

Number 8, May 1998

UMN News

United Mission to Nepal

Annual Report
1996-1997

*For I know
the plans I
have for you,
declares the
Lord, plans to
prosper you
and not to
harm you,
plans to give
you hope and a
future.*

Jeremiah 29:11



Editorial



"We believe that for the greatest long-term impact we should give highest priority to developing the capacity of Nepali organizations to respond to the needs of Nepal. In this way, UMN's demonstrated effectiveness in providing services to the poor, training individual Nepalis, developing Nepali companies and institutions, contributing to vital infrastructure, and modeling innovative approaches to meeting human need can be carried forward into the future by Nepali organizations."

A report, by definition, looks backward. But the most significant developments of the past year have been the specific steps taken to move into the future.

In 1996 the Board of Directors of the United Mission to Nepal approved "Our Vision and Strategy into the 21st Century," providing guidance as to how UMN will work in the future. The fundamental purpose of UMN, as described in the first draft of its constitution in 1953, has always been to address "the needs of the people of Nepal in the name and Spirit of Christ."

The strategies for working with the people of Nepal to improve the quality of their lives have varied over time and in the various sectors in which we work: education, engineering and industrial development, health services, and rural development.

In the mid-1950's when UMN began working in Nepal at the invitation of His Majesty's Government, there was very little infrastructure to meet basic human needs. Many of UMN's early activities were pioneering efforts to provide the basic institutions necessary for development. Tansen hospital 1954, Mahendra Bhawan 1957 the first school for girls. Other firsts have been the Lalitpur Nursing Campus 1958, Butwal Technical School 1963 and the first private hydro-power enterprise in 1966.

Now the situation in the country is quite different, with the government, Non Governmental Organisations (NGO's) and the private sector expanding their development efforts.

UMN has had a strong record of implementing projects. Our Nepali staff and expatriate technical assistance staff have performed with a high level of competence and commitment in the context of UMN's values,

We are now focusing on how that excellence can be realized in Nepali organizations. This requires a new organizational culture and shift in how the almost 40 sponsoring organizations of UMN, from 16 countries, view their role in partnership with Nepal. I believe it is an exciting, promising, and worthwhile challenge as we prepare for the new millennium.

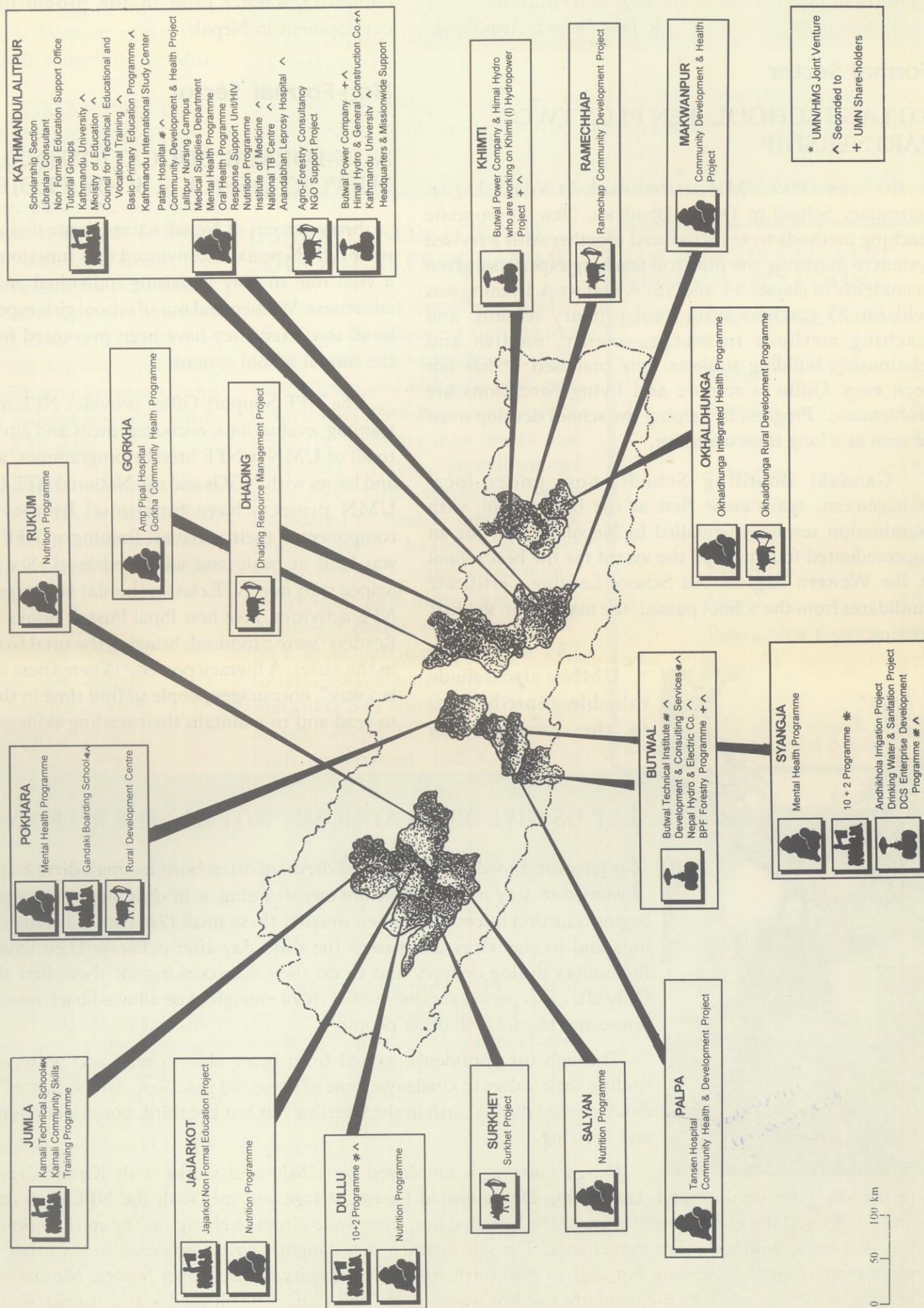
We thank God for the work which has been accomplished in the past year and express appreciation for the cooperation of His Majesty's Government, all our donors and sponsoring agencies worldwide, the many organizations in Nepal who have worked together with us in various ways, and all our staff who have lived out the values of UMN which we believe are fundamental to any true development.

"UMN's work and organisation will be shaped by this vision for Nepal: individuals and communities will be able to secure their basic needs in a sustainable manner through participation in effective and self-reliant Nepali organizations."

On a personal note, I began working with UMN in early 1990, just as the democracy movement began. It has been a fascinating privilege to be here in this time of change. As I leave Nepal in a few months, my prayer is that the country will continue to change, in ways that will benefit those most in need and give them hope.

Edgar Metzler
Executive Director

UMN programmes and partnerships 1996-1997



Education Department

"Poverty is the underlying cause of ill-health and disease in Nepal, and it's not just financial. It is just as much poverty of information, knowledge and education."

Dr. John Padgett, Amp Pipal.

Formal Sector

VILLAGE SCHOOL TEN PLUS TWO PARTNERSHIP

In June 1996 UMN started work in Vijaya Higher Secondary School in Dullu, Dhailekh. New, appropriate teaching methods were introduced together with a revised system to maximise the practical teaching experience given to students in classes 11 and 12. A two week training was held for 25 teachers from local primary schools, and teaching methods in maths, science, english and relationship building subjects were practised. It has not been easy. Dullu is remote and living conditions are problematic. Progress in helping the school develop must be seen as a long term objective.

Gandaki Boarding School, now under local management, again came first as the best school, with examination results unequalled in Nepal. It won for an unprecedented fourth time, the award for the best school in the Western Region. All School Leaving Certificate candidates from the school passed, the majority in the first division.

UMN also made valuable contributions to the work of the

Curriculum Development Centre, under the Ministry of Education, in textbook development and teacher's training, computer science, and in the promotion of library development in Nepal.

Non-Formal Sector

NON-FORMAL EDUCATION (NFE) SUPPORT OFFICE & BOOK PROJECT

Sixty percent of Nepali nationals are unable to read and write. UMN remains convinced that functional literacy has a vital role to play in raising individual and community awareness. Women and out of school girls especially benefit, as all too often they have been prevented from attending the formal school system.

The NFE Support Office provides NFE materials, staff training, evaluations, encouragement and advisory support to all of UMN's NFE literacy programmes, and interfaces and liaises with NGOs and the National NFE Council. Eight UMN projects have functional literacy as a major component of their activities. Training on NFE methodology was held at basic and advanced level. Six project visits helped start new NFE classes (Jumla) and improved existing NFE activities. Five new Pipal Pustak Books (post literacy Readers) were produced, bringing the total to twenty books in the series. A literacy poster "Where there is a wish there is a way", encourages people to find time in their busy days to read and to maintain their reading skills.

LET US GIVE BIRTH AT HOME, NOT IN "THE BLEEDING HUT"

In Jajarkot, in western Nepal, children are often born in small dirty huts built for women to stay in when they are menstruating or in childbirth. As soon as labour begins tradition forces the women to enter these small (2m wide x 1m high) door-less huts and to stay there alone until the third day after delivery. They have to be by themselves during delivery and to do their own cooking for these first three days. Only after this period are the women clean enough to be allowed back into the family house and to mix with other people.

Through the confidence gained from being able to read and write women are finding their voices to challenge some of these old practices. Deuse Basnet's first two children died during birth in the bleeding hut but the third, born in her home, is alive and thriving.

Durga Gurung is employed by UMN and works with Kirsti Kirjavainen in promoting safer motherhood. Last spring Durga visited Deuse's village and met with the NFE class participants and challenged the group over the use of the bleeding hut. They were afraid to change as the spirits would be angry but Deuse was willing to take that chance. The safe arrival of her daughter gave confidence to the other women to walk away from the bleeding hut and to give birth within the dignity of their own homes. Mothers-in-law are helping in deliveries and now regularly use hot water, soap, nail cutters, fresh blades and thread. Good food is prepared for the new mothers to give them strength. A few women in the village still doubt the wisdom of making this change but other women are convinced that change has come to stay.



NFE is not only about literacy, it's about how to live a full life using the gifts God has given. More often than not, the communities demand literacy classes; basic knowledge for taking command of one's own life. Women grasp this opportunity to do something together.

KARNALI COMMUNITY SKILL TRAINING (KCST) PROGRAMME

Three principals came and went during the year in Karnali Technical School (KTS), making it difficult to establish any meaningful partnership. UMN continued to support the school by providing four expatriates to strengthen the school's teaching standards and management, and provision of workshops and short training's for KTS staff.

Numerous skill training's were conducted, for Traditional Birth Attendants (TBAs), and in sanitation, animal health, vegetable production and basic carpentry.



Altogether 380 children attended 19 NFE classes in nine villages. These classes were held early, before the morning meal and before daily chores began. 39 boy students (19%) enrolled back into the formal school system whereas only 27 girls (14%) enrolled in the primary school. The drop out rate in the adult literacy classes was low at 2%. Adult classes began after the monsoon was over and 20 classes started with 399 participants (33% women).

"I delivered 8 babies in the cowshed behind our home. Three of my babies died in the first week of life. My mother-in-law told me that is just the way it is in our village, and that sometimes ghosts take childrens' spirits in the night. I know now that isn't true. My babies died because I didn't know how to care for them. My daughter-in-law will deliver her babies inside our house, and I will teach her what to do." 42 year old Magar woman from Bettini.

UMN SCHOLARSHIP SECTION

During the year, the scholarship programme was refocused and reorganised to reduce overheads in response to decreasing funds received.

Funds received are being used to meet priority needs of girls, handicapped children and children of landless families (primarily those living in temple compounds).

The Scholarship programme is being decentralised so that staff at project level will be more involved in the selection and monitoring of scholarship recipients.

JAJARKOT NON-FORMAL EDUCATION PROGRAMME

A total of 214 classes were held in 16 Village Development Committees (VDC) with 4230 participants. 67% were women and 685 girls took part in their own Cheli-Beti classes, which leads the students into the formal schooling system. Development activities and trainings were conducted in health, agro-forestry, community based disaster preparedness, and womens' awareness, and nine Community Reading Centres were established. NFE class participants made 782 toilets, 471 kitchen gardens, and installed 341 smokeless cooking stoves. 47 public water taps were built or repaired, and 5.5 kms of paths and 12 public resting places were repaired.

STAFF CHILDREN EDUCATION ADVISOR & KATHMANDU INTERNATIONAL STUDY CENTRE (KISC)

Tutorial groups in seven programme locations and KISC continue to serve the educational needs of expatriate children. The shortage of teachers especially in the tutorial groups continues to be a major concern.

THE WORLD'S LOWEST URBAN POPULATION :

% of population living in urban areas, 1998

1	Bhutan	6
2	Rwanda	6
3	Burundi	8
4	Ethiopia	13
5	Oman	13
6	Uganda	13
7	Malawi	14
8	Nepal	14
9	Papua New Guinea	16
10	Niger	17

Nepal has one of the highest rates of Urbanisation in the World (World Bank).



Engineering and Industrial Development Department

EIDD

Partnership and capacity building are two of the prominent features of the strategy that EIDD has sought to more consistently integrate into its work with related organisations. A fresh UMN Vision, a new Two Year Plan and changed leadership have all come into effect.

One significant event during 1996/97 was the appointment of a Nepali Department Director. In line with UMN's organisational vision for an increasing degree of Nepali leadership, and breaking new ground at this management level, EIDD became the first UMN Department to have a Nepali Department Director. This has brought a new dimension of direction and thinking to EIDD.

EIDD STRATEGIC PLANNING PROCESS

At a two day workshop in May 1997 a start was made to understand the terms used in UMN's Vision & Strategy Into the 21st Century and to interpret how it applies to the existing situation and relationships with organisations, with which EIDD has partnerships. A time frame is being developed for capacity building in existing organisations and to explore opportunities for new partnerships with organisations focusing on meeting basic product needs.

UMN's contribution to Nepal's development of skilled manpower, appropriate technology and basic infrastructure will be through ethically based industries and enterprises which contribute to a sound and just economy that will help people fulfil their basic needs.

Some of EIDD's activities include:

TECHNICAL ASSISTANCE TO MELAMCHI DIVERSION SCHEME PROJECT

UMN carried out a feasibility study to assess the viability of diverting water from the Melamchi river for Kathmandu. The study was successfully completed and handed over to HMG/N on 23 July 1997.

INSTITUTE OF TECHNOLOGY AND INDUSTRIAL DEVELOPMENT (ITID)

The ITID Board manages Butwal Technical Institute (BTI) and Development and Consulting Services (DCS).

Research and development of technology and products appropriate to people of rural and remote areas of Nepal is one of the main objective of DCS. Activities include design and prototype development of printed circuit board for electronic load controller extension and safety protection board, development of prototype load priority controller, improvement in DCS automatic voltage regulator, installation of first pilot project on economic battery-storage Rural Lighting System, work on pre-stressed concrete poles, shelter improvement project, and plant oil initiation project.

Activities in promoting and transferring appropriate technology,

including survey, feasibility, design and installation of Micro Hydro Plants, training and consultancy for operators and managers of Micro Hydro Schemes, and for small and cottage enterprise/ industry establishments and building construction. Six Micro-hydro plants ranging in size from 8 to 30 kW were installed in different parts of Nepal and four schemes are under construction.

DCS exported four Sundhara Oil Expellers to Zambia, Nicaragua, Chad and Tanzania and installed three units in different parts of Nepal.



pipelines for empowerment

ANDHI KHOLA IRRIGATION PROJECT (AKIP)

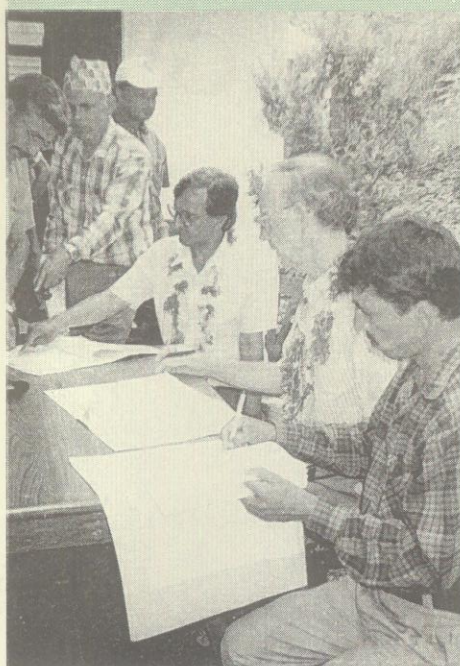
The construction of AKIP was completed in May, 1997. The irrigation system was handed over to Andhi Khola Water User's Association (AKWUA) on 27 June, 1997 through HMG/N Department of Irrigation (DOI).

AKWUA's future obligations include repayment of NRs. 3.8 million (US\$ 800,000) UMN loan into an emergency repair and maintenance fund, transfer of land to eligible farmers, and sale of UMN water shares.

A unique feature of Andhi Khola Irrigation Project (AKIP) was acquiring land from the better off families and distributing it to landless families through Andhi Khola Water User's Association (AKWUA).

Mrs. Pabitra Neupane is an elderly widow who used to live in someone else's house as she had no home of her own. She has three children who have gone to India looking for work.

Mrs. Neupane has now obtained the land from AKWUA which she has been cultivating for about a year. She says she bought the land for Nrs. 6,000 (US\$ 100) which she earned by working on the Andhi Khola Project, and is now very happy to have her own piece of land.



A component of the Andhi Khola Project was the Phoksingkot Drinking Water Project, which includes a Lift System. This system was combined with the rural electrification component in Phoksingkot village. The village lies to the South of Galyang, across the Kali Gandaki river. This

novel system uses several lift pumps to pump water to the village on top of the ridge. No other alternatives were available. It was completed and handed over to the local Water Users' Group on 25 June 1997.

COMMUNITY BASED HYDROPOWER SUPPORT PROGRAMME (CBHSP)

EIDD developed a two year Hydropower Development Plan. Activities includes participation in the Micro Hydropower Promoters' Group, which facilitates sharing of

developments, experiences and activities in micro hydropower by various agencies represented in the group. Legal advice and consultation was provided to Lamjung Electricity Development Company (LEDCO).

For the first time UMN received dividends from Butwal Power Company Limited (BPC) and Himal Hydro and General Construction Limited (HH) for the fiscal year 1995/96.

Dividends received will be used in the development of Community Based Hydropower Programmes.

SECONDMENTS

People and the belief in God are the most important assets of UMN.

In 1997 a Mission-wide Task force report on Secondment of Personnel highlighted 3 needs in fulfilling UMN's Vision and Strategy Into The 21st Century: UMN and the partner organization must get to know one another better, the secondment process and support of personnel must be adequately managed, and key attributes in seconded personnel towards the new strategy must be identified, already, at the recruitment stage.

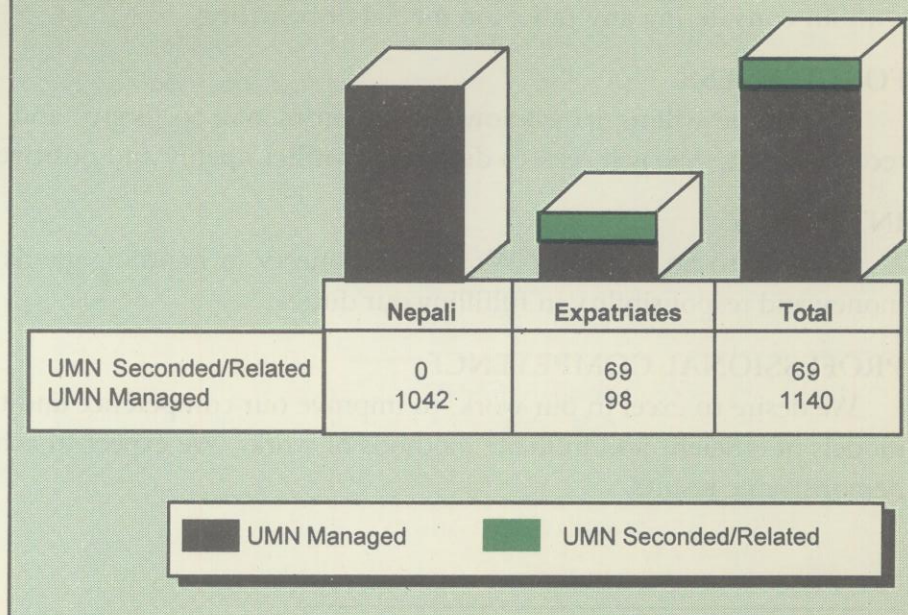
In this way UMN-related organizations can assume an increased responsibility for identifying, planning and managing their need in personnel expertise.

Of 176 UMN expatriates 87 (49 %) are currently seconded to 24 different non-UMN organizations. Education 30, EID 36 and Health 21.

They work in Karnali Technical School in Jumla, Vijaya Higher Secondary School in Dullu, Gandaki Boarding School in Pokhara, Butwal Technical Institute, Development & Consulting Services, Nepal Hydro & Electric Co. and BPF Forestry Programme all in Butwal, Khimti Hydropower Project, Andhikhola Enterprise Development Programme in Syangja.

Kathmandu University, Ministry of Education, Basic Primary Education Programme, Council for Technical Education and Vocational Training, Patan Hospital, Institute of Medicine, National TB Centre, Anandabhan Leprosy Hospital, Butwal Power Company and Himal Hydro & General Construction Co.

UMN STAFF BY PROJECT TYPE
July 1997



Then you will call upon me and come and pray to me, and I will listen to you. You will seek me and find me when you seek me with all your heart. Jeremiah 29:12-13

UMN Statement of Values

PREFACE

The culture of an organization includes those values that determine how the organization works and behaves. The Christian commitments of those who sponsor UMN, and the personnel they send to Nepal, are clearly described in the UMN Constitution.

The following list of values describe behaviours we consider important for all Nepali and expatriate staff who represent and work for UMN. We recognize they are ideals, but we intend to be accountable for their expression in UMN, influencing our programming and the selection and development of staff.

EQUALITY

We value and respect each person without making unjust distinctions based on status, wealth, caste, religion, relationship, gender or ethnicity.

SPECIAL CONCERN FOR THE POOR & DISADVANTAGED

We give special priority to the poor, the vulnerable and the oppressed, and seek to change those social structures and attitudes which disadvantage them.

LOVE & SERVICE

We seek to identify with people in their needs and aspirations, sharing with compassion our time and capabilities, doing whatever is necessary without considering any tasks too menial or belittling.

FORGIVENESS

We will be willing to acknowledge resentments, to forgive and seek reconciliation. We will seek to deal with conflict openly and positively.

INTEGRITY

We seek to be truthful. We require honesty in handling goods and money and responsibility in fulfilling our duties.

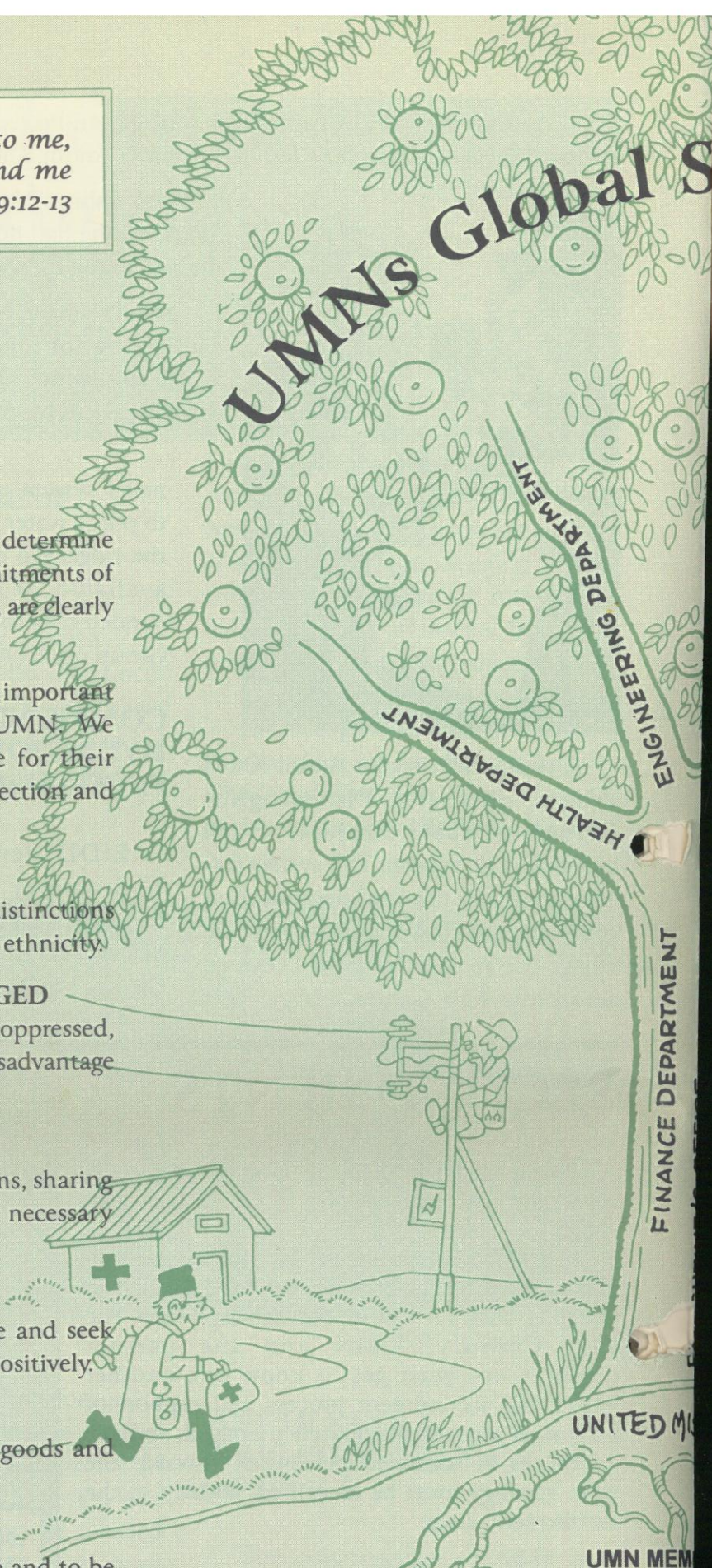
PROFESSIONAL COMPETENCE

We desire to excel in our work, to improve our competence and to be models of efficient and humane methods of work. We expect to achieve demonstrable results.

AFFILIATED MEMBER BODIES

Baptist Church of Mizoram, India
Baptist Union of Norway
Church Missionary Society, Ireland
Life Ministries, Australia
Navigators, U.S.A.
Netherlands Reformed Church
Norwegian Santal Mission
Pentecostal Mission, Norway
South Asia Group, U.K.
Southern Baptist Convention, U.S.A.
Tear Fund, Netherlands
Volunteer International Christian Services, Canada

Assemblies of God, U.S.A.
Baptist Missionary Society, U.K.
Common Global Ministries Board of Disciples of Christ and United Church of Christ
Church Mission Society, U.K.
Church Missionary Society, Australia
Church of North India
Church of Scotland, U.K.
Church of South India
Committee for Service Overseas, Germany
Danish Santal Mission
Evangelical Free Church of Finland
Evangelical Lutheran Church in America
Finnish Evangelical Lutheran Mission
Gossner Mission, Germany
InterAct, Sweden
International Technical Assistance Group, U.S.A.
Interserve
Japan Antioch Mission
Japan Overseas Christian Medical Cooperative Service



Support Network

PARTICIPATION

We are committed to enabling people to share in the processes of decision-making that affect them, thereby empowering them to be more effective in improving their lives. In these interactions, we all give and we all receive, we all teach and we all learn.

TRAINING

We are committed to the daily task of training others, to passing on our skills and demonstrating our values to individuals and to the nation as a whole.

CULTURAL SENSITIVITY

We seek to live and work in ways that are culturally sensitive and appropriate in a nation that has such a rich diversity of custom and tradition.

ENVIRONMENT

We value the conservation and enhancement of the environment, recognizing that all humans, animals and plants exist in an intricate dependency upon each other and upon all that sustains them.

IDENTIFICATION WITH NEPAL

We identify ourselves with this nation and its people: respecting its distinctiveness, sharing in its struggle for improvement, appreciating its achievements, and committing ourselves to promote its good.

HUMILITY

We seek to learn before we teach, recognizing that the diverse people of Nepal have lived in their hills, valleys, mountains and plains for hundreds of years and have acquired skills, knowledge and customs that the outsider must understand and appreciate in order to serve with them.

MEMBER BODIES

Korean Christian Medico-Evangelical Association
Lutheran Church in the Philippines
Mennonite Board of Missions, U.S.A.
Mennonite Central Committee, U.S.A.
Methodist Church in India
Methodist Church, U.K.
Norwegian Himal-Asia Mission
Presbyterian Church in Canada
Presbyterian Church in Ireland
Presbyterian Church Synod, Mizoram, India
Presbyterian Church, U.S.A.
Swedish Free Mission
Swiss Friends for Mission in Nepal
Tear Fund, U.K.
United Church of Canada
United Evangelical Lutheran Church in India
United Methodist Church, U.S.A.
Wesleyan World Mission
World Concern, U.S.A.
World Mission Prayer League, U.S.A.

OTHER INTERNATIONAL PARTNERS

AVSC International, USA
Bread for the World, Germany
British Embassy
Christian Child Welfare Association, Japan
Church's Auxillary for Social Action, India
Church World Service & Witness, USA
DanChurchAid, Denmark
FINIDA, Finland
Global Health Ministries, USA
Helen Keller International
ICCO, Netherlands
Kelly International Corp Ltd, Hong Kong
Laing Family Trusts, UK
Methodist Relief Development Fund, UK
Nagoya Showa Lions Club, Japan
Norwegian ChurchAid
Tear Fund, Australia
UNDP, UNICEF, WHO
USAID
Other Small Donors



Health Services Department

TUBERCULOSIS

Tuberculosis remains Nepal's (and the world's) number one infectious disease in the adult population. TB is on the increase in Nepal because of a growing drug resistance, and that treatment is not always completed. The new initiative of DOTS (Directly Observed Therapy - Short course) is part of the answer to this problem. Since implementation figures indicate a cure rate of more than 80%.

AMP PIPAL HOSPITAL

The hospital became the first in Nepal to implement the DOTS programme for its TB patients. As part of the Nepali Government's strategy to conquer TB, each patient was given the medicines free of charge. With the number of AIDS cases increasing, it is anticipated that TB cases will increase as AIDS weakens a patient's ability to fight TB.

PATAN HOSPITAL

The hospital appointed a new medical director, and a new private facility on the 4th floor has been opened. It is hoped, it will help towards the ultimate long term sustainability of the hospital.

COMMUNITY HEALTH PROGRAMMES

"The increasingly used participatory approaches involving communities in decision making, planning and implementing has been in focus these last few years. There is value in spending time with people, talking about their families, their concerns and their problems, and actually listening. That is empowerment! The success of the NFE programmes in different village communities is also part of an empowering process, particularly for women. When the community at the local level is discussing, making decisions and then implementing, success is assured."

Dr. Bill Gould

HIV/AIDS RESPONSE SUPPORT UNIT

Six pilot programmes have been started within UMN projects. Great enthusiasm has been generated in these programmes and UMN staff were involved in different functions and presentations on World AIDS Day. There is still much to do in educating the public about HIV and AIDS. In the year ahead another 10 programme units will be targeted-giving them support in developing policies, resources, co-ordination, research and quality care and counselling.

NGO SUPPORT

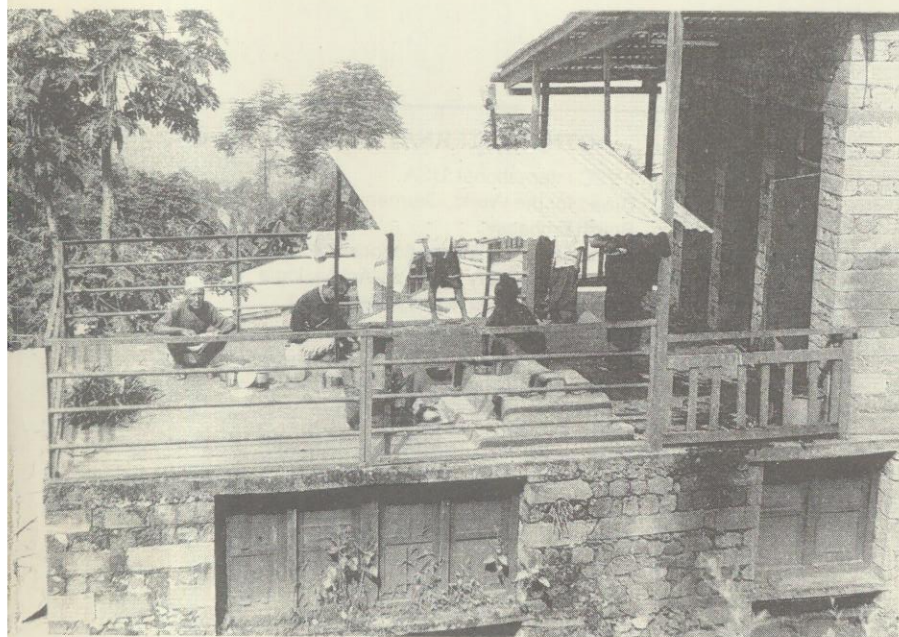
Work with the physically disabled was initiated during the year, UMN is concentrating on supporting and advising local groups/NGOs working together with adults and children with physical disabilities. An NGO Support Co-ordinator in Physical Disability and Rehabilitation has been appointed.

ORAL HEALTH PROGRAMME (OHP)

Training of Health Post personnel will continue, particularly in the districts where UMN is working. In the past year 54 people at five different sites were trained. A textbook for this training programme was written and produced by members of the OHP and this manual is now an official government document. Educational materials were produced to promote good oral health care and research projects are continually yielding information which assists in strategic planning.

YALA URBAN HEALTH PROGRAMME

A completely new programme unit came into being on July 15th 1997 when the Yala (Newari name for Patan) Urban Health programme was opened. The rapid urbanisation in Nepal causes many problems and the team is involved in building relationships with local leaders as well as with local communities. Yala works with other International NGOs and NGOs. One encouragement is the growing awareness of health issues in the communities. The work amongst women and children continues to increase, and demonstrable improvements in the numbers of children being immunised, and women attending ante natal care have been observed.



Part of DOTS is still to do your daily chores. Long-term patients cooking for themselves at Amp Pipal

TANSEN HOSPITAL

A bed occupancy of 80% to 85% indicates a busy hospital. When it reaches 100% it indicates pressure but Tansen Hospital this past year reached 124% at one point and the average for the year was 101%. However outpatient numbers actually fell compared with the previous years. Due to shortage of staff, numbers coming to the hospital had to be restricted. For a number of years we had sufficient GPs (General Practitioners) and a shortage of Surgeons. This past year the situation was reversed. Tansen Hospital requires GPs who are well qualified, with a post graduate training, and preferably with experience in obstetrics. From April 1998 the staff will be involved in post graduate training preparing Nepali doctors for senior positions in Government District Hospitals.

MEDICAL SUPPLIES DEPARTMENT

The work of the Medical Supplies Department has continued to support UMN and International Nepal Fellowship health programmes, and

agencies involved in private, not-for-profit health services. Price reductions were achieved last year when the selling price of the top ten medicines supplied fell by an average of 12%. The amount of stock purchased outside of Nepal continued to decrease (now 44% compared with 66% two years ago).

OKHALDHUNGA INTEGRATED PROGRAMME

In Okhaldhunga there were two distinct programme units - the hospital and the community health programme. These two units have now merged to form an integrated project - the Okhaldhunga Health Project. The two functional sections of hospital and community health are still evident but there is more unity in the team with a greater understanding of each other's roles and a greater appreciation of the importance of team building and working together.

HUMAN RESOURCE DEVELOPMENT

The Mental Health Programme is partnering with the Institute of

Medicine in establishing a Post Graduate programme in Psychiatry. Now doctors wishing to specialise in psychiatry no longer have to travel to India, Pakistan and Bangladesh. They can study in Nepal over a 3 year period. Negotiations continue for the establishment of a Diploma in Psychiatric Nursing and MPhil in Clinical Psychology. Tansen Hospital will see their first 2 full time post graduate medical candidates in a 3 year programme. Negotiations continue with the Nepal Medical Council for Tansen to have 4 Interns each year, following completion of their medical studies. The first batch of students from Lalitpur Nursing Campus (LNC) in their 1st year of B.N. degree course performed well, one of whom secured the highest mark in the country. The Registered Nurse Course at LNC continues to produce excellent nurses who, once qualified, work in UMN related hospitals, hospitals belonging to the Nepal Christian Hospitals Association, HMG hospitals, and in the private sector.

WHO CARES FOR THE HEALTH POST

The nurse is soothing the child while the mother talks in a low voice. It's difficult to hear what is said because of the eager voices in the room next door. A mixed group of people is having an animated discussion on the never ending problem of water shortage in Kathmandu. A meeting is going on in the local health committee of Bhattedanda Health Post. In spite of the worried faces and the smell of disinfectants, a happy atmosphere lingers throughout the small rooms. Whatever decision this group will take, they will have to carry it out themselves, because the health post belongs to them and their community.

Usually CDHP hands over the responsibility of the health posts to His Majesty's Government of Nepal. Two were handed over in this period, but the Health Committee in Bhattedanda, Lalitpur, in the southern part of Kathmandu, wanted it differently. They had come to love and care for their health post and they wanted a chance to continue this way.

They approached CDHP and a series of meetings and workshops were held on the difficult tasks ahead. Thus prepared a tripartite taskforce between UMN, the District Health Officer (DHO), and the health committee worked out an agreement and in October 1997 the DHO gave approval.

For the next five years CDHP will support the Bhattedanda Health Committee in management and medicine supply, and then gradually phase out its involvement, thereafter the committee will completely take over the running of the health post.

Krishna Man Shakya, Lalitpur Programme Coordinator, points at the photos on the wall. "Here, this is our local MP. Even he came to our grand opening and spoke about the importance of health awareness in the local communities. Everybody was there, the DHO, our Director, the District Development Committee. It was a happy day and I feel very confident with the future. We are following HMG's intention of decentralising and encouraging local bodies to take part in the decision-making in Nepal. And now we are in the forefront because of UMN's support and the commitment of the people in Bhattedanda."



Rural Development Department

UMN's rural development focuses on communities' "inner" development, the transformation of people's self concepts and skills. Poor and marginalised villagers form community groups to build unity and to become aware of their potentials and their problems. By solving problems which they identify, these community development groups increase their self confidence, motivation, commitment and acceptance of responsibility for their own development. After communities have these "inner" skills and attitudes, "outer" development, building of community infrastructure, is easier and more sustainable. At this point, communities and government agencies work well together. Many government programmes such as sub health posts or the use of Village

Development Committee (VDC) funds for local development initiatives are more effective when communities have these "inner" qualities. This holistic process has proven to be sustainable in UMN rural development projects.

Three projects focus on community organisation and development: Okhaldhunga Rural Development Project, Surkhet Project and Nepal Resource Management Project in Ramechhap and Dhading districts. These projects work with about 400 community groups located in 28 VDCs in 4 districts. Many of these groups have demonstrated that they can plan and implement their own development activities, and get access to funds from the VDCs.

METHOD OF SOCIAL MOBILISATION

INTERDEPENDENCE

Communities are able to analyse their own problems. They have access to solutions, resources and ideas from outside. They manage development activities and they are accountable to others. Communities have many solutions to choose from and high self esteem.

Needed skills: networking, facilitation, reflection, increased analytical abilities.



INDEPENDENCE

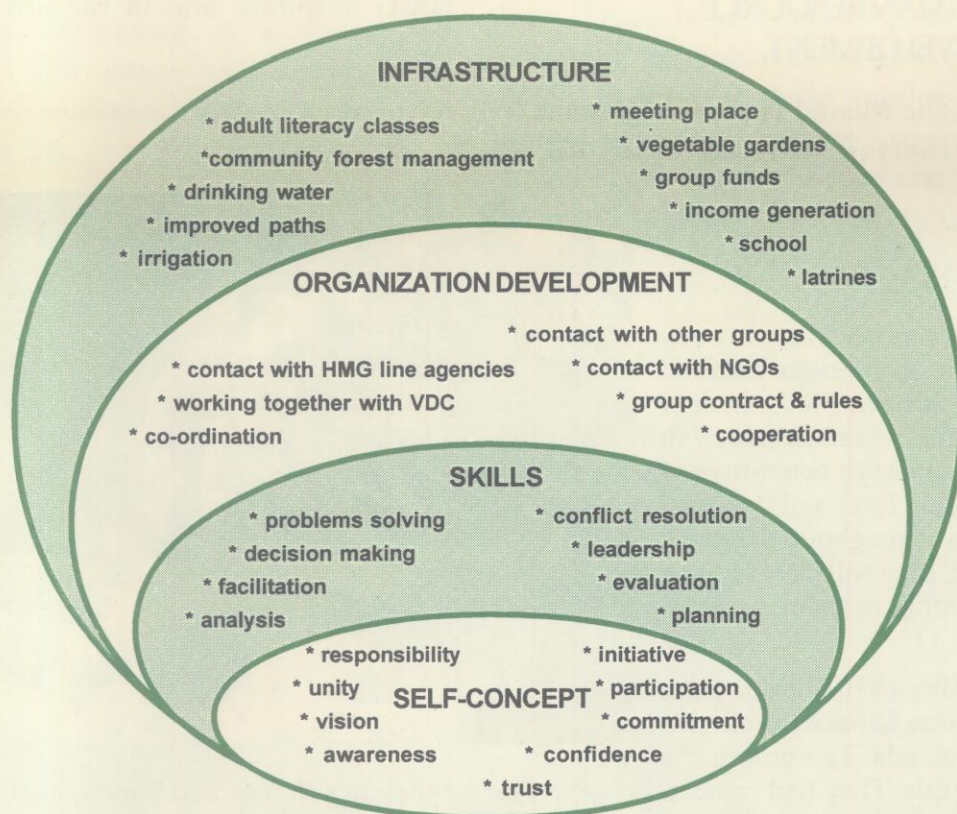
Communities follow their own visions, using their own solutions and resources to overcome their problems. They are able to analyse their own problems. Their choices are limited by local resources. They develop high self esteem and confidence.

Needed skills: self awareness, situation analysis, articulation of their own vision, leadership, unity, action planning, pro-activity.



DEPENDENCE

The visions of the communities are imposed from outside. They have no choices. They may not even be aware of their own problems and situation. They have little control over the future. They live in a state of fatalism and hopelessness. Responsibility for development rests with outsiders. Development solutions and resources come from outside. Low self esteem.



Organisations which aim to empower their focus groups, whether they consist of women, poor, marginalised or occupational caste people, are virtually dependent on the behaviour of employees towards these people. Development workers must have the respect to listen, the patience and humility to let people work towards solutions in their own strengths, the willingness to serve as a facilitator rather than a solution provider.

Henk Peter Dijkema.

The Rural Development Centre in Pokhara delivers technical training to enable Nepal's rural families to improve their way of life. During 1996/97, 846 trainees, almost as many women as men, demonstrated newly learned skills in agriculture, forestry, animal health and drinking water maintenance.

The NGO Support Project (NGOSP) strengthens grassroot NGOs in rural communities so that they can carry out community development activities in their own areas. This year NGOSP worked with 8 NGOs through consultation and advisory services and training in areas such as planning and evaluation, women in development, development philosophy and technical skills training.

The Agricultural-Forestry Consultant strengthens UMN's mission wide agricultural and forestry work through visits to projects arranging for mission wide professional group meetings, and sharing of knowledge through regular publication of a newsletter.

RURAL WOMEN AWAKENING SOCIETY (GMJS)

GMJS actively works to support the development efforts of 42 women's groups in Okhaldhunga district.

GMJS started about 5 years ago when a group of 5-6 women formed a Forestry Protection Committee in Rangadi. Besides talking about forestry protection, this group of women worked on other problems and started adult literacy classes, built a mill and a drinking water project. They convinced other villages to stop drinking alcohol, and began to advocate for women's rights.

Other villages in Okhaldhunga heard about the Rangadi women. They sent women there to learn for themselves. Now GMJS has grown and registered as an NGO working in 42 villages.

GMJS has linked with other organisations to assist their women's groups. GMJS received a small grant from the Heifer Project for animal health training. They also managed adult literacy classes among their groups with assistance from UMN's Okhaldhunga Rural Development Project. GMJS has asked HMG's Department of Cottage Industries for training in sewing. They have also applied to Japan's Aid Agency for funds to build an office.

Accessing assistance from outside does not mean that they have stopped using their own resources. During the Tihar festival, groups of women danced and sang to collect money. GMJS also receives dues from member groups.

We are happy that UMN's Rural Development Projects have been involved in strengthening this active and highly motivated local organisation. Rural Development Center delivered several trainings in animal health and agriculture for GMJS women's groups. The NGOSP, over the past two years, carried out an organisational assessment of GMJS, and then trained GMJS board members in planning, management and bookkeeping to help GMJS become more effective. UMN staff from Okhaldhunga Rural Development Project have been with GMJS and assisted them in many ways during this time of expansion. So successful has this partnership been that in the beginning of 1998 UMN staff will be able to withdraw its direct involvement.

Advisory Group on Nepali Women

The concept of women in development is a part of the vision of UMN. Women in development is not only for women's development but for the development of society as a whole. This understanding must encompass and respect women as full and equal partners. Equality and development, these two goals have to be approached together through the empowerment of women.

To fulfil this vision the Advisory Group on Nepali Women is working in many areas and reaching all levels of Nepali society.

25 volunteers have been identified as advocates for women's concern within UMN projects and were consulted by project leaders in planning and monitoring to ensure

Join AGNW in its pledge to pursue the struggle for equality, justice and love between men and women.

that UMN projects also benefit women and children. 13 of the volunteers participated in Project Planning Management Committees. The Co-ordinator of AGNW is a member of UMN's Personnel Advisory Committee. Workshops were organised to inform staff about UMN's policy on sexual harassment, and a mission wide seminar was held on counselling and women's role in the 21st Century to encourage UMN staff to see how they can help other women.

AGNW members participate in

the all-party Women's Security and Pressure Group, currently focusing on women's property rights.

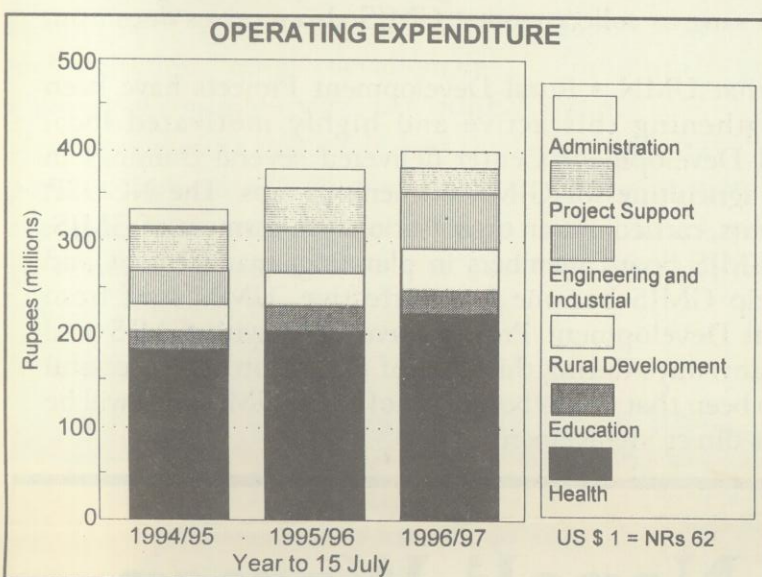
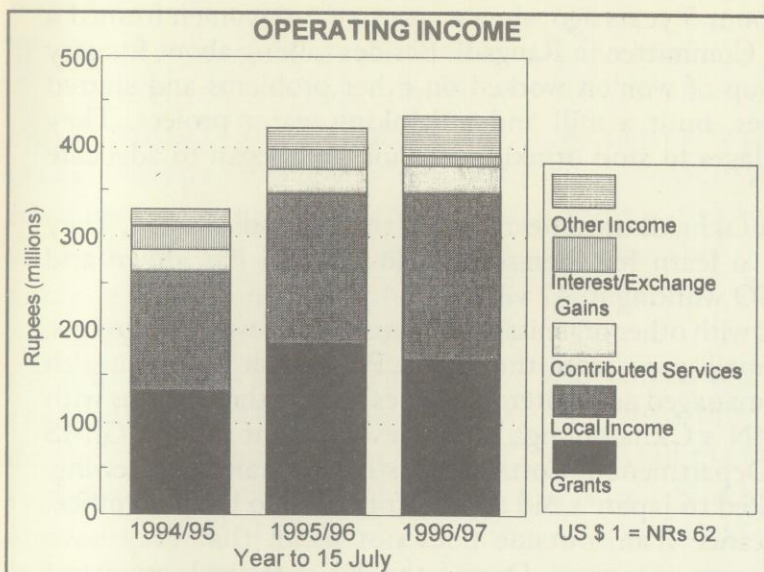
AGNW produces tapes, posters, pamphlets and photo exhibitions on issues such as women and media, violence against women, girl trafficking and maternal mortality. Nepali NGOs use and appreciate these materials.

AGNW supports the activities of YWCA in its work on women's literacy, confidence-building etc. Two women living in the crisis centre were provided with skills-training scholarships to help them find employment.

A leadership workshop was conducted for all 25 AGNW project representatives.



Finance Department



THE THREE BIG C's IN FINANCE

Consolidation

The fiscal year ended 15 July 1997 on a bright note; virtually all our projects were fully funded, and our reserves have begun to recover. It has been a year to be thankful, a year of consolidation and a year of increasing confidence in UMN's stewardship.

Contribution

The figures give an indication of the scale of UMN's operations in financial terms. The total expenditure of more than NRs. 400 million (US \$7 million), does not include the cost of technical assistance from expatriate-volunteers as they come fully supported by their sending organizations. In the context of one of the poorest countries in the world, plus the multiplier factor, it becomes a very significant demonstration of UMN's commitment to serve the people of Nepal.

Challenge

The world is continually in a state of change and the financial turmoil in South East Asia is a warning of the fragile monetary situation. UMN continues to be wonderfully supported by old friends, faithful Member Bodies and sometimes from unexpected and generous new sources, for which we give thanks to God. But we can never relax!

HOW TO BALANCE FINANCE WITH REALITY

A finance director has many skills and is always pictured in a book-lined office with telephone, computer and ledgers but in the United Mission to Nepal other things are often needed: to handover management of forests to village community groups with an audience of a thousand on a hillside, to descend 600 feet in a cage to view the turbines of a hydro electric scheme or to lay the foundation stone for a new Youth Club in a remote village. This year one example was to accompany a donor representative to inaugurate a water system.

The area was Makwanpur, remote and yet so near to Kathmandu as the crow flies, but so difficult to reach. The journey involved seven hours in a vehicle followed immediately by a three hour walk up hill, the last hour in the dark! Funders and finance directors require robust health, a spirit of adventure and the ability to sleep in the most unlikely places!

The inauguration of a newly built drinking water system was one of a number of events celebrated in the most exuberant way and the visitors were left in no doubt that the village people were delighted with the work being carried out by themselves together with the UMN team from the Community Development Health Programme (CDHP). It was an exciting occasion for everyone, the villagers who had built the system, the two local people who had received training to maintain it, the CDHP personnel in the area who had encouraged and supported the project, and the funder and the finance director who saw how some of the generous help was being put to such good use. Celebrated with garlands of flowers, speeches, singing and dancing the work will continue to benefit the people of Makwanpur District for years to come.



Funds continue to come in to do the planned work, but the future remains a challenge as several of our major projects are in need of funds. We continue to pray that UMN will be able to continue the caring and serving that God has called us to.

Personnel Department

is in the business of serving others....

This is carried out through four sections: Appointees, Employee Relations, Language and Orientation and Training and Development.

EMPLOYEE RELATIONS

Employee Relations relates primarily to Nepali staff matters, including liaison with Staff Associations, advising on employment policy, maintaining personnel statistics, and the production and distribution of Sahayatri magazine. 1997 saw an increasing acceptance of our advocacy and facilitation role in all employment matters and in the relationship between UMN staff and management. In addition, a comprehensive system of staff representation, from project to central level within UMN was supported. This is based on openness and transparency, aimed at building confidence and understanding in staff/management relations, in stark contrast to the adversarial style of industrial relations seen elsewhere in Nepal.

Four residential staff workshops were held in 1997 with 109 participants from 18 different, directly-managed UMN projects. This is one of the few settings in UMN where multilevel staff come together, to interact both formally and informally and to learn from each other.

"Sahayatri" (Journeying Together), probably the first staff magazine of its kind in Nepal, is a common platform for all UMN employees, where they can share their experiences. Future plans include the merger of "Sahayatri" with "The People Tree", UMN's expatriate network magazine, to form one publication for all UMN staff, in both Nepali and English.

APPOINTEES

This section deals with UMN expatriate staff: recruiting, visa processing and pastoral care and support.

Listeners

To expand the care within the UMN family two workshops were arranged during the past year for those interested in becoming a "listening ear" when people need to "talk". This was done by focusing on the basics of listening without letting our own agenda interfere with people's need to be heard.

The purpose was to extend the network of care in the UMN family by training people to be more sensitive towards and aware of each other's needs.

The feedback and evaluation were very encouraging with requests from many participants for follow-up trainings. It is hoped to have more workshops of this kind in the years ahead.

LANGUAGE AND ORIENTATION PROGRAMME (LOP)

During the year, 20 persons completed the five month Language and Orientation Programme organised and run by UMN. The course is designed to help UMN personnel live and work in Nepal. Personnel who come to work for short periods of time are also given an introduction to the Nepali culture and language.

TRAINING & DEVELOPMENT Commitment in action

In June 1996, Surendra Shrestha, Project Director of Okhaldhunga Rural Development Project (ORDP) wished to build a stronger team spirit among his staff. He approached T&D and explained his ideas. "I want to develop a feeling of responsibility for the work, where staff don't wait for their supervisor to tell them what to do". He went on to describe his vision of empowerment where decisions were taken and problems solved by those who are immediately involved.

In T&D, we believed that this type of cultural shift is not going to happen overnight. A series of personal coaching sessions to support personal development, and also breakthrough projects that could be a vehicle for learning and real change, were incorporated in the trainings.

18 months, and 5 workshops later a difference can be seen. According to Surendra, the evidence is clear. "I'm really pleased with the outcome. There is still some way to go but I think you have delivered what you promised - Commitment in Action has come to stay!"

MISSIONWIDE SUPPORT/ HEADQUARTERS PROJECT

Missionwide Support/Headquarters Project provides central and specialist support services for all of UMN, and administrative support for the HQ complex. In 1996/97, recommendations from task force review of HQ were implemented, including:

Restructuring of Missionwide Support Project

Into 4 sections (from March 1997)- Project Support, HQ Support, Accommodation Services and Technical Services.

Review of HQ compound office accommodation

Missionwide Support Project emphasizes 5 values for guiding and improving our services

During the 1998/99 year, emphasis will be put on bringing our work into line with the values of effectiveness, customer satisfaction, staff development, innovation, and efficiency, so that the customers will be satisfied with the service provided.

All section managers are now Nepali, and focus will be on training all levels of staff in management and team building within the sections and within MSP as a whole.

Other highlights of include:

- HQ Vehicles travelled almost 133000kms
- HQ Mailroom sold Rs 1.3 million of stamps, enough to send 196 letters to Europe each day of the year
- UMN Guesthouses provided 10,000 bednights.
- UMN email system extended to some 125 dial-in users and 75 HQ network users
- UMN freighted over 95 tonnes of freight, similar to shipping 110 Project Directors each month





Editor
Vibeke Cramer
Assisted with valuable insights by Linda McKee

Desktop Publishing Artist
Sudipta Dutta

Photo Credits
Cover (front and back) : Alex Zahnd
Editorial: Alex Zahnd
Education: Martha Carlough
Drawing by Allan Eitzen
EIDD: Raghu Nath Sharma
Finance: Roger Marston
Health: John Padgett
Middle Section: Kirti Kishor Joshi
Other photos: UMN

Production
Development Communications Productions
(DCP), UMN

Printing
Sewa Printing Press
Kathmandu, Nepal

"Threats and warnings have been like Dal Bhat to me, when there is no threat or warning I may not be alert, and I think we are not doing anything. When something in favour of the poor, marginalised and underprivileged happens, the oppressors are not happy and they create problems."

Indra Chhetri, Jajarkot NFE Project Director.

United Mission to Nepal

I would like to make a gift of

- ☐ Enclosed a cheque payable to the "United Mission to Nepal"
- ☐ Requested a transfer to a United Mission to Nepal (UMN) bank account (see below)

I would like my gift to be used for

- ☐ Education Department
- ☐ EID Department
- ☐ Health Department
- ☐ Rural Development Department
- ☐ Medical Assistance Fund
- ☐ Human Resource Development Fund

Please send me further information

- ☐ UMN Prayer Information
- ☐ Information concerning opportunities for service

Please complete and return to:
Office of the Executive Director
UMN, P.O. Box 126, Kathmandu, Nepal

Name :

Address :

Country : Postcode :

- ☐ Please remove my name from your circulation list.
- ☐ Please note my change of address.

Name :

Address :

- ☐ Swiss Bank Corporation
New York Branch
P.O. Box 395. Dept. 628
Church Street Station
New York, NY 10008
USA.
A/C 101-YR-547980-000
- ☐ Grindlays Private Banking
13 St. James's Square
London, SW1Y 4LF
England, U.K.
A/C 2990580-1 (US \$ deposits)
A/C 2990580-2 (UK £ deposits)
Sort Code 60-92-76

United Mission to Nepal!

A cooperative effort between the people of Nepal
and 39 Christian organisations from 17 countries



HEALTH SERVICES
Cares for the sick and promotes health through hospitals, community health and education programmes



EDUCATION SERVICES
Assists in the development of education at different levels through formal and non-formal methods/training

INDUSTRIAL DEVELOPMENT
Facilitates private sector industrial development appropriate technology dissemination and technical training



RURAL DEVELOPMENT
Assists rural communities in their efforts to improve their quality of life through awareness building, non-formal education/training and technical support

For more information, please contact United Mission to Nepal, P O Box 126, Kathmandu, Nepal
Phone : 977-1-228118, Fax : 225559, E-mail : xdo@umn.mos.com.np, <http://www.umn.org.np>