

Importance of the Development Army in the Context of Nepal

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Abstract

In the present context of Nepal, moves towards sustainable development, poverty alleviation, and employment generations in the country are the common expectations of all Nepalese people. Some innovative development strategies are essential to materialize the vision “Prosperous Nepal and Happy Nepali”. Development Army can be a novel concept to build up the foundation for sustainable development and upliftment of Nepal from developing country to developed country. In this concept, additional branch of the Nepal Army trained with a specific set of skills will specialize in mega-hydroelectricity generation and transmission, construction of mega-highways and human capital development. The research question of this article is formulated as “Is concept of Development Army viable for instantly responding to the needs of development and prosperity in present context of Nepal?” The major objective of this article is to create a spark in the mind of readers on importance of Development Army to combat major problems like poverty, unemployment, foreign employment and relative inefficiency of bureaucratic and private sectors to bring economic growth and climacteric changes in the country. Due to exploratory nature of the study, effort is being made to find new insights on involvement of Nepal Army in development

activities with the help of secondary data. The major finding of this article is that the exquisite and valuable Nepal Army has huge potential to contribute in the development of Nepal by designing Development Army. It can be utilized in infrastructure development and skill based human capital development with the help of respective divisions.

Keywords: sustainable development, Development Army, employment generation, foreign direct investment (FDI), infrastructure development, skill-based human capital development, Nepal Army

Introduction

Development Army has a potential to be a better concept to build up the foundation for sustainable development. Under this concept, Development Army will be an additional branch of the Nepal Army which is trained with a specific set of skills and is specialized in mega-hydroelectricity generation and transmission, human capital development and construction of mega-highways up to 2100 B.S. to objectify the long-term vision of 15th periodic plan. Qualities like discipline, honesty, hardworking, selflessness, courage, patriotism, non-resistance of commands, and decency, which are relatively lacking in private, political, and bureaucratic sectors these days, make this force the best choice

for the development works. Soldiers are the greatest assets and guardians of the national security who work selflessly for national interest. Similar concepts are carried out in countries like Israel, Iran, Turkey, Burma, Pakistan and South-Africa where armies get involved in development activities for national development (Shaw, 1979, p.). Major responsibility of Nepal Army is the fortification of sovereignty, national security and territorial integrity; it is only possible by the development of international relations and development of military capability in today's world and economic development is prime necessity to support these dual elements.

Nepal has a glorious history of people's movements, armed-conflict, dedication and sacrifice of Nepalese people to ensure democracy, sustainable development, equality, prosperity, social justice, sustainable peace and good governance (GoN, 2018, p. 1). To achieve these elements, Nepal was declared as the federal democratic republican state by overthrowing feudalistic, autocratic, centralized and unitary system of governance on May 28, 2008. One question always buzzes in the mind of Nepalese people- "What common Nepalese people achieved after the establishment of Nepal as federal democratic republican state?" After 12 years of momentous decree, there are problems like poverty, unemployment, lack of proficient physical and human capital, low economic growth, brain-drain, labor-drain and delinquency. At the end of 14th plan, annual average economic growth rate is 6.9%, population below poverty line is 18.7%, HDI is 0.579, annual average inflation is 4.6% and gross domestic product per capita (in thousands) is 117.5 (NPC, 2076). General people believe that it was the Ranas who lived off the people, and then it was the monarchy;

later it was Congress, then the Communists, so political change may mean something to the leaders, but it hasn't made a difference for common people (Gill, 2019). This statement clearly shows the growing dissatisfaction of the public on the political system. It is because the political leaders couldn't address the aspirations of the people. Development should be felt by the public; it should not be limited only in paperwork and reports.

Nepal's civil service is known as the "incompetent service of the deserving" because employees are qualified, but performance is not satisfactory (Adhikari, 2020, p.). There is saying that alternative of bureaucracy is improved bureaucracy and nothing else. Major efforts of Administrative Reform Commission (ARC) at various times have failed miserably due to lack of adequate and effective implementation. It is difficult to change political and bureaucratic organizational culture in short period of time.

There is prime need of exponential economic growth and development of the country to cope up with immediate and extended neighbors in terms of national power. Economy should grow by leap and bounds which will then act as the foundation for upsurge of national power. National power is important to maintain sovereignty, territorial integrity, independence, national unity and dignity of Nepal as "Land of Bir Gurkhas" in the world.

There is an age-old saying: "Winners don't do different things, they do things differently". Similarly to win the game of power and to be economically strong nation, Nepalese government should proactively utilize Nepal Army in development projects. These days, modern armies are not limited to operate within the "security belligerency dimension"

only and there are varieties of areas where the military can make an effective contribution to national development (Shaw, 1979, p. 44).

Nepal's foreign policy is based on the principles of Panchasheel, non-alignment, UN charter and world peace. Well renowned as birth place of Lord Buddha, Nepal promotes peace, co-operation, nuclear disarmament, equality and justice via its national and foreign policies and actions. Due to this, we have established friendly relations with all the countries of the world including diplomatic relations with 168 countries. The results of these settings are minimization of the possibility for wars and threats for security of Nepal and hence increment of the opportunity of Nepal to utilize Nepal Army in development sector. Import of new technologies and human resource development ideas from other nations also becomes easy due to this condition which will further aid Nepal Army to complete mega-development projects. Nepal Army should focus on restructuring, modernization and role expansion for expeditious development of the nation in this tranquil and peaceful environment.

Development Army will work on exemplary projects which are novel and extremely difficult for private and government sector to accomplish with their present manpower and organizational culture. Its aim is neither substitution nor interference in the general role of private and bureaucratic sector, but to work on unique and ambitious projects which, after timely completion, can contribute in exponential economic growth. Up-to-the-minute and exemplary projects will not be carried out by private sector due to high risk, higher payback period and lack of sufficient funding. In such projects, Development Army can be employed. These projects will

motivate other individuals and organizations to attempt similar projects as Development Army proves that such projects are possible in Nepal with their own resources. For example: establishment of mega-hydropower projects like "Three Gorges of China" in Nepal will inspire private sector to construct mega-hydropower projects and will encourage general public to invest in hydropower and country's economy will be benefited from power trade, tourism, substitution of oil import and development of industrialization. This article is concerned with how these sectors can be flourished with the help of Development Army, and how this concept is highly relevant in the present context of Nepal.

Methodology

Exploratory studies do not start with specific problems or hypotheses but their findings tend to formulate hypotheses by discovering the ideas and insights on the topic of investigation (Aadhikari, 2008, p. 14). There are many cases of the use of Nepal Army in development works which are short term and project based but the concept of Development Army itself is quite new so this study is exploratory in nature and hence inductive reasoning is applied. Qualitative research strategy is used to explore an in-depth understanding of involvement of Development Army in the context of Nepal. Data are collected from journals, research papers, books, newspapers, online media and government publications. Ethical considerations of article writing are ensured. The aim of this study is to stimulate the mind of the readers to rethink what highly capable Nepal Army can do for the development of Nepal if used at its best.

Two Different Views Regarding Involvement of Nepal Army in Development

There are two different opinions among the scholars regarding involvement of Nepal Army in development projects. One group of scholars believes that Nepal Army should be concentrated on its professional service: security of the country only. Former defense minister and Congress leader Bhimsen Das Pradhan said, “Involving army outside its work increases its ambition and at some point a confrontation could break out between the government and the army” (Khanal & Pandey, 2020). Former Chief Secretary Bimal Prasad Koirala has said that keeping the army busy in works other than national security is a challenge for national security. He continues, the army needs to be strengthened for national security, it needs to be given knowledge in technology, and it needs to be empowered with the best weapons. The article points out that the representative works Nepal Army is currently involved in are building infrastructure, trade, business, etc. and such involvement may degrade the image of military sector of Nepal in future (Khanal & Pandey, 2020). On the one hand, the responsibilities taken by the army in terms of work seem to be successful instantly but on the other hand, as the effectiveness of the government shrinks in the eyes of the public, and hope and dependence on the army increases, it may jeopardize civilian supremacy” (BBC, 2018).

Another group of scholars believes that in addition to national security, Nepal Army should work for infrastructure development also. In developing country like Nepal, giving army the task of building the glorious and ambitious projects of national importance without compromising the security function would complete the projects on time with

better quality which will be beneficial for the economy of the country. In an interview, spokesperson of Nepal Army, Brigadier General Gokul Bhandari said, “Army’s job is to manage projects and use its expertise. As the infantry does not participate in development work, it cannot be considered that development works affects its core function” (BBC, 2018). The former acting Auditor general Sukdev Bhattarai Khatri says that the debate over whether the army’s involvement is necessary or not may be important but they have many positive aspects in terms of the final results; at complex times involvement of army was necessary which should be reduced these days but even today the work of other governmental bodies is slow and they get distracted in the name of compensation whereas same process can be done fast by the Nepal Army. According to Nepal Army spokesperson Bigyandev Pandey, Nepal Army has never signed a contract anywhere for development projects and it is only working on the development projects commanded by Nepal government which cannot be denied because of constitutional provisions though their basic character is the defense of nationality and national security (Dhungana, 2019).

Why should Nepal Army be involved in Development?

Nepal Army is the inclusive and committed organization established for the safeguarding of independence, sovereignty, territorial integrity and national unity of Nepal. It can also be mobilized by Government of Nepal in other works including development, construction and disaster management, in accordance with the federal law (GoN, 2018, pp. 137,138). Military has the primary mandate to protect the people from any threat to peace and security, and not only warfare;

complex emergencies are defined as threats to peace and security and include extreme poverty, unemployment, inequality and criminality (Ramokgadi, 2019).

There are number of questions which should be weighted before those in charge of a military force decide to participate in any particular development activities-

To what extent can military participation be reconciled with the use of military manpower and resources for defense activities? Next, have the military the necessary skills and resources in the areas in which involvement is being considered? And lastly, will the military's planned intervention enable the section of population being aided to achieve self-sufficiency within the foreseeable future, or will it result in continued dependence on military aid and an accompanying long-term drain on manpower and resources? (Shaw, 1979, p. 45)

Theoretically, the job of army is to protect the nation. So, the work of construction should be given to construction professionals. But in some cases, principles and practices differ. The general public has faith in Nepal Army due to the quality completion of the development projects on time which would not have been completed in Nepal for decades if Nepal Army was not involved in them. It is seen that the Nepal Army has a high performance capability as it works in a disciplined manner within its own organization and general public trust them and locals cooperate with them in their work. This trust and cooperation has increased the morale of Nepal Army to work in development projects. In an article, (Khadka, 2017, p.) chief of the Nepal Army Engineering Department Yogendra Bahadur Khand has claimed that the Nepal Army is

fulfilling responsibilities efficiently and on time. Construction of the fast track, which is seen as a project of national pride, would be completed on time and the trust of both the people and the government would be maintained by them. Thus, along their core function, Nepal army should also take part in the development of the nation.

The major objectives of applying the competitive tendering methods are to improve the effectiveness of construction investment: to do qualitative work in lesser price (Shen & Song, 1998, p.). There is theoretical belief or view that the work can be done at low cost when there is high competition among the construction professionals, which can be costly if it is done according to the estimated data without competition from the Nepal Army. If we look closely, reality seems to be different in this case. At present, the main challenge of the country is inability to spend the allocated budget on time rather than the lack of budget for infrastructure construction. Huge amount of budget freeze and lack of capital expenditure is realized in every fiscal year. Delay is one of the biggest problems often experienced on construction project sites which can cause negative effects such as increased costs, loss of productivity and hence decrease in revenue (Owolabi, 2014, p. 197). In reality, the construction cost has gone up due to the inability of the contractors and builders to complete the project on time and a whole generation is deprived from access to the services. For example, if the responsibility of Melamchi Drinking Water project was given to Nepal Army from the very beginning, the perception that the people of Kathmandu valley would have got drinking water facility many years ago is arguably right. The Nepali people are confident that the construction of Kathmandu- Nijgadh Expressway will be completed on time as per agreement because

the work is already in operation from Nepal Army.

Nepal Army can be appropriate and effective means for completing the task of building mega-infrastructures in areas of hydro power production and road construction and, developing skilled human resource to achieve the national goal of a “Prosperous Nepal, Happy Nepali”. It is important for transformation of Nepal from developing country to developed country by 2100 B.S. as per Fifteenth Plan of Nepal. By 2030, Nepal is also aspiring to transform itself from least developed country (LDC) to a middle-income country which will be assisted by Sustainable Development Goal (SDG) indicators set by Government of Nepal (UNFPA, July, 2017, p. 1). Once the country attains a certain pace of economic growth, Nepal Army can focus only on their core task and development projects can be continued by construction professionals.

“Two-thirds of all Fortune 500 CEOs have one thing in common i.e. military background in which they learn discipline and focus. It makes them high-performance person” (Pena, 2014). Nepal Army is the best choice for this pristine, nation saving and innovative project of creating force for development due to efficacious qualities present in military sector. For the establishment of foundation for development on various sectors, there is need of high performing, trained, disciplined, focused, hard-working, courageous, patriotic and decent manpower with non-resistance of commands from their supervisor to perform qualitative work on time. These qualities are best contained in Nepal Army which is proved by their past contributions in various fields of development. Nepal Army is highly respected and trusted sector among public and youth.

In recent decades it is seen that the government is involving Nepal Army in various sectors of development and service delivery like constructing roads in hilly areas, operating of 5 gas stations, medical college, oxygen plant in Chhauni, water industry in Sundarijal, and cleaning of mountains and glaciers among others. It shows an increasing belief of the government in the requirement of the Nepal Army to complete various tasks important for the nation. There is a lack of establishment of proper divisions inside Nepal Army for doing development works but there is a need for Nepal Army to participate in them and government is slowly acknowledging the importance of proper use of highly capable Nepal Army which is of approximately 96,000 in number. To achieve these objectives, two divisions should be added to the organizational structure of the Nepal Army officially by the Government of Nepal:

1. Infrastructure Development Division
2. Skill-based Human Capital Development Division

Infrastructure Development Division

There was expectation of general public that after formation of stable government, development works would accelerate but country has not been able to achieve desired progress in infrastructure development. There is lack of mega-hydropower projects, quality road infrastructure and road access as per today’s need. Military’s contribution in the economic sphere can be classified into two broad categories: participation in the development of infrastructure and involvement in developing specific economic activities (Shaw, 1979, p. 43). According to Nepal Army website, being concerned with the well-being of the nation, Nepal

Army, with its trained manpower and resources, has gladly supported Nepal's quest for development at all times as a cost effective and dedicated body for national development. Nepal Army has been involved in development of infrastructure since 2013 B.S. Investment in infrastructure is vital in broadening the prospect for people and regional communities to participate in various systems of production and agendas for development (Ramokgadi, 2019, p. 191).

Mega-Hydroelectricity Generation

According to (Acharya, 2019), Nepal is plentifully endowed with tremendous and inexhaustible water resources which offer the best hopes for transforming Nepal's least developed economy into a middle income economy. He believes that power trade of sustainable energy is possible by means of mega-hydropower projects using big reservoirs which allow water to be stored during rainy season which, in turn, helps mitigating the downstream floods and enhancing regulated flows for irrigation and other uses such as navigation during seasons. In the end of 14th plan total power generation of Nepal was 1,250 MW and 88% of households have access to the electricity (NPC, 2016). According to World Bank report 2019, there is need for more exports if Nepal is to sustain the recent high levels of economic growth. Hydropower has the potential to be the largest export of Nepal. We can conclude that gigantic hydropower projects are necessary to satisfy present power need of the nation and trade of surplus power to foreign countries in huge amounts.

Private sector will not do or cannot do investment in such large multi-purpose power projects in a rational planning system; they should erect transmission lines and

other necessary infrastructures to support these hydro powers which make them unprofitable (Pandey, 2015). It is seen that projects undertaken by Nepal electricity authority have also suffered from delay, corruption and fraud from construction workers. Inferior quality work is done by construction workers to maximize their benefits and it goes unregistered as they bribe evaluation and monitoring team. Thus, it is not practical to say that competitive bidding does quality work at low prices. One recent example of this is audio leak of conversation in which 20 million is offered to the CEO of hydroelectricity project from interpreter of Chinese contractor if agreed to reduce the quality (Onlinekhabhar, 2020). It is seen that foreign as well as national contractors try to bribe the management to reduce quality and maximize benefits every now and then and if failed to do so they extend the time period of the project. It is not practical to say Nepal Army's involvement in development projects increases cost due to lack of competitive bidding when cost of delay, mediocre quality and non-completion of project is much higher. Mega-projects are seen as source of income in the form commissions by management as they have mammoth budget. Thus, for quality completion of mega-projects on time, Development Army which can be the part of Nepal Army should be provided the job until 2100 B.S. Till then, government should try to improve the system in political, bureaucratic and private level to prevent leaks, delays, corruption and politicization.

Mega- hydroelectricity generation is possible via largest rivers like Karnali, Koshi, Gandaki, Mahakali and others. Hydro power projects should be developed in progressive order starting from projects like Upper Karnali and Arun III (900 MW each) to Budi

Gandaki (1200 MW) and Mugu Karnali (1902 MW) to Pancheswor Multipurpose projects (5,040 MW). For exponential growth in development, Nepal Army should take part in construction of mega-hydropower projects.

Water resources of Nepal should benefit Nepal and Nepalese more than others. So, proper care should be taken during investment and bilateral dealings. With the help of investment from private sector, foreign direct investors, donors, general public, Non-resident Nepalese, remittance sources, Nepal can benefit from mammoth production of hydroelectricity for which misleading treaties and agreements with other nations should be avoided. Gigantic projects like these require dedicated and skilled manpower, non-interference and commitment as in Nepal Army by which projects are completed on time and benefit can be maximized. Hydropower development with proper use of “White Gold” has its multiplier effects in economy of Nepal with benefits like irrigation, flood control, infusion of FDI, creation of jobs, water related disaster management, inland waterways for economical transportation, fisheries, bio-diversity protection, and it helps to lower Nepal’s trade deficit and reduce the huge petroleum import bills (Acharya, 2019, p. 719). It will also promote tourism in the country.

Specific groups of Development Army can be designed in which each member has their specific role required for construction of mega-hydropower projects. Group consists of engineers, managers, workers and other technicians needed to complete the project. These self-sufficient groups work with focus, non-interference and dedication to complete the mission on time.

Road Infrastructure

“Road Infrastructure is a key prerequisite of social and economic development of any country” (Ivanova & Jana, 2013, p. 263). The article explains that networks for transportation are essential for social development of any nation since the economic growth is directly related to the mobility of resources, accessibility and their usage. Being landlocked and developing country there is huge importance of road infrastructure in Nepal for tourism, industrialization and transportation of cargo and passengers. When every district of Nepal including but not limited to Himalayan region has access of road, there will be proportionate and fair development in Nepal and every sector like Industry, Agriculture, Tourism and Hydro electricity production will flourish and they help boost Nepalese economy. This will ultimately help Nepal to realize national goal of “Prosperous Nepal, Happy Nepali” with the help of sustainable development.

According to economic survey of fiscal year 2019/20, “by the first eight months of fiscal year 2019/20, the total length of the road has reached 34,347 kilometers including 15,254 kilometers blacktopped, 9,251 kilometers graveled and 9,842 kilometers fair-weather roads” (MoF-GoN, 2020, p. 110). Reconstruction of roads damaged by earthquake, maintenance of roads of Kathmandu valley and its access roads, expansion of basic road network, development of major highways, development of major trade routes connecting north and south, development of bilateral roads connecting trade points and tunnels are not achieved as expected in Nepal (NPC, 2076). There are needs of mega-highways, fast tracks, bridges and tunnels for road access in rural areas and advancement of existing roads in different parts of Nepal.

Nepal Army website lists some of the roads and bridges constructed by the Nepal Army by opening up remote areas through rugged mountainous terrain as: Kantipath project, Kharipati - Nagarkot road, Trishuli - Somdang road, Katari - Okhaldunga road, Salyan - Musikot road, Surkhet – Jumla road, Baglung – Beni – Jomsong road, Drabya Shah Marg, Beshi Sahar – Chamme road, Chinchu – Jajarkot road and under construction Kathmandu-Nijgadh fast track. These projects illustrate the quality road construction on time by Nepal Army, incomparable to other government projects. The army has been used by Nepal Government in geographically difficult and strategic road construction. So far, a total of 1,097 kilometer of roads and 34 bridges in different parts of the country have been constructed and handed over to the government by Nepal Army. (Khadka, 2017)

It has been seen that in Turkey, due to construction of roads in rural areas there was integration of the subsistence rural economy into national economy, rural produce reach the towns and rural peasantry became more frequent purchasers of urban goods, and began to make claims for the same educational and hygiene services that the Turkish townspeople received (Shaw, 1979, p. 43). Experts say that military has right to use explosives for road construction, and if projects related to road construction on Himalayan or mountainous region is being carried out by contractors, they have to go through acquisition process; therefore, such development projects are given to Nepal Army (Khadka, 2017). This should be continued; and with the help of its trained and dedicated manpower and resources, Nepal Army should execute mega-highways with necessary tunnels in Hilly and Terai region and road construction to Himalayan region like Shey-Phusksundo,

Rara, Gosaikunda, Arun Valley, Jumla, Humla, Mustang and other important touristic places which have huge potential to support the national economy. Roads in remote areas and mega-highway construction can be carried out by Development Army and rest can be constructed by present road division of Nepal Government to avoid overlap and interference.

Skill-Based Human Capital Development Division

There is need of a systematic, integrated and comprehensive approach for human capital development in Nepal. Participating in the process of educating and training a country's human resources, the military can make a significant contribution to the future progress of a country (Shaw, 1979, p. 42). Attitude, behavior, character, discipline and ethics should be improved for quality human resources. Besides that, development of knowledge and skills is necessary for proper utilization of human capital for the development of Nepal. There is need of proper guidance, assistance and direction for Nepalese youth for their deployment and for the development of Nepalese economy. Nepal Army should be established as role model of determination, discipline, patriotism and hard work in the minds of youth. After that, involvement of Nepal Army in human capital development becomes effective to produce quality human capital just like themselves, as many military characteristics are worthy of adoption.

According to World Bank's Nepal Development Update (NDU), investing in human capital development can help propel Nepal towards its goal of upgrading to middle-income country status by increasing the productivity and competitiveness of

labor, leading to accelerated inclusive growth (Himalayan News, 2019).

According to population pyramid website, Nepal has almost diamond shaped population pyramid which means the number of youth or working age population (between 15 to 64 years of age) is higher than children group and old age group in total. According to study done by UNFPA, demographic dividend has begun in Nepal which means accelerated economic growth may result from a decline in a country's mortality and fertility due to subsequent change in the age structure of the population. It confirms that the number of dependent population is growing smaller in relation to working age population. With fewer people in need of support, Nepal has "window of opportunity" for rapid economic growth if the right social and economic policies are developed and investment is made in human capital development (UNFPA, July, 2017, p. 2).

At the end of 14th plan, the labor force participation rate of the total population aged 15 years and above has reached 38.5 percent (NPC, 2076, p. 12). Unemployment and under employment are the major problems of Nepal. Nepali citizens have not been able to find employment opportunities due to lack of skills in the field of infrastructure construction among others. The country's economy is fueled by remittances. Government figures show that more than 1500 young people per day go abroad for employment. Due to the inability to produce skilled manpower in the country, on the one hand, Nepali workers are engaged in 3D (dirty, difficult and dangerous) works at foreign countries and still earn not as much as other skilled manpower from alien countries. On the other hand, we have the reality of hiring foreign workers for technical works from neighboring countries.

To prevent this problem, many skill based training are being conducted in the country by various sectors and bodies of the state. The same government body does not have clear figures on how much budget has been spent for the training, how many have been benefited and how many are still unemployed after receiving training.

Individuals and families often cannot afford the cost of developing human capital even when education is free due to miscellaneous costs, lack of information and social restrictions (World Bank, 2018, p. 52). For development projects there is need of quality human resources. Under the support of Nepal government, "Skill-based Human Capital Division" should be established in Nepal. Under this division Nepal Army will do two major works: (i) trains its soldiers for development works and (ii) work in human capital development via vocational training targeting adolescents and youth ensuring that they have the capabilities and opportunities to define their futures and to spur innovations needed for the sustainable future.

Nepal Army can train and develop young soldiers as per need by providing them technical skills with academic knowledge so as to form Development Army for above mentioned infrastructure development. Role expansion and modernization of Nepal Army is needed for its application in development works. Group of capable force with complete set of skills needed for particular project, can work effectively and efficiently to reduce cost, delay and dependence on foreign contractors.

Vocational training will prepare working age population for productive and creative activities to boost the potential economic growth. Only this division should be responsible for providing vocational training

more effectively and efficiently, and measuring the same accurately. Aiding with work skills, empowerment and employment for young people will help Nepal to reap the benefit of the demographic dividend. Vocational skills required for employment such as electrical works and repairing, plumbing, house wiring, furniture making, mason skills, tailoring, and many others should be provided by experts related to these fields of Nepal Army. There is great importance of education and training for national development because once an individual acquires certain skills he can be employed in a productive post in an industrial economy, thereby contributing to the national product (Shaw, 1979, p. 42).

Recommendations

Concept of Development Army is pilot and novel. This group of army can be given any name and can be kept under any branch, but the prime objective is proper utilization of gem manpower of the nation in much needed development projects. Development should be felt by the present generation and it should be inspired by the future generation. This is the right time for Nepal to stride forward in the mission of development by taking the advantage of political stability.

The chief objective of Nepal Army has always been protection of sovereignty, national pride and territorial integrity. This is no longer possible with the help of Khukuris, Bhalas and guns as done by our brave bloods in the past. Today, the country can be protected only with the help of economic development and improvement of international relations for which inter-dependence (if independence is not possible) of the economy is extremely important. I recommend Nepal government to make a proactive move by designing proper framework for utilization of Nepal Army in

the development works by turning deaf ears to criticisms from others. Future will show how this great job of Nepal Army plays a vital role to boost up Nepalese economy, power, sovereignty and development.

Conclusion

Nepal is in a conjunction of adequate resources, demographic dividend, economic growth of immediate neighbors, increasing power demand and other unexplored fields for development. With the proper management of specialized groups of Nepal Army (Development Army) on development projects, Nepal can achieve economic growth, stability and sustainable development which are the prime need of the hour. The organizational culture of political and bureaucratic sector is relatively ineffective and inefficient. It takes many years to change the existing system and to keep it on the track because change in organizational culture consumes much time. Nepal is in need of speedy development. Development in Nepal has become just like a jigsaw puzzle in which Nepal Army, spirited youth, and unexplored development areas, hydropower generation and infrastructure development are the missing pieces of it, which if managed properly, the dream of "Prosperous Nepal, Happy Nepali" can be materialized. Development is the foundation of power, sovereignty, peace and independence of the nation. It further helps in military development and international relations, which are very important in today's world. Nepal Army is just like diamond. It is refined, polished, goal-oriented and highly professional. As there is an anonymous saying, "There is no need to explain how radiant it is; it just keeps shining. Whoever shall admire the brilliance will find the way to it". The optimum use of such force in the development works would definitely bring

a positive result, and would mark a new avenue of development. Nepalese people, who are still in the dungeon of despondency and despair, would see a beacon light of hope for material prosperity by the incomparable works of Nepal Army. Other organizations would get inspired, and motivated by the exemplary works of the Army and would follow their footsteps.

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