HOSPITALS
A financial burden or a chance to serve?

TRAINING
New unit integrates training resources

KHIMTI
Next step for the hydro power companies

NUTRITION
UMN experiences to be shared more widely
Commitment, Care and Compassion

A dozen Nepali leaders of non-government organizations recently had lunch with the Vice-President of the World Bank. The visitor asked, "What is most needed for grassroots development?" No one mentioned money, which must have been a puzzling and frustrating analysis for a banker!

One factor emerged as most important. My Nepali colleagues insisted that the most critical component for grassroots development was 'committed staff.'

How do we find committed people? Clearly money is not the key. (Although if people are not compensated fairly the result can be a feeling that their contribution is undervalued and lead to loss of morale and initiative.)

Commitment arises from inner motivation, a sense of values, and a vision for the human community that goes beyond a person's individual interests, family responsibilities, or "afao manche" (inner circle of right connections).

The value of "committed service" becomes especially apparent in health services when we recognize that care and compassion are not just luxuries that make people feel good. Modern science has demonstrated that technology itself is inadequate for optimal health care. The personal touch that communicates care and love has a powerful healing impact.

The life of Jesus provides a supreme example of such healing compassion. As he related to persons with broken bodies and spirits, Jesus did not consider any task too lowly to communicate the love of God. He washed the feet of his disciples and asked them to do likewise. A modern follower of Jesus, Mother Theresa, describes her calling in one simple vision, "to love the unlovable."

Since its start in 1954, UMN's mandate has included "the proper care and treatment of the sick" and "prévention of disease." There are tangible results: The improved health indicators and the reputation for compassionate care, as the Prime Minister testified at the recent tenth anniversary of Patan Hospital.

At present UMN is searching for the best strategies to fulfill that same mandate in the emerging situation in Nepal. In the years ahead there will be changes in the institutional forms of our health service activities. They will focus more on developing Nepali capacity to improve the health of the community than on expanding UMN's delivery of services.

But whatever the format for health care, the critical factor will continue to be committed staff who care about others and serve with compassion. Such service is sustained only by the spiritual resources within individuals and the community.

United Mission to Nepal

A cooperative effort between the people of Nepal and 39 Christian organisations from 18 countries.

UMNews

Number 3, February 1993

Editor: Olof Konneback
Art Director: Michael Brown

Published by the
UNITED MISSION TO NEPAL
P.O.Box 126, Kathmandu, Nepal
Tel: 977-3-228118 Fax: 225559

UMNews is the external newsletter of UMN, published twice a year for a general readership in Nepal and other countries. Articles may be repurposed free of cost, but acknowledgement of the source is appreciated. For photos, please contact the UMN Information Office.

Photos: Olof Konneback except pg 3 (bottom) by courtesy of Mona Bongaars pg 6 (top) by courtesy of Miriam Krantz.
Board Approves Staff Guidelines

The UMN Board of Directors met in Kathmandu in November. Among the results are:

- A set of values for UMN staff
- A Strategy for church cooperation
- A new Asian member
- A new President

The statement of values, developed with input from Board members and UMN personnel, will serve as a guideline for all expatriate and Nepali staff (regardless of faith) who represent and work for UMN. Among the twelve values stated are Forgiveness, Integrity, Cultural Sensitivity and Humility.

The adopted strategy for the best way to cooperate with Nepali churches includes a church related focus in UMN programmes, work with government-registered and church-related groups, support to the churches in training potential leaders.

The Board decided to welcome the United Evangelical Lutheran Churches of India as a new member body of UMN. Rev Dr David Claydon from CMS, Australia was elected new President.

Emergency Operation in Refugee Camps

The number of refugees from Bhutan (of Nepalese origin) coming into East Nepal became an acute problem over the last year.

Invited by the Lutheran World Services (LWS), UMN was able to help in identifying the emergency state of the camps. UMN health staff also assisted Save the Children Fund, UK, in running intensive feeding centers.

"It was enjoyable to see the willingness among our Nepali staff to take part in this special operation," says Assistant Health Director Mona Bomgaard, who coordinated the UMN efforts.

The new president David Claydon in the middle of the newly elected Executive Committee at an informal meeting. David Claydon is Federal Secretary of the Church Missionary Society (CMS), Australia. He has been an Anglican Parish Rector and has worked with the Scripture Union for many years.

A special tribute was paid to the members of the UMN community who had died in aircrashes in Nepal last year.

This year's guest speaker was Rev Raymond Fung from Hong Kong. He gave three lectures about "The Isaiah Agenda", which were much appreciated.

Nepali UMN employees volunteered to work in the Bhutanese refugee camps and were sponsored by UMN.

UMN's Development and Consulting Services (DCS) in Butwal has been acting as a consultant on the upgrading of the simple housing. Seconded to LWS, Jerry Clewett from UMN is responsible for planning the lay-out of the housing, roads, community buildings etc. in the camps.

The population of refugees is now over 70,000 in five different camps.
Babu Kaji Adhikari fell from a tree and became a paraplegic. He stayed two and a half years in Amp Pipal Hospital!

"Without the hospital, I would have been dead by now", says Babu Kaji.

Since the accident nine years ago, he has been able to start a new life together with his wife Goma and a son. They now live in Kathmandu because a wheelchair is impossible in their home village, several hours walk from nearest road.

Twenty-three years old, Babu Kaji, like many others in Nepal, fell from a tree while cutting fodder-grass for the goats. He was carried three-four hours in a hammock to the UMN hospital, where he was put in plaster for three months.

It was arranged for his pregnant wife to stay near the hospital. In addition to looking after Babu Kaji, she was able to earn some money by working in the hospital vegetable garden.

During the long time in hospital, Babu Kaji not only learned how to handle his disability, he also found a new meaning in life. Many hours were spent sharing his experience of God’s love with fellow patients.

"Because of the long hospital stay, I was able to make a new start, both mentally and physically. That would have been too hard in the village, and I am sure I wouldn’t have survived."

With the income from their small batik industry, the family have been able to build a simple house in Kathmandu. Occasionally Babu Kaji sees the physiotherapist in nearby Patan Hospital.

The effect of the UMN hospitals on the overall health situation in Nepal may not be easy to determine. But they have a significant impact on individuals’ life. Babu Kaji is only one example.
THE IMPOSSIBLE EQUATION

UMN hospitals have been facing an increasingly frustrating dilemma: Hospital services are to be available to the poor, and staff should have reasonable salaries. But dependency on external grants have to be reduced!

This impossible equation has its background in difficulties in raising enough funds for the hospitals - and an ambition to run them in a way that prepares for a government takeover.

However, it has now become clear that the Government is not planning to take over any hospitals in the foreseeable future. What does that mean for the future of the four UMN-related hospitals?

If not the Government, could a non-government Nepali organisation take over the management responsibility?

Yes, but it is probably not possible to establish an indigenous organisation, built on Christian values and run by Nepali people with enough medical and management qualifications, in the near future. The pool of professionals is still too small.

Therefore, UMN has to be prepared for a long-time commitment to its hospitals, which might be considered a financial burden. But it is also a chance to serve.

HOW TO SOLVE THE HOSPITAL DILEMMA?

After twelve years in Nepal and four years as director of the Health department, Tjerk Nap is preparing to move back to Holland together with his family in the middle of this year.

Tjerk, how can we solve the hospital dilemma?

"By definition health care which is accessible to the poor must be subsidized. In rich countries this happens through government involvement and insurance mechanisms - the rich pay for their poor compatriots. In Nepal this is not feasible yet.

"Therefore, in order to reduce our constant dependency on external grants, I hope it will be possible to build up an endowment fund, of which the interest will be sufficient to pay that part of the hospital bill which the patient is unable to pay."

What role should UMN play in running the hospitals in the future?

"My dream is to have enough Nepali Christians in health care and management to continue loving service, regardless of UMN's involvement.

"Another dream I have is to see a Nepali organisation take over our hospitals and community health work."

How long will it take for your dreams to come true?

"In view of the situation in Nepal, it will probably take at least 25 years."
Malnutrition is increasingly being recognized as a key-factor in Nepal’s poor health status. To improve the services in this area, the UMN Nutrition Consultancy, which has been available for many years, is now developing into a larger Nutrition Programme.

"The major problems at present are continued high rates of energy protein malnutrition and micro-nutrient deficiencies like vitamin A, iron and iodine," says Director Nalini Shakya: "We know that these problems are related to lack of knowledge, resources and illiteracy. We also know that some of the answers exist in the experience of UMN and need to be shared more widely."

Initially, the Nutrition Programme will consist of the Education-Training Unit, the Research Unit and a District Training programme.

Major target groups are pregnant and lactating women, children and adolescent girls.

The programme will be involved with UMN projects, selected NGOs and programmes within the Government.

Placing UMN nutrition staff in districts, to work within government structures, is a new approach for UMN.

UMN’s internationally acclaimed nutritionist Miriam Krantz continues as a consultant to the programme.

New Hospital Wings Opened in Tansen

The new wings of Tansen Hospital were officially opened on July 22nd, 1992, in the presence of UMN, government and local notables.

The building programme has given the hospital 25 new beds, as well as refurbished Operation Theatres, refurbished Central Sterile Supply Department, new Delivery Rooms, new Maternity Ward and new female Surgical Ward.

Earthquake-hit Okhaldhunga Hospital Rebuilt

In Okhaldhunga, the rebuilding of the hospital since the earthquake 1988 was finished last year. A ceremony on 21 August marked the commissioning of the large and light new buildings. Construction was according to government specifications for a district hospital, plus reinforcement to prevent earthquake damage.

Nursing Campus Land Generates Income?

Could the excess land around Nursing Campus be rented out and the income used to help financing the Campus? An income generation committee is working on an answer to that question. Possible tenants are KISC, UMN Guest House or a department store.
More than Two Thousand Scholarships in 25 years

The Training and Scholarship Programme (TSP) celebrated its Silver Jubilee on 7 December 1992. The significant contribution to financially and physically disadvantaged students was emphasized by the chief guest, Mr Kedar Mathema, Vice Chancellor of the Tribhuvan University.

About 700 students per year are receiving TSP scholarships. Fifty percent of the campus level scholarships are allocated to girls students. Altogether 2,400 young people from poor families have benefited from the UMN scholarship programme over the last 25 years.

New Unit to Improve Training Services

To further pursue UMN's commitment to training, a new Training and Development section has been started.

"This brings together and integrates several existing mission-wide training resources under a stronger management structure", says Michael Prince, manager of the new training section.

The Training and Development section resulted from discussions about the future directions of the UMN Business School. It was felt that it needed to serve the UMN training needs in a more flexible way. The new section is part of the Personnel department and incorporates the Language and Orientation programme for expatriates.

The Training and Development section will offer services in such areas as Management and Supervisory skills, English as a Foreign Language, General Clerical/Secretary skills and Training of Trainers.

As well as running training programs, it will seek to help Project Managers to determine the needs, to find the right resources and to evaluate the effectiveness of the training.

"There are several strategic advantages with a consolidated unit", says Michael Prince:

"It gives us a single central point of overview for training and development matters, as well as improved services, through better use of resources and expertise."

UMN Training Best in Nepal

550 Nepali farmers and community leaders received training to meet their basic needs at 36 different courses conducted by the Rural Development Center, RDC, in Pokhara last year.

The number of training days increased by 64 percent and number of courses by 50 percent. These figures confirm the intention to change RDC, from a consultancy to a training center.

The recruitment of three additional female trainers helped to increase the number of women trainees from 17 percent 90/91 to 28 percent 91/92.

RDC is offering its training capacity to UMN projects as well as to other organizations who share the same objective to assist disadvantaged rural people.

The training courses provide practical performance-based skills in Agriculture, Basic Forestry Development, Animal Health Improvement and Water Systems Maintenance. A needs assessment is underway for a new section, which could give training in community organisation skills.

A formal evaluation of the animal health training, by the British Intermediate Technology Development Group (ITDG), revealed it to be the most successful program of its kind in Nepal, due to dedicated teachers, performance-based training and regular follow-up.

In order to reach out to new groups, offices for recruitment of candidates have recently been set up in two new districts.

Besides supporting needy students in schools and colleges, in-service scholarships have been provided to UMN staff. Most of the nursing and paramedical staff in the UMN hospitals, Community Health programmes and Nursing Campus, have received assistance from TSP. This part of the programme is being shifted to the Personnel department.

Being the largest scholarship programme outside the government structures, TSP has played a substantial role in educating young Nepalis to take responsibility for their people and country.

Gopi Aryal, who is presently studying medicine on a UMN scholarship, puts it this way: "In [Nepal's] critical situation, the help that is provided by the UMN scholarship programme to poor and helpless students for further education is actually beyond expression."
The first six reading books in a new UMN-produced series for adult literacy learners have been released.

The colourfully illustrated books were launched at a function at UMN Headquarters in November. They are graded according to reading difficulty, and each book contains a true life story from Nepal.

The NFE book project is working on a further ten titles in this series called "Pipal Books", which is planned to finally consist of 100 titles.

Do you want to help?

To help UMN serve poor hospital patients, contributions to our Medical Assistance Fund are much appreciated.

Money can be transferred through our bank account in London:

Small Hydro in the Annapurna Area
BPC Hydroconsult has done feasibility studies for small hydro in the Annapurna Conservation area. Chances are good for UMN-related organisations to become further involved later.

Himal Hydro Goes Public
UMN-related Himal Hydro and General Construction has been registered as a Public Limited Company. This will increase its opportunities for expansion in the future. Butwal Power Company is applying for the same change.

Sixty-two NFE classes in Jajarkot
With the completion of the third facilitator training in November, all 62 NFE (Non-formal education) classes are now underway in three villages development areas of Jajarkot district. Toilets and vegetable gardens are appearing in the participating villages, and the participants of one class are starting a tree nursery.

Royal Medal to UMNers
On the occasion of his 48th auspicious birthday, the King of Nepal recognized three UMN-related institutions by awarding the royal "Prabal Gorkha Dakshin Babu" to Odd Hofun, Butwal Power Company, John Barclay, Gandaki Boarding School and Frank Garlick, Patan Hospital. They will receive the medals at a ceremony in the Royal Palace on the Nepali New Year’s Day (13 April 1993). Odd Hofun receives this award for the second time.