaytM el Cmaj rbsBkek ehly rM aPbManel kmkrExp.  
 TidæBmYényuTakarBZmanTU MÜ ay KÜ sSahkmkatedr RtÜbeglicayTsa<sup>3</sup>Sply edm,manPaBCa  
 tMlagkanEtRoest enAküsarBZmanküRsk nig kütbln;. TidæBmYeTot KÜ sSahkmpis<sup>3</sup> GbrMig  
 TVET RtÜshkarKäedm,erobcDævTkakargar sMApp] »kaseGayeragcRkpl BZman I Mit yagsBkt  
 dI bNpGkGbrMKB NpNpl nig yuCn GmtMkarkMajkargarTajRsk rbsBkek. BZmanENnaM  
 GaCB KÜbeglicGayman edm,EckcayetAkan,sal æron mCämNÜ bNpNpl RkmyuCn nig Ggkar  
 BakBk&SgeTot enAtambNpextp

T14 karpM mÜ nEdI karbNpNpl edm,kargar KÜakarEdI RtUmanCabnp cBaRKsarkRk  
 mly EdI rsenAtamextpsb,EtéfQÜ sal ædI smI pCageKbMtt kZacragBkekmineGaybBaükd  
 eAeronEdr cÜTMMFQÜ sMoyKÜ NpNpl EdI GkEstyrkkargarkü] sSahkmkatedrCæRchnak;min  
 KpI TPæCMLayel I. 26 RbeTskm&BManmanBnSMaj NanYenAeLyeT EdI BnSMaj enHngEck  
 cMnkénéfbNpNpl eTæGayneyaCkCaGkecj eTahbCamankarBPakSæRch CMj beglicKal n-  
 eya)ayEbbenH nig dakeGayebR)askæday. rhÜmkdI æBI enHeragcRkkatedrenAetskesp küg  
 karcMLayel karbNpNpl rbskarmash nig enkar. enHeday sarEt karmineBj citCamYngKINPaB

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26 kmpFbNpNpl karmashmlyraykarNfa kmpFbbsxÜ)anéfQÜ rbsSkækan EtekkayæBI EdI Bkekman kargareFV  
 EtbaNÜH. RosneBkekminGacrkkargareFJan Bkekminca)æbgéfQÜ bNpNpl eLy. kmpFbNpNpl kZacel kCa  
 sMNmly EdI küenakmpFbNpNpl EdI mankarTTY sál ;nigTTY karTUatedaypal BbragcRkEtmj sMokarbNpNpl  
 ehly karTUatenHngkatecj BR)akExrbskmkr sMory<sup>3</sup>eBI mly eTahbCabBaP sPa nig bBænPaBeCCakRtÜtmankar  
 edaRsaymlyEdI smRsbkæday.

rbsGkEdI bBaSkarskSa. bTdauskSaEdI manI kN<sup>3</sup>tücegt nig I kxNänkarecj sBaBkEdI  
 manI kN<sup>3</sup>tgEtg GacCMj eGaymanTkkcitkanEtöcheLg el KNPabrbsGkbBaSkarskSaehly  
 Gacel kTkkcitpGayeragcRkkanEtmanqnP edm, bNlayel karbNpöNpäl enAxagerkAeragcRk. yag  
 Naköday eragcRkkatedrBit(Ca)ancNlayeTael karTTV )anCMaj edayeragcRkTajenapli Ca)ak;  
 el kTkkcitpI itkmpETAdI kmkrEdI GacpI it)anech nig R)ak, Qii xs; dI enkaEpkpI itkmpkmkr  
 xagCSül eRkOgmash nig bKÄ kxagEpkRkRkg. enAekamKmpSar karsnüafangeGayR)ak, Qii xs;  
 Cagmu sMokargarCMaj KÖakarel kTkkcitpNy edm, CMj eGaybKÄ mäkeFkavniyaK xagkarGbrMig  
 karbNpöNpäl EdI smRsb.

müagvij eTot minEmnRkbkarGbrMig karbNpöNpäl vCaCl<sup>3</sup> nig beckeTstajGs; süstekt  
 manelgenAküsbok<sup>TVET</sup> enaheT. karbNpöNpäl Caech ekltmanelgenAeBI eFkargarCakEshg.  
 etkarel kTkkcitpkeKal neya)ayGMEdI GacRtU)anbegileLg edm, el kTkkcitpGayeragcRkeFkar  
 vniyaKel kmpFbNpöNpäl dI kMajkargarpal rbsBkek enAküeragcRkrbsBkekEtmig? naeBI  
 bcö, nänH kmpFbNpöNpäl EdI TTV mü nFBGkpl CMj pl nR)ak, Qii bNpöNpäl EdI man  
 I kN<sup>3</sup>TakTaj eTAdI eragcRknanaEdI eRb)asesvakmpNpöNpäl rbsBkek. CMsEdI manCPaB  
 ry<sup>3</sup>eBI Evg KYRTÜBüayambegileGayman EdI ngel kTkkcitpGayeragcRkkanEtöcheLg vniyaKel I  
 karbNpöNpäl kMajkargar. CMsnaEdI RtÜbegileLg GacrhmanGtröeyaCnxagBnšar b=xag  
 niy<sup>3</sup>kmpusMberagcRkTajLayNaEdI bBj )aneKal edAenkarvniyaKel karbNpöNpäl minfatam  
 ry<sup>3</sup>kapli fvkastMokarbNpöNpäl mneBI cÜ bMkargar b=küeBI bMkargarenahET.

### tarag TI 7<sup>3</sup> BRgagmarTicK NvDfS Nvj] sSah kmkatedr kmCa

dMakal én kaGbrM Nj] Nj]	mugarbSkargar	I kqNB M Nhdj] C Mj	karej vBabnbR; b <sup>ca</sup> sBabR; bBak;
<p>yuCn - fäk; T16-8 - fäk; T19-12</p>		<p>sal æron eT Akan; kEng eFkar</p> <ul style="list-style-type: none"> <li>• esdæc Rmæa</li> <li>• kmæanAkj esdæc SkI el ak</li> <li>• yI dñg B BaN C kmj</li> <li>• yI dñg B karvneyak breTs</li> <li>• ] sSah kmkæaGv</li> <li>• GvT ACakargar TTV ) anR) akkæt</li> <li>• K Mæg CaR km</li> <li>• karedalR saybBaä</li> <li>• sifñg ka TTV xis Rt Urbs kmkr neyaCit</li> <li>• karerobc fvkapal xti</li> <li>• mU dæn R Næn Pasa Ggekös</li> <li>• mU dæn R Næn ] sSah kmkatedr</li> </ul>	<p>Fatón kmj FItan sal æron b<sup>ca</sup> TVET dM Nf karry<sup>3</sup> eB I BI 1-3 qäll vBabnbR; kmj F rbssal æron b<sup>ca</sup> TVET</p>
<p>kmkr neyaCit mæBI cU bM kargar - snj] faCaGk Qberonen Afäk; Tab;</p>		<p>Epkxagel I bktñg</p> <ul style="list-style-type: none"> <li>• karENnaGaysäl BI ] sSah kmkatedr skI</li> <li>• karENnaGaysäl ; Brcnasmæb; s; eragcRk nig C Mj Ed I Eptknmy<sup>2</sup> RtUkar</li> <li>• karebR) asmaskat; masbedr</li> <li>• karRt vBnit üKNPæB</li> </ul>	<p>kmj F b Nj] Nj] mæBI cU bM kargar manry<sup>3</sup> eB I 1-2 s) ðñ vBabnbR; bBak BI karb Nj] Nj] mæ BI cU bM kargar</p>

			<ul style="list-style-type: none"> <li>• karbeglykar</li> <li>• karGnel antanc,ab;</li> <li>• RbBibak;Qü</li> <li>• rcnasmkSnAKEngelkar nig karedaRsayviaT</li> </ul>	
kmkrniyaCit eBI cU bMkarga	kmkrEpik pI itkmp		Sthemil Epikxagel I	kmkrFbNpIbNpI kmkrniyaCit ry <sup>3</sup> eBI 1-2 s)an_
	emkarEpik pI itkmp		Epikxagel I bktng <ul style="list-style-type: none"> <li>• rcnasmkSb seragcRk</li> <li>• karpM okbBak;</li> <li>• mU danRkNenkarEV EpnkarpI itkmp</li> <li>• sutBabenAKEngelkar</li> <li>• PasaGgekS</li> </ul>	kmkrFbNpIbNpI emkarry <sup>3</sup> eBI 1-2 Ex rihngkarbNpI bNpI eBI bM kargaCakEsg ry <sup>3</sup> eBI 2-6 Ex vBabnbRbBakBI karbNpIbNpI emkar
	GkrRbRkgEpik pI itkmp	maXitFg karcatecg Thij vislkmkareFV Epnkar]sSah- kmp karC'SCU eKQg masb Chtaj kariyal ½ -KNenyü FnFanmnsS; karGnel antan c,ab; PspParBaNCkmp	ngRtukINt;	ngRtukINt;

dNakkal bnb;Kngbgäj ÉksarenHeTakanerTkaGkEdI mankaBakBngEdI saksm edm,I  
TTV )anCanteyabI ;BitNlag GMAC, TVET Rksygkargar nig PakdeTeTotEdI mankaBakBng  
KN<sup>3</sup>kmpFkarRokSeyabI rbs;GIPC EdI mansmaCkCatNngmkBRkmGkEdI mankaBakBng  
GacCaerTkamlyyagsaksm sMbcMnyenkarBakAheyabI enH.

BRgagmarTicKINvDAEdI )anbgäj enATenHnigRtUkarEksM CamlyngKmitteyabI BRkbGk  
EdI mankaBakBngadGs; marTicenHKYRTU)anBRgkbEnfm edm,bakbBafkarBicarNafzetGkpp esva  
GbrMig bNpbNpl NaxEdI KYTTV )ankareCOCak;eGaypp mlü daecMNdng/Chaj enH. Kmitpft  
epmCaerch edm,BRgk»kasGbrMig bNpbNpl xag]sSahkmkatedrenAkigRoetskmCabEnfm k  
el kykmkeFkarBicarNapgedr. mCamNü bNpbNpl Chaj katedrkmCaGacBRgkbEnfm edm,Rkb  
dNpel kmpFbNpbNpl ÉkraCümly bærch EdI mannaBI bcb,nänH. bkarGbrMig bNpbNpl  
xagvisygkatedr KYdakeGayenAerkankarRkbRgrbsvituasän bskI vitüal ygBhbecvituEdI man  
Rsab;. enAkttsal asaFarN<sup>3</sup> kmpFiskSaKybegliteLg enAerkankmpFChaj bMInCvitmlü dae edm,I  
ENnadll sisSansisSekg<sup>2</sup> eGaysäl BBPBkargar ]sSahbnykmpng ]sSahkmkatedr.

enAeBI EdI RkbxVdänHRTU)anBPakSaEksM nig eFGaykanEt I ¥I kxNRMtca)acRtUbegit  
eGaymansMbcKINvDAkkaTTY sÄl ;nig karecj vBabnbPzbBak;. kmpFkmpFiskSavKiskSanig kar  
bNpbNpl RkbEgon ca)acRtUkMteGay)anc,as;. ehly RtUkarCaca)acnKmitteyabI BRkbGk  
EdI mankaBakBngadGs;ddCa<sub>NTB, TVET</sub> ]sSahkmpm@sCMny kMajkargar edm,CMj eGay  
yüts@sPnpbNpl xag]sSahkmkatedrmandenNkareTAmx nig kMtbMakal bnb;edm,CMj  
dänNkarenHeTAmxetot.

# esckpEnfn A > Éksareyag

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*kBa@jbrN\_sMbkktakEtgeKal neya)ay Gkpl ;CMY rdaP)al GgkarekArdaP)al nig GkChaj .*  
Newton, MA: mCmNn GPiD/nkGbrM Gacr)antmvbSay Available from [www.gwit.us](http://www.gwit.us).

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km@a} Exkkda

\_\_\_\_\_. 2004>el kKbskarGbrMig bNjbNpl vCcl<sup>3</sup> nig beckeTS<sup>3</sup> yuSa@sMGas/TKgmanll

\_\_\_\_\_. naykdævaytMl Rotttjkar 2005 {KMagChaj mlü dan -kmE X 1368-CAM[SF] kúRbeTS km@a}  
r)aykarN\_sankmkjkaKMag CAM 27411 TRkgmanll Ex kBa@

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GkRsaRCa/kmGasMokarGnutp (CRD). 2004. {neyaCit} sSahkmkatedr enAkúRbeTSkm@a<sup>3</sup> karskS@l  
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30636-KH* vasgjetandIsLh 5 vicika 2004

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vasgetanDlsliEx mkra

evTkasdicBPBel ak. 2005. *r)aykarNBP&RoklRbEGskl* 2005-2006 TRkghSINv



# esckpEnfn B. kicRbCMngmk

## ]sSahkmpu

SmaKmeragcRk kat edren Akm&a

Van Sou Ieng, nayk  
Ken Loo, GKAl xaFkar  
RkmRokSabotbtbS;GMAC

eragcRk Gawon Apparel, Mercedes Cha, RbFan

HR Inc.

Sandra D'Amico, naykRkbRkg nig CaGKAl xaFkar éns hBhseyaCk nig smaKmBaNCkmpnAkm&a  
Sweta Satpathy, Gkpl RbkSaxagFnFanmnsS

eragcRk Manhattan Textile & Garment Corp. (MED-TECS), Jack Tsai, GKHayk

eragcRk New Island Clothing (Cambodia) Ltd.

Adrian Ross, GKHayk  
Gladys Ross, RbFanEpkbNpNp

eragcRk NOW Corp.

Leng Vannchai, naykRkbRkg  
Oeung Seng, RbFanrd&al

eragcRk Ocean Garment Factory

Mamounian Rashid, GKHayk

eragcRk Potamon Cambodia Ltd., Li Kam Shing, GKHayk

eragcRk PPS Ltd., Mr. Van Vor En, GKÁayk

eragcRk QMI Industrial Co., Ltd, Kieng Kirya, CMYkarnaykRbtbtp

eragcRk Suntex PTE Ltd.

Albert Tan Kim Teck, GnBbFanRbcatlIn;  
Joseph Ang, RbFanEpkFnFanmnisS

eragcRk Thai-Pore Garment Manufacturing Co. Ltd.

Roger Tan, nayk  
Meng Soheat, RbFanEpkRbRkgEpkKNenyü nig FnFanmnisS

eragcRk United Faith Garment Factory Co., Alan Shi, GtItRbFanEpkFnFanmnisS

SábhGbrMnig bNpáNpáI

Sal adubstfka Sr. Teresíta García y García, nayk

vítuasínbecRvítuakm&a bNpá Gm rmlnaykrg -tú a 2005!

RbHraCaNacRkkm&aRksgkargar nig bNpáNpáI vCaCl<sup>3</sup>

eBRC sPvDed xaFkar bNpáNpáI nig GbrMcaCl<sup>3</sup>  
Tom Norton, TRokSavageKal neya)ay TVET nig karGPiDAnsbok

vítuasínCatBhbecRvítuakm&a

bú Parín nayk  
mú pasRbFanEpkRkSa



nisSitsakl vitüal y PBJ -skl vitüal yebol Ray vitüas anbecRvitüakmCa skl vitüal yGnpCati  
skl vitüal yntu skl vitüal ybBasa®pskl vitüal yPbinesdte©ig nitisa®p

RkmyuCn extpBqcam

RkmyuCn extpBEvg