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## **In Pursuit of Excellence: Analysing the Indispensable Nature of Conduct and Discipline of Nepali Army in UN Peace Support Missions**

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### **Abstract**

Nepal is currently ranked 2<sup>nd</sup> among the Troop Contributing Countries (TCCs) in United Nations Peace Support Operations. In this context, this paper examines the contribution of the Nepali Army's military conduct and discipline to the effectiveness of UN Peace Support Missions. The theoretical foundations delve into pertinent theories, particularly emphasizing Kevin S. Donohue's concepts of Discipline A (voluntary, value-based Attitudes) and Discipline B (externally enforced Behavioral responses) within the military framework. Maintaining conduct and discipline in UN peace operations is essential for ensuring the credibility and legitimacy of these missions. Therefore, prior UN reports and the Secretary General's Special Bulletin from 2015 to 2022 are comparatively analyzed to reflect on occurrences of misconduct involving peacekeepers from TCCs. Likewise, a quantitative comparative analysis assesses the status of the Nepali Army in terms of military conduct analyzing the rate of allegations of misconducts against it. The study employs descriptive statistics to analyze the status of misconduct allegations including that of serious misconduct to advocate for a stronger integration of military conduct with UN peacekeeping mandates, aiming to enhance overall effectiveness and elevate ethical standards in international peace operations. The findings underscore Nepal's exemplary practices in fostering both Discipline B and Discipline A within its peacekeeping forces. The paper concludes by demonstrating the substantial positive impact of disciplined behaviour on mission outcomes.

**Keywords:** Military conduct, discipline, ethics, UN Peacekeeping, credibility, excellence, effectiveness

### **Introduction**

In an ever-evolving global landscape, the pursuit of peace remains an unyielding aspiration. United Nations (UN) Peace Support Missions serve as a flame of hope in conflict-ridden regions, striving to bring stability and prosperity to those affected by the ravages of war. Col Vidyashankar (2022) opines that central to the success of these missions is the unwavering commitment to conduct and discipline exhibited by the peacekeepers. The United Nations

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Charter<sup>1</sup> underscores the importance of personal integrity, honor, and commitment in the conduct of all UN personnel (Vidyashankar, 2022). The diverse categories of personnel involved in UN missions comprise Military, Police, and Civilians<sup>2</sup>. As of July 31, 2023, there are 87,544 personnel actively participating in 12 different missions worldwide, with 66,515 of them belonging to the military personnel category (Data: United Nations Peacekeeping, 2023). Among the various nations contributing military personnel, Nepal ranks second among Troops Contributing Countries (TCCs) in UN Peace Support Operations, a testament to the nation's dedication to the cause of international peace and security.

In recent years, the conduct and misconduct of peacekeeping units within UN peace support missions have been a visible issue, intertwining with the broader evaluation of the UN's evolving and multifaceted peacekeeping endeavors, prompting reflection on their effectiveness (Horne, Robinson, & Lloyd, 2020). In this regard, this study endeavors to dissect the indispensable role that the conduct and discipline of the Nepali Army play in the effectiveness of UN Peace Support Missions. Nepal's enduring commitment to peace missions is more than just numbers and statistics; it is a representation of the intrinsic values and principles guiding its military personnel. In examining the Nepali Army's contributions to UN peace operations, this paper transcends mere statistics and delves into the intricate fabric of discipline. The importance of maintaining conduct and discipline within the context of UN peace operations cannot be overstated. It is not only an operational requirement but also a moral imperative. The credibility and legitimacy of these missions hinge upon the conduct of the personnel entrusted with the task of upholding peace. Any instance of misconduct, whether real or perceived, can tarnish the reputation of the UN and compromise the trust of the communities it seeks to serve. Hence, this paper underscores the pivotal role of the Nepali Army's unwavering commitment to conduct and discipline in ensuring the effectiveness, credibility, and ethical standards of United Nations Peace Support Missions, thus advocating for a more robust integration of military conduct within these missions to advance global peacekeeping excellence.

### **Statement of the Problem**

In light of Nepal's extensive and commendable engagement in United Nations (UN) peace support missions spanning over seven decades, a critical concern arises concerning the discipline and conduct of Nepali Peacekeepers within these missions. Despite the sacrifices and commitment demonstrated by these peacekeepers, there exists a pressing need to evaluate and understand the multifaceted nature of their discipline. This problem necessitates an examination of both behavioral and attitudinal aspects, notably their adherence to the "Ten Rules: Code of Personal Conduct for Blue Helmets" and their embodiment of values-driven attitudes. Moreover, the impact and contributions of Nepali Peacekeepers on the overall success, ethical standards, and credibility of UN Peace Support Missions require comprehensive assessment. Additionally, the integration of Kevin S. Donohue's discipline theories, specifically Discipline A and Discipline

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- 1 The United Nations Charter is the foundational document that establishes the principles, objectives, and structure of the United Nations, serving as the organization's constitution and a framework for international cooperation and diplomacy.
  - 2 Military Members includes members of TCC (Troops Contributing Countries), Experts in Missions also known as UN Military Observers (UNMOs) and Military Staff Officers (MSOs). Police includes members of Formed Police Unit (FPU) and UN Police Officers. Civilian includes both international and local staffs and UN Volunteers.

B, in the context of Nepal's peacekeeping activities demands exploration. This study seeks to address these challenges and provide a holistic perspective on the indispensable role of discipline in the context of Nepal's UN peace support missions.

### **Objectives of the Study**

The general objective of this paper is to comprehensively analyze the pivotal role of discipline and conduct exhibited by the Nepali Army in UN Peace Support Missions, focusing on both behavioral and attitudinal aspects. This analysis aims to provide a profound understanding of how Nepali Peacekeepers contribute to the overall success, ethical standards, and credibility of UN missions, ultimately highlighting the applicability of Kevin S. Donohue's discipline theories in the context of Nepal's peacekeeping efforts. The specific objectives are;

1. To examine the disciplinary standards and conduct of Nepali Peacekeepers within UN missions by analyzing both qualitative and quantitative data.
2. To explore the multifaceted approach employed by the Nepali Army to cultivate discipline among its peacekeepers.
3. To assess the influence and contribution of Nepali Peacekeepers to the overall success, ethical standards, and credibility of UN Peace Support Missions.

### **Contextualizing the Study**

According to Kellett (1992), military discipline has a multifaceted role. Its foremost objective is to instill the unyielding determination in soldiers to follow orders, even in perilous circumstances, where self-preservation instincts may naturally prevail. Secondly, discipline is essential for preserving order within the military ranks, enabling efficient control, and preventing the misuse of authority. It strikes a balance by tempering the inherent aggression required for combat training during peacetime. Lastly, discipline serves as a mechanism for recruits to adapt to their new military environment while distinguishing it from their former civilian life (Kellett, 1992).

Colonel Jeremy S. Weber (2017), in his "Commandant Paper" winning research paper at Air War College, Maxwell Air Base, Alabama, states that the justification for various procedures within the military justice system is rooted in the imperative to endorse superior order and discipline. This system places commanders in a central role as disciplinarians, and it does not provide service members with the same legal protections as civilians. Patriotism can be ironic, as a man entering military service may expect to sacrifice not just his life but also his civilian liberties (Weber, 2017).

Heinecken, Nel, & Vuuren (2003) suggest that misconduct by troops not only damages the military's professional reputation and its role of safeguarding the nation but also disrupts the functioning, unity, and morale within the forces. The military, more than any other institution requires strict adherence to rules and regulations, as this discipline is what ensures soldiers follow orders, no matter how challenging or perilous. This adherence to rules is the foundation of professional armed forces and is why it has its legal framework governing the behavior of its service members (Heinecken, Nel, & Vuuren, 2003).

Kevin S Donohue, in his monograph submitted to the School of Advanced Military Studies, Fort Leavenworth, in 1992, has incorporated his theory of discipline in transformational leadership to stress the distinction between subordinate attitudes and subordinates' behavior. Military discipline encompasses an intricate array of attributes that can be classified into two

harmonizing categories, both essential for enhancing a soldier's self and combined combat effectiveness (Donohue, 1993). These are;

**Behavioral Discipline (Discipline B):** This includes externally enforced or ingrained behavioral reactions, both conscious and subconscious, encompassing obedience, teamwork, meticulousness, self-control, and resilience under stress.

**Attitudinal Discipline (Discipline A):** This pertains to self-driven, enduring, values-based attitudes, involving courage, loyalty, internalization of principles, and proactive initiative.

Contemporary warfare demands a combination of two essential and interdependent forms of discipline, with each being indispensable, yet insufficient when considered in isolation.

	<b>Factors</b>	<b>Result</b>
<b>Discipline B</b>	Obedience	<b>Trained, Compliant</b> <b>“Combat Effective”</b>
	Synergism	
	Attention to Detail	
	Restraint	
	Self Resistance	
<b>Discipline A</b>	Courage	<b>Committed</b> <b>“Combat Excellent”</b>
	Identification	
	Internalization	
	Initiative	

*Figure 1: Integrative Model of Military Discipline*  
Source: (Donohue, 1993)

Scholars concur on the multifaceted role of military discipline, with its primary objective being the cultivation of unwavering obedience in soldiers, even in difficult circumstances. Furthermore, it plays a crucial role in upholding order and authority and assisting recruits in acclimating to the military environment. Despite being a significant contributor to peacekeeping missions, there has been limited scholarly exploration of discipline within the Nepali Army. Therefore, this article takes an integrative approach, utilizing Donohue's theory of discipline categories within the Nepali Army using 'Peacekeeping effectiveness' and 'Peacekeeping excellence' in place of combat.

**Methodology**

This study employs a multifaceted approach to examine the position of the Nepali Army's military conduct and discipline in UN Peace Support Missions. In achieving the objectives of this study, an amalgamation of qualitative and quantitative methods is utilized. Firstly,

a comprehensive review of relevant UN reports, the Secretary General's Special Bulletins, and academic literature from 2015 to 2022 is conducted to identify instances of misconduct involving peacekeepers from various Troop Contributing Countries (TCCs). Secondly, a comparative analysis is performed to assess the position of the Nepali Army in terms of military conduct and discipline in comparison to other TCCs. Descriptive statistics are employed to present a clear and informative summary of the findings. The following figure demonstrates the methodology of the study.

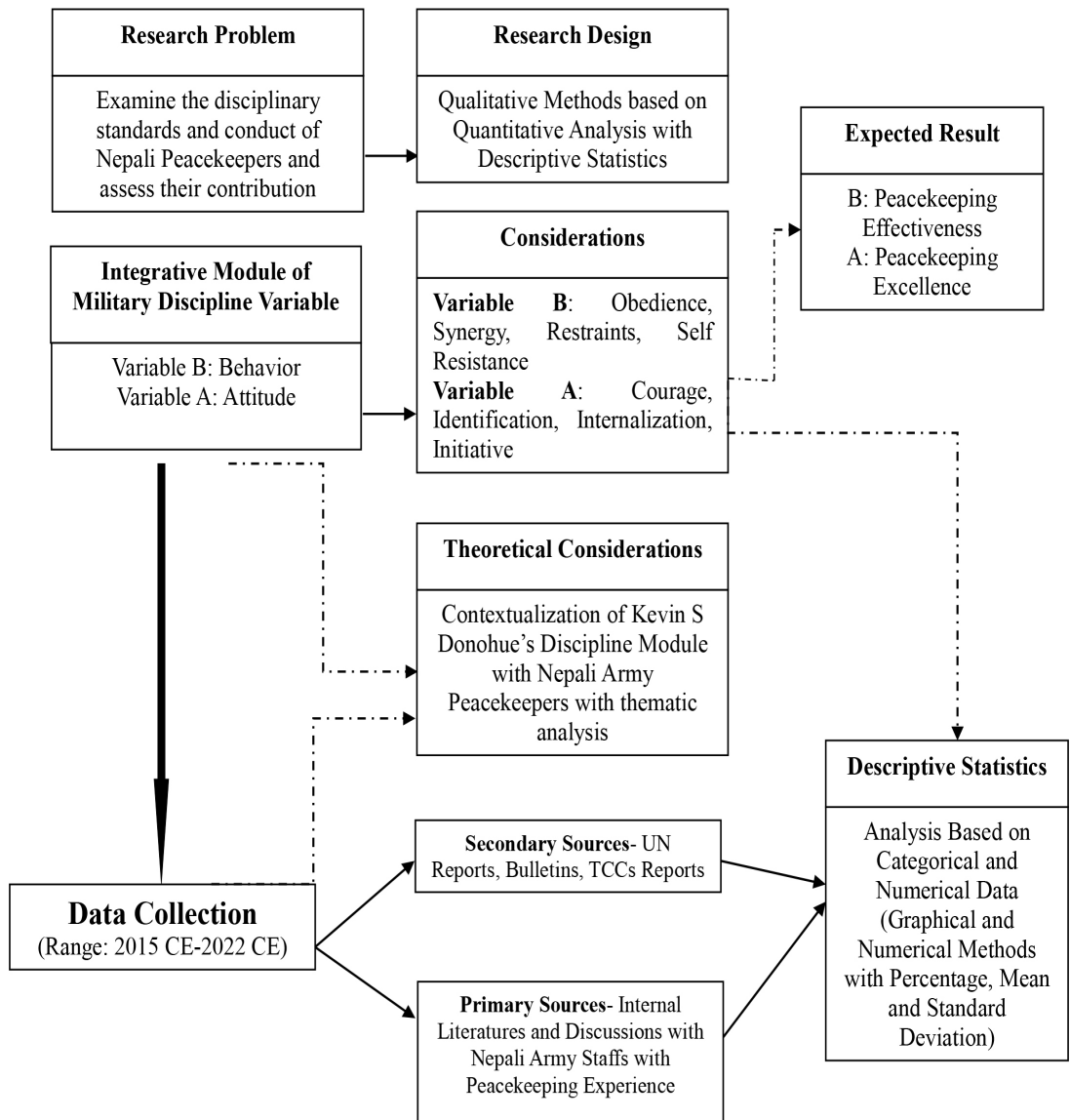


Figure 2 Methodology of the Study

### **Elevating Excellence: Nepal's UN Peacekeeping Engagement**

Reflecting Nepal's unwavering commitment to the principles and objectives outlined in the UN Charter, the nation has remained a dedicated partner in UN peacekeeping endeavors. The engagement of the Nepali Army in UN peace support operations has spanned more than six decades, encompassing a remarkable 44 UN missions, involving the participation of over 1,46,623 personnel (Nepali Army, 2023). This enduring commitment to UN peace support missions commenced modestly with the deployment of five UNMOs in Lebanon as part of the United Nations Observer Group in Lebanon in 1958, a mere three years after Nepal's initial membership in the United Nations. The first significant Nepali contingent, known as the Purano Gorakh Battalion, was dispatched to Egypt in 1974 (Thapa S. , 2019). Over the years, the Nepali Army has not only contributed troops but has also been involved in higher appointments within UNDPKO and Force Headquarters, alongside deploying military contingents, military observers, and staff officers. The Nepali Army has consistently embraced challenges and engaged in the most demanding operations. However, this unwavering commitment has come at a significant cost, with 72 personnel sacrificing their lives in the pursuit of global peace, and a further 66 individuals having been left with disabilities as a result of their service (Nepali Army, 2023). In a written address to Nepal's Constituent Assembly<sup>3</sup> on November 1, 2008, the former UN Secretary-General, Ban Ki-Moon, expressed,

*"You have offered us your most valuable assets - your men and women. Some have made the ultimate sacrifice, giving their lives in the pursuit of peace under the United Nations banner."*

Nepal's contributions have extended to providing specialized capabilities, including Engineer units, Medical facilities, Military Police (MP), and Specialized Force contingents. As of 08 Oct 2023, As of October 8, 2023, the Nepali Army is actively engaged in 13 missions<sup>4</sup> across the globe (Nepali Army, 2023). As a significant contributor of troops, Nepal holds the second position worldwide. Presently, the Nepali Army comprises approximately 6,064 soldiers, with 586 of them being female; participating in these 13 diverse missions worldwide (Nepali Army, 2023). Nepal maintains the commitment to deploy up to 10,000 peacekeepers should the United Nations make such a request (Nepali Army, 2023). The present deployment of the Nepali Army across various peace support missions is shown below.

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3 The Constituent Assembly served as Nepal's sole legislative body, elected by the Nepali populace with the primary objective of drafting a new constitution subsequent to the People's Revolution in 2013. It was converted to parliament after the promulgation of constitution.

4 Nepali Army is engaged in all of 12 peacekeeping missions and a special political mission in Libya.

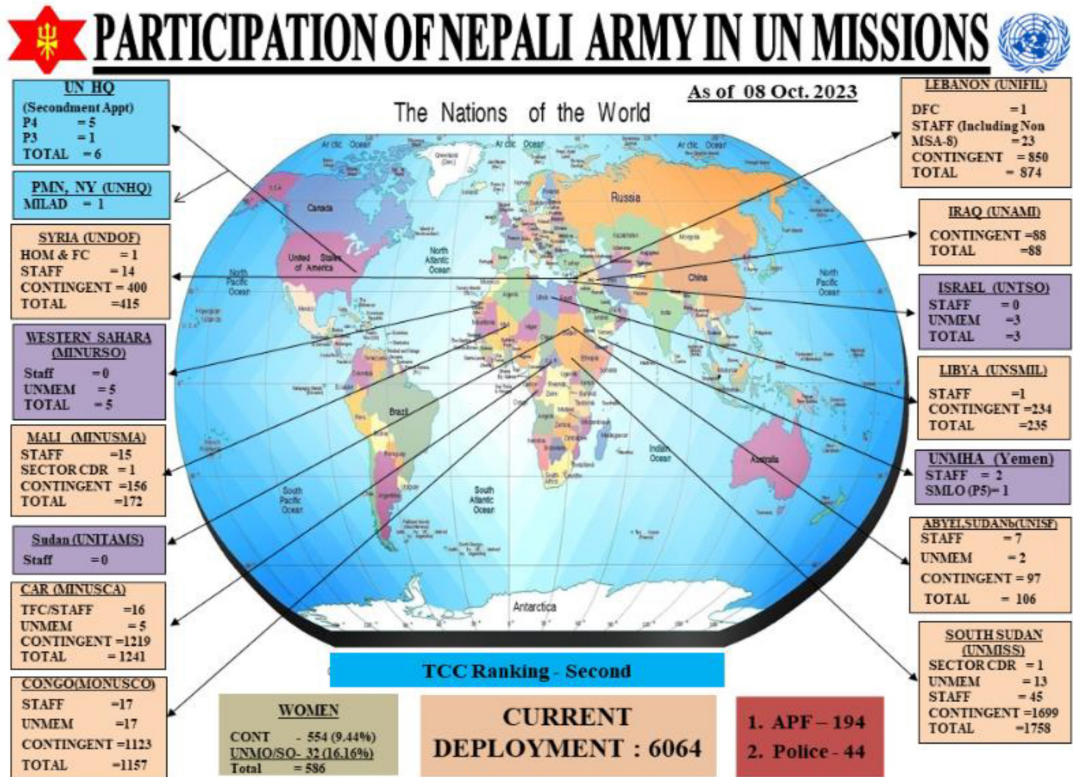


Figure 3: Participation of the Nepali Army in UN Missions

Source: [https://www.nepalarmy.mil.np/page/na\\_in\\_un](https://www.nepalarmy.mil.np/page/na_in_un), Accessed 26 Oct 2023

Nepal's involvement in peacekeeping missions is remarkable, characterized by both its sustained commitment over time and the unwavering courage displayed by its personnel. The Nepali Army is renowned for its substantial role as a global peacekeeping force (Thapa C. , 2021). Nepali Army has consistently responded affirmatively to every call from the UN, even in situations requiring rapid deployment. Its peacekeepers operate in some of the most challenging and intricate security environments and the Nepali Army deploys them without imposing any national caveats to bolster their performance (Gyawali, 2021). Nepali Army has been a staunch supporter of the UN Secretary-General's initiatives against Sexual Exploitation and Abuse (SEA) and has signed the Deliberate Compact to prevent and address SEA. In a conference titled "Perspectives and Challenges in Nepal's Contribution to UN Peacekeeping" held in Kathmandu in 2021, then Minister of Foreign Affairs Mr. Pradeep Kumar Gyawali highlighted that Nepal enforces a "Zero-Tolerance Policy" towards SEA by its peacekeepers. Furthermore, Nepal has officially approved the Kigali principles for the protection of civilians (Gyawali, 2021). Before deployment, tailored training is provided to peacekeepers, that includes areas such as the protection of civilians, humanitarian law, human rights, and the prevention of SEA. Moreover, Nepal plays an imperative role in augmenting the professional competencies of peacekeepers from other countries' contributing troops. The Birendra Peace Operations Training Centre in Panchkhal, a highly regarded and esteemed institution in the region, is

officially acknowledged by the United Nations for its exceptional performance in peacekeeping training, thus contributing significantly to the enhancement of global peacekeeping operation standards (Nepali Army, 2023). The commendable efforts of Nepali blue helmet peacekeepers in safeguarding vulnerable communities and aiding countries in their transition from conflict to peace have earned them the title of '*Peace Champions*' (Thapa C. , 2021). When the United Nations and its Secretary-General were honored with the Nobel Peace Prize in 2001, Kofi Annan invited a Nepali peacekeeper to accompany him in receiving the award, highlighting the valuable contributions of Nepali Army Global Peacekeeping (Singh, 2023).

## **Conduct and Discipline in UN Peace Support Missions**

### ***Historical Perspective***

Peacekeeping represents a worldwide endeavor that often highlights the finest qualities of humanity, even in situations where humanity's darkest aspects emerge (Lashendock, 2018). It's worth remembering the famous words of Dag Hammarskjöld, the second Secretary General of the UN:

*"The United Nations was created not to lead mankind to heaven, but to save humanity from hell."*

The ideas of peacekeeping and peace enforcement have their roots in the UN Charter, which is founded on principles of sovereignty, non-interference, and the peaceful resolution of global conflicts. While the Charter itself did not explicitly outline the concept of peacekeeping, it has gradually developed into a thoroughly established notion built upon mutually accepted principles since 1945 (Fink, 1995). The first peacekeeping mission, the United Nations Truce Supervision Organization (UNTSO), was deployed in 1948 to monitor the armistice between Israel and its Arab neighbors (UNTSO: UN Missions, 2023). In these early years, the focus was primarily on monitoring ceasefires and truces, and conduct and discipline standards were relatively straightforward.

The end of the Cold War marked a significant shift in the landscape of UN peacekeeping. The UN found itself engaged in a series of complex and multidimensional missions in various conflict zones, from the Balkans to Africa (Hempson, 2011). These missions involved a broader range of tasks, including humanitarian aid delivery, nation-building, and conflict resolution. The expansion of peacekeeping operations introduced new challenges in maintaining discipline and conduct. Troop-contributing countries faced difficulties in adapting to these evolving missions, and the UN encountered issues related to the behavior of its peacekeepers. Scandals, including allegations of sexual exploitation and abuse by peacekeepers, drew attention to the need for improved discipline standards and ethical conduct.

Starting from the year 1998, the uniformed peacekeeping personnel have been consistently furnished with handy pocket cards containing the "Ten Rules: Code of Personal Conduct for Blue Helmets," ensuring they are well-equipped with this essential guidance throughout their missions (Conduct: UN Missions, 2023). It is a set of guidelines that outline the ethical and behavioral standards expected of UN peacekeepers, often referred to as "Blue Helmets." These rules are essential for maintaining the integrity and effectiveness of UN peacekeeping operations. They serve as a moral compass, ensuring that peacekeepers uphold the principles of the UN Charter and contribute to the credibility and legitimacy of the missions they are a part of. They reflect the UN's commitment to promoting ethical conduct and ensuring



that peacekeepers serve as beacons of hope and support in conflict-affected regions around the world. The following table provides a chronological summary of significant incidents that have influenced and shaped the standards of conduct and discipline within UN peacekeeping missions.

Date	Incident
Jan 2001	Training Material on the Code of Conduct provided to TCC
March 2002	Establishment of the Inter-Agency Standing Committee (IASC) Task Force on Protection from Sexual Exploitation and Abuse in Humanitarian Crises
October 2003	Secretary-General’s Bulletin on Special Measures for protection from sexual exploitation and sexual abuse (ST/SBG/2003/13) <sup>5</sup> was published
March 2005	Zeid Report <sup>6</sup> , A Comprehensive Strategy for Thwarting Sexual Exploitation and Abuse in United Nations Peacekeeping Operations released
November 2005	Conduct and Discipline Unit established at UNHQ
December 2007	The General Assembly passed a resolution concerning the criminal accountability of United Nations officials and experts on missions.
January 2008	Misconduct Tracking System (MTS) launched
Feb 2016	Report of the Secretary-General includes information on the nationality of implicated uniformed personnel
July 2016	National investigation officers embedded in military contingents

Figure 4: Chronological Overview of Key Incidents Impacting Conduct and Discipline  
 Source: <https://conduct.unmissions.org/timeline>, Accessed 27 Oct 2023

**Standard of Conduct**

The UN Standards of Conduct constitute a cornerstone of the ethical and behavioral framework that guides the actions of all personnel involved in UN missions. These principles have evolved to address the complex challenges faced by peacekeepers deployed in the field, ensuring that they maintain the utmost standards of integrity and professionalism while operating in often demanding and sensitive environments. They are firmly rooted in three essential tenets. The first principle emphasizes the paramount importance of upholding the utmost standards of efficiency, competence, and integrity. The second principle establishes a resolute zero-tolerance approach towards incidents involving sexual exploitation and abuse. Lastly, the third principle underscores the accountability of individuals in leadership or command roles to be answerable for ensuring adherence to these conduct standards (Conduct: UN Missions, 2023).

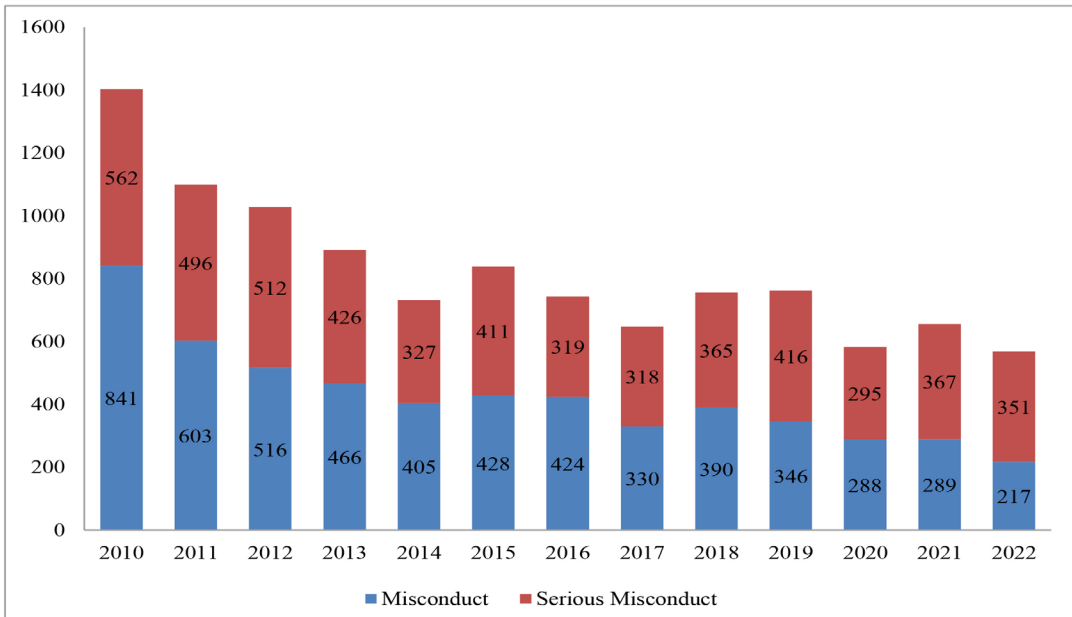
5 The bulletin established explicit legal provisions that prohibit sexual exploitation and abuse. It also defined precise criteria for all UN personnel, stating that such behavior is considered a grave form of misconduct, warranting disciplinary actions, including potential dismissal.

6 While the primary emphasis was on sexual exploitation and abuse, the issues that came to light encompassed a broader spectrum of misconduct. This broader perspective underscored the presence of various challenges, including a lack of familiarity with UN conduct standards, unclear protocols for reporting complaints, incomplete data on misconduct, and a shortage of investigative capacity within peacekeeping missions.

Together, these principles form a comprehensive framework for ethical behavior, promoting accountability, trust, and professionalism within UN peacekeeping missions. They are not merely guidelines but a reflection of the UN's commitment to excellence in peacekeeping, recognizing that conduct and discipline are fundamental to the credibility and effectiveness of these vital international endeavors.

**Status of Misconducts**

The report of the Special Committee on Peacekeeping Operations and its Working Group in 2007 defines Misconduct as an act or failure to act that constitutes a breach of United Nations standards of conduct, mission-specific guidelines, or regulations, as well as the obligations established by national and local laws and regulations, as defined by the status-of-forces agreement when the consequences extend beyond the scope of the national contingent (United Nations, 2007). Similarly, Serious Misconduct encompasses any form of misbehavior, including criminal activities that lead to or have the potential to lead to significant harm, loss, damage, or injury to an individual or a mission. Sexual exploitation and abuse are considered a form of serious misconduct. Currently UN maintains its data in its Misconduct Tracking Software categorizing it into two groups; SEA and Other Misconduct. A graph providing information on the number of allegations reported by year, separated by whether the allegations fall under serious misconduct or minor misconduct is presented below;



*Figure 5: Misconducts: By Number of Allegations over Time*

Source: <https://conduct.unmissions.org/other-misconduct-data>, Accessed 27 Oct 2023

Here,

Misconduct ( $\bar{x}$ ) = 426.38

Serious Misconduct ( $\bar{x}$ ) = 397.30

Total Misconduct ( $\bar{x}$ ) = 823.69

Similarly,

Misconduct ( $\sigma$ ) = 161.27  
 Serious Misconduct ( $\sigma$ ) = 83.32  
 Total Misconduct ( $\sigma$ ) = 235.19

The average number of misconduct allegations is slightly higher than serious misconduct allegations, and fluctuations in reported misconduct allegations are more significant. Serious misconduct allegations show more stability in their reporting. The combined total standard deviation indicates that considering both types of allegations together results in greater variability in the reported numbers. These insights provide a nuanced understanding of the trends in misconduct and serious misconduct allegations over the years. The following figure demonstrates the misconduct allegation differentiated by the category of personnel;

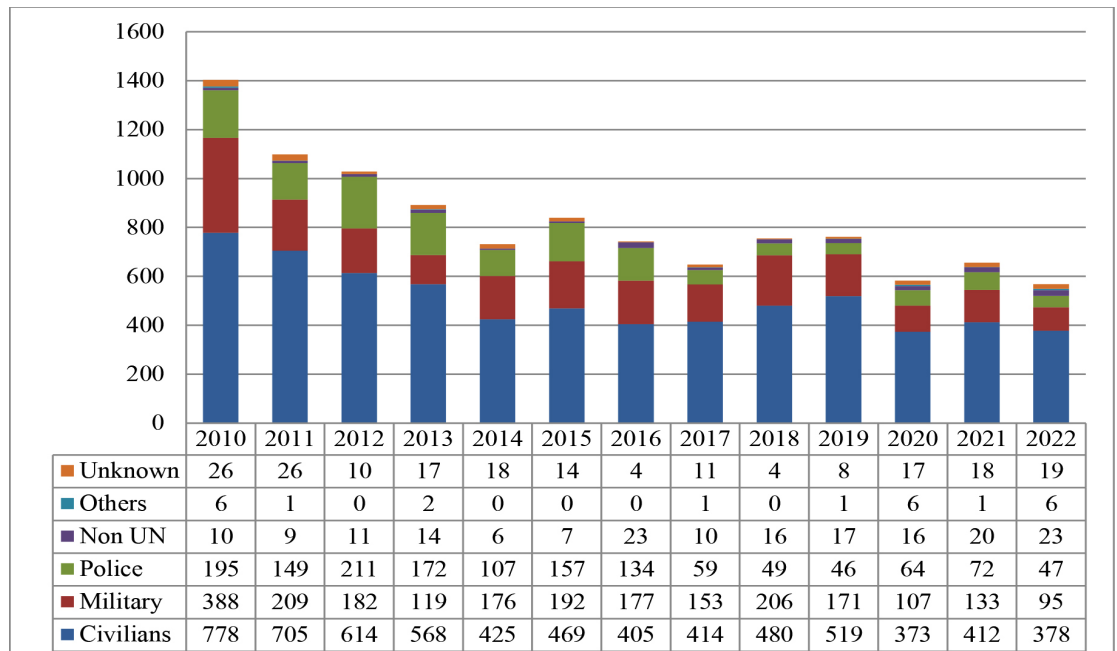


Figure 6: Misconducts: By Category of Personnel

Source: <https://conduct.unmissions.org/other-misconduct-data>, Accessed 27 Oct 2023

Here,  
 Civilian ( $x_{\square}$ ) = 503.07  
 Military ( $x_{\square}$ ) = 177.53  
 Police ( $x_{\square}$ ) = 112.46

Among the 87,544 personnel deployed in peacekeeping operations, there are 11,996 civilians, 66,515 military personnel, 7,777 police officers, and 1,256 UN Volunteers (Data: United Nations Peacekeeping, 2023). Compared to their deployed strength, on average, civilian personnel have a higher rate (4.19%) of alleged misconduct compared to military (0.26%) and police personnel (1.44%). Military personnel have a lower rate of alleged misconduct, and police personnel fall in between the two.

***Nepal's Standings***

On September 17, 2015, the Secretary-General convened a gathering of troop and police-contributing countries at the United Nations Headquarters in New York. This meeting served as an additional step to enhance collaboration amongst Member States in addressing issues related to SEA. Over 80 representatives from troop and police-contributing countries participated in this meeting (Conduct: UN Missions, 2023). During the event, the Secretary-General put forth a series of fresh proposals and initiatives while also providing updates on ongoing efforts. The discussed measures encompassed a broad range of actions, such as expanding the screening of military contingents and formed police units to identify prior misconduct during their service in United Nations field missions. Additionally, there was a focus on establishing a six-month timeframe for concluding investigations into accusations of sexual exploitation and abuse, which would include disclosing the nationality of uniformed personnel in reports regarding credible allegations of such misconduct. Only since then identity of the nationality of alleged peacekeepers been divulged, concerning only the grave misconduct of sexual exploitation and abuse. The following table presents the current status of allegations related to SEA involving Nepalese military personnel

	<b>Total Uniformed Personnel</b>	<b>Nepali Army</b>
<b>Deployed</b>	66,515	6064
<b>SEA Allegations</b>	640	9
<b>Substantiated SEA Allegations</b>	204	2
<b>Average Number of Days for Investigations</b>	611.57	<b>258.37</b>

*Figure 7: Status of SEA Allegations against Nepali Peacekeepers Since 2015*

Source: <https://conduct.unmissions.org/sea-data-introduction>, Accessed 27 Oct 2023

Here,

Allegation Rate against All peacekeepers= 0.96%

Allegation Rate against Nepali Peacekeepers= **0.15%**

Substantiated Allegation Rate against All Peacekeepers=0.31%

Substantiated Allegation Rate against Nepali Peacekeepers=**0.03%**

Considering the timeframe of 2015 onwards, after which the UN began disclosing the nationality of the alleged personnel, the data suggests that Nepali Peacekeepers maintain a strong track record of discipline and conduct in UN Peacekeeping Missions compared to the overall deployment. Their lower allegation rates, particularly the remarkably low substantiated allegation rate, highlight their commitment to upholding the highest standards of integrity and discipline. Additionally, their timely and efficient investigation process demonstrates their proactive approach to addressing allegations promptly and strictly penalizing the perpetrators. These findings project a positive image of Nepali Peacekeepers, emphasizing their essential role in maintaining the credibility and ethical standards of UN Peace Support Missions.

## Nepal Army's Approach to Fostering Discipline

### *Thorough Selection*

The NA's commitment to discipline commences with a thorough selection process. This process is designed to identify individuals who possess the essential qualities and characteristics required for effective peacekeeping missions (Tamang, 2010). The evaluation of candidates extends beyond just their qualifications and physical capabilities; it encompasses both behavioral and attitudinal aspects, aiming to create a well-rounded and proficient peacekeeping force.

### *Comprehensive and Specialized Training Programs*

The Pre-Deployment Training (PDT) program consists of several components, including Unit Training, UN Training, Mission Specific Training, and Evaluation & Validation. These elements collectively aim to enhance the unit's cohesion, professionalism, and preparedness for their UN mission. Unit Training focuses on strengthening the unit's cohesiveness and professionalism. UN Training incorporates training materials and guidelines provided by the UN Integrated Training Service (ITS). Mission Specific Training offers insights into on-ground realities, prioritizes mission-essential tasks, and addresses training gaps by incorporating lessons learned and best practices. These four components together form an integral part of the pre-deployment training process (BPOTC:Nepal Army, 2023). The PDT is designed as per the training cycle shown in the figure below.



Figure 8: Training Architecture of Pre-Deployment Training

Source: <https://bpotc.nepalarmy.mil.np/page/pre-deployment-training>, Accessed 27 October 2023

### *Holistic Troops Sensitization*

The NA places a strong emphasis on fostering discipline not just in individuals but among troop units (Tamang, 2010). Sensitization programs play a pivotal role in this endeavor. These programs aim to instill the values of teamwork, cooperation, and a collective commitment to the mission's principles. Through such initiatives, peacekeepers are encouraged to view themselves as integral parts of a larger whole, realizing that their actions and decisions impact not only their comrades but also the success of the entire mission.

### ***Leadership and Accountability***

The culture of leadership and accountability within the Nepali Army not only contributes to the overall discipline of its peacekeepers but also underlines the significance of these values in UN Peace Support Missions (Tamang, 2010). It reflects a commitment to the principles of the UN and reinforces Nepal's standing as a dedicated contributor to international peace and security.

### ***Community Engagement and Civil-Military Cooperation***

Nepal encourages its peacekeepers to engage with local communities and fosters civil-military cooperation (Tamang, 2010). These initiatives help peacekeepers understand the values and needs of the communities which they serve, further nurturing attitudes of internalization, identification, and proactive initiative.

### ***Stringent Penalization Framework***

To ensure peacekeepers adhere to the highest standards, Nepal maintains a strict penalization framework for misconduct. This framework reinforces the message that violations of discipline, whether in terms of behavioral responses or attitudes, will not be tolerated. Out of 2 Substantiated allegations, one was penalized with demotion and another was dismissed from the service (Conduct: UN Missions, 2023).

### ***Discussions: Analyzing Nepali Army's Alignment with Donohue's Discipline***

The Nepali Army's participation in UN Peace Support Missions stands as a testament to the embodiment of discipline that extends beyond a mere set of rules or regulations. A comprehensive understanding of this discipline, as defined by Kevin S. Donohue's influential monograph presented to the School of Advanced Military Studies, Fort Leavenworth in 1992, is crucial in unraveling the intricate synergy between attitudes and behaviors among the peacekeepers.

### ***Steadfast Commitment and Enduring Values***

One of the prominent attributes underpinning Donohue's Discipline A is the manifestation of values-driven attitudes, which in the case of Nepali Peacekeepers, translates into a sustained and unwavering commitment to UN Peace Support Missions. This sustained dedication over time showcases their unwavering adherence to the core values of courage, loyalty, and the internalization of mission principles. Through this lens, the Nepali Peacekeepers serve as a living embodiment of Discipline A, reinforcing the ethical standards that underpin these missions.

### ***Proactive Initiative and 'Peacekeeping Excellence'***

The proactive initiatives undertaken by Nepali Peacekeepers, as revealed through qualitative analysis, bear a close resemblance to the tenets of Discipline A, notably the internalization of mission objectives and the proactive initiatives that extend beyond their standard call of duty. This proactive stance mirrors the ideals of 'Peacekeeping excellence' a hallmark of discipline according to Donohue. In demonstrating their proactive approach, the Nepali Peacekeepers underscore their profound commitment to the mission's objectives and an unwavering dedication to going above and beyond the expected.

***Disciplined Compliance and 'Peacekeeping Effectiveness'***

While Discipline A revolves around attitudes and values, Discipline B centers on disciplined behavior and responses. The quantitative analysis of the Nepali Peacekeepers underscores their unwavering commitment to external and internalized behavioral responses. This is evident in their meticulous attention to detail, self-control, resilience under stress, and steadfast obedience to orders and commands. These attributes integral to Discipline B ensure precision in executing their duties and maintaining composure even in the most demanding and high-stress situations hereby resulting in 'Peacekeeping effectiveness'. Notably, the quantitative analysis reveals that the rate of allegations, substantiated allegations, and the average number of days taken for investigations were significantly lower in the case of Nepali Peacekeepers, further attesting to their disciplined compliance.

***Moral Compass and Zero Tolerance***

The qualitative data further corroborates the quantitative findings, shedding light on Nepal's commitment to upholding the ethical and professional standards of peacekeeping operations. Their unswerving adherence to a zero-tolerance policy against sexual exploitation and abuse, coupled with their endorsement of the Kigali principles, accentuates their dedication to maintaining ethical standards. This resonates closely with the principles of Discipline A, positioning them as guardians of ethics and morality within the missions.

***Enhancing Professional Capacities***

Nepal's commitment to discipline extends beyond their personal conduct; they play an integral role in elevating the professional competencies of peacekeepers from various nations. The UN's recognition of the Birendra Peace Operations Training Centre, situated in Panchkhal, signifies its excellence in peacekeeping training. Nepali Peacekeepers also engage in constructive partnerships with peacekeepers from other countries, sharing their knowledge, skills, and best practices. This collaborative approach contributes to the overall improvement of peacekeeping missions. These interactions go beyond the confines of Discipline A and Discipline B and encompass shared experiences and strategies for mission success.

In summation, the interplay between quantitative and qualitative analyses offers conclusive evidence that Nepali Peacekeepers impeccably embody both Discipline A and Discipline B. Their unwavering commitment significantly contributes to the overall success, ethical standards, and trustworthiness of UN Peace Support Missions. This comprehensive approach to discipline underscores Nepal's Peacekeepers as exceptional contributors to international peace and security and serves as a living testament to the applicability and resonance of Donohue's theory of discipline in the contemporary context of peacekeeping.

**Conclusion**

The study underscores the profound significance of Nepal's Peacekeepers in upholding discipline and contributing to the success of UN missions. Nepal's remarkable commitment to UN peace support missions, spanning over seven decades and encompassing 44 UN missions, is commendable. Despite the sacrifices, sometimes with life, and challenges faced, Nepal's Peacekeepers have displayed unwavering courage and upheld the principles of Discipline A, emphasizing values-driven attitudes that define their exceptional commitment to the mission's objectives. Beyond their unwavering dedication, Nepal's Peacekeepers offer a spectrum of contributions that extend to their professional capabilities. Their involvement

in higher appointments within UNDPKO and Force Headquarters, alongside deploying military contingents, military observers, and staff officers, emphasizes Nepal's integral role in the complex landscape of UN peacekeeping. The level of dedication, coupled with their continuous engagement in demanding operations, highlights their commitment to fostering and maintaining the highest ethical standards and discipline in the realm of international peacekeeping. Moreover, the tangible results showcased through quantitative analysis affirm Nepal's exceptional standards in discipline. Their notably low rates of allegations, along with swift investigation timelines, underscore their unwavering commitment to upholding the highest standards of integrity and discipline. Such concrete evidence reinforces the central role that Discipline A and Discipline B play in the operational efficiency of peacekeepers. Their rigorous selection processes, comprehensive training programs, troop sensitization initiatives, culture of leadership and accountability, community engagement, and stringent penalization framework collectively signify a comprehensive strategy to inculcate and maintain discipline.

In the final analysis, the Nepali Army's role in UN Peace Support Missions demonstrates an unwavering commitment to the principles of discipline, as defined by both Discipline A and Discipline B. This study has highlighted not only their sustained dedication but also their active role in fostering professionalism, integrity, and ethical conduct within the international peacekeeping community. With their remarkable performance, the Nepali Peacekeepers have solidified their place as champions of peace and bearers of the highest standards of discipline. The amalgamation of unwavering commitment and unparalleled discipline makes Nepal's Peacekeepers invaluable assets to the UN's mission, reinforcing the enduring significance of Donohue's theory of discipline in the context of modern-day peacekeeping operations. Nepal should utilize its success in peacekeeping to improve its global image and promote international goodwill. By showcasing its commitment to discipline and the ethical standards it upholds in UN missions, Nepal can further enhance its reputation as a responsible contributor to global peace and security. By sharing its expertise and best practices in discipline and ethical conduct, Nepal can play a pivotal role in raising the overall standards of international peacekeeping operations.

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