

# ANNUAL REPORT



यूनाइटेड मिशन टु नेपाल  
UNITED MISSION TO NEPAL

2009-2010



tackling poverty

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**Mark Galpin**  
Executive Director  
United Mission to Nepal

Dear Friends,

It is a privilege to introduce this annual report, which highlights UMN's achievements in tackling the root causes of poverty over the period of 2009–2010.

For me personally this has been a year of tremendous learning. I have thoroughly enjoyed the opportunity of visiting many of our working areas and seeing for myself the dedication and commitment of our UMN and partner staff, in both our clusters and hospitals, and the communities in which they work.

Due to my long involvement in Mugu District in the far north-west of Nepal, it was particularly interesting to visit there once again and see the progress many communities have made over the last 10 years: improved schools; villages with clean water supplies and toilets; and changes in traditional practices with many girls now going to school and women now giving birth inside clean houses rather than in cattle sheds. Food security has long been an issue in Mugu, and yet simple things like the introduction of new potato varieties and garlic can make a significant difference and begin to lift people out of poverty.

UMN's focus on building the capacity of our local partner organisations increases their effectiveness in

bringing positive change to these communities, and ensures that the development process is sustained and spread to other needy areas over the long term.

Two key words for this year in UMN have been 'review and renewal'. In the reflection and thinking involved in developing our new strategic plan, we have built on the many lessons we have learned over these last five years. Our starting point was revisiting and deepening our understanding of the causes of poverty in Nepal, and of what we are working towards, which we have expressed as 'fullness of life'. This thinking will be the basis for guiding our work into the future, as we continue to tackle poverty and work towards fullness of life for all.

None of the achievements covered in this report would have been possible without the commitment and dedication of our staff, our partners, and their communities; the faithful support of many organisations and individuals through prayer, finance and people; and the co-operation and guidance of representatives of the Government of Nepal, both at local and national level. Thank you to all of you, and finally to our creator God, who allows and requires us to play a part in his reconciling purposes in the world.

Yours sincerely,

Mark Galpin

Thank you to all those who contributed stories and photographs for this Annual Report.



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# UMN's Clusters

Each of UMN's working locations ("clusters") has a Cluster Team Leader to lead the team in fulfilling the mission of UMN's work. We asked each leader to reflect on the many achievements of the past year, and highlight two that stood out for them. We also asked for just one key challenge that they face. Here is what they had to share.



Doti ①

**Achievements**

- A higher secondary school and its feeder primary schools are establishing child-friendly teaching and learning environments.
- Two Village AIDS Coordination Committees (VACCs) have been formed providing support for people affected by HIV and AIDS.

**Challenge**

- Doti district has many poor communities, with a range of development issues. Limited resources are available, making it difficult to prioritise needs.



Mugu ④

**Achievements**

- 86 people from marginalised communities are now able to read and write through literacy classes.
- 32 women's groups have been formed, and are engaged in improving their income through various savings and credit activities.

**Challenge**

- As a geographically remote and isolated district, with no access to motorable roads, Mugu often experiences difficult travel conditions and poor communication.



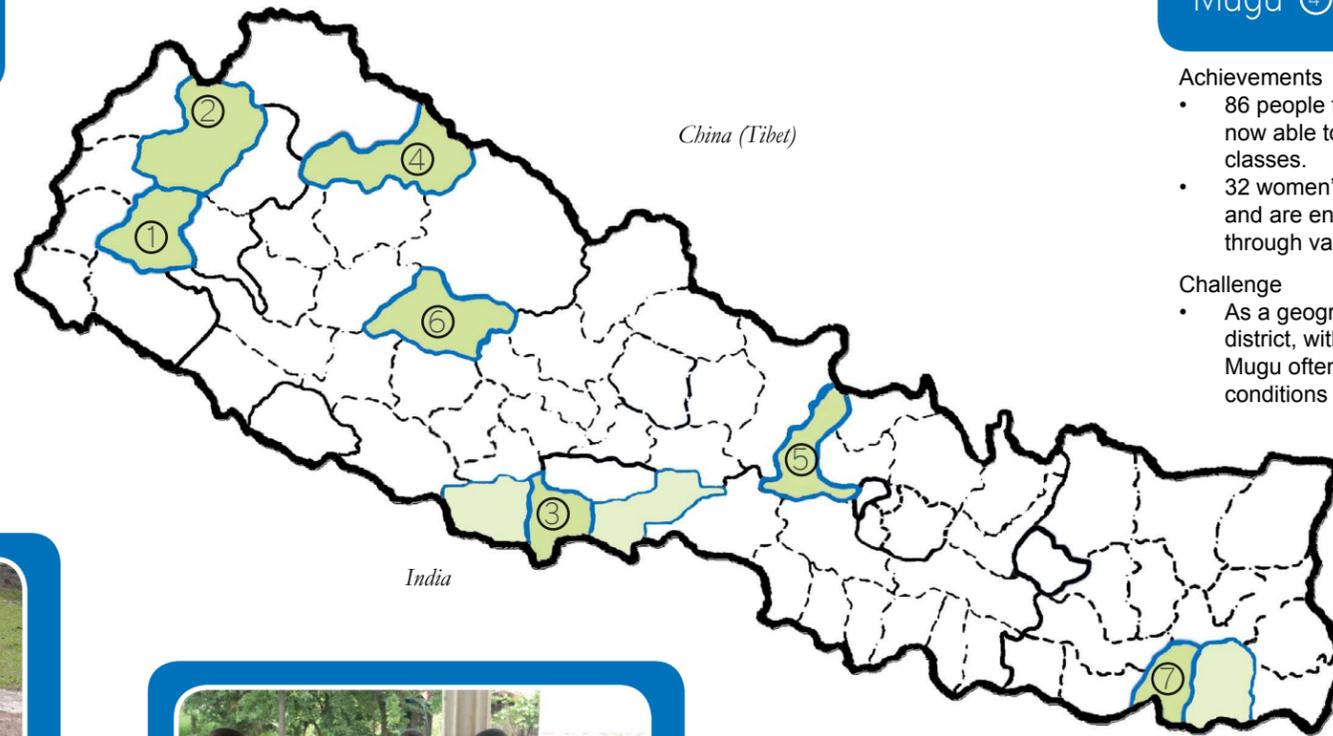
Dhading ⑤

**Achievements**

- More than 60 schools in the district are using the new locally-developed curriculum on disaster management and kitchen gardening.
- Most of UMN's partner organisations have been able to get Government funding for their activities.

**Challenge**

- To break the culture of participants expecting cash incentives to come to training opportunities.



Bajhang ②

**Achievements**

- Eight conflict-affected people have been trained in income generation skills. Each trainee now has a successful independent business.
- Child-friendly teaching methods were introduced in a local school, resulting in students coming to school regularly.

**Challenge**

- Partner organisations are keen to expand and implement larger projects. Our challenge is to convince them of the value of our capacity-building approach.



Rupandehi ③

**Achievements**

- 350 households in slum areas around the district have received safe drinking water facilities.
- 13 ethnic Tharu women's groups have taken up fishery businesses in local lakes from which 276 households have benefited (see page 9).

**Challenge**

- Difficulty in meeting community expectations due to limited funding.



Rukum ⑥

**Achievements**

- Income generation opportunities provided for more than 200 women, mostly widows affected by the insurgency.
- 105 households have increased sanitation awareness, with many new toilets built.

**Challenge**

- Pressure from different community groups in the district expecting UMN to extend existing partnerships and develop new ones.



Sunsari ⑦

**Achievements**

- 190 Christian young people from different churches learned about adolescent sexual reproductive health and 13 youth leaders developed facilitation skills this year.
- Three partner organisations have developed so well that they can now raise local resources to support their work.

**Challenge**

- Although local community groups would like us to extend our programme, we are unable to do this because of limited resources available.



## children at risk



Fifty-two percent of the Nepali population is under 18 years of age. Many children in Nepal continue to suffer greatly from the effects of poverty and poor infrastructure provision and negative attitudes. Through its interconnected children's programmes, UMN is endeavouring to provide direct assistance to children, as well as challenging problematic attitudes about children, including their place in the community.

Children's clubs are an effective way to work with children and develop their potential. In the past year, UMN has supported 98 children's

clubs, with a membership of 1893 children. These clubs encourage children from primary school onwards to become actively involved in their communities. We have also trained 154 child rights facilitators to help these clubs communicate messages about children's rights and responsibilities

Children with disabilities suffer considerable disadvantage in Nepal. UMN has provided ongoing support in the community for 132 children with various types of disability, as well as assisting 12 organisations involved in child rights and disability, through improving their capacity

to work in their communities. Fifty-nine children with disabilities have received life-saving or life-changing medical and surgical treatment. In four clusters we have supported disability networks which, amongst other things, has ensured that government support reached over 1100 disabled people, including children.

UMN has implemented a "Valuing Children Policy", to assist staff to work in a child-friendly way.

We are delighted to have commenced a major Child-Centred Community Development Project in South Dhading with Prayash, one of our partner organisations.

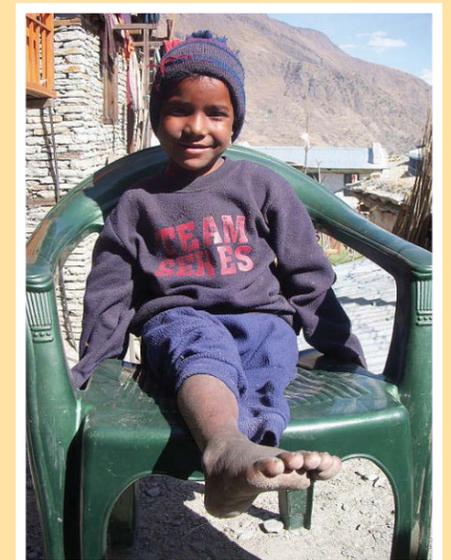
### Somati's Ordeal

Somati (5) lives in a village one day walk from the Mugu district centre. In July 2009, she fractured her leg in a fall. As the health post attendant was absent, her parents sought help from a traditional healer. He applied a poultice, but the leg became infected. Somati was in terrible pain. Her father carried her for two days to the district hospital. Unfortunately, there was no doctor present, so the hospital directed him to UMN. Somati's leg was terribly swollen.

UMN sent Somati to a hospital in Kathmandu. She was immediately taken for emergency surgery, as the infection meant that her life was in danger. Her distraught father, exhausted after

all his efforts, was told her leg would have to be amputated. Knowing how difficult life would be for his daughter in his mountainous village, he refused permission, saying: "It would be better if she died." Staff from Saathi Sewa (a service organisation), who were assisting the family at the hospital, persuaded him to give his consent, and sat with him through the night as the operation took place. Somati's left leg was amputated just below the hip.

Somati has been fitted with a prosthetic leg and has commenced school, although this will be interrupted by her regular trips to Kathmandu for the treatment she still needs.



## conflict transformation



Poor communities bear a disproportionate burden when violence and conflict affect a nation. The insurgency in Nepal has ended, but individuals and communities are still hurting from trauma, discrimination, division and violence. Through its partners, UMN's conflict transformation work has helped bring healing and harmony.

Mediation can help resolve community conflicts. Two partners we worked with mediated successfully in over 150 disputes, and now local police refer disputes to them.

Sometimes, faith and ethnicity can divide communities. In three districts, inter-faith groups assisted by UMN meet together, promoting peace and development, without compromising their beliefs.

UMN worked with partners and communities to identify causes of conflict and ways to tackle them. One slum community had no drinking water, leading to conflict with neighbouring communities reluctant to share limited water. Working with local people and government, a bore-hole and supply system was built. Where unemployment and poor sanitation were causing conflict, vocational training led to new jobs, and 30 toilets were constructed.

Where robberies were hindering development in three local areas, UMN initiated Peace Co-ordination Committees. Good relationships with police were established, and crime prevention measures introduced. Crime is reported to be down, and people feel more secure.

Widows often suffer discrimination. Conflict-affected families received 30 scholarships for their children, livelihood programmes are underway, and the status of these widows has improved.

To sustain this work, UMN developed materials for Community Peace Education, Family Violence prevention, and Psycho-Social Community Healing. These will help individuals and communities with self-learning and healing.

Building good relationships is core to all UMN's work. We have supported other international organisations, building their skills and vision for peace and conflict-sensitive development in Nepal.

## New Hope from New Peacebuilders

For the majority of the Lapa people in North Dhading, there was no way to seek help or mediation in community disputes. As a result, many disputes have remained unresolved for years, and some of these had in turn become violent. Living in such remote areas, they have to travel a long way to reach formal state judicial bodies and besides, these are too expensive and inaccessible for poor people.

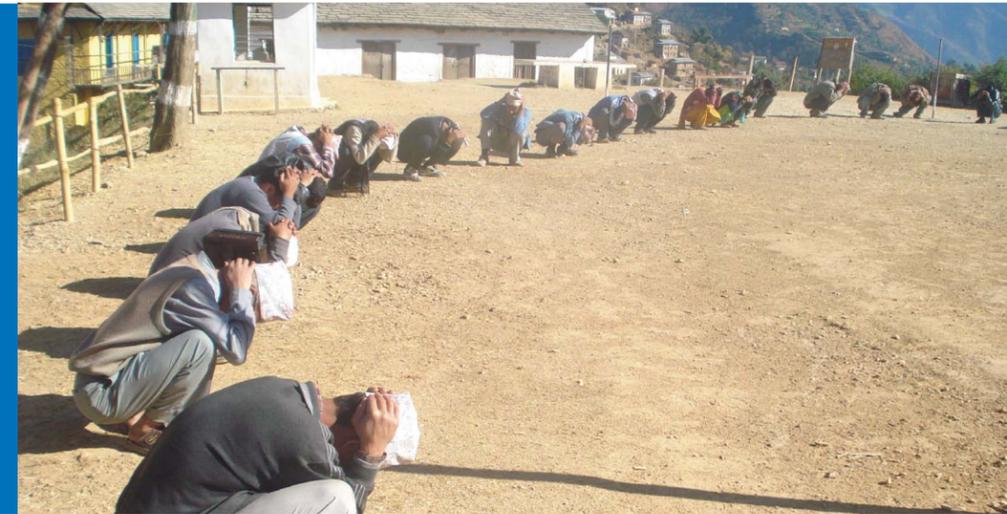
Namaste Youth Club (NYC), one of UMN's partner organisations, organised five days of peacebuilding

training for 14 peace groups, which UMN had helped to establish. New peacebuilders Ramba Ghale and Gagan Gurung from NYC are now busy helping to deal with many different types of conflicts in their community. People involved in disputes have been so impressed with their conduct and the procedures followed that they have established high levels of trust. People are very happy to have these types of services on their doorstep. NYC is contributing effectively to a more peaceful society, and is hoping to



contribute much more in the future through ongoing work with UMN.

## disaster management



"Duck, cover, hold!" Practising earthquake survival skills, Rukum.

While disasters affect everyone, it is usually poorer communities who suffer the most. In 2009–10 UMN took a step closer to the ultimate aim of transforming vulnerable communities into resilient ones. We remain committed to the idea of community-led planning processes and subsequent implementation.

The improved cooking stove initiative was a very successful programme in Rukum, not just in terms of reducing fire risk and respiratory disease, but also in combating climate change through reduced fuel consumption and forest loss. The 200 innovatively-designed clay stoves have reduced

fire wood consumption by half, but an even more significant achievement was the drastic improvement in the indoor air quality. Women and children benefited immediately through improved health and reduced time spent in fire wood collection.

Similarly, our determination to use schools as gateways into communities was further strengthened by the development of School Disaster Preparedness Plans in eight schools. We also contributed to building resilient communities through Community-Based Disaster Management Programmes in 11 Village Development Committee locations.

Disaster Management is a complex discipline requiring both structural (e.g. embankments, shelters) and non-structural (awareness-raising) interventions, with many competing demands. It is essential to provide an immediate response: helping the disaster survivors, and providing essentials. However, our overall emphasis must be on community-led preparedness programmes. Behavior change underpins community resilience, which is not only hard to see but can be a painfully slow process. It is also important that the strategy envisioned both at national and local level finds its ways to operational reality. UMN is pleased to be part of this gradual shift in long held and deeply rooted beliefs and practices.

## Soap Opera

Outbreaks of diarrhoea don't usually qualify as disasters, but they are a real threat to remote communities in districts like Rukum. Although often caused by unsafe water, poor hygiene also plays a part. During a recent outbreak, UMN's Rukum Cluster team distributed 32,500 cakes of anti-bacterial soap, donated by World Vision. This simple response was accompanied by some important discussions with local people: about clean hands, and sustainable alternatives once the soap was used up.

The comments of two local women show that they have taken the lesson to heart, changed their behaviour, and plan to keep the changes in place. Dal Kumari

BK said: "Earlier, our family used mud for hand-washing but now we are using this soap. I have taught my children to wash their hands before eating. This is a good habit. I heard that diarrhoea killed nearly 50 people in our district. This medicinal soap will protect us from disease. I am planning to buy more soap when this is finished."

Suntali BK was very happy about getting the soap. "I had never used soap before," she said. "I didn't clean my hands after going to the toilet or before eating. But from now onwards, we will use this. When it is finished, I will use ash." (Note: ash is a good substitute for soap, and is readily available.)



## education



Education gives children a chance to build a better future.

Education is critical to breaking the poverty cycle, but so many children and adults miss the opportunity to learn. UMN works with partner organisations in all seven clusters, improving access to quality education.

Currently, UMN is providing 305 scholarships to children (including 100 Dalit girls in Mugu) who would otherwise miss out on an education. Another 135 locally owned and funded scholarships are supported by UMN. We aim to increase the local ownership of scholarships, to make them more sustainable.

UMN is working to raise parents' awareness about the importance of

sending their children, particularly their daughters, to school. In Mugu, 130 new children signed up, while in Sunsari, three Flexible Schooling Programmes are running in low-caste and Muslim communities. Another 63 children are being helped to re-enter the school system

Child-friendly teaching is being promoted by UMN, and has resulted in a lower drop-out rate once children enroll in school. Parents have become actively involved in the schools. In Dhading and Doti, parents are receiving training to help them make their involvement count. UMN is also supporting 47 Early Childhood Development Centres (ECDCs) through its partners.

UMN also focuses on Non-Formal Education for adults, often women, who have missed out on schooling. In all clusters, participants learned useful lessons about health, hygiene, nutrition, conflict resolution and their legal rights, as well as basic literacy and numeracy skills. Many classes use the local language in order to maximise the benefits of non-formal classes.

UMN partner schools are looking beyond Nepal's borders through a sister school programme with Opportunity Education in the USA and the British Council in the UK. Training and new materials have helped 20 schools improve their teaching practices.

### Still at School

Nineteen, unmarried, and still at school! Rekha turns a deaf ear to the teasing. When she completes her schooling later this year, she will be the first girl in her village to do so. Rekha nearly missed out on school altogether. Born to a poor family in Sunsari, Rekha worked hard to allow her five younger sisters to get an education. She longed to go to school herself, but then, who would do the housework and help raise the little ones? As the eldest, that was her responsibility.

At 13, Rekha's parents allowed her to attend Non-Formal Education

classes in the evening, while she worked during the day. Balancing school and work was tiring, but Rekha had no other option. When she turned 16, Rekha's father decided it was time for her to marry. She was determined not to leave school to be married off and continue a life of drudgery and poverty. At that time, Participant Mobilisation Centre, a UMN partner, was providing a limited number of education scholarships in her village. She applied, and was accepted. Now her hard work has paid off, and this courageous young woman has realised her dream.



Rekha hopes to take up nursing studies.

## enterprise development



The sweet taste of success. A bee-keeping training, Rupandehi.

Through the development and support of small enterprises, the resilience, creativity and hard work of individuals and communities can break the bonds of poverty. The result is dynamic, thriving local economies, strong employment opportunities and confident, secure families.

Livestock raising, bee-keeping, mushroom farming, tailoring, bio-briquette production, fishery, small retail shops and animal health services – all these small enterprise development projects helped over 778 households through the efforts of 17 partners across five clusters. Most

of the households increased their income, with 664 families increasing their income by 10% or more. UMN and its partners helped individuals as well as groups of entrepreneurs, who learned to make business plans, do market surveys, link with micro-finance institutions, and connect with markets for their products or services. UMN's partners also provided vocational skills training, business counselling and coaching.

A fishery project in Rupandehi provides a good example of how communal and individual efforts can go hand in hand for the benefit of all (see below). A partner in Dhading

also started a cooperative fish farm, integrating it with pig raising, poultry farming and asparagus growing. A cooperative partner in Doti established eight vegetable collection centres, helping both local farmers and traders to do business. In Bajhang, enterprise development and food sovereignty are being achieved together with the introduction of mushroom farming and rabbit raising. Many farmers planted vegetable seeds in their kitchen gardens, providing them not only with additional income but also with fresh vegetables for their families.

### Gone Fishing

Bhrikuti Community Learning Centre (BCLC) is one of UMN's partners in Rupandehi. One community where BCLC works lives near a lake, and consists of predominantly poor Indigenous (Tharu) people and a number of Dalit (low-caste) families. Apart from a low income level, the community suffers from poor health and sanitation, with no alternative but to drink unsafe water. For more than 10 years, the lake was rented and exploited by a single business man. With the help of UMN, BCLC and the local community have been able to regain 'ownership' of the lake and initiate a community-based fishery project benefiting 276 households

directly. This DREAM (Development through REsource Allocation and Management) project unites the community in maintaining the lake and its water level, managing fish nurseries, harvesting fish and selling them to various buyers.

Much work has been done on the lake, and the first batch of young fish have been released. These fingerlings will eventually provide a substantial income to the community, enabling community members to start micro-enterprises and improve the infrastructure, sanitation and drinking water situation in the village. Nineteen groups have been



formed to support members and to address social and health issues. A cooperative will support the fishery programme and the newly started micro-enterprises.

## food sovereignty



## health and gender



Three and a half million Nepalese are considered moderately to severely food insecure, according to the World Food Programme. Agricultural production is threatened by declining fertility, frequent natural disasters, and the impacts of climate change. Food price inflation rates reached 18% in 2010.

UMN is addressing food sovereignty issues in partnership with 14 organisations across five clusters. We have been encouraged to see the improvements in income and food security, through innovative interventions implemented by our partners, like:

- teaching farmers about new crop varieties;
- conducting informal research and development;
- helping farmers improve cultivation practices.

In Mugu, 2954 households learned about new crops (maize, wheat, ground nut, peas, garlic and onion). In one village, 74 households earned NRS 7,26,000 (USD 9,750) from groundnut production. Farmers in three other villages started producing and storing cereal and vegetable seeds.

Three hundred and forty-eight households in Rukum are producing vegetable seeds. Farmers produced 40.2 metric tonnes of seeds (onion, broad leaf mustard, beans and radish). A seed testing laboratory has

been constructed at the Subtropical Vegetable Seed Production Centre, with funding from the Rukum District Development Committee (a local government authority) and UMN, and laboratory equipment is being installed.

Organic asparagus, vegetables, goats, maize seed and income-oriented conservation farming contributed to improved livelihoods for poor and marginalised families in Dhading. An animal insurance scheme for cattle and goats, initiated by UMN's partner, Small Farmer Cooperative Federation, is providing some security for its members.

Right to Food Networks in Mugu, Rukum, Doti and Dhading Districts were assisted with training for advocacy and lobbying on food rights and related issues.

In Nepal, as in many developing countries, women are among the poorest and most vulnerable groups of people. Women's health is significant, not just for women themselves, but for the survival and sustainability of children and families.

UMN works in partnership with 15 cluster-based partners focusing on empowering women and improving the health status of women and children. Over 5000 women are actively participating in 236 women's groups, engaged in a range of activities to improve the health and quality of people's lives. The majority of these groups also have monthly

savings schemes which, when combined, total more than NRS 1.5 million (USD 20,000).

In total, 545 young people (285 female and 260 male) from 32 churches and eight schools have participated in the Family Life Education programme. Their knowledge of sexual and reproductive health has increased, and they have learnt general life skills, including how to protect themselves from danger. In Mugu, 148 children aged five to 16 years are participating in ten bi-weekly Child-to-Child classes facilitated by 21 Dalit (low-caste) girls. They have learnt about healthy relationships, personal hygiene, sanitation and good nutrition using locally available foods.

In collaboration with the Nepal Family Health Programme, the Community-Based Maternal and Newborn Health Programme has trained 194 government health workers, 628 female community health volunteers and six health facility management committees in Bajhang and Mugu. As a result, there is increased knowledge about pregnancy and newborn care, and improved quality of maternal and neonatal services through enhanced community participation and increased use of the services. Four out of six health facilities now provide a full range of essential health care services. Over 10,500 women and their newborn babies will receive direct benefits from this programme.

### Seeds of Hope

Tika Ram Oli was just 15 years old when he went to India to work as an unskilled labourer. For 17 years he worked, but was left empty-handed. He decided to return to Nepal in 1992. Some of his friends were starting vegetable seed production, and he decided to try it too. From the harvest of the first crop he was excited, and in the next season he increased his area of production. He continued to get attractive returns from this business, but longed to receive some proper technical training.

When UMN started working with the Subtropical Vegetable Seed

Production Centre, Oli joined the programme and participated in training. This updated his knowledge and networks, and further encouraged him to extend the area under vegetable seed production. This year, he earned of NRS 1,99,240 (USD 2,642) through selling seeds – almost double that of last year! He says: "Your training and monitoring visits helped me produce quality seeds which got higher prices this year. I plan to further extend my vegetable seed production area in the coming year."



### Local Food is Best

*Ramnagina Gupta, a staff member of Bikalpa, one of UMN's partners in Rupandehi, recalls meeting little Bishal.*

Bishal was 13 months old and moderately malnourished when I met him in April 2010, during a nutrition survey of children under five. I suggested a visit to the health facility. Later I participated in nutrition training arranged by UMN, and subsequently visited Bishal's home. His condition had not improved. His mother hadn't produced enough milk since his delivery, so they had given him Lactogen and buffalo milk. From six months, he started to eat daal (lentils) and rice as well. His mother

complained that he was always crying. They had visited medical facilities and even a traditional healer's home, and spent a lot of money, but he was still weak and not growing properly.

During my second visit, I helped them buy soybeans from the local market, and taught them to make sarbotham pitho (a combination of roasted soya beans and other grains). At first, Bishal refused to take this flour, but slowly he started to eat it.

A month later I saw him again. He was playing, and looked very healthy. His mother said he was doing very well, and he didn't cry anymore. He was



eating sarbotham pitho ("superflour") regularly four or five times a day, and rice and daal too. Now he has become much healthier, and his family don't need to buy buffalo milk and lactogen any more. He is growing into a fine little boy.

## HIV and AIDS



Rallying to raise awareness about HIV and AIDS, Mugu.

**H**IV and AIDS doesn't only affect the poor, but as with so many other issues, poor individuals and families are more vulnerable to its impacts, and have fewer resources to cope.

UMN continues to strengthen District AIDS Coordination Committees and set up Village AIDS Coordination Committees (VACCs). The District Development Committee in Morang began implementing a five-year HIV and AIDS plan in collaboration with other stakeholders, targeting migrants and their families, and developing the capacity of VACCs. All Village Development Committee (VDC – i.e. local authority)

### Naru: Living Positively

Naru Devi Bogati (51) is very happy to work as chairperson of one of the self-help groups for people living with HIV and AIDS in Doti. Now she shares her experiences about HIV and AIDS with people from her community who have returned from India or are going to India for work.

When an HIV test confirmed her status, she told her family about it. Sadly, her family reacted badly. She remembers how she was forced to sleep in a separate room without a mattress or covers. She felt hopelessness and isolation as the family continued to reject her.

secretaries received basic HIV and AIDS orientation training in Dhading. Some VDCs began to allocate funds to HIV and AIDS awareness, prevention, care and treatment.

Ten of UMN's partner organisations implement HIV and AIDS prevention, care and support work in their target communities, particularly in Dhading, Doti, Rupandehi and Sunsari Clusters.

Training peer educators to raise awareness on HIV and AIDS and adolescent sexual health among students and young people is another key activity. A total of 106 peer educators were trained, with 652 adolescents and 528 students

learning about how to reduce risky behaviour as a result.

With UMN support, 35 people living with AIDS received anti-retroviral treatment and blood test services in Doti and Rupandehi. Eighty people affected by HIV are receiving nursing care and other support from community home-based care programmes in Doti and Sunsari. Forty caregivers were trained in home care, nutritional food preparation and regular health check-ups. Self-help groups of people affected by AIDS have been strengthened, and more people have disclosed their HIV status and started to advocate for quality treatment, care and support at a local level.

UMN's partner, the Centre for Equal Access Development (CEAD), supports people living with HIV and AIDS in Doti. Naru shared her situation with one of the staff. CEAD organised a family counselling session for her, with her family and neighbours. The sessions included issues surrounding HIV, nutrition and care-giving. This helped to clear up misunderstandings about HIV transmission.

Now Naru is accepted in her family, is confident to share her experiences, and creates awareness about HIV and AIDS in her community.



She works enthusiastically as chairperson of the self-help group, and contributes positively in her community.

## organisational development



Charting our progress. An organisational development exercise, Sunsari.

**C**ore to UMN's commitment to address the root causes of poverty is our involvement in developing the capacity of local organisations to work productively and effectively in their own communities. UMN now works with 63 such organisations. Each year, a Partner Capacity Assessment, indicating four levels of growth, is carried out in order to gauge the partner's organisational capacity. Most of the partners have grown from Level 2: "Growing/developing" to Level 3: "Moderately Developed."

During the year, 18 partners developed or revised their organisational strategic plan, 25 partners prepared financial

management policies and 15 developed a personnel policy. To date, 47 partners have developed such policies and 40 of them have strategic plans. Fifty-seven out of 63 partners are now practising double-entry bookkeeping. Partners remarked that they are now much clearer on their strategic directions, employee selection, management policies and processes.

The capacity of partners' Executive Committees and staff has been strengthened in programme development, proposal and report writing, networking, monitoring, and financial management. Partners are better able to mobilise local and external resources, and as a result, more than

20 partners accessed funds locally and externally.

The records of annual progress have been shared in the Annual Review meetings with the stakeholders. Twenty partners in various clusters also initiated social audits, a public meeting and reflection for transparency and accountability, valuing the voice of the people with whom they work.

Partnership evaluations of 16 organisations were carried out, with significant impacts recorded. Organisations are now better equipped to develop and implement effective programmes and bring positive change into the lives of families and communities.

### Samita Sums It Up

Samita Malla never studied accounting at school. She didn't appreciate the responsibilities of the role of Treasurer, and was not keen to learn about accounting and reporting.

When her organisation entered partnership with UMN, Samita participated in accountancy training and received coaching support from UMN. This helped her understand her role and responsibilities as Treasurer. It wasn't easy. In the beginning, she became quite confused when preparing reports and collecting supporting documents. She often rang and asked for help from UMN staff.

After a few months she applied for the post of accountant for a programme being implemented by Siddhartha Samudayik Samaj (SSS), a UMN partner organisation in Rupendehi. She was successful, and was offered the post for this long-term programme. Samita now can produce accurate financial reports, and share her experiences and expertise with other partner organisations.

The chairperson of SSS said, "In Samita, we have a competent staff member for financial management. Other staff members in our



organisation are also learning good processes and procedures from Samita." Samita has also been busy sharing her knowledge with other organisations.



Participants in the delegation to Northern Ireland.



Christian Family Life Education workshop.

United Mission to Nepal continued to contribute to poverty alleviation and development nationally, bringing its grassroots learning to bear at various policy forums. We are actively involved in many initiatives of the Association of International NGOs working in Nepal (AIN) through various working groups, helping to build a common understanding on national issues. Our key contributions are through the Capacity Building, Climate Change, Education, Health, HIV and AIDS, Local Governance and Peace working groups. We want to promote these as platforms to advocate for more effective support from the Government of Nepal and other non-government agencies, and for greater accountability to communities.

## Working for peace

A high-level delegation of Nepali politicians and civil servants, led by the Minister for Peace and Reconstruction, went to Northern Ireland to learn from others' experiences of working in a post conflict society. This trip was facilitated by UMN and was a very effective exercise. Learning from our grassroots work, we developed a resource book on "Community Peace Education" in Nepali, seeking to bring awareness and behavioural change through community group interactions. Our Forgiveness and Reconciliation work in the faith communities has been a continuing

gateway through which many people receive healing from past hurts and where broken relationships are restored. UMN continues to express solidarity for peace through the AIN and Children as a Zone of Peace networks.

## Literacy and learning

In support of the Government's initiative to teach the first grades of primary education in a child's own mother tongue, UMN, together with partner school support in Kapilbastu District, has developed teaching-learning materials ("big books") in Tharu and Abadhi languages. Multi-Lingual Education (MLE) has been found to be very effective in enhancing learning achievement levels in the primary grades in the

district. UMN is actively supporting the National Literacy Campaign, and has been helping to improve the overall literacy status in its clusters, in collaboration with the District Education Office, District Development Committees and other stakeholders.

## Healthier families and communities

UMN worked in collaboration with the Nepal Family Health Programme to implement a community-based maternal and new-born care programme in Bajhang and Mugu as a part of Nepal's "Remote Area Guideline for MNH Programme" to contribute to the reduction of maternal and new-born deaths.



Twenty youth leaders from 10 Kathmandu churches received Christian Family Life Education facilitator training, and are running sessions for young people in their churches. A further eight Kathmandu churches have also made commitments to run this programme, with UMN's support. A UMN expatriate secondee has worked with the Physiotherapy Department of Dhulikhel Medical Institute/ Kathmandu University to assist with the quality of their teaching, as they prepare to deliver Nepal's first undergraduate physiotherapy degree. UMN contributed in a national consultative workshop on an HIV code of good practice, the development of a Universal Access to Children Affected by AIDS strategic plan, and a data vetting meeting for 2010 reporting to UNGASS (United Nation General Assembly Special Session).

## The right to eat

UMN serves as a member of the sub-committee on "Rights to Food Situation Assessment in Nepal", based on the Food and Agriculture Organisation (FAO)'s Right to Food guidelines. UMN contributed to the assessment under two guidelines – Guideline 8: Access to Resources and Assets – Sustainability; and Guideline 9: Food Safety and Consumer Protection. The final version of the report is being finalised, and will be submitted to the Government and the FAO. In addition, UMN supported the Rights to Food Network to help finalise its five-year strategy paper.

## Disaster management and climate change

UMN showed its organisational commitment to disaster management through relief support to disaster-affected people in many parts of the country. The publication of a book on road safety as a local school curriculum resource in Dhading was a notable contribution. This curriculum has been endorsed by the Government for schools in Nepal, and is now being used



Poor communities are most vulnerable to disasters.

in most schools in Dhading. The Disaster Management programme has underpinned UMN's corporate commitment to address climate change. Among other activities, we hosted a regional consultative meeting on proposed climate change policy and awareness. Also, UMN continues to be involved in national and international networks to advocate for climate change policy that supports the adaptation needs of the poorest and most vulnerable communities. We contributed to the Nepal Government's National Adaptation Programme of Action, and played a leading role in civil society lobbying during the Copenhagen Climate Change Summit (see page 18).

## Reducing the risk for children

UMN works with the Children at Risk Network Nepal (CARNet), a Christian-based organisation that mobilises churches to support the needs and rights of children. With UMN assistance and the help of local churches, CARNet has reached well over 3000 people along the border with India, raising awareness about child sexual abuse, child trafficking and HIV. UMN provided skilled staff to teach parts of the "Celebrating Children" course, conducted by CARNet. This course is designed to

improve the level of skill for those in children's work in churches, in children's homes, and in NGOs.

## Christian networks

UMN continued its involvement nationally with Micah Network Nepal and Vision Network Nepal to educate church leadership on social issues:

- *Peace and Justice*, to broaden their biblical world view on contemporary socio-political issues;
- *Forgiveness and Reconciliation*, to promote love and unity;
- *Climate Change and the Biblical Mandate of Creation Stewardship*, to sensitise and help them to minimise the negative effects of climate change;
- *Millennium Development Goals and Christian Response*, to encourage them to see themselves as part of an international Christian movement calling for justice for the poor; and
- *Christian Response to HIV and AIDS*, to empower them to extend God's love and concern for the marginalised and neglected.



Church Community Mobilisation Process.



Praying for peace.



People with leprosy, HIV and mental illnesses suffer discrimination.



Women and girls from the Kumal community advocated successfully for their right to water.

Integral Mission is one of UMN's overarching strategies, focusing on transforming individuals and communities to fulfill their God-given potential. This year, the integral mission concept and its activities were implemented through UMN's various work areas: Peacebuilding, HIV and AIDS, Health & Gender, Advocacy, Disaster Management, Children at Risk and Organisational Development. Three hundred and eighty-four churches were involved in activities around HIV and AIDS awareness, forgiveness and reconciliation, peacebuilding, family life education, climate change issues, entrepreneurship, and disaster risk reduction. Some of these churches generated small scale revolving

funds to minimise poverty within their community. Others were part of inter-faith networks, community mediations, minimising stigma against HIV and AIDS, handling family conflicts, adult literacy, and hygiene and sanitation.

One of the key ways in which UMN promotes Integral Mission is through organising workshops based on the Church Community Mobilisation Process (CCMP). Thirty-one church leaders were involved, in order to address their community needs. Some of the CCMP participants shared that they now have a better understanding and greater skills about the demonstration and proclamation of the Gospel.

Christian young people are being motivated and equipped for Integral Mission through UMN's Internship programme. Twelve young people graduated last year. Five of them are employed in various organisations, and others are actively involved in church ministries with enhanced skills and motivation. This year, nine young Christians joined UMN as interns, to develop their technical and leadership skills and build on their knowledge of Integral Mission.

UMN continued promoting Integral Mission in the wider Nepali Christian community through Vision Network and Micah Network Nepal. All UMN staff continue to increase their understanding and acceptance of Integral Mission.

While development programmes address poverty through direct interventions, advocacy sets out to challenge and change the conditions that make and keep people poor.

UMN's advocacy work continues to empower local partners to speak up in order to achieve justice for poor and marginalised communities. In the last year UMN staff have provided training to 32 local organisations, as well as technical and financial support and advice to build their capacity to raise the voice of local people and hold authorities accountable.

In Doti, one partner (Apang Sewa Sangh) has facilitated a radio programme in order to raise awareness about disability rights and the range of government services available. The result has been a sharp increase in the number of people registering for the disability benefit which is theirs by right, but which few had even been aware of.

In Dhading, another local partner has engaged in a long struggle to restore water rights for a marginalised Kumal community. Having their irrigation channel diverted by a more politically-connected community over 30 years ago, the Kumals have suffered from lower production,

poorer food security, and all of the associated impacts since that time. Now, at last, through persistent rights awareness work, community mediation, media engagement, and finally lobbying the Chief District Officer (a district-level government position), the Kumals have won recognition of their right to water and a commitment by the Water Ministry to restore the flow through their irrigation channel.

In Sunsari, Rukum, Mugu and Rupandehi, UMN has supported eight partners to advocate on disability rights, Dalit (low caste) rights, domestic violence, the provision of services for widows and orphans, and mother-tongue education for marginalised groups.

## So That All Can See God's Love



Khagendra Thapa (right) pastors a congregation of about 70 believers in a remote village in North Morang. After participating in the Integral Mission

workshop organised by UMN in 2008, he considered how he could demonstrate God's love for the poor in practical ways. He shared his vision with his church, who readily agreed to help him. They started a small fund of NRS 13,500 (USD 180). The church committee selected six poor families from the village, only two of whom were Christians, and lent NRS 2000 (USD 27) to each of them.

They bought baby goats and piglets, and dedicated all their efforts to multiply the 'gift' received from the church. Within six months, all of them returned 50% of the loan, and the church selected three more poor families to support. "Poverty is a big issue in our village," Khagendra said, "and I will not rest until I can show

them how much God cares for them. We cannot address this issue alone, but we can make a difference in the lives of a few people by contributing in a small way. We will not limit our services only to Christians, so that all can see God's love and concern is for everyone."

Khagendra has been instrumental in working towards a river embankment project, which will protect the entire village from monsoon flooding. He is excited by how God has transformed him, and the way he used to share his faith. He prays that his church will continue to find new ways to demonstrate God's love.

## Speaking Out in Doti

Advocacy's new initiative was a pilot programme to improve governance and accountability in Doti District. Despite Nepal's participatory and inclusive local planning policies, local plans and budgets are often decided by an elite few.

UMN and its partners raised awareness about the relevant policies, supported communities to develop their own proposals, and used the media and local groups to build pressure for good governance and accountability.

As a result, around NRS1 million (USD 13,300) worth of projects that reflect the community's own concerns – water supply and irrigation, road survey and construction, and school building – are now being funded by local government.

The practical impact is significant, but so is the change in community attitudes. People who had never spoken about their concerns before have been able to speak out and are working to hold their leaders accountable. Even Village Development Committee (VDC) Secretaries were surprised and encouraged to see so

much community participation. Barma Devi Khati, a community member, said, "We hadn't seen such a participatory and fair VDC council meeting in previous years."





A village level climate change survey.



Monsoon flooding destroys homes and crops.



"If we don't tackle climate change, we can forget about Making Poverty History. Instead, we'll be Making Poverty Permanent." (Nazmul Chowdhury, "Practical Action")

UMN continues to respond to climate change in our work, integrating climate risk management, awareness-raising and advocacy in disaster management, food security and livelihood programmes. Through community-based adaptation and policy work, we aim to build resilient communities that are able to cope with the changes in the climate that they are already experiencing.

In 2009–10, we have conducted district-level stakeholder interactions with non-government organisations, district officials, political parties, and church groups. We have supported radio programmes to raise awareness, and promoted alternative energy sources and agricultural land management activities to improve crop yield and resilience. UMN also field-tested a climate risk assessment tool called Climate Change and Environmental Degradation Risk and Adaptation Assessment (CEDRA – developed by Tearfund), and modified it to suit the Nepali context.

UMN advocacy staff continue to be involved in national and international networks to advocate for climate change policy that supports the adaptation needs of the poorest and most vulnerable communities. We have contributed to the Government of Nepal's National Adaptation Programme of Actions, and played a leading role in civil society lobbying during the Copenhagen Climate Change summit. Through our involvement in national networks, UMN also engages in policy dialogue at the South Asian regional level.

Over the last three years UMN has designed and implemented a process of looking at its performance against organisational policies and values. This assessment is based on internal monitoring and the feedback of stakeholders. UMN calls the process Social Accounting.

The Social Accounting report for 2008–09 has given UMN's leadership important information about organisational performance. Findings were discussed extensively at leadership level, and the information generated was a valuable input to UMN's strategic planning.

Social Accounting evidence contributed to:

- responding to partner concern about impact, leading to a new balance between capacity-building and community impact, through an emphasis on coaching of partner staff;
- reviewing our reporting practices, to provide better information for stakeholders;
- developing our understanding and practice of integral mission in response to feedback from Christian leaders in Nepal and other stakeholders;
- encouraging innovation and creativity, after discovering that this was the least practised of UMN's values.

For 2009–10, the scope of Social Accounting was limited to environmental and economic impact. Transition to the new Strategic Plan (see page 20) will change much of the social aspects, as we develop indicators for assessing UMN against new policies relating to Children, Climate, Conflict and Gender.

A financial analysis based on UMN's Annual Accounts has helped track trends in where and how we use resources. But particularly encouraging is the continued monitoring of environmental impact using a calculation of UMN's carbon footprint.

Travel within Nepal continues to grow, reflecting increased involvement of Kathmandu-based advisors in the clusters and interaction between clusters. But both international travel emissions and use of the backup generator in Kathmandu have been reduced, leading to an overall reduction in carbon dioxide production.

For next year, this monitoring will continue, together with measurements related to the priorities of UMN's new Strategic Plan.

## In the Thick of Things at Copenhagen

UMN's Raju Chhetri reflects...

The Copenhagen Climate Change Summit was a once-in-a-lifetime experience for me. It was amazing – and a little horrifying – to participate in a process and observe how international negotiations build up step-by-step, and also how easily they fall apart. As the coordinator of the adaptation working group of Climate Action Network International, my job was to keenly monitor progress, lobby delegates, help draft proposals and make suggestions for improvements or critical changes to negotiating texts, and to support vulnerable countries like Nepal. Like everyone around the world, my hopes were high. Representatives from 192

nations gathered to deliver a climate treaty that would rescue the planet.

I was truly excited to be a part of this mega event, until the final few days when organisers decided to lock out civil society participation, limiting it to a few. For me, this signalled the beginning of the failure of the climate talks. Powerful countries, concerned only with their own self-interest, dominated the talks, ignoring the needs of the rest of the world. The talks produced only a weak accord, with no legal standing for implementation.

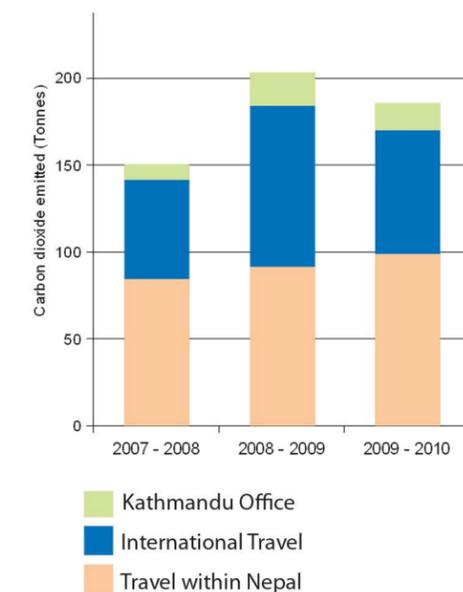
This is a big set back and an opportunity missed. The leaders could have worked to save this planet from runaway climate

change. However, I have not given up hope and remain committed to the struggle. After all, ignoring climate change does not solve it.



Calling for action on climate change.

## UMN Carbon Footprint



# a new strategy for the future



Tackling poverty has always been at the core of UMN's work, a recognition that, in our loving concern for all aspects of people's lives, we reflect the justice and compassion of God's character. Since 2003, we have moved from implementing our own programmes against poverty, to building the ability and skills of local organisations seeking to fight poverty in their own communities. Based on a thorough review of our work since 2003, UMN has worked with internal and external stakeholders to develop a Strategic Plan which improves and extends our capacity-building approach.

Several strengths of UMN's new strategic direction stand out:

- UMN's practice of Christian values;
- UMN's focus on relationships with the partners, communities and individuals that we work with;

- UMN's commitment to capacity-building and partnership, and our partners' sense of ownership of their development programmes;
- the breadth and depth of UMN's technical skills;
- UMN's involvement in grass roots issues and how they impact individuals, families and communities.

As UMN launches this new Strategic Plan, we want to sharpen our technical focus to better respond to articulated needs at community level. Four key technical areas have been identified: Health, Education, Sustainable Livelihoods and Peacebuilding. We want to place a stronger emphasis on modelling and working alongside our partners, leading to sustainable change within individuals and communities; and

we want to see a multiplying effect as our partners are able to extend their reach to new target groups.

UMN is excited about opportunities to work with Nepali Christians as they reach out to their local communities. We are passionate about conflict transformation and the special Christian mandate for peacebuilding. We are committed to transforming individuals, groups and communities through holistic development, so that real community needs are identified and addressed in a sustainable way. In all of this, we want to be out-working God's vision for Nepal, so that lives are restored and more people are given opportunity to experience "fullness of life".



## "Fullness of Life"

*Living healthy, dignified and hope-filled lives in community*





More than five and a half decades have gone by since UMN established its health services work in 1954. Then, the two conditions were that "...all treatment be free, and that the Nepali staff be trained to take over the hospital and clinics in five years." Ever since, UMN has been focusing on these two main objectives – providing affordable and compassionate health services, including free care, to the poorest of the poor, and building the skills of Nepali staff through training, both short and long-term.

UMN has been trying to hand over the hospitals to a suitable Nepali organisation for many years. Though it has been successful in handing over some of the hospitals and other health-related programmes to suitable organisations, two hospitals, Tansen and Okhaldhunga, are still under UMN management.

## Providing Affordable Quality Health Care

While all treatment is no longer free, both hospitals continue to provide affordable, quality health care to those who come seeking assistance. Both Tansen and Okhaldhunga hospitals continued their free care services to the poor, and last year spent NRS 10,773,531 (USD

144,055) and NRS 2,955,787 (USD 39,475) respectively, through the Medical Assistance Funds.

Overall patient numbers at Tansen have increased, compared to last year's figures. The Emergency Department saw about 1000 patients

each month. The maternity ward remained very busy, with the 16 beds very crowded.

In Okhaldhunga, the outpatient numbers remained almost unchanged, whereas the bed occupancy rate was more than 100%.

## Building the Skills of Nepali Staff

During this last year, both hospitals have provided a wide range of training opportunities.

In Tansen, we continued to train nurses, doctors, and paramedics, and participated in Mid-Level Practicum and Skilled Birth Attendant training, in partnership with the Nick

Simons Institute and the National Health Training Centre. Three new trainings were added this year: Paediatric Nursing Course – an in house training; Anaesthesia Assistant Refresher Training; and the Diploma of Pastoral Healing Ministry, in partnership with Elijah Counseling

and Training Centre. This is the first accredited pastoral care course in Nepal. Tansen Hospital continued with the clinical attachment of the students of Tansen Nursing School, and thus helped to produce quality nurses for the country.

In Okhaldhunga, district placement training for the MDGP (Medical Doctorate in General Practice) residents from the Institute of Medicine, National Academy of Medical Sciences and the BP Koirala Institute of Health Sciences continued. Exposure visits for almost all of the staff to various hospitals and community health programmes was organised. Similarly, a five-day Appreciative Inquiry Training, a five-day Community Mobiliser Training and a three-day Disability Orientation Training for the Public Health Unit staff and some of the Hospital staff were organised. Two months of Skilled Birth Attendant training for two nursing staff and two months of paediatric nursing care training for two other staff were arranged. Other short courses for various staff members included administration, computer skills, mental health, and biomedical equipment repair and maintenance.



## Addressing Challenges

The hospitals continue to develop the infrastructures demanded by the challenges of their situations. Various departments at Tansen have been renovated, but the Maternity Ward remains inadequate. Okhaldhunga is also in need of new ward space, and faces continuing shortages of senior doctors.

It has not been possible to hand over Tansen and Okhaldhunga Hospitals in this past year. UMN has decided to continue operating the hospitals for another three years, while still being open to an appropriate handover when circumstances permit.

## So Rich

"Is this boy so rich that he could afford to eat a coin?" laughed the nursing staff.

Like so many children of his age, Sanu puts everything in his mouth. This time it was a coin! His panicky parents wanted to rush him to a hospital, but where would these poor folk find the money for his medical fees?

Tansen Mission Hospital was the answer. They could go there immediately for affordable and reliable service. For four hours they travelled, with the boy cradled in their arms.

An X-ray at Tansen Hospital confirmed the coin stuck right in the middle of his throat. Unfortunately, the hospital did not have the right instrument needed to pull the coin out. With no time to lose, Dr. Olak Jirel took the risky step of using a rubber pipe (catheter) to remove the coin. Gently the tube was inserted into the windpipe just until the tip of it reached beyond the coin. The tube was partially inflated and then slowly and carefully pulled back up, and the coin was removed with forceps from the oral cavity.

Everyone breathed a sigh of relief - especially the little boy himself.

As rural farmers, they may not have been able to read the sign across the hospital gates as they left, gratefully carrying their young son. But their experience reinforces that 55-year-old motto:

We Serve, Jesus Heals!

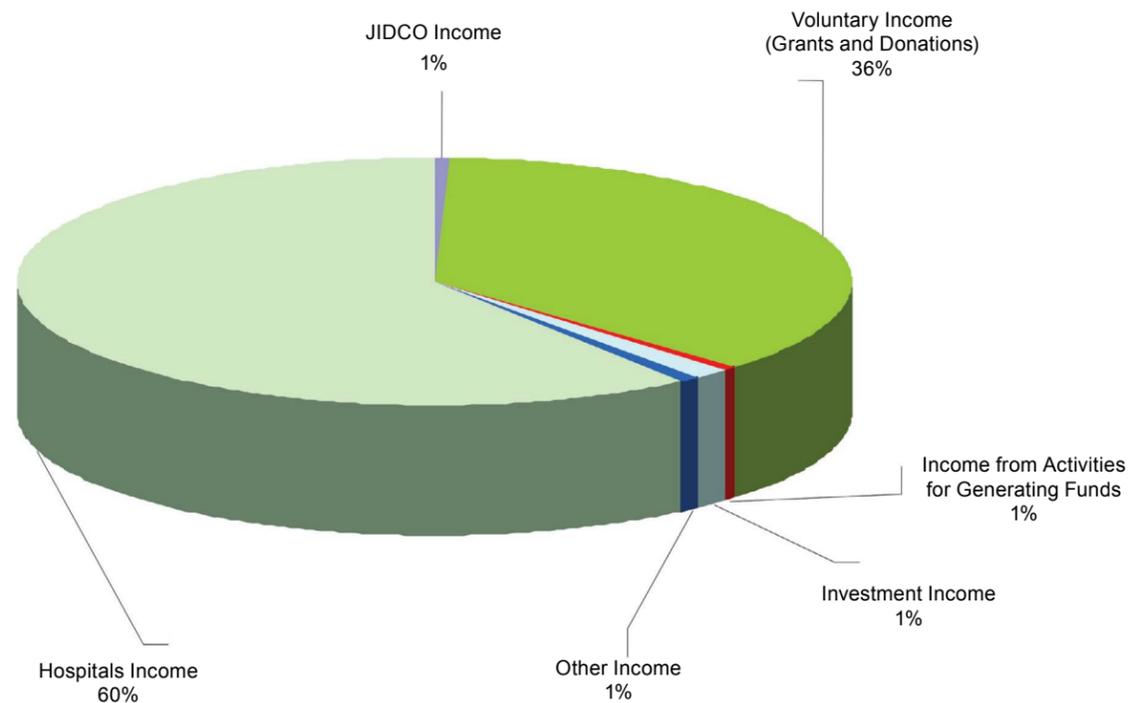


In the year ending 16 July 2010, UMN's consolidated income was USD 5,506,920 and consolidated expenditure was USD 5,761,536. The consolidated accounts of UMN include the full accounts of the Tansen and Okhaldhunga hospitals, the Hospital Services Office and UMN's portion of the accounts of JIDCO, a company controlled (76% owned) by UMN, carrying out a development project for people adversely affected by a hydro-electric power station. UMN's accounts have been prepared in accordance with the requirements of the UK Statement of Recommended Practice published in March 2005.

### Income

Consolidated Income was USD 5,506,920 an increase of 1.5% on the previous year (USD 5,422,169). The hospitals' income was USD 3,311,598, accounting for 60% of overall income. Grants from institutions and donations from individuals amounted to USD 2,009,984, including USD 408,703 for expatriate volunteer services.

#### Income in 2009-10



USD 1 = NRS 72.18

### Breakdown of Grant Income (excluding Hospitals and JIDCO):

Donor	USD	%
Presbyterian Church in Ireland (PCI)	255,148	17
TEAR Australia	246,376	16
Tearfund	232,971	15
HimalPartner	145,035	9
Finnish Evangelical Lutheran Mission (FELM)	128,424	8
Tear Netherlands	109,629	7
NHFP (USAID)	79,800	5
InterAct	66,411	4
Evangelischer Entwicklungsdienst e.V (EED)	53,654	3
Baptist World Aid Australia (BWAA)	30,615	2
Others	160,511	10
<b>Total Grant Income</b>	<b>1,535,388</b>	

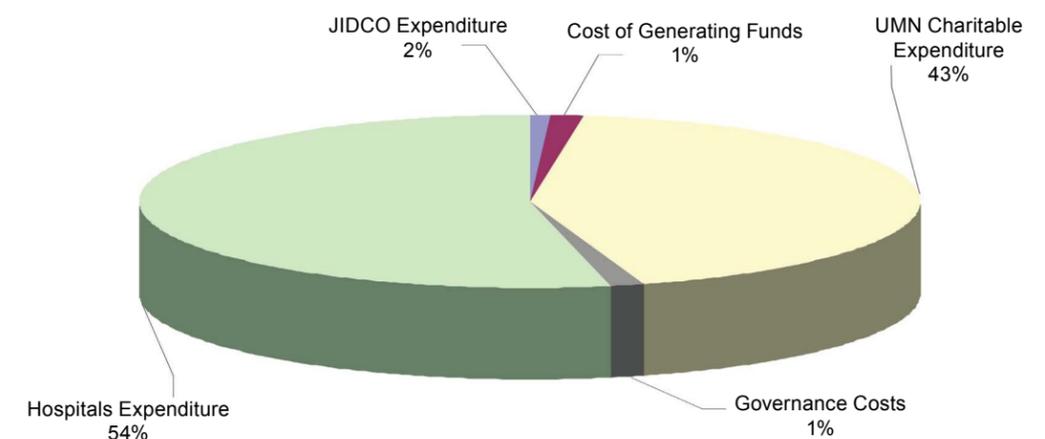
### Expenditure

Consolidated expenditure was USD 5,761,536, an increase of 6% on the previous year (USD 5,385,494). The hospitals' expenditure was USD 3,078,374, accounting for 54% of overall expenditure. UMN's charitable expenditure was USD 2,484,663, accounting for 43% of overall expenditure.

The cost of generating funds (1%) are the costs associated with activities to attract donors and individuals to support the work of UMN. Governance costs (1%) ensure that there is an adequate governance infrastructure within UMN, and cover the cost of the Board, the bi-annual General Assembly, financial governance and strategic management.

The consolidated charitable expenditure of UMN was USD 5,611,023 (97% of total expenditure), including USD 391,621 of support costs allocated in direct proportion to direct costs. No support costs were allocated to the hospitals or JIDCO.

#### Expenditure in 2009-10

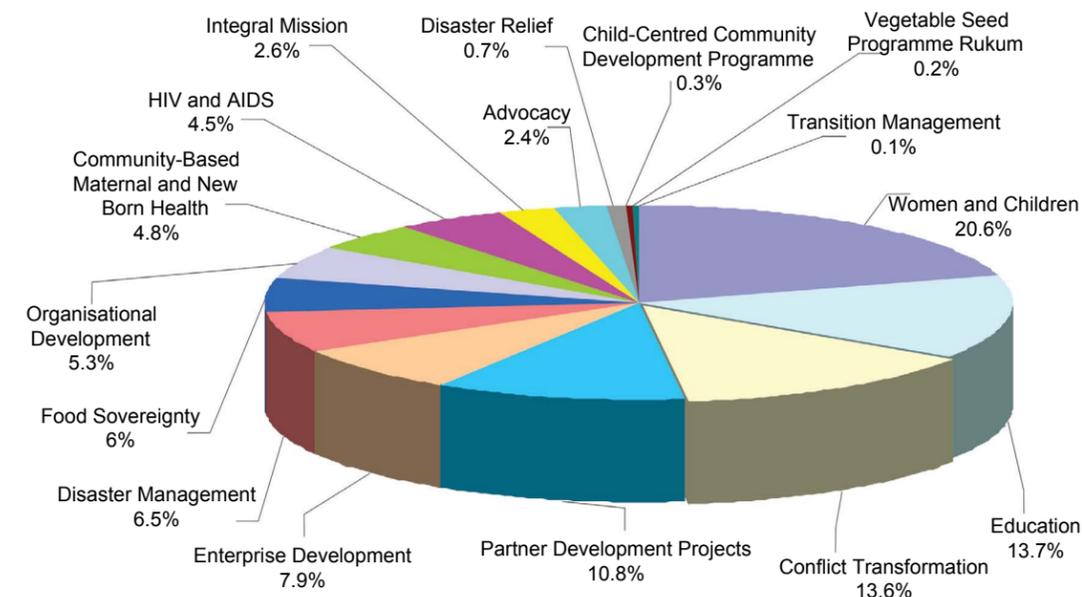


The hospitals accounted for 54% of UMN's expenditure and JIDCO accounts for 2% of UMN's expenditure. The largest areas of work within UMN were Women and Children (21% of UMN charitable expenditure), Education (14%) and Conflict Transformation (14%).

## Breakdown of Charitable Expenditure:

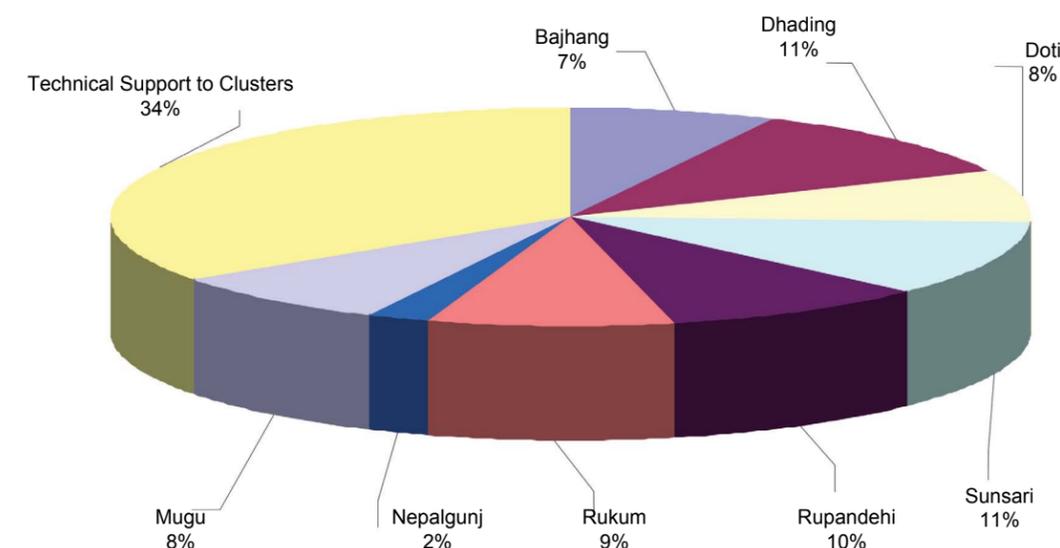
	USD	% of Total Charitable Expenditure	% of Charitable Expenditure (exc Hospitals & JIDCO)
Hospitals	3,078,374	54.9	
Women and Children	499,874	8.9	20.6
Education	332,802	5.9	13.7
Conflict Transformation	330,158	5.9	13.6
Partner Development Projects	262,799	4.7	10.8
Enterprise Development	192,817	3.4	7.9
Disaster Management	156,967	2.8	6.5
Food Sovereignty	144,698	2.6	6.0
Organisational Development	127,809	2.3	5.3
Community-Based Maternal and New Born Health	117,142	2.1	4.8
HIV and AIDS	109,167	1.9	4.5
JIDCO	107,252	1.9	
Integral Mission	62,056	1.1	2.6
Advocacy	57,793	1.0	2.4
Disaster Relief	17,504	0.3	0.7
Child-Centred Community Development Programme	6,638	0.1	0.3
Vegetable Seed Programme Rukum	4,598	0.1	0.2
Transition Management	2,574	0.0	0.1
<b>Total</b>	<b>5,611,023</b>		

## Breakdown of Charitable Expenditure (excluding Hospitals & JIDCO) 2009-10



The hospitals and JIDCO work in specific geographical locations, whereas the rest of UMN's work is split over a number of geographic areas. The 2009-10 charitable expenditure of UMN (excluding the hospitals and JIDCO) is broken down by location, below:

## Charitable Expenditure by Cluster 2009-10



Rupandehi, Dhading and Sunsari were the locations receiving the highest proportion of UMN's charitable expenditure. Technical support was provided to clusters from advisory groups based in Kathmandu and Nepalgunj in order to ensure the quality and effectiveness of UMN's work.



Christmas programme at the Thapathali office.

## Board & Governance

This year has been a period of team-building and visioning for the Board as they get to know one another and have input into the new Strategic Plan. In addition, the Board started work to adapt the Carver model of governance so that it more fully meets UMN's needs, and started the process of reviewing UMN's Vision and Mission statements.

Full details of the UMN Board of Trustees are provided on page 30.

## Executive Director

This year was Mark Galpin's first year as the Executive Director, and his focus has been on building relationships with cluster staff, supporting partners, Christian leaders and the development community in Nepal. Mark has taken forward a number of strategic issues, including the strategic planning process, the organisational restructuring and the hospital transition plan. Through the year, UMN has welcomed over 26 representatives and guests from 14 supporting partner organisations, and

continued its involvement in key national and regional networks, including the first European Nepal Conference which was jointly hosted by INF UK and UMN. In addition, UMN celebrated a global week of prayer which provided an opportunity to mobilise supporting partners and others to pray for Nepal and the key issues facing UMN.

## Strategy & Policy

This year we developed a new Strategic Plan for 2010-2015. The planning process encouraged participation from across UMN, and there is a good sense of ownership of the proposed way forward. As we come to the end of our current strategy, we have conducted 20 partnership, programme and area of work evaluations, most recently supporting a major evaluation of our cluster operations. Findings have been very positive, and it is clear that our capacity-building approach is at the cutting edge of development in Nepal. Our partners value our accessibility, our focus on relationships and recognise that we have significantly improved their ability to have an impact on their target communities.

"Our relationship with UMN is like family and different from other organisations. They come with their own programmes whereas UMN agrees to support programmes based on community needs." (Sundar Samaj Nirman Samuha)

## Government Relations

This year the primary focus has been on paving the way for the new government agreements which need to be in place by November 2010. The final evaluation of our current five year agreement was carried out, and recommendations will be incorporated into the final drafts of the new Strategic Plan. Overall, UMN's work is appreciated and continues to receive positive feedback from various government ministries.

## Personnel

A primary focus for the Personnel team this year was the strategic reorganisation which aims to improve efficiency within UMN. We want to say a very sincere thanks to the employees who were most affected by this process. The team also completed a major review of salary levels and benefits, which will be implemented in the coming year. Our staff profile continues to be diverse, with 142 Nepali staff from a range of ethnic groups. Over two-thirds of our staff are under 40, and almost 30% are female. We have 80 staff based outside of Kathmandu, of which over 20% are recruited and employed locally. Our expatriate staff volunteers come from 12 countries around the world, and represent 20 sending organisations. In February, our expatriates enjoyed a two-day spiritual retreat at which Trevor Morrow from the Presbyterian Church in Ireland was the guest speaker.

## Operations

This year, the Operations team conducted a major review of Information and Communication Technology (ICT) services and developed a roadmap to be implemented



Inside... UMN's ICT staff managing internal telephone lines.

in the coming two years. The migration to open source software was completed, and we are using Zimbra email services to reduce licensing costs. The Facilities team continues to encourage recycling, and provides detailed information required to determine our carbon footprint. Helen Parsons returned to help us update our archive system, ably assisted by Roger and Jen Marston. Thanks to their hard work, the UMN archives held by Yale Divinity School Library were updated with important documents from 2005.

## Security

The security situation in Nepal remains complex. In July 2009, the Cabinet approved a Special Security Strategy which resulted in higher visibility of armed security personnel. However, this has had little impact in reducing security tensions. The number of agitating groups and frequency of security incidents is increasing, and in May the Maoists imposed a prolonged bandh for six days to disrupt political negotiations as the deadline for a new constitution approached. The security situation has negatively affected our cluster level work. During the year, over 150 partner activities were cancelled or disrupted and our programmes continue to be scrutinised by increasingly politicised local stakeholders.

## Marketing

This year the Marketing team conducted a thorough review of UMN's communications products and services, and developed recommendations to be taken forward over the coming years. Our website continues to receive positive feedback with over 18,700 hits from 11,445 visitors in 132 countries. Vacancies and prayer requests receive the most interest from users.



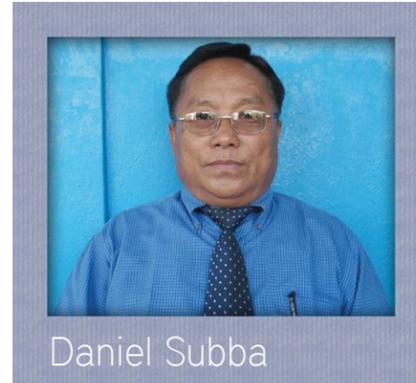
... and outside: an open-air strategy workshop at Rara Lake, Mugu.

# UMN Board of Trustees



Betsy Osborne

Betsy has worked with World Vision for the past three years, initially as Head of Human Resources (HR) in the UK, and now is involved in a global HR information systems project. Prior to World Vision she worked with UMN for three years, two of them as Personnel Director.



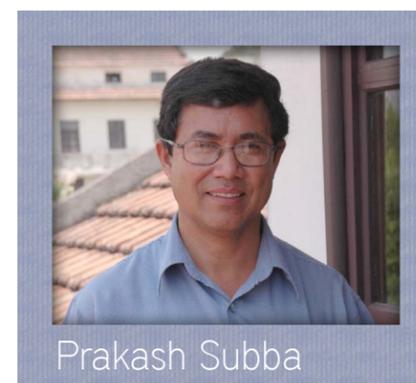
Daniel Subba

A pastor of the Itahari Baptist Church and President of the Nepal Baptist Church Council, Daniel is involved in social issues of injustice, advocacy and integral mission. He is also eager to work for social transformation of communities through holistic ministry.



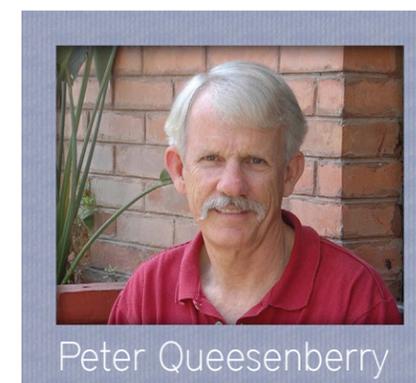
Fi McLachlan

Fi is the Chief Executive Officer of Mildmay International working in HIV and AIDS, based in London, with a background in social care management for both statutory and non-profit sectors. She has also worked as an organisational development consultant.



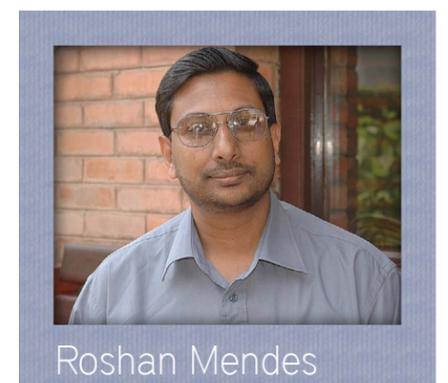
Prakash Subba

Prakash is Associate Pastor in Koinonia Patan Church and has been the National Director of the Nepal Campus Crusade for many years. He has a commitment to integral mission and seeing Nepali Christians contribute to the development of the new constitution.



Peter Queesenberry

Peter is currently an advisor with a Thailand-based foundation committed to developing the next generation of national Christian leaders in Asia. Peter and his family have served in Nepal, Laos and Thailand since 1980 in various roles from village animal doctor to Mission Director.



Roshan Mendes

Roshan is the Executive Director of LEADS (Lanka Evangelical Alliance Development Service) a Sri Lanka-based national relief and development agency. He is passionate about empowering communities to make a difference and has had a strong commitment to working for peace and reconciliation since 1992. He is also currently the Asia Chairman of Micah Network.



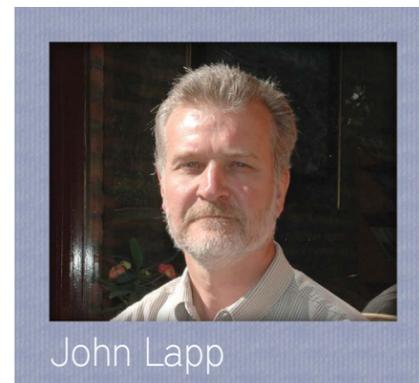
Jane Furniss

Jane has worked as a lawyer in South East Asia and until recently was the International Director of the Micah Network. She has been involved in the governance of a number of international development NGOs including TEAR Australia and CBM Australia. Jane has been the acting chair of the board.



Jiwan Gurung

Jiwan worked in the International Nepal Fellowship for 10 years and is on the board now. He also pastored a church in Pokhara. Currently he is one of the pastors of a church in Dang District. He was previously a UMN Board Member from 2003 to 2007 and is the founder of a non-government organisation in Dang.



John Lapp

John is the Mennonite Mission Network's Director for Asia and Middle East and has responsibility for their work in several countries. He previously served on the UMN Board and Executive Committee from 1998 to 2003.



Rebecca Sinha

As Campus Chief of the Lalitpur Nursing Campus, Rebecca has played a major role in transitioning the Campus to independence from UMN. She is the Chairperson of the Centre for Mental Health and Counselling - Nepal, and chaired the local YWCA for six years. She is also the Chairperson of ECTC (Elijah Counselling and Training Centre).



Sandy Sneddon

Sandy works as Asia Secretary in the Church of Scotland's World Mission Council. He served in Pakistan for some years and been a member of the UMN Board of Trustees since 2005.

## National and Cluster Partner List

Name of Partner	Type of Organisation
<b>National</b>	
Children at Risk Network (CARNet) Nepal	NGO
Dhulikhel Medical Institute (DMI-Physiotherapy)	Institution
Nepal Christian Relief Services (NCRS)	NGO
Restoration Centre Nepal (RCN)	NGO
<b>Bajhang</b>	
Dalit Sahayog Samaj (DHS)	NGO
District Health Office (DHO)	GoN
Ekikrit Bikash Manch	NGO
Mahila Kalyan Bachat Tatha Rin Sahakari Samstha Limited	Cooperative
Pragatishil Yuwa Samaj (PYS)	NGO
Shanti Higher Secondary School (SHSS)	Institution
<b>Dhading</b>	
Achane Higher Secondary School (AHSS)	Institution
Chandrayoti Integrated Rural Development Society (CIRDS)	NGO
Committed Society for Change (COSOC Nepal)	NGO
Dalit Welfare Organisation (DWO)	NGO
Himalaya Samudayik Mukti Karyekram (HSMK)	NGO
Jagatijoti Community Development Centre (JCDC)	NGO
Namaste Yuba Club (NYC)	NGO
Nari Jagaran Kendra (NJK)	NGO
Prayatnasil Samudayik Bikas Samaj (Prayas Nepal)	NGO
Small Farmer Cooperative Federation (SFCF)	Cooperative
<b>Doti</b>	
Apanga Sewa Sangh (ASS)	NGO
Bar Pipal Saving and Credit Cooperative Ltd. (BPSCC)	Cooperative
Centre for Equal Access Development (CEAD) Nepal	NGO
Gramin Samudaya Bikash Kendra (RCDC)	NGO
Rampur Higher Secondary School	Institution
Rural Development Center (RDC)	NGO
<b>Mugu</b>	
Disabled Rehabilitation & Rural Development Organisation (DARRDO)	NGO
District Health Office (DHO)	GoN
Gramin Samudayik Sanstha (GSS)	NGO
Karani Community Development Centre (KCDC)	NGO
Mahakali Higher Secondary School (MHSS)	Institution
National Dalit Development Forum (NDDF)	NGO
Rinimokshya Samaj Sudhar Kendra (RSSK)	NGO

NGO Non-governmental organisation  
GoN Government of Nepal

Name of Partner	Type of Organisation
<b>Rukum</b>	
Christian Society Development Campaign (CSDC)	NGO
Disable Protection Forum (DPF)	NGO
Nepal Magar Society Service & Information Centre (MIC Nepal)	NGO
Nepal People Awakening Forum (PAF)	NGO
Nepal Red Cross Society (NRCS)	NGO
Rukmini Higher Secondary School (RHSS)	Institution
Seto Gurans Bal Bikas Sewa (DGS)	NGO
Subtropical Vegetable Seed Production Centre	GoN
<b>Rupandehi</b>	
Adharbhut Saving and Credit Cooperative (ASCC)	Cooperative
Bhrikuti Community Learning Centre (BCLC)	NGO
Bikalp Sewa Sanstha (BIKALPA)	NGO
Gramin Mahila Uddhyam Sahakari Sanstha Ltd (GMUSS)	Cooperative
Isai Samaj, Nawalparasi (ISAN)	NGO
Jana Kalyan Higher Secondary School (JKHSS)	Institution
Life Development Resource Centre (LDRC)	NGO
Lumbini Christian Society (LCS)	NGO
Nepal Abinash Social Service Organisation (NASSO)	NGO
Sakar Samuha Nepal (SSN)	NGO
Siddhartha Samudayik Samaj (SSS)	NGO
Sunawal Community Development Centre (SCDC), Nawalparashi	NGO
Sungabha Community Development Centre (SCDC), Rudrapur	NGO
<b>Sunsari</b>	
Brethren in Community Welfare Society (BIC)	NGO
Chandra Mukhi Club (CMC)	NGO
Community Development Forum (CDF)	NGO
District Development Committee, Morang	GoN
Jana Chetana Samuha (JCS)	NGO
Kirat Yakthung Chumbling (KYC)	NGO
Multi Purpose Rural Development Centre (MRDC)	NGO
Naba Jiwan Samaj Sewa (NJSS)	NGO
National Community Development Centre (NCDC)	NGO
Nepal Chelibeti Disabled Women Society (NCDWS)	NGO
Participatory Mobilisation Centre (PMC)	NGO
Sewa Saving & Credit Cooperation Society (SEWA SACCOS)	Cooperative
Sarada Higher Secondary School	Institution
Sundar Samaj Nirman Samuha (SSNS)	NGO
Vadgaun Sinuwari Higher Secondary School	Institution

## UMN Supporting Partners

### Australia

Church Missionary Society, Australia  
TEAR Australia

### Finland

Finnish Evangelical Lutheran Mission

### Germany

Gossner Mission

### Ireland

Presbyterian Church in Ireland

### Netherlands

Tear Netherlands  
ICCO & Kerk in Actie

### Norway

Normisjon  
HimalPartner

### Sweden

InterAct

### United Kingdom

BMS World Mission  
Church Mission Society, Britain  
Church of Scotland  
Methodist Church in Britain  
Tearfund UK

### United States of America

Mennonite Central Committee  
World Mission Prayer League

### Multi-national Bodies

Interserve



UMN is also grateful to following organisations for their support this year.

Assemblies of God, India

Baptist World Aid, Australia

CEDAR Fund, Hongkong

Der Evangelischer Entwicklungsdienst (EED), Germany

Evangelical Lutheran Church in America, USA

INF UK, UK

Irish Aid, Ireland

Mennonite Mission Network, USA

Presbyterian Church, Canada

Presbyterian Church, USA

Samaritan's Purse, USA

SIM (Serving in Mission), South Africa

SSMP(Support to the Safe Motherhood Programme), Nepal

Swedish Pentecostal Mission (PMU Interlife), Sweden

Swiss Friends for Mission in Nepal, Switzerland

The Calvary Foundation, USA

The Presbyterian Church at Woodbury, USA

UNICEF (United Nations Children's Fund), Nepal

United Methodist Church, USA

USAID (United States Agency for International Development), Nepal

*UMN is also grateful to many individuals, groups and churches around the world who give faithful support to UMN.*



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