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**Outcomes of Reservation Policy Implementation in Armed Police Force, Nepal**

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**Abstract**

*Nepal adopted the reservation policy with the motive to ensure the participation of women and marginalized groups through the Interim Constitution, 2007 and the Constitution of Nepal 2015. APF, Nepal has adopted the reservation system in the recruitment process as a government institution. However, it is necessary to understand the outcome of the reservation on its overall recruitment policy, which this article has tried to explore. This article adopted an analytical approach based on both primary and secondary sources of data. In Nepal, due to its social structure, diversity, and historical marginalization, reservation ensures equal participation, provides opportunities for socio-economic development, and represents marginalized communities. The reservation policy has been instrumental in making the APF in Nepal an inclusive force. The findings suggested that APF, Nepal should develop a time-bound reservation policy and revise it at regular intervals. The study did not find instances where the APF was forced to recruit incompetent personnel due to the reservation policy. On the contrary, reservists have performed well, with some even receiving national recognition for their contributions. Regular reviews of the policy are recommended to enhance the effectiveness of reservation policies in the future. Additionally, community upliftment through development programs focused on education and reservations based on economic capabilities were identified.*

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## Introduction

Any group of the population or community feels to be included in the mainstream of society and state is social inclusion (Drucza, 2016). The concept of people-centered sustainable development seeks maximum participation of people in the decision-making process irrespective of their gender, culture, caste, ethnicity, language, religion and inhabitation. Thus, in order to attain sustainability in development it is equally important to have the inclusive involvement of people in all spheres of decision-making and development. Social inclusion is often defined as socio-economic and political empowerment of the communities who need special attention of the state to enable them to participate in the mainstream of development activities. Therefore, social inclusion is considered as a process of promoting equitable access to both economic and social benefits including access to state institutions and administrative structures without any discrimination on the grounds of caste, descent, gender, religion, ethnicity, or other matters. Inclusion for this purpose is aimed at equal participation of the marginalized groups in development activities with proportional representation in decision-making processes, while also promoting their access to social and economic opportunities with social justice. Social inclusion is the joint effort of institutional reform to remove existing institutional barriers and capacity enhancement of diverse individuals and groups to increase their access to development opportunities. It is used to describe the complementary approach that seeks to bring about system-level and policy change to remove inequities in the external environment. Further, it is the removal of institutional barriers and the enhancement of incentives to increase the access of diverse individuals and groups to development opportunities (Dhakal, 2010).

Nepal is a country of a multiethnic, multicultural and patriarchal society. However, due to the structure of power vested on a few groups of people and society made it difficult for different people of various groups to climb the social ladder. Further, the systems of the government remained centralized for most of the periods in the history of modern Nepal, making it difficult for the development program of the government to reach in each and every corner of the country leading to unequal development and representation (Thapa, 2019). The issues of such inequality were the major contributing factor to motivating people against the government during the 10-year insurgency in Nepal (Macours, 2011). Hence, when the peace was established and the Maoist (the then insurgent) came into the mainstream politics, raised the provision of reservation in the country. As per prevalent Civil Servant Act, 2007, it has six clusters i.e., women thirty three percent, *Adiwasi/Janajatis* twenty-seven percent, *Madhesis* twenty-two percent, *Dalits* nine percent, differently able five percent, and backward areas four percent .

Armed Police Forc, Nepal (APF), which was established in 2001, has adopted the policy of reservation since 2064 to make the force more inclusive in nature however, being a security force, it does not recruit differently able person. According to the APF Regulation, 2072, 45 percent of the total recruitment has been reserved for different categories. Among the 45 percent, 20 percent is reserved for females, 32 percent of indigenous groups, 28 percent for *Madheshi*, 15 percent for *Dalit* and 5 percent for

people from the background category. Since then it has contributed towards the development of inclusive force. However, the questions remain for how long the reservation should be continued, has it been effective and should it be adapted to meet the requirement in the future.

The objective of the study is to provide insights into the reservation system in Nepal, examine the propose measures to improve its implementation within the APF, Nepal to create a more inclusive and effective institution.

This paper deals within the human resource management of the APF, Nepal and the reservation policy of the government. This research has analyzed the reservation policy of the government and explore how APF, Nepal has implemented reservation system in its own recruitment policy.

### **Review of the Literature**

Dhakal (2010) stated that reservation is for specific communities only and no one except from the entitled communities can compete in those seats. Thus, reservation is for competition within limited groups only and it is based on the principle of limited meritocracy. Like fingers of our hand, all the communities are not of same opportunity and capacity. Reservation is thus for the people whose representation in civil service is very low but cannot compete with other capable communities to enter the service. Civil service is part of the government and in a democratic system, every person of all the communities has the right to participate. The reservation system introduced in Nepal has created a conducive environment for marginalized people to enter the civil services. However, it is not as comprehensive as it needs to be. The forms of exclusion in Nepal have made different communities under-represented in the governance system. Most of those under-represented communities have got a chance through the reservation system but inclusion based on religion has not been recognized by the reservation policy. Buddhist and Muslim people are under-represented till now.

Prasai (2016) explored six types of minorities in Nepal. It is categorized not only numerically but also on the basis of access to the ruling process of the state. Caste, gender, region, religion, inhabitation and language, which have no access to the governing process are also categorized under minorities. *Dalit* is a caste, which are being discriminated as an untouchable group since the beginning of *Muluki Ain* of Nepal. Women are marginalized politically, socially and financially and treated as weak individuals. Western and far western regions of the country are very much backward in terms of infrastructure development, human resources, education and in all sectors in comparison to other regions of the country. All religions are discriminated by the state, excluding the Hindu religion. *Madhesi* is another part of discrimination by the inhabitation of the country. We can take some affirmative action toward the enhancement of minorities. Provision of proportional representation, reservation, different acts and statutes, secular state including the interim constitution and later on Constitution of Nepal 2015, made by state is also an example of affirmative action towards promotion of minorities.

Tamang (2006) identified the numerically based minorities that are *Raute, Chepang, Kusunda, Thakali, Majhi, Duma, Lepcha, Meche, Surel, Hayu, Jirel, Thami, Sherpa* and so on. Not only numerically but also access less in the state are *Tamang, Gurung, Magar, Rai, Limbu, Tharu, Newar* and so on. The indigenous Nationalities as well as women and *Dalits* are minorities from the perspectives of access less community towards the exercise of power, position and opportunity of the state. Hindu, a community follows the Indo-European culture. It is followed by *Bahun, Chhetri, Damai, Kami, Sarki*, etc. It is divided into two groups: higher caste (touchable) and lower caste (untouchable). *Damai, Kami, Sarki, Gaine, Mushahar, Chamar, Dom* and many others are called untouchables. They are called *Dalit* in Nepali society and likewise, *Harijan* in India.

Dahal (2006) analyzed that not only *Dalits*, ethnics, and women but *Madhesi* also are regional minorities, women are gender-based minority, *Muslims* and all religious groups, excluding Hindu are minorities. They are all in minorities because of discrimination and unequal treatment from the side of state. The ethnic groups including the *Dalits* and *Adibasi Janajati* have been facing number of problems like, caste discrimination, suppression, oppression and exploitation through which generating the minorities, who are not getting equal opportunities, hence government developed a policy to uplift their status.

Deo (2015) criticized about the reservation policy implementation in Nepal. Reservation is not unique to Nepal. Throughout the world, many countries, such as India and England are practicing reservation. It is a design to ensure equal opportunity for everyone. Every Nepali people wants the right to equal opportunity in higher education and in the civil service of Nepal. It is obvious that 'equality' has been the most contentious part of the slogan of the French revolution "liberty, equality, fraternity".

Pokharel (2015) analyzed the flaws in the reservation policy. Though the Government of Nepal (GoN) has adopted 'reservation' as one of the strategies to ensure adequate representation of the marginalized population in civil service, it has widened the gap between the resource-rich and resource-poor within the sub-group of reservation beneficiaries. Rather than ensuring the presence and access of downtrodden population in the bureaucracy, the policy, quite contrary to its intent, has been serving as a political tool for the privileged creamy layers in the sub-group of caste and ethnic community to reap maximum benefits. Those who really need positive affirmation within the group are still left behind.

Reservation policy was adopted in the Constitution of Nepal in place since 2007 to increase the representation of women and marginalized communities in the state bodies and civil service. However, it is limited to specific communities and has received criticism for not being comprehensive enough and serving as a tool for the privileged groups within the reserved communities. The reservation policy is aimed at addressing the unequal treatment and discrimination faced by the groups such as *Dalits*, ethnic groups, women, *Madhesi*, religious minorities, and others in accessing power, position, and opportunities within the state. There have been calls for improvement and

modification of the policy to ensure equal representation and equal opportunities for all marginalized communities.

## **Methodology**

The research paper has adopted a mixed method with quantitative and qualitative data collected from primary and secondary sources. The research used consulting library resources, the internet, and relevant journals. Information from reports of the APF, Nepal headquarters, Human Resource Department, and various publications were also considered. Both primary and secondary data were used in the study. Questionnaires were developed and distributed among 303 respondents to assess the impact of reservation in the organization. Interviews were conducted with APF personnel and other respondents to gain insight into the current situation of reservation in APF, Nepal. Secondary data were collected from APF, Nepal HQ. The study employed survey questionnaires and interviews. Separate questionnaires were designed for APF personnel and non-security personnel to understand their perceptions of the reservation system. Interviews were conducted with individuals from various backgrounds, including those who joined APF in different reservation categories, senior officials from APF, and individuals both in favor and against the reservation system.

## **Findings and Discussion**

Nepal introduced a reservation system after the end of the 2006 People's Movement. The policy was introduced via Civil Service Act 2007, in a way that 45 percent of the total vacancies in government sectors were allocated to marginalized groups of people.

## **Findings**

### **Nepali Social Structure**

Societies have long been divided along lines of religion, gender, ethnicity, race, color, and culture, leading to a lack of justice for all individuals. Nepal is a diverse country with a complex social structure, encompassing multiple ethnic, religious, and linguistic communities. With over 125 caste/ethnic groups and more than 90 languages spoken, this small mountainous nation is characterized by diversity (Giri, 2020). The same diversity became a major challenges in inclusive development and created a disparity among the different groups of people.

To address this issue, the concept of reservation or affirmative action has been introduced. Reservation aims to correct historical injustices inflicted by the state on certain groups of people. Reservation is considered a tool for inclusiveness, primarily focusing on increasing the participation of marginalized individuals in government services, related sectors, and the education system. It also aims to develop their competitive abilities. However, this concept is not without controversy. Some scholars argue that reservation compromises merit-based selection and perpetuates discrimination by granting separate status to certain groups (Dhotrekar, 2022). Many countries have implemented reservation policies to address issues of exclusion in society. To understand exclusion, it is important to recognize that it refers to the lack of opportunities for substantial sections of the

population to meet their basic needs. The Institute on Social Exclusion at Alder School of Professional Psychology defines social exclusion as a process that systematically blocks entire communities from accessing the rights, opportunities, and resources that are normally available to members of society and are crucial for social integration (Adelman & Morris, 1973).

An advocate was questioned regarding her view on the need of reservation system, and she emphasized on the social structure as a major reason for the reservation system and mentioned:

*"Nepal encompasses a diverse society with various marginalized groups and those have been disadvantaged and underrepresented. The reservation system serves as a mechanism to promote social justice, inclusivity and equal access to opportunities."*

**Diversity and Representation**

Various tools of social inclusion include positive discrimination, the end of discrimination, equality, social security, and reservation.

The APF Regulation, 2072 in Nepal includes a provision for reservation. Out of the total workforce, 20% is reserved for females, 32% for Indigenous people, 28% for *Madheshi*, 15% for *Dalits*, and 5% for individuals from backward areas.

When asked about the need to develop inclusive security forces to security personnel recruited through the reserved quota, respondent stated that:

*"It is a good opportunity for all the marginalize groups for the enhancement of their capabilities to participate in the security service."*

It affects the fruitfulness of the organization as a tool to develop and increase harmony among all groups within organization.

**Reservation and Inclusiveness in APF, Nepal**

APF, Nepal has adopted the policy of inclusiveness since 2064 B.S. Out of the total recruits, a total of 77.94% and 0.88 % of female were selected from the open category, while remaining of the recruits were selected from different reservation categories.

**Table 1**

*Recruitment Data on Reservation*

Date	Open		Female	Indigenous	Madheshi	Dalit	Backward	Total Male	Total Female	Total
	Male	Male Alternative								
2064/9/24	10		1			1		11	1	12

2067/02/05	73			1	9	1	1	2	86	1	87
2069/11/26	20				4				24	0	24
2071/05/15	17			1	4			1	22	1	23
2073/06/05	44		1	2	4	2			50	3	53
2075/06/19	24	4			3	1	1		29	0	33
2076/08/18	36	1	1	3	9	7	1	1	54	4	59
2078/05/11	41		1	4	2		1		44	5	49
<b>Total</b>	<b>265</b>	<b>5</b>	<b>3</b>	<b>12</b>	<b>35</b>	<b>11</b>	<b>5</b>	<b>4</b>	<b>320</b>	<b>15</b>	<b>340</b>
<b>In %</b>	<b>77.94</b>	<b>1.47</b>	<b>0.88</b>	<b>3.53</b>	<b>10.29</b>	<b>3.24</b>	<b>1.47</b>	<b>1.18</b>	<b>94.12</b>	<b>4.41</b>	<b>100</b>

Note. APF Nepal (2022).

During the recruitment of females, 3.53% of the female population were recruited through the basis of the reservation policy while 0.88% were recruited from open competition. There have been fluctuations in the various years during the recruitment. 10.29 % of the people were selected from the Indigenous category, 3.24 from the *Madheshi* Category, 1.47 from Dalit Category and 1.18% from the backward category.

### Tool to Develop APF, Nepal as an Inclusive Force

Reservation is considered a beneficial tool for developing the APF in Nepal as an inclusive force. By including underrepresented communities through the reservation, the APF can enhance representation and diversity within its ranks. This inclusivity can lead to a force that better reflects the population of Nepal, fostering increased public trust and cooperation with the APF. A majority of respondents (72.3%) either agreed or were neutral regarding the evaluation of the reservation system as a means to develop the APF in Nepal as an inclusive force. This sentiment was shared by both the male and female respondents, as well as individuals of various ranks within the APF, including Senior Superintendent of Police, Deputy Superintendent of Police, Inspector, Officer Cadet, and other ranks.

### Representation of More Diverse Groups

It was found that a higher percentage of respondents (139, or 54.3%) agreed with the statement that reservation has allowed representation of diverse groups, while smaller percentages (47, or 18.4%) remained neutral. Further, a lower percentage of respondents (70, or 27.3%) disagreed with the statement.

One of the respondents, who was recruited through the open competition was questioned regarding his evaluation on reservation as a tool to develop APF, Nepal as an inclusive force. He mentioned:

*"Reservation is the tool to develop the organization as the most influential inclusive force. The provision adopted by our regulation has been fully implement as much as possible. It is the platform for the deprived societies and giving equal opportunities after enrollment in every facility of the organization without any discrimination."*

Based on the views of the respondents, it was found that reservations have become successful in making the organization more inclusive. This has more focuses on the marginalized groups those who are deprived of the opportunity in the government, and basically, it emphasizes the inclusion concept and for the enhancement of the marginalized groups.

### **Mitigating the Negative Impact**

A majority of the respondents (50%) agreed that it is necessary to focus on mitigating the negative impact. A small percentage (9.4%) was neutral, while 34% disagreed. This shows that there exist some negative impact of the reservation policy and it should be addressed to make it more beneficial.

### **Professional Benefit of Reservation**

When asked about the positive impacts of the reservation system, one of the female APF personnel who had been recruited through the reserved quota stated:

*"The diverse representation allows for better performance in specific areas due to an increased cultural and ethnic knowledge. It plays vital role in the empowerment of women and be positive towards the organization."*

There are various benefits of the reservation that were identified. Inclusiveness makes the security forces capable of integrating with the local community due to representation of such community, at the same time it has also helped in the realization of the given mandate. For example, the participation of women in the security forces has helped in assuming various roles such riot control role, disaster management and even representation during the United Nation peace keeping operations (UNPKO).

### **Revision of the Current System**

It was found that the opinions of APF personnel and civilians on whether the reservation needs revision or not. Out of 256 APF personnel, 192 (75%) believe that the reservation needs revision, while 64 (25%) do not. On the other hand, out of 47 civilians, 35 (74.5%) believe that the reservation needs revision and 12 (25.5%) do not.

Similarly, APF Nepal personnel who was recruited through the open competition was questioned on what should be done to make the reservation more effective in the future, he mentioned:

*"There should be a change to the policy on it because it also discourages the open categories. The various people also have different perceptions on it".*

On the same question, another respondent who had been recruited from reservation quota supported the view and mentioned

*"The provision of reservation is good to provide opportunity and enhancement the certain groups as per the quota system. The concerned authorities must be responsible towards adopting the system as much as they can."*

### **Impact of Reservation in Performance**

It was found that the majority (53.5%) of APF personnel and civilians believe that the reservation policy has had a positive impact on the inclusive force in APF, Nepal, while a smaller portion (23%) believes it has had a negative impact on the organization. Similar portions (23.4%) believe it has had no impact on the organization.

### **Bound to Enrolled Incompetent Security Personnel**

The majority of the respondents (97.7%) either disagreed or had a neutral stance on the statement "Bound to enrolled incompetent security personnel". Only a small percentage (1.2%) agreed with the statement. This suggests that the majority of the respondents do not believe that the security personnel enrolled are incompetent.

### **Matrix Based on Ecological Region**

The highest level of agreement was seen in the "Agree" category with 102 respondents or 33.66%. A total of 21 respondents or 6.93% strongly agreed with the statement distribution should be based on ecological region. There were 17 respondents or 5.61% who had a neutral stance and 163 respondents or 53.80% who disagreed.

When considering the distribution by the type of respondents, the highest level of agreement was seen among Officer Cadets with 20 respondents or 6.60% selecting "Agree". The lowest agreement was seen among SSPs with 2 respondents or 66.7% selecting "Disagree".

The civilian respondents had the highest representation in the "Disagree" category with 5 respondents or 1.65%. The highest representation among civilians was in the "Agree" category with 15 respondents or 4.95%.

### **Motivation to Work**

Among the respondents 50% respondents stated that maybe the reservation has motivated them to join the armed forces. The major reason for such has been due to the opportunity that they had seen which were often not available to others. Similarly, they are often representative of their groups, they are further motivated to work hard.

### **Outcomes of Reservation in APF, Nepal**

The reservation policy in security forces aims to allocate a certain percentage of positions for underrepresented communities. It has both positive and negative impacts. In Nepal, women's participation in the military has evolved over time, and they have played a significant role in making the security forces more people-friendly. The Nepali law reserves 45% of government positions, including within the APF, for the excluded groups, with specific percentages for women, *Janajati*, *Madheshi*, *Dalit*, and remote regions. According to the respondents, the inclusion of marginalized groups in the security organization has improved their lives and provided opportunities for social advancement. It has also encouraged more people to join the security forces and uplifted the image of the organization. Additionally, an analysis of APF personnel shows that a significant number of individuals from the reservation category has improved their

performance and achieved recognition for their achievements.

### **Measures to be Taken to Enhance the Effectiveness of Reservation in APF, Nepal**

It is crucial for organizations to regularly review and assess their policies, including reservation policies, to ensure they align with changing circumstances and regulations. Reforms may be necessary to accommodate these changes. The majority of respondents agreed that the current system requires a change, emphasizing the need to optimize the identification process and update the system periodically to better represent marginalized groups. APF Nepal needs to work out the details of the reservation system. If it is to be implemented for the long term, a lot of painstaking homework must be done in ironing out the kinks. The measures include the following:

#### **Community Background and Financial Condition of the Family**

It is important to develop mechanisms that specifically benefit underprivileged members of the underprivileged communities, rather than solely considering community background as a criteria. For example, the focus should be on supporting individuals from financially weak and uneducated backgrounds within *Dalit*, *Madhesi*, and *Janjati* communities, rather than benefiting individuals who have had the same opportunities as the privileged urban children.

#### **Proper Selection and Recruitment**

Tangible factors are well considered in APF, Nepal in the selection and recruitment process whereas intangibles are usually overlooked especially in the case of other ranks' selection. A mini form of Group Testing Officer (GTO), Interview Officer (IO), and Technical Officer (TO) can be implemented in the selection of other ranks as well.

Appropriate considerations on the reservation quota system should be done. Proper selection should be adhered to in all environments and across all levels. A person, without professional competency and recruited through unethical means will never be true to values and ethos, as his loyalty will always remain towards the senior officer who got him recruited.

#### **Time-Bound Strategy**

The Nepali society has long experienced consequences of discrimination and underdevelopment, resulting from societal, cultural, and religious practices. Reserved quotas have provided opportunities for marginalized communities to compete and improve their standards of living. However, there is a question of how long these quotas should be given and whether they should be provided indefinitely. The reserved quota should be seen as a tool to immediately give opportunities to marginalized groups, while simultaneously developing their knowledge and capabilities. It is important to ensure that the reservation system is periodically reviewed and assessed to determine if its objectives have been fulfilled. If the objectives have been met, the reservation system can be gradually reduced. Effective monitoring and review are essential to ensure the continued relevance and effectiveness of the reservation policy. Additionally, equal access to basic needs should be provided to all people across Nepal.

APF Nepal personnel who was recruited through the open competition was questioned on what should be done to make the reservation more effective in the future, respondent mentioned:

*"The implementation of reservation must be accompanied by effective monitoring and review to ensure its continued relevance and effectiveness."*

### **Education and Knowledge**

A well-prepared quota system to help the underprivileged demographic is not a long-term solution. Nepal needs equitable access to schools for all Nepali children. Apart from access to schools, the Nepali government needs to lift up the standards of existing schools. Only then all youngsters can receive a "jump-start" to strive for excellence in any field. This process would also be able to help the bright ones from remote corners of the country, who would otherwise not be identified. In a long way, this will contribute to the development of Nepal.

Reform is an ongoing process and for this, it is essential to regularly review and improve reservation policies to ensure those effectively serve their intended purpose. Amendments in the legal provisions may be necessary to address the issues such as unequal distribution of benefits or to ensure that marginalized groups are the primary beneficiaries of reservation policies. Organizations concerned with the enforcement of reservation policies must also focus on educating and raising awareness among marginalized groups to ensure they are fully informed and able to access the opportunities provided by the reservation system.

An advocate was questioned regarding the ways to make the reservation more effective in the future, he mentioned:

*"Proper assessment and evaluation are crucial in making informed decisions on necessary reforms in the reservation policy."*

The development of education would facilitate uplifting the overall standard of the people and provide them with the opportunity to work in different fields. Nepal government has been providing various educational developments which are being effective as well; however there has been limitation to this education system. The support from the APF, Nepal in the development of education through the welfare program would also be beneficial to uplift the marginal groups and develop the Civil Military relationship as well.

### **Reserved Quota Based on Ecological Region**

Nepal is divided into three ecological regions namely *Terai*, Hilly and Mountain region. Despite *Terai* being largely populated the reservation system for the people of *Terai* is lower than the people of hilly and mountain region. This has created an imbalance in the recruitment process through the reservation system and still the people from *Terai* are underrepresented in various government services. Hence, size of the population of the ecological region could be one of the factors for distribution of reservation system.

It is believed that the provision of reservation must be reviewed and amended as needed.

Proper assessment and education are considered important in ensuring the effective implementation of reservation policies and raising awareness among the marginalized groups. It is believed that regular assessments by the government and concerned organizations should be conducted to inform necessary reforms in the reservation policy. Additionally, it is thought that providing training and enhancing the capabilities of candidates who are the beneficiaries of the reservation quota can have a positive impact on the effectiveness of the reservation system.

When asked about the ways to make reservation more effective in the future, one of the members of National Human Right Commission (NHRC) stated that:

*"It is believed that a real assessment of candidates prior to recruitment can ensure that the reservation system is serving its intended purpose and providing equal opportunities to the marginalized communities."*

The provision of reservation needs review and possible amendment. It's important to focus on educating and raising awareness among marginalized groups, as well as providing training to enhance their capabilities. The government should conduct proper assessments prior to reforming the policy, and the concerned organizations should focus on assessing the candidates prior to recruitment to ensure a positive impact.

## **Discussion**

Reservation or affirmative action has been regarded as one of the tools to increase the participation of underrepresented groups and communities in public services. However, this system needs proper handling as it may destroy the merit-based system in civil service and security organizations. Government of Nepal has been implementing the reservation policy during the recruitment process, representation in politics, and selection in education. Though, on average, it has been able to represent marginalized groups, it has not been able to implement the policy with precision in every recruitment process. However, the recruitment process might impact merit as well as many deserving categories might lose the opportunity to represent in the organization.

The reservation in the recruitment policy has also impacted the organization positively which has been seen through the analysis of historic data of the performance of APF personnel recruited through the reservation process. It shows the effectiveness of recruitment in the APF, Nepal. The APF, Nepal has implemented the reservation in the recruitment process which had a positive impact on the inclusiveness of the organization. Further, it has also helped in the positive image building of the organization and developing attraction of the new recruits toward the organization. It has created a system of harmonious representation in the security organization, however, there needs policy and system-related changes for the inclusive security forces.

It is almost a decade of introducing the reservation system in public sector recruitment in Nepal and hence, it is high time to evaluate the impact of the policy. However, the impacts created need to be assessed so as to direct this policy toward its goal. This newly introduced system has been able to give some positive impacts in terms of increasing representation of some marginalized communities but has created some

controversies and confusion as well. If the reservation is not categorized properly as a tool of inclusion, it may continue to be under the domination of a limited elite group even within the excluded groups.

## Conclusion

APF, Nepal has implemented a reservation policy in the recruitment which has boosted the inclusiveness of the force. The overall performance of the APF personnel recruited through the reservation and the view of APF personnel regarding the reservation policy shows a positive attitude towards the recruitment policy.

The analytical results presented in this study support the argument that reservations help members of historically depressed categories or groups to advance socially and transcend their historic positions in society, with some caveats.

While this analysis suggests that reservations are currently helping individuals transcend their hereditary station, it does not imply that reservations will always have this effect in longer period. The clear motive of implementation of the reservation system should be determined and the policy should be revised or updated based on its achievements.

The reservation system in Nepal needs modifications to adapt to changing circumstances. It is required to actively identify marginalized groups for inclusive development, regularly review the system with time-bound revisions, establish monitoring and evaluation processes, ensure transparency and fairness in selection criteria, and conduct further research. Implementing these recommendations will help Nepal achieve an equitable and efficient reservation system that addresses the needs of marginalized communities.

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