

**HOPE
and a
FUTURE**

Annual Report 2014-15



Fullness of life for all in a transformed Nepali society



Dear Friends,

WELCOME TO THE ANNUAL REPORT for the United Mission to Nepal (UMN), covering the financial year 2014-15.

This was the final year of both our current Strategic Plan and our Agreement with the Government of Nepal's Social Welfare Council (SWC). A key focus was therefore on finalizing our new strategy and progressing the renewing of our agreement with SWC. Our strategic focus for the period 2015 -20 is summarised on page 4.

Responding to the earthquakes of April and May dominated the latter part of the year. UMN's response was focused on our existing working areas badly affected by the disaster, particularly Dhading and Okhaldhunga Districts (see page 6 for details). Our local partners in Dhading, whose capacity we have built over many years, proved their effectiveness as they delivered relief extensively across the district, supported by UMN and other agencies. Our Phase II response will continue to be focused on Dhading District.

UMN has also remained committed to its on-going work across the districts its clusters operate in, delivering long-term sustainable change for individuals and communities, and building the capacity of the agents of this change. Our two hospitals have continued their commitment to high quality, compassionate, holistic care, particularly for the poor (see page 30), and major construction work in both

DR MARK GALPIN
Executive Director



	14	Peacebuilding
	16	Sustainable Livelihoods
	18	Integral Mission
	20	Capacity Building
	22	Monitoring, Evaluation & Learning
	24	Advocacy
	26	Clusters
	30	Hospitals
	32	Central Services
	33	Cross-cutting Issues
	34	Finance
	36	Board of Trustees
	38	National & Cluster Partners
	39	UMN Supporting Partners

hospitals progressed well. Our agreement with the Ministry of Health for the hospitals was renewed this year.

Thank you to everyone who has made this work possible over the last year, particularly our Supporting Partner organisations. Special thanks are also due to our own staff and the staff and volunteers of our partners. Their commitment and dedication has been exemplary. I would also like to thank the Government of Nepal for their support and co-operation.

I trust that the stories and information contained in this report will prove an inspiration to all who read it, and encourage us to continue to strive together, through God's strength and equipping, towards Fullness of life for all in a transformed Nepali society.



Thank you to all who contributed stories and photographs for this Annual Report
Produced by: the Communications Team, UMN
Edited by: Vijeta Manaen and Lyn Jackson
Design by: Phil Rawlings
Cover Photo by: Ramesh Maharjan
© UMN 2015

STRATEGIC PLAN 2015-2020

In July 2015, UMN completed its Five-Year Strategic Plan (2010-2015). A formal evaluation carried out by the Social Welfare Council (Government of Nepal) appreciated UMN's work, gave much positive feedback, and suggested some changes and refinements.

These suggestions, along with ideas from Supporting Partners, partner organisations and UMN staff, as well as comprehensive research into the current context of Nepal, have been integrated into a new Strategic Plan, to take effect from July 2015. The centrepiece of the new plan is the concept of Community Transformation – a process through which individuals, families and communities are able to move towards "Fullness of Life".

This diagram summarises the new Strategic Plan 2015-2020. We look forward to sharing our progress with you over the next five years.



Fullness of life for all, in a transformed Nepali society



Working In:



Earthquake



About eight million people (more than one-fourth of Nepal's population) were affected by the April 25 earthquake and its aftermath. The earthquake produced landslides that devastated rural villages, and some of the most densely populated parts of Kathmandu city were destroyed. The earthquake also triggered an avalanche on Mount Everest that killed at least 19 climbers and stranded hundreds more at Everest Base Camp. Many countries around the world responded quickly in relief aid, medical and rescue teams.

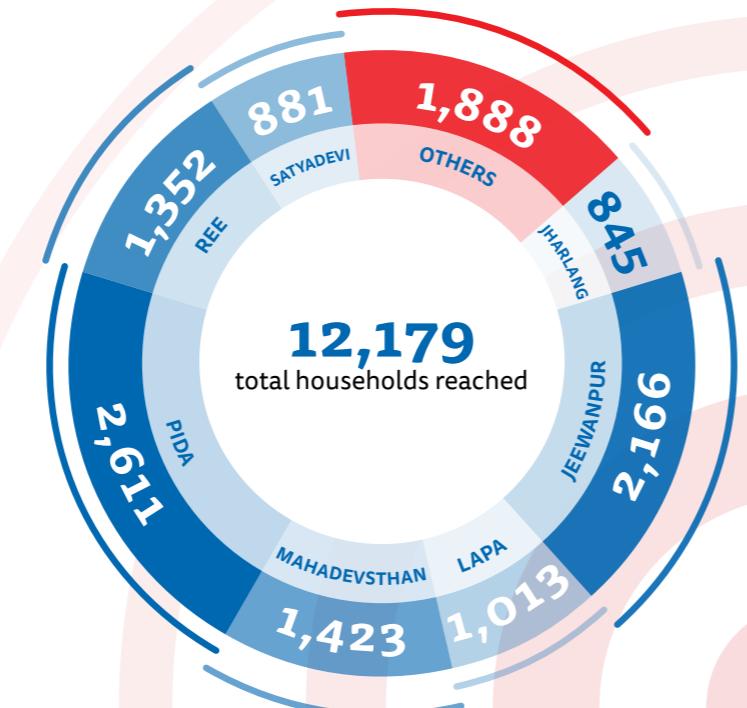
SOME HIGHLIGHTS FROM UMN'S PHASE I RELIEF OPERATIONS:

Immediately after the quake, UMN was involved in supporting two local Christian organisations with whom we have a long relationship - Rescue Nepal Network (RNN) and Nepal Christian Relief Services (NCRS). Two UMN doctors from United Mission Hospital Tansen went with an INF team to remote villages in Gorkha, and a team of paramedics from Tansen also went to North Dhading to assist there. Although damage and injury in Palpa (the district surrounding Tansen) and Okhaldhunga has not been widespread, both hospitals have provided emergency relief in their immediate vicinities. UMN's Mental Health Adviser, Dr Stephen Coulter, provided information sessions for staff and community to help them understand the normal reactions to trauma, and how they can best deal with these. UMN's Health Team trained 66 health workers and 117 Female Community Health Volunteers in Dhading in emergency nutrition for at-risk infants and toddlers.

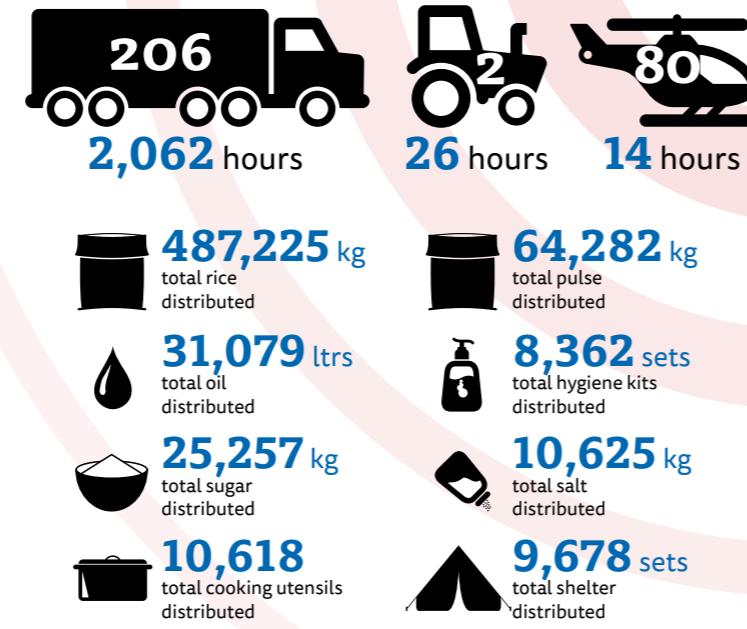
OUR WORK IN DHADING DISTRICT

Most of UMN's work was focused in Dhading, one of the districts most affected by the quake. UMN was asked by local authorities to provide emergency relief in seven VDCs, four of which are in the remote northern part of the district. With walking trails destroyed and suspension bridges broken and unusable, getting tons of relief materials to these remote districts was a major challenge. Mission Aviation Fellowship (MAF) offered their helicopter services at subsidised rates, so UMN was able to do many trips with MAF and then later on with UN helicopters. Loaded tractors and trucks made their way to remote villages on rough roads damaged by rockfalls and mudslides.

Managing the relief distribution itself was another complicated job. It would not have been possible without the support of the hundreds of volunteers who are the real heroes. They made distribution to more than 12,000 families orderly and well-managed.



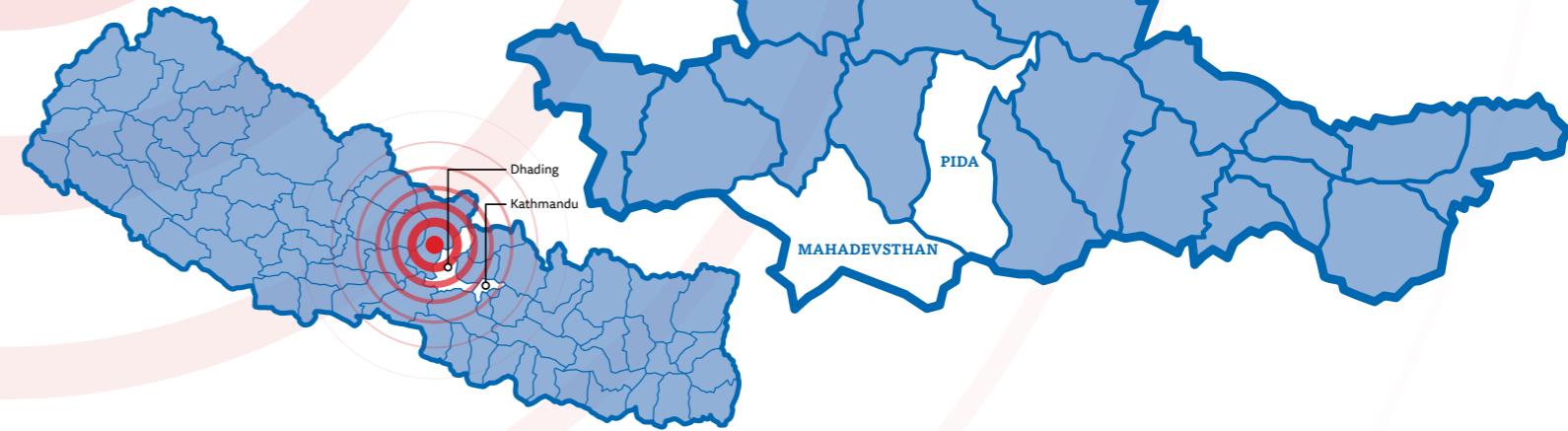
TOTAL DELIVERIES

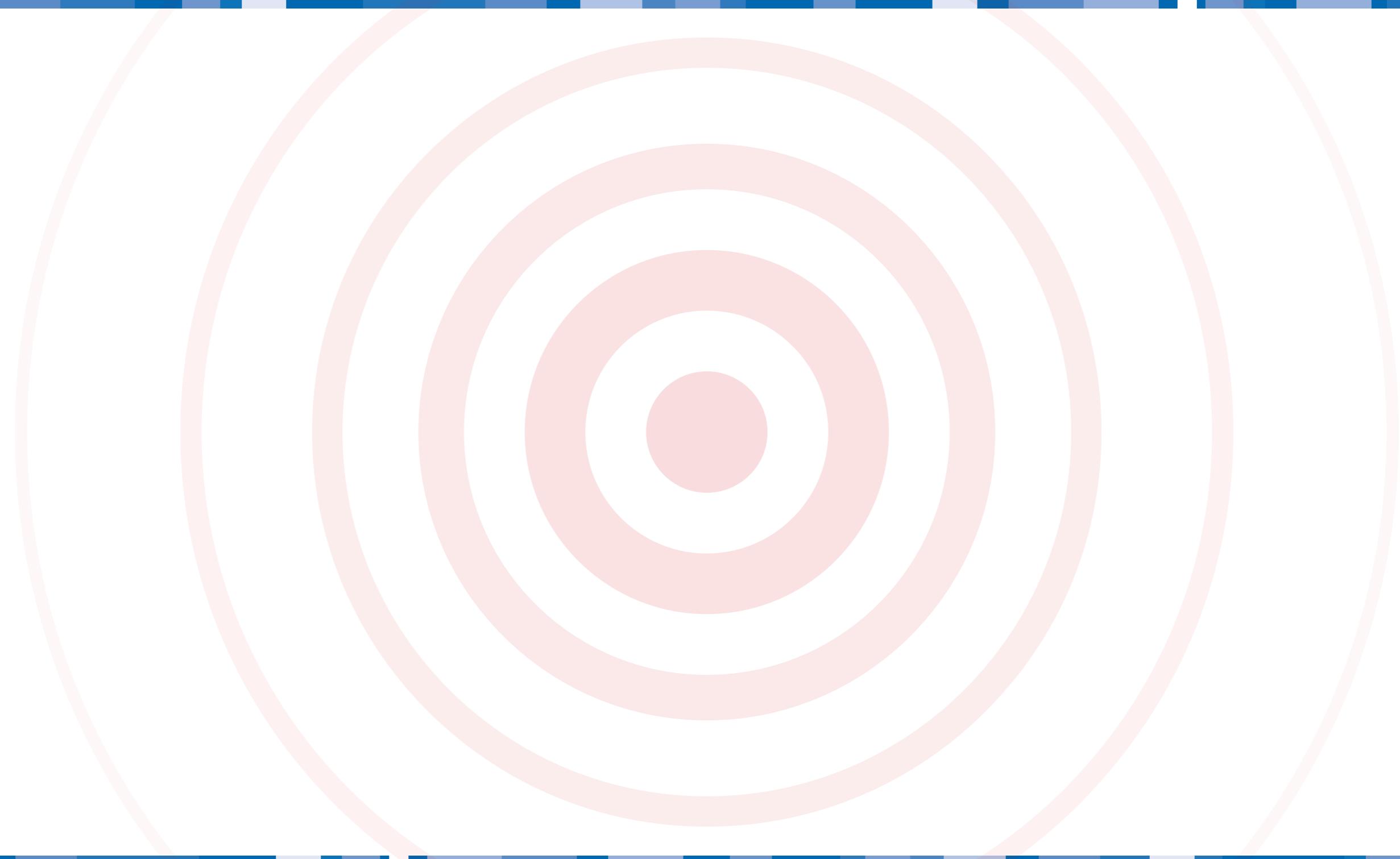


FUTURE RESPONSE

The distribution of relief supplies by UMN is now complete. We are currently in the second phase, recovery and rehabilitation. Over the next two years, UMN will work with five VDCs in Dhading, three in the north and two in the south. In all that we do, we want to empower and equip the communities to participate in decision-making and take responsibility for recovery themselves.

- 1 We will support families to re-build their houses as permanent structures.
- 2 We will help people to re-establish their livelihoods.
- 3 We will help communities reduce disaster risk.
- 4 We will help get children back to school by constructing replacement learning centres.
- 5 We will ensure good sanitation (toilets, water, hygiene) in schools, health centres and the community;
- 6 We will ensure good nutrition for children under five years, as well as pregnant and lactating women.
- 7 We will take measures to combat the trafficking of girls and women, and to prevent their abuse.
- 8 We will address trauma issues by establishing trauma healing groups in the community, and by working with children in schools.
- 9 We will empower the communities to access their entitlements from the Government by increasing their advocacy skills.







Education

EDUCATION IS A FUNDAMENTAL HUMAN RIGHT and UMN wants to ensure equal access to quality education for all. This year UMN has mainly focused on the development of basic and local curriculum, based on the national curriculum framework. We have paid attention to the implementation of mother-tongue education, and a continuous assessment and remedial support system for schools. All this has been possible by providing adequate training to teachers and the School Management Committees (SMCs) on various aspects of the teaching-learning process and management skills.

UMN is currently working with 115 schools in 10 districts with child-friendly programming being the main entry point to support these schools. One hundred and fifty-nine teachers have received child-friendly teacher training and 513 SMC and Parent and Teacher Association (PTA) members have received training for effective implementation of child-friendly education in their schools.

UMN assisted Multi-Lingual Education (MLE) programme as part of complementing the government's School Sector Reform Programme (SSRP). To enhance the learning outcomes, teachers were encouraged to use their mother tongue as a medium of instruction. UMN first piloted MLE in Kapilbastu in 2008, and it reduced the huge school drop-out rate of Grade 1 students. It has now been expanded to Rukum and is effective among the Kham Magar children in schools. All the eight schools in Kankri VDC, Rukum are promoting mother-tongue-based education, in partnership with the District Education Office and MIC Nepal, a UMN partner.

The Government-initiated programme Literate Nepal Mission was supported in all UMN clusters. UMN initiated a School Sector Development Programme (2016-2018) contributing to redesigning a life-long learning module based on UMN's past experiences.

Non-formal education programmes were conducted in Mugu, Rupandehi and Dhading clusters. About 436 women graduated from literacy classes in this reporting year.

UMN has supported around 112 Early Childhood Development Centres in order to meet the minimum conditions set by the government. Scholarship grants are a great way to encourage school enrollment for under-privileged children, children with disabilities, and children from ethnic minorities. The total number of scholarship recipients this reporting year was 627, out of which 511 were general recipients, 84 were Dalits (members of the so-called low caste community) and 32 children with disability received scholarships.



Sangita and her friends in Rukum are learning to read in Kham Magar, their local language, thanks to UMN's Multi-Lingual Education Programme

AT A GLANCE

- ⌚ 159 teachers trained in child-friendly education techniques
- ⌚ 436 women graduated from non-formal education classes
- ⌚ 627 scholarships were provided: 511 "general"; 84 for Dalit (members of the so-called low caste community) students; 32 for children with disabilities.

NATIONAL CONTRIBUTION

At a time when the government is looking at addressing the issue of large numbers of children dropping out of school in the early grades, where half of these children are from ethnic backgrounds, the MLE programme has proved to be an answer for improving and sustaining enrollment. The government's education policy has emphasised wider use of mother tongues in schools, and UMN's work in MLE is closely aligned with this and has produced a concrete result over five years in the two districts. Other INGOs and District Education Offices have expressed interest in replicating UMN's work in MLE.

A BETTER future IS IN SIGHT

My name is Anita BK. I am 15 years old, and I live my father and mother, one brother and five sisters in Luma village, Mugu.

When I was in Grade 2, I had to drop out of school to look after the goats in the nearby forest. My parents were poor and could not afford to keep me at school. We only had enough food to feed our family for six months of the year. My parents work as labourers to earn money to feed us. As the eldest daughter, I had to help my family.

After four years, my father re-admitted me to Grade 1 and I continued up to Grade 7. My classmates had stationery, a bag, good school uniforms and got scholarships. Seeing this, I felt discouraged and depressed. My father always used to tell me: "It is difficult to even feed the family. How then can I pay tuition fees and buy educational materials for you?"

One day, someone from a UMN partner came to my school to conduct screening tests for the Dalit Girls Scholarships. I explained my poor family background, and asked if I could do the test. The questions were very simple; most were related to Mathematics, English and Nepali. I felt that I had performed well, and was excited to get a scholarship. I was the happiest person that day! I received educational materials such as exercise books, pens, clothes for home and a school uniform, bags, shoes, socks, a sweater and a shawl.

After this, I was determined to do well at school. I improved in my work and passed the Grade 7 final exam. Now I have regained my confidence and see a better future.

My dream is to become a teacher and assist my own community. I would especially help those who are from poor Dalit* community backgrounds like me.



* NOTE: "Dalit" refers to members of the so-called low caste community.



THIS YEAR WE HAVE FOCUSED on strengthening various institutions like mothers' groups, Health Facility Management and Operation Committees, Primary Health Care/Outreach Clinics and local Birthing Centres. These are already part of the broader health system but are weakened or inactive for various reasons.

UMN and its partners have addressed child malnutrition issues by focusing on the sustainability of our interventions. We address malnutrition among children under five years by adopting the Positive Deviance (PD) Hearth approach. This promotes the consumption of locally-available foods rather than supplements and expensive food from the market.

At the community level, we have tackled health awareness issues by mobilising various stakeholders including mother's groups, school children, adolescent peers, religious leaders and also male group members. Mobilising child clubs to encourage the building of toilets and their use was a good initiative for health and hygiene promotion. Various child clubs contributed to making their VDCs Open Defecation-Free Zones.

We have also worked to strengthen marginalised and vulnerable groups in the community. Networks of people living with HIV and AIDS have been formed through Self Help Groups. These groups have benefitted from various capacity building approaches and now they can advocate and lobby for the rights of the people living with HIV and AIDS, especially for Anti-Retroviral Treatment Therapy and livelihoods support with various agencies including the VDC offices. The awareness level in the community is gradually increasing regarding issues of maternal and child health, reproductive health, family planning, HIV and AIDS and sexually transmitted infections.

The Peer Education Programme and Family Life Education from a Christian Perspective (FLECP) are targeted interventions for adolescent health. UMN has worked with Christian communities and local churches to improve adolescent sexual reproductive health and rights. Thirty two youth leaders from five churches received orientation to the (FLECP) programme this year. Health facilities have initiated treatment and counselling services by integrating mental health into the primary health care services in five of UMN's working districts.



Menstruation is made easier for girls using Improved Washable Sanitary Pads; they are more confident and miss less school during their periods

AT A GLANCE

- ⌚ 11 birthing centers received basic delivery equipment.
- ⌚ 190 deliveries were conducted in these 11 birthing centres.
- ⌚ 92 malnourished children were enrolled in 6 PD Hearth centers
- ⌚ 8 local Health Facility Operations and Management Committees were strengthened through refresher training
- ⌚ 33 people living with HIV and AIDS received seed money for income generation activities. 50 people living with HIV and AIDS are receiving community home-based care
- ⌚ 114 adolescents trained as peer educators and 516 adolescent girls received training on menstrual hygiene and improved washable pad preparation
- ⌚ 746 cases through 15 local health facilities have initiated treatment and counselling services for mentally ill patients.

NATIONAL CONTRIBUTION

UMN contributed well as a District Leading Supporting Agency for the emergency nutrition programme as part of our earthquake response in Dhading district. Local health facilities have started to keep a record of mental health cases and initiated reporting to the district by using the existing government health management information system.

UMN, along with several other organisations have been involved in including the Adolescent Sexual and Reproductive Health (ASRH) components in the annual work plans of the Family Health Division, Department of Health Services, Ministry of Health. UMN has been actively participating in various government-led health technical working groups: Nutrition Cluster, ASRH Sub-committee, Community Home-Based Care technical working group for HIV and AIDS.

FROM A STATUE TO A loving MOTHER

Gita Mallah is now 39 years old and she lives in Dhakdhai, Rupandehi. She is a Female Community Health Volunteer (FCHV) by profession. She lives with her husband, two sons, two daughters-in-law and one granddaughter. One of her sons is in foreign employment. She has a small plot of land for agricultural activities. Gita's family was a small, happy one.

But her happiness did not remain for long. She faced what she called "invisible problems". She had frequent nightmares, restlessness, anxiety and fear. She experienced confusion in every waking moment. Being a FCHV herself, she decided to approach the health workers at the Dhakdhai Primary Health Centre to discuss her situation. She had also heard about some similar mental health problems during the mental health project orientation. Trained staff of Dhakdhai Health centre quickly diagnosed her problem as anxiety disorder. Through the discussions in the counseling session, it was discovered that the reason for her anxiety was her husband's recent activities. He had started to work with someone who was a third gender person and Gita, being a traditional rural woman, was worried about it. She also had thoughts about her husband leaving her for someone else.

The health worker prescribed some medicine and counseling was provided. She started to take the medicine and regularly attended the follow-up counseling sessions. After three months' treatment, she gradually recovered. Now her daughter says: "My mother was like a statue before; she would not respond at anything. But now she is very loving, and after this treatment for mental health, is now my own mother again."

Gita has now started referring other suspected cases of mental illness to the Dhakdhai Health Centre for mental health services as she goes about the community in her role as a FCHV.





THE HOPES OF MANY NEPALESE are focused on the new Constitution, signed by the President of Nepal on 20 September 2015. Nepal has faced many difficulties this year. Following the two major devastating earthquakes, we have seen protests and clashes between protestors and security forces, regarding state restructuring. Religion and faith is also politicised, bringing more confusion and division among the diverse communities. In the midst of all this violence, atrocity and injustice, we are offering a ray of hope for a better life and a prosperous future through our peacebuilding programmes in UMN.

UMN is committed to be conflict-sensitive in all of our programme interventions. We have made efforts to integrate "Do No Harm" techniques into our planning, reporting and evaluation processes across the whole organisation, including the recent UMN disaster response work. Most of our partners are aware of this principle and are encouraged to apply it to prevent conflict in the communities as much as possible. Sixty-five percent of our partner plans and programmes were reviewed through the "Do No Harm" lens. Four partners have even developed a conflict sensitivity policy, and 16 partners have a gender mainstreaming policy.

The attitude of families and communities towards disability is gradually changing. Children with disability have more access to school, which gives them hope for a dignified future. For the first time, a disability-friendly toilet was built in a city bus station in one of our project areas. Our partner staff working among people with disability are actively involved in the decision-making process in the district. A district level sports event was organised for students with disability in Rukum.

This year, we launched a five-year project aimed at combating harmful traditional practices against women and girls particularly hoping that women, men, boys and girls will no longer suffer from gender injustices and strive towards a safe and secure community. In 2014, we concluded our Anti-Human Trafficking (AHT) project, but our partner groups continue the AHT work in their communities.

Peace remains a hope for everyone from the politicians to the poor farmers. UMN's Integrated Peacebuilding programmes have brought hope and joy to the communities. Four hundred and thirty-one traumatised people from the community have experienced healing, and have shared their rich experiences with the others. Crime incidents across the Nepal-India border have reduced; forgiveness and reconciliation themes are integrated into the curriculum and taught in Bible schools/colleges. The local Peace Committees with trained mediators have actively resolved 147 disputes in the community this year.



The Morabang Single Women's (Widows') Group has more savings and operates more effectively since it dealt with differences through an effective discussion process

AT A GLANCE

- ➲ 200 trained community mediators have settled 147 cases and disputes
- ➲ 4 partners have developed their own conflict sensitivity policies
- ➲ 16 partners have developed gender policies and implemented them
- ➲ 33 children with disabilities have received clinical treatment
- ➲ 98 children with disabilities are now going to school, supported by small scholarships
- ➲ 1,033 people with disabilities have government classified identity cards
- ➲ 9,000 women, adolescent girls and children were mobilised for the anti-human trafficking awareness programme.

NATIONAL CONTRIBUTION

UMN has continuously supported and played a major role in the Community-Based Rehabilitation national network. We have also closely co-ordinated with the National Federation of the Disabled regarding the implementation of United Nations Convention on the Rights of Persons with Disability. Peacebuilding team members participated in the One Billion Rising national campaign and are active in other national networks too.



A campaign against untouchability was introduced by UMN's partner as part of the Integrated Peacebuilding Programme five years ago in Lekgaun, Bajhang. At the beginning of the project, untouchability was at its height. Although people were aware of their fundamental rights, the reality of life in the community for low caste people was difficult.

Dalits (members of the so-called low caste community) are still not allowed to worship the gods in the temple with other non-Dalits, or use non-Dalit's utensils when there are social gatherings or when big community celebrations are organised. They were charged a higher price than others if they borrowed pots and utensils from a local club.

It was a great triumph then, when UMN provided funds for the Dalit community to purchase cooking pots and utensils for their own use. Now, non-Dalit people have started renting them for their social celebrations, and have even allowed Dalits to come and join with them at these events. They have discovered that "Dalit cooking pots" are just as good as anyone else's!

This has been a very effective approach to discourage caste discrimination, better than a campaign. Now people think that utensils used by Dalits are quite all right for everyone to use, says Kopila Nepali of the Dalit community.



Sustainable Livelihoods

THE ACCOMPLISHMENTS OF THE PAST YEAR have been encouraging. We were successful in balancing our programmes between the three building blocks of Sustainable Livelihoods: Economy, Society and Environment.

There has been an increase in the number of food-secure months as well as an increase in income in communities supported by UMN programmes. Commodity-based production support (ginger and vegetable seeds) contributed to raising incomes by more than 20%. In addition to that, efforts were made to improve the quality of the product. Technical training for local farmers helped increase income and also contributed towards the sustainability of the programme.

More and more women are taking up decision-making positions. Exposure visits between groups enable them to exchange ideas and build each other up. Our programme implementing partners are able to co-ordinate with government agencies to access resources. Churches were proactive in mobilising communities, which has gained much recognition in their communities.

The promotion of Improved Cooking Stoves has been able to improve the respiratory health of women. Further, the installation has contributed to a reduction of pressure on the forest. Environment protection measures, like sapling plantation and embankment construction, continue.

The Rukum Fish Project, which introduced the concept of community-led commercial fish farming, was handed over to the community co-operative, which was formed and strengthened for this purpose.

We were very excited to receive funding for a major three-year project from UKAid. This three-year programme is expected to create hundreds of job opportunities and supplement income for about 1,400 households.

We have been able to successfully complete our work programmes according to our 2010-2015 strategic plan. Our achievements, challenges encountered, setbacks, critical feedback from donors and knowledge gained over this period of five years has helped us to shape our next strategy for 2015-2020 (see pages 4-5).



Babita Bagale's village is protected from floods by gabions which help control river flow. "Our village is safe from being drowned or swept away," she says

AT A GLANCE

- ➲ 11 vegetable seed productions in Rukum increased by **51%** to **44** tons this year
- ➲ Fish trade in Rukum earned NRP **6,094,279** (USD **57,334**) with the sale of more than **2,000** kg of fish
- ➲ More than **10,000** tree saplings planted
- ➲ **75** toilets constructed
- ➲ **4,008** new Improved Cooking Stoves installed which helped to reduce carbon emission. To date, the number of ICS installed is **6,883**
- ➲ **2** goat and **1** pig Resource Centres established
- ➲ **47** prisoners in Bajhang trained in making office stationery, like record files and envelopes
- ➲ **34** plastic ponds and **4** Multi-Use Water Systems constructed.

NATIONAL CONTRIBUTION

Seed prices remained unpredictable for a long time last year, which caused great concern to all the relevant stakeholders, like the government, private sector and most importantly the seed growers themselves. UMN has helped establish and equip the Vegetable Seed Producers' Co-operative in Rukum. Due to its efforts, a minimum price for seed has been agreed, which is 41% more than the previous season.

AN amazing TASTE - BETTER THAN MEAT!

Baglek is a remote village in Doti, where UMN's partner has been working to improve food security. This programme focuses on promoting income generating activities for needy families. Mushroom production training was conducted for women's group members. Fifteen women participated, and eight of them are producing mushrooms commercially.

Batuli Nepali (name changed) lives in Baglek. She has a husband, two daughters and a son. The three children are studying at the local government school. Together with her husband, she is busy in the fields; it is the main source of income for her family. This production is not enough to feed the family for a whole year. It is hard to buy food and educate the children, so her husband used to do seasonal work in India.

Five years ago, he became ill in India and returned to Nepal. During his treatment, he discovered that he is HIV positive. Unfortunately, Batuli now also has HIV, but her children do not.

Batuli joined a women's group formed two years ago. At the regular monthly meeting, savings and credit activities and regular discussions on health issues were held. The group also shared different ideas about income generation. This year, Batuli attended the mushroom production training and started mushroom production. "I was so excited when I saw the growing mushrooms in the sack for the first time," she remembers. "I had not seen this before. We cooked them. What an amazing taste - better than meat! I am also drying some mushrooms and storing them for use when vegetables are scarce."

She produced 5kg of mushrooms from each sack, and sold them in the market, earning NRP 1,500 (USD 15) in one month. She is also using them at home, providing nutritious meals for her family. Batuli is looking forward to producing mushrooms on a larger scale.





BUILDING PARTNERS' KNOWLEDGE AND SKILLS in the holistic mission of the local church is the thrust of UMN's Integral Mission programme, as it sought to explain the biblical mandate for mission, develop community facilitators, provide management training, and encourage the social involvement of faith leaders in common social issues to benefit the poor and most vulnerable. These efforts resulted in care and service to the people in need, be that in the area of education, livelihoods, HIV and AIDS or women's empowerment. The churches reached out to the neediest sections of the community with the hope of a better future.

"Our rice is white, like the rich people eat, and our clothes are clean, like other people wear," said Chandra BK, a Dalit (low caste) woman from Bhawanipur, after a tube well was installed in her village, providing clean drinking water. Thanks to the initiative of a local church which helped resolve a generation-long problem, this Dalit community now has access to safe and clean water.

The process of educating and equipping youth, pastors and community leaders through workshops on different issues has resulted in the enhanced capacity of individuals and their communities. Sharmila Gurung, who handles the finances of a women's group in Dhading said, "Managing accounts was like eating iron rice until I attended the accounting training – but not anymore."

Hira Tamang, a former UMN intern who works as Information and Application In-Charge in an organisation said: "I write reports and stories, and interview and photograph people. I would not have achieved this level of effectiveness and efficiency in my work had I not learned these skills while at UMN." Nar Bahadur Gurung, a pastor in Dhading who mobilised people for constructing a road to his village, sees himself not only as a church member, but also as a community member, and feels the burden for the development of his community.

The church mobilisation trainings have seen inspiring change in vulnerable communities. Khagendra Magar, a barely literate man who mobilised his church and community in anti-erosion embankment work in Morang was heard saying: "For good work, we don't always need a big money, or crowds of people and educated leaders. We can do it ourselves."



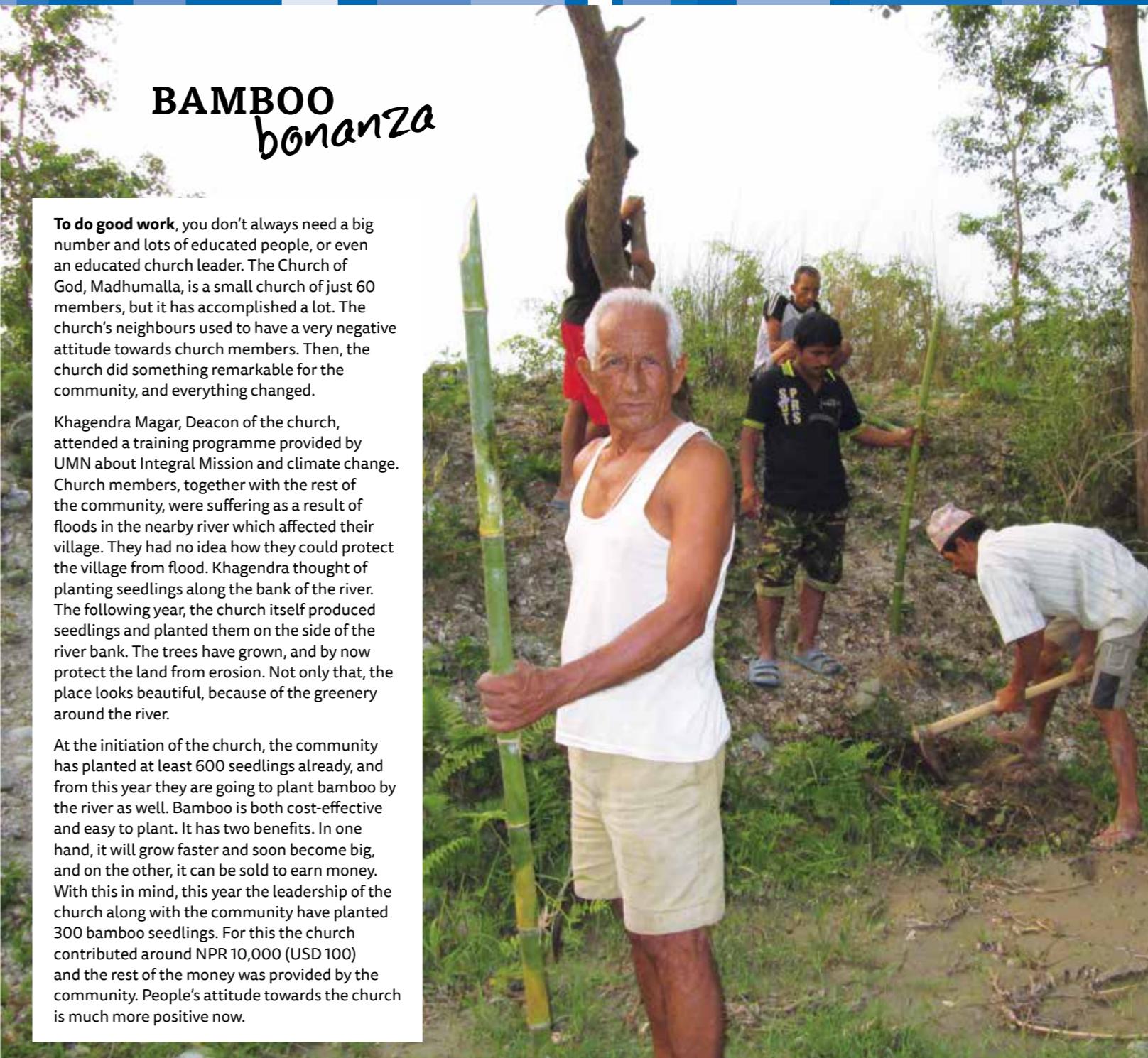
Churches in North Dhading have become focal points for community disaster preparedness activities

AT A GLANCE

- ➲ 42 churches improved their leadership by applying good governance principles
- ➲ 46 churches have begun to use ledgers, note books and vouchers of their income and expenditures.
- ➲ 94 pastors, youth leaders and women leaders from 90 new churches in Morang, Mugu, Dhading and Rupandehi were trained in Integral Mission
- ➲ 40 facilitators from 20 churches were selected and trained to facilitate the Sangsangai (Together) processes in their churches
- ➲ An Integral Mission curriculum developed for Bible colleges, and 7 facilitators trained
- ➲ 20 HIV- affected children continue to receive educational scholarships.

NATIONAL CONTRIBUTION

An Integral Mission teaching book has been developed and is being used to train theology students with a hope that this will address the long-felt need for a localised mission curriculum and enable future faith leaders to promote the practice of integral mission. Commenting on the book, Dr Mahendra Bhattarai , a Nepali Christian thinker and UMN board member, said: "This book is strong proof that we are capable of addressing our own needs without having to always copy and paste materials developed elsewhere."





Capacity Building

UMN believes that development achievement can be institutionalised and sustained if the capacity of both communities and partners is built hand-in-hand.

ORGANISATIONAL CAPACITY BUILDING

Of UMN's 53 partners, 93% have conducted social audits, with about 2,505 stakeholders, beneficiaries and funding agency representatives participating (1,000 of them female). Social audit events provide a common platform for people from the community to raise their concerns publicly and demand better governance from partner organisations. Sixty percent of partners have developed an anti-corruption code of conduct after participating in an anti-corruption workshop. Financial management coaching and training was provided to 75% of our partners. This has immensely helped them to improve their financial management systems. Account Committees of partners are being strengthened, and all partners have been regularly organising internal and external audits. Sixty percent of partners have amended personnel and financial policies, whereas 20% have developed their strategic plans for next five years. Women's leadership development training was organised in five clusters, as a result of which 45% of partners' executive committee members have been female.

UMN'S CLUSTERS AND PARTNERS AS OF JULY 2015

Clusters	Total Partners	Non Government Orgs	Co-operatives	Government Schools	Government Institutions (eg. DHO, DDC)
Bajhang	5	3	1	1	0
Dhading	10	8	1	1	0
Doti	6	4	1	1	0
Mugu	5	4	0	1	0
Rukum	6	5	0	0	1
Rupandehi	10	8	1	1	0
Sunsari	9	8	0	0	1
National	2	2	0	0	0
Total	53	42	4	5	2

A trend towards learning and sharing has been growing in clusters where UMN partners and others present their organisational and programmatic learning and experiences. Partner organisations have increased their access to local resources. They were able to tap into more than NRP 8,725,000 (USD 87,250) from local public bodies.

CAPACITY BUILDING OF COMMUNITY GROUPS

The Capacity Building team has been engaged in building the capacity of community groups in close coordination with other UMN thematic teams. A total of 1,347 community groups have been identified and trained to build their internal capacity. This year, over 600 community groups have assessed their group capacity and made action plans, which are currently being implemented. Partner staff were trained in group leadership/management and citizen entitlements. Fruitful community-level discussions were held on the right to information, the role of citizens in development and citizenship rights. Like-minded groups have been formed in some locations, allowing them to raise their voices collectively and influence service providers strongly. Subhadra Chaudhary, president of a similar network in Rupandehi, said: "After forming this network, we have made collective efforts to approach different individuals and organisations for resources. Last year, we received NRP 60,000 (USD 600) from a Constituent Assembly member and NRP 100,000 (USD 1,000) from our VDC to conduct group activities."

AT A GLANCE

- ⌚ 93% of partners have done social audits
- ⌚ 96% of partners have done internal audits
- ⌚ 55% of partners have reviewed their organisational policies
- ⌚ 49% of partners have developed an anti-corruption code of conduct
- ⌚ 600 community groups had group assessments and have made action plans
- ⌚ 42% of partners have a monitoring guideline
- ⌚ 45% of partners' executive committee members are female.





Monitoring, Evaluation and Learning

LEARNING IS FOR IMPROVEMENT, and improvement offers hope for better outcomes. This hope gives energy to organisations and their staff to thrive in the midst of challenges and obstacles. Therefore learning has an important role to play in UMN.

Learning is useful only to the extent that it is contextually grounded, evidenced and available in a timely fashion. The Monitoring, Evaluation and Learning (MEL) team engages with clusters, technical teams, partners and beneficiaries, helping them identify and document evidence-based learning, use it effectively, and make it available to relevant stakeholders. Partnership and project/programme evaluation is one way of doing that. This activity has taken precedence over other activities this year, because all partnership contracts ended on 16 July 2015. The MEL team evaluated all partnerships that had completed full tenure (three years) and trained clusters to review other partnerships that had not completed the full partnership period. Such evaluations help UMN's Programme Management Committee to decide the future of all partnerships. In addition to this, reviews of 10 years of working in Sunsari and Rupandehi clusters were done. As the findings suggested, the teams are now focusing more in the southern belts of each cluster, which are less well serviced, in the new strategic plan period.

Measuring progress is an integral part of learning, as they say: "You measure what you treasure." Situation assessments, baseline and end-line surveys and research are activities the MEL team does to measure important information. Quantitative and qualitative approaches to data collection have been used simultaneously. For instance, the post-relief distribution and needs assessment of earthquake-affected people in Dhading was carried out using household surveys, focus group discussions (FGD) and key informant interviews. The survey used an android application which has added advantages over paper-based surveys. Fifteen enumerators from three partners received training for the survey. MEL team members, along with some partner and cluster staff, also used participatory tools with the participants of FGD to identify their priority needs. The use of quantitative and qualitative tools, with improved skills and technology, has enriched the quality of the data gathered for development projects and post-earthquake recovery planning.



Drawing wisdom and knowledge from a group is a key skill for our MEL team. Here, women from a Self-Reliant Group are listing their priorities during an assessment visit to Dhading

AT A GLANCE

- ⌚ 18 partnership evaluations
- ⌚ 3 project evaluations
- ⌚ 5 external evaluations of UMN projects
- ⌚ 2 external evaluations by the MEL team
- ⌚ 2 cluster reviews
- ⌚ 5 baseline surveys
- ⌚ 2 issues of Learning Newsletter produced.

The MEL team has also taken the responsibility for ensuring that UMN's "cross-cutting issues" – Gender, Climate, Conflict and Children – are addressed across the organisation (see page 13).



As a gender specialist, I am quite sensitive to gender issues when I meet them in the field. I was faced with an interesting example when our Monitoring and Evaluation Team visited remote villages in North Dhading, as part of our assessment of needs following the earthquakes.

In some of the villages we visited, I noticed that the men slaughtered, cooked and distributed the meat dishes (chicken or goat). One day, I was invited by a young single mother with a toddler and a nursing baby to sleep in her temporary shelter. I don't know how she managed all the tasks she did, but her place was superbly well-kept and I had a wonderful sleep. Before the crack of dawn, she was up and prepared a meal for the assessment team. As she cooked the chicken she had prepared for us, a man in the group commented that she was not supposed to kill a chicken. "Why?" I asked. "That's the way it has always been," was the best answer I got.

We had a session with Dalit (low caste) women, during which women expressed extremely low views of womanhood, because of their poor status and the conditions they experience. We need to think a lot about biblical equality, and what that means for those suffering from inequality.

NOTE: Hazel Wong is a gender specialist from Hong Kong, and a new member of the MEL Team.



THE ADVOCACY TEAM CONTINUES TO STRENGTHEN the voice of communities, build accountable and effective governance and institutions, and support partners in their capacity to campaign for justice and equity.

Contributing to VDC planning and involving local communities in decision-making processes are major objectives of UMN's advocacy work. The team has trained 114 Ward Citizen Forum members in seven VDCs and partner staff in seven districts in the participatory planning process. Out of 359 community proposals submitted, 115 were approved by the VDC Councils and were able to secure NRS 5,183,721 (USD 48,605) from VDC funds. These projects include fencing school premises, capacity building training for Dalits and single women, agriculture road construction, canal maintenance, etc.

The Right to Food Networks in Rukum and Bajhang were able to bring social justice for the most vulnerable Dalit communities. In both districts, stakeholders, including government agencies, had identified Badis as among the most disadvantaged and excluded communities. The Networks were able to link them with government plans, and for the first time their voices were heard through the participatory planning process. The Networks lobbied the District Education Office and District Child Welfare Committee to enroll their children into schools and child care centres, and requested livelihood support from the District Development Committee and the District Agriculture Development Office, and asked for land for 15 houses. In addition, food security strategies were made for food-insecure VDCs, and awareness was raised about expiry dates on food packs. Meetings were organised with journalists to draw the attention of district level stakeholders to food insufficiency issues.

Similarly, Dalit youths were trained in advocacy, human rights and fact finding skills. Twenty cases of discrimination and anti-human rights incidents in five VDCs in Rukum were collected. Social justice was restored in nine cases out of the 20 cases they collected. They brought these cases before authorities, activists, journalists and the general public and lobbied proactively for justice and dignity. Youth activists are contributing to the district's plan to declare Rukum a place where untouchability is unacceptable.



Advocacy and income generation has helped achieve improvements in the lives of the very disadvantaged Badi community in Rukum

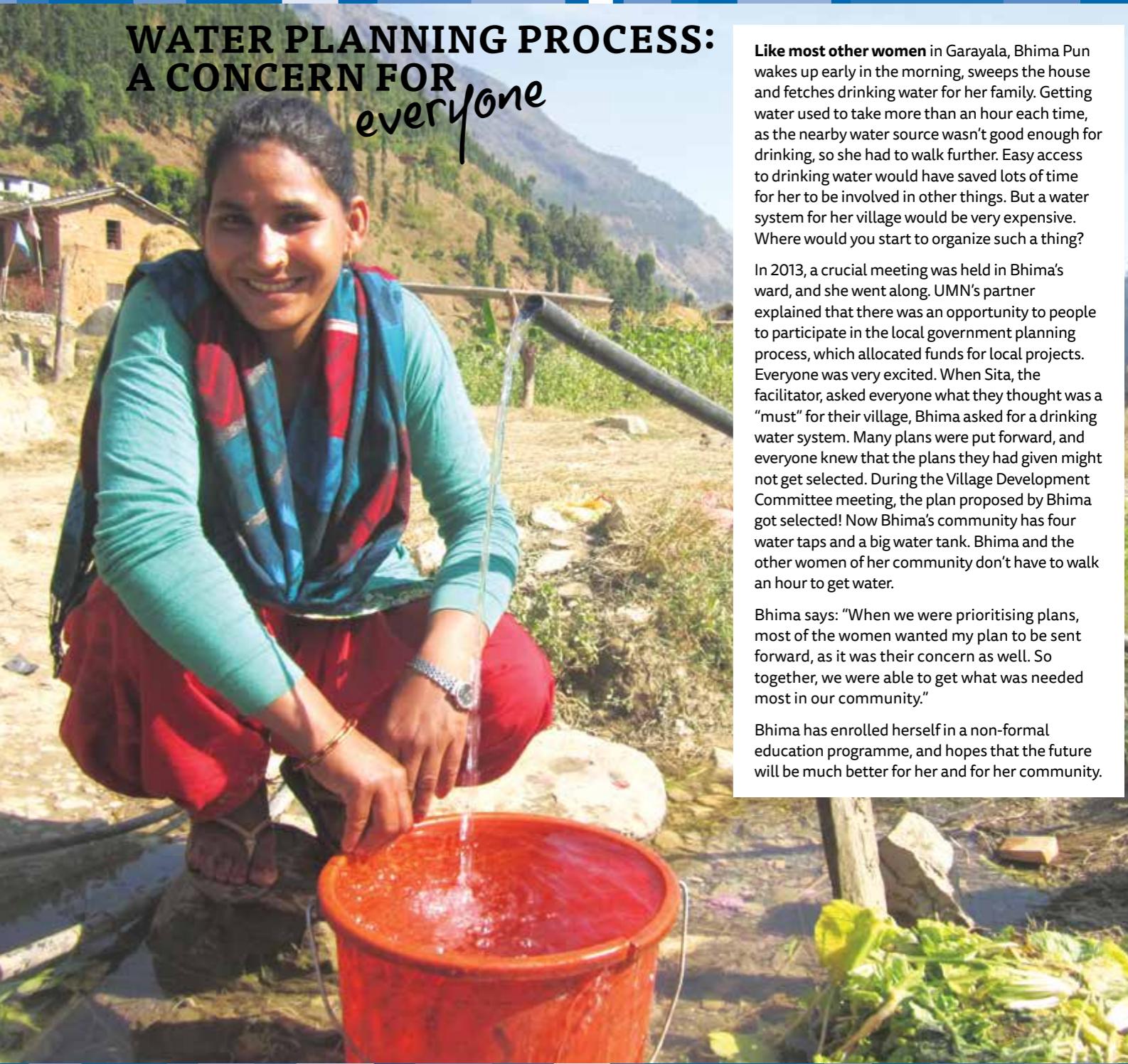
AT A GLANCE

- ➲ NRP **5.2** million (USD **48,757**) of VDC and community funds channelled into community-driven projects
- ➲ More than **5,000** people participated in local government planning
- ➲ More than **20** cases of discrimination and human rights violations documented, social justice restored in **9** cases
- ➲ Right to Food Networks made food security strategies for their districts and **15** ultra-poor families were linked with line agencies to get land and home support.

NATIONAL CONTRIBUTION

UMN contributed to achieving the national goal of involving communities in the development process by assisting VDCs to conduct the participatory planning process as envisioned by Local Self-Governance Act, 2055 (1998).

WATER PLANNING PROCESS: A CONCERN FOR everyone

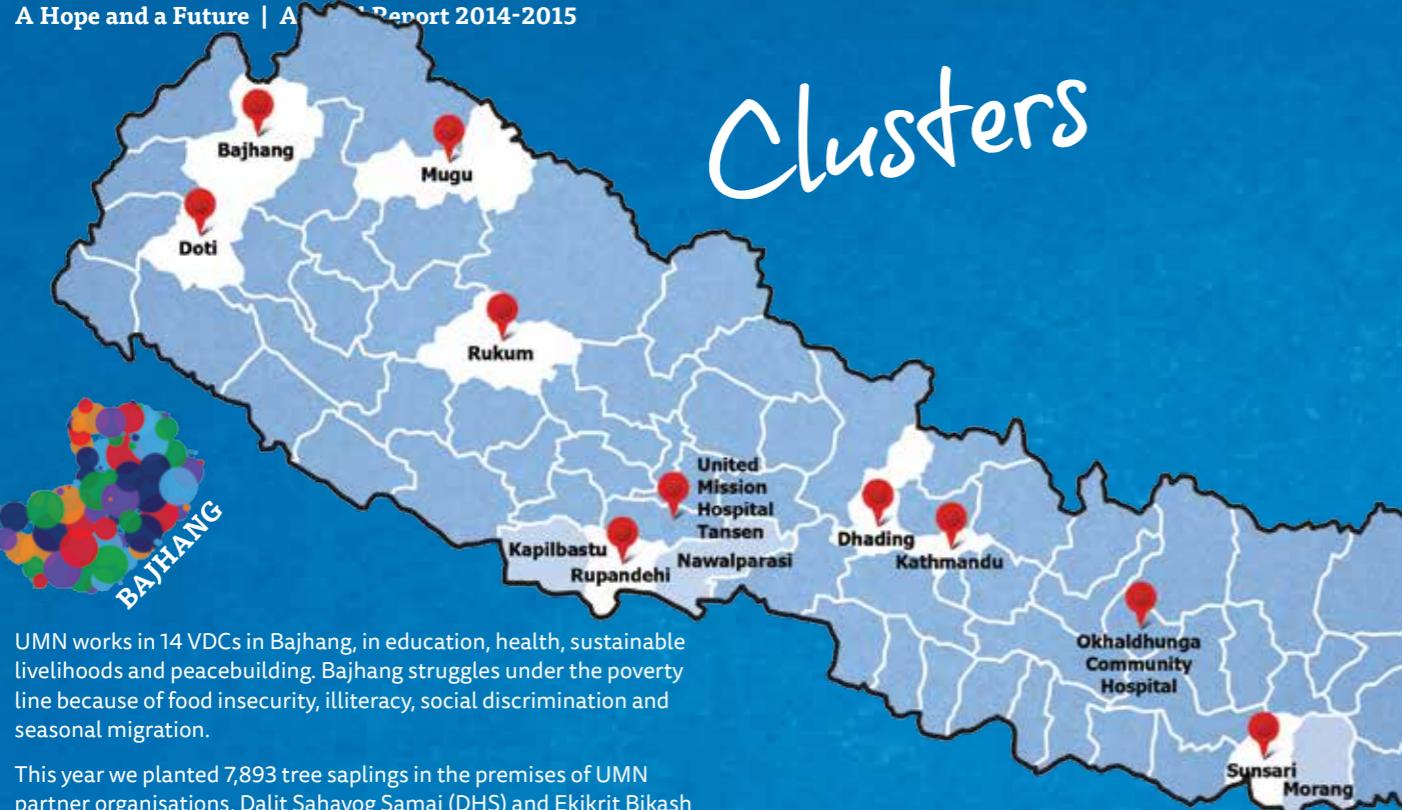


Like most other women in Garayala, Bhima Pun wakes up early in the morning, sweeps the house and fetches drinking water for her family. Getting water used to take more than an hour each time, as the nearby water source wasn't good enough for drinking, so she had to walk further. Easy access to drinking water would have saved lots of time for her to be involved in other things. But a water system for her village would be very expensive. Where would you start to organize such a thing?

In 2013, a crucial meeting was held in Bhima's ward, and she went along. UMN's partner explained that there was an opportunity to people to participate in the local government planning process, which allocated funds for local projects. Everyone was very excited. When Sita, the facilitator, asked everyone what they thought was a "must" for their village, Bhima asked for a drinking water system. Many plans were put forward, and everyone knew that the plans they had given might not get selected. During the Village Development Committee meeting, the plan proposed by Bhima got selected! Now Bhima's community has four water taps and a big water tank. Bhima and the other women of her community don't have to walk an hour to get water.

Bhima says: "When we were prioritising plans, most of the women wanted my plan to be sent forward, as it was their concern as well. So together, we were able to get what was needed most in our community."

Bhima has enrolled herself in a non-formal education programme, and hopes that the future will be much better for her and for her community.



Clusters



UMN's Dhading team has been working with 12 partner organisations, including nine NGOs, one co-operative federation, one network and one school to address the needs of the poorest groups in the community. Apart from the earthquake relief work, there were 15 projects implemented this year. A gender project has phased out and two new projects in disability support and integral mission have started this year. Project evaluations for three of our projects was carried out, and the results found were quite satisfactory.

Our work in the communities continues to give hope to people, and seeing this inspires us to work harder. Nearly 300 mentally ill people were able to receive treatment and are now showing improvement. Similarly, 24 people living with HIV and AIDS and affected children have received school stationery to help them with their education. Nine children with disability also were granted scholarships to help with their education, while six families of children with disabilities received seed money for income generation work through our project.

Some of the projects which have been running in different VDCs will take a new direction after the earthquake, as rehabilitation work will be in full swing this coming year. Our first phase of relief distribution in seven VDCs was a success, and people have high expectations from UMN for the second phase as well. As a cluster team, we have worked well with our partners and have received much co-operation from everyone.



In Doti, UMN and its six local partners have been running effective programmes in Education, Health, Livelihoods, Peacebuilding and Capacity Building.

Early Childhood Development Centres (ECDs) are a low priority for many schools in terms of trained facilitators, basic infrastructure

and education materials in rural areas. We have trained twelve ECD facilitators in child-friendly teaching methods. The facilitators now teach the children through play and by telling stories and poems, singing songs and dancing. Teachers have prepared teaching materials using local resources. These children are definitely on the way to a better foundation in their education.

UMN launched six PD Hearth (nutrition) centres in six VDCs. The PD Hearth Centre runs for fourteen days a month and facilitators follow up with home visits. Eighty-three malnourished children under five years of age were enrolled this year. Out of them, 64 children gained normal weight and 19 were close to the normal range. Poor mothers have learned to prepare nutritious food, understand good feeding behaviour and care for children well. They hope to make their children healthier through cooking their own locally-available foods.

UMN continues to support 152 groups through group capacity assessment, group mobilisation, social mobilisation, institutional development training and programme support. As a result, 111 Self-Reliant Groups (SRGs) have been able to save NRP 1.8 million (USD 16,934). More than 50% of the SRG members have directly benefitted from access to loans, with 24% interest rate for livelihoods activities. Poor and disadvantaged farmers are now free from high interest rates charged by money lenders.

Four Multi-Use Water Systems have been constructed, making life much easier for 70 households. Ten irrigation ponds have been constructed and three canals repaired to provide better irrigation and improve crop production. Poor farmers now hope for better vegetable cultivation and crop production for their consumption, and for sale as well.





Mugu is one of the least developed districts of Nepal with 9,619 households (55,287 people). They have difficulties in accessing basic services because of limited agricultural land, low literacy rates, high population growth, unsatisfactory governance, lack of employment opportunities, high levels of social discrimination, and geographical remoteness. In the midst of these challenges, UMN's team in Mugu, through their five partners has been able to reach out to 4,453 beneficiaries this year.

The livelihoods of five families of people with disabilities have improved through income generation activities. One family was able to earn NPR 20,630 (USD 194) in just four months after our intervention. Two people with disabilities and two parents of children with disabilities received a month-and-a-half long training programme in knitting.

Child clubs were formed and the majority of clubs are currently actively functioning. After receiving training in various issues they have been able to make an impact in their community. Two child clubs made a significant contribution by repairing drinking water systems in two VDCs, with approximately 700 people benefitting. Another child club paved a 120 metre-long trail to a primary school building with stone and pebbles and added a new room with a tin roof and wooden flooring. This school is also used weekly for their child club meetings. No more will this road be wet and slippery in the monsoon.

The enrolment rate at Buddha Higher Secondary School's primary level has increased by 48% and attendance by 2% in comparison to the last two years. UMN has worked together with this school in providing education materials and giving training in child-friendly education. The number of School Leaving Certificate passes has increased from 65% to 85% in the last two years.

The Dalit Girls Scholarship Programme has given a hope to many so-called "low caste" girls in Mugu. About ten years ago, there were only 32 scholarship recipients, but this year we have 109 deserving recipients. The enrolment of Dalit girls in this district has reached 2,155, which shows that more and more Dalit families are sending their daughters to school.



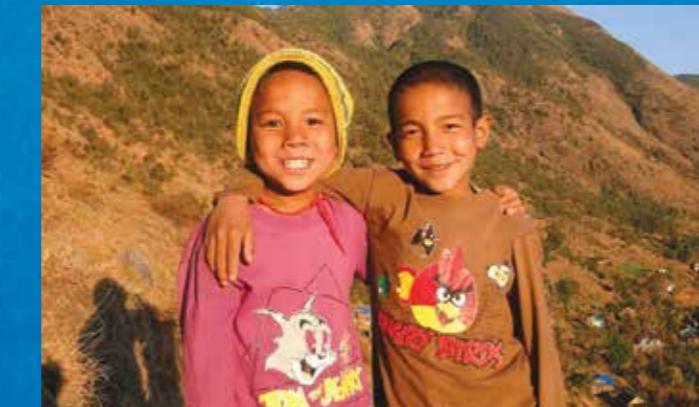
In Rukum, UMN has carried out 15 projects in a municipality and 24 VDCs this year.

The capacity of our local partners has increased, both in their accountability to beneficiaries, government and donors, as well as in their management practices. A focus this year has been on developing policies and strategies on the rights of people living in poverty. We have also been able to reach out to disadvantaged groups, including Magars (an ethnic minority) and Dalits (so-called low caste people) in terms of equal opportunity and quality education. This was achieved through changes in policy and implementation by our partners' initiatives.

Overall, the quality of life for many people in Rukum is improving, and people are moving towards a life of hope. This is especially true for the many thousands who were affected by the ten years conflict (1996 -2006). They had lost homes and families and were down to zero in terms of their income and employment. The results of our work are seen in better livelihoods, education, health and transportation for the people of Rukum.

This year, with the collaborative action of concerned stakeholders, including the government and other organisations like UMN, Rukum has been able to achieve 100% toilet coverage. Development of co-operatives has been a feature of our work. A women-led savings co-operative now has 580 members and NRP 1,400,000 (USD 14,000) in savings. The Federation of Vegetable Seed Producers has been able to negotiate better prices for members, up an average of 41% on last year. Meanwhile, the 224 members of the Syarpu Lake Agricultural Co-operative earn between NRP 7,000 and NRP 12,000 (USD 70-120) per month from fish production and interest on loans.

UMN and Government agencies were able to provide relief support as well as rehabilitation in several local disaster situations. Our team has also made headway in working with the Christian communities and local churches, along with others in Rukum.



This year we completed our five-year (2010-15) Strategic Plan and we are excited as we enter into a new strategic planning period (2015-20). Looking back, we have completed several major projects in serving the poorest in this district. Rupandehi Cluster has completed 10 years of service in three districts (Rupandehi, Kapilvastu and Nawalparasi).

During these 10 years, the impact on capacity building of partners has grown, as seven partners have reached maturity stage (Stage 4) and three are in the developing stage. Partnerships with Siddhartha Samudayik Samaj in Rupandehi and Adharbhoot Saving and Credit Cooperative Organization Limited in Kapilvastu are completed after 10 and six years respectively.

Relationships with the churches, communities and district level line agencies have been strengthened. The total direct beneficiaries of this year were 19,085 (8,690 female and 2,628 children, 194 people living with HIV and AIDS, 219 people living with disability and 115 single women). We have been working with 316 groups in different projects.

Through the Community Carbon Off-setting project, we have installed 987 Improved Cooking Stoves and 21 bio-gas plants in Devdaha municipality. On World Environment Day, three villages, Keuli, Ujeri and Satak Khola, were declared indoor smoke-free villages. The plan is to make the entire municipality indoor smoke-free by 2016.



Seven of UMN's working VDCs in Sunsari have now been declared municipalities and sub-metropolitan areas. This reflects increased populations in urban areas in Sunsari and Morang. Pedal rickshaws are a means of regular income to many poor families. Seventy percent of pedal rickshaws in Itahari had been replaced by auto rickshaws, which has greatly affected the livelihoods of rickshaw pullers who cannot afford to buy an auto rickshaw. Some of our project beneficiaries have also faced problems because of this change.

Child clubs are an important part of our work. 460 children are involved in 23 child clubs, and have participated in many awareness-raising and leadership development activities. Now, children are starting to take up roles in social groups, ward-level Citizens Forums and School Management Committees. VDC and political leaders now take notice of children and their concerns, seeing children as change agents in their communities.

The poor drainage system in Itahari sub-metropolitan area resulted in two big floods last year affecting our Cluster Office. A landslide damaged 12 houses and a water system in a remote Rai village, so UMN and its partner provided relief and helped repair the water system. Now they have more water than before, and are using it to grow vegetables.

The partnership between UMN's Sunsari cluster and Brethren In Community Welfare Society (BIC) has come to an end after nine years of partnership. BIC has developed good networking skills and is able to connect with people for resources. It makes us proud to see our partners grow and impact the community with their work.

Eight years ago, one of UMN's partners in Sunsari formed an inter-faith religious network of the five faith groups in Nepal (Hindu, Buddhist, Kirat, Christian and Muslim). This network is active in advocating for a secular state in Nepal. The work of the inter-faith networks has made significant contributions among different faith and ethnic groups in maintaining peace, harmony and respect between groups.





HOSPITAL SERVICES OFFICE

HSO continued its logistic support to the hospitals and liaised with Government of Nepal line ministries and other partners. This year we signed the Hospitals Five-Year Agreement on 16 January 2015. The Hospitals Executive Committee (HEC) met regularly, and approved the Annual Plan and budget for the next fiscal year.

UNITED MISSION HOSPITAL TANSEN

This was a sad year for the hospital with the death of the hospital's founder Dr Carl Friedericks on 3 July, 2015 at the age of 94. We were also saddened by the sudden death of Dr G.D. Sudararaj, senior consultant of Orthopedics and Spinal Surgery, on 4 July, 2015. We responded to the devastating earthquakes by sending medical teams to Gorkha, Dhading, Dolakha and Anandaban Hospital to. NPR 1,047,562 (USD 9,924) was allocated to free treatment of the earthquake victims.

Outpatient and Emergency Room visit numbers were higher than last year. Deliveries increased to 2,367, despite no money incentives to mothers. Admission numbers were very similar to last year, but bed occupancy was higher. The number of surgeries increased, leading to better surgeon coverage. The orthopedic team operated on spinal surgery cases and a few total hip replacements. Separate rehab beds have been identified as a first step to an in-patient rehab service. A High Dependency Unit (HDU) opened for more critical patients.

The Community Health Department (CHD) promoted health and disease prevention in communities. CHD staff supported the Maternal and Child Health clinics in Argali and Darlamdada. Work has continued in Jaymire and Archale VDCs in Eastern Palpa, with support to 28 mothers' groups and 29 child clubs. Forty dustbins were provided to five public schools in Jaymire and Archale as part of our environment and sanitation programme. A disability component was added, and 54 people were helped to get disability identity cards. Various capacity building training programmes have been conducted in the two VDCs, and special national and international days were also celebrated. The radio series *Swastha Jivan* (A Healthy Life) was aired from three FM stations.

Training programmes continued: Skilled Birth Attendant training, Anesthesia Assistant Course and Mid-Level Practicum training in partnership with Nick Simon's Institute and the National Health Training Centre. The Diploma in Pastoral Healing Ministry ran its first two modules for the second batch, with Elijah Counseling and

IMPORTANT STATISTICS: (2013-2014 in brackets)

Item	United Mission Hospital Tansen	Okhaldhunga Community Hospital
Beds	169 (165)	32 ¹ (32)
Bed Occupancy	81% (80%)	152% (139%)
Out Patient Dept.	96,900 (90,902)	30,763 (20,270)
In Patient Dept.	12,498 (12,549)	5,133 (4,109)
Surgery	7,121 (6,777)	1,796 (1,723)
Delivery	2,367 (2,105)	866 (771)
Emergency	15,308 (15,184)	1,471 (2,264)
Total Income	NRP 327,850,681 (NRP 268,739,268)	NRP 52,410,785² (NRP 51,233,188)
Total Expenditure	NRP 327,449,952 (NRP 269,139,997)	NRP 54,765,923 (NRP 52,780,100)
Free Care	NRP 17,685,815 (NRP 12,201,347)	NRP 10,494,168 (NRP 3,884,445)

¹ Okhaldhunga Community Hospital has only 32 beds but accommodates up to 50

² Okhaldhunga Community Hospital income excludes building fund and Public Health Unit

Training Centre, accredited by CMAI. A number of staff members attended further studies and short-term refreshers courses in Nepal and abroad.

Direct free care worth NRP 16,295,251 (USD 154,369) was provided this year, along with free orthopedic implants worth NRP 43,000 (USD 407). This enabled many patients to receive costly orthopedic surgeries which they otherwise would not afford. We also provided Anti-RetroViral treatment, TB and Leprosy medicines and some heart medicines received from the Government of Nepal, as well as free food to all inpatients in the Children's Ward.

OKHALDHUNGA COMMUNITY HOSPITAL

Okhaldhunga was badly hit by the massive earthquakes in April and May. Though there was only minor damage to the hospital, surrounding areas suffered. The hospital was involved in relief work in its working VDCs, and treated earthquake victims free of cost.

The Community Hospital remained busy; numbers of outpatients, deliveries and surgical procedures have increased. Free treatment for children under 3 years and those weighing less than 12 kilos continued. Our services at the Nutritional Rehabilitation Centre and Waiting Home for high risk mothers continued, helping severely malnourished children and high risk mothers. The Public Health Unit continued to work in various VDCs in activities related to Domestic Violence, Environment/Sanitation, Child to Child classes, School Health Education, mobilisation of Female Community Health Volunteers, community education, women's mobilisation and health education.

The hospital building project which aims to extend the hospital's capacity to 50 beds has not yet been completed. We are looking forward to its completion early in 2016.



Both of our UMN hospitals have been busy with construction work this year. At Okhaldhunga Community Hospital, an ambitious project to upgrade the existing facilities and extend the hospital from 30 beds to 50 began back in November 2011. Thankfully, the end is in sight! The new TB building is operational, while the OPD, Pharmacy and Dental buildings opened in December 2014. If all goes well, the new main building will be finished by the end of December 2015. It will include a Maternity ward, General ward, ICU, Children's ward, and theatres for major and minor operations. The new buildings will use biogas for cooking, and suitable non-medical waste will be used as compost in the kitchen gardens. A reed bed will treat waste water, and an impressive solar array will minimise diesel use.

Water supply has always been a problem for United Mission Hospital Tansen. The town is located on a hill, and has outgrown its water supply. At present, a huge concrete water tank is being constructed to double the storage of rainwater collected from the many roofs of the hospital buildings. This additional water will be a great help in tiding the hospital over during the long dry season.



Central Services

BOARD

UMN's Board of Trustees continued to provide overall governance and direction for UMN, on behalf of our Supporting Partner organisations. This year the UMN Board made the decision to increase the Nepali representation on the Board through the Board election process. This has resulted in 50% of the 12 Board members now being Nepali. The Board's focus has continued to be the governing of the organisation through Carver Policy Governance, and strengthening the financial governance through the Board Audit Committee. The Board also took forward the process of the search for a replacement Executive Director. The General Assembly scheduled for May 2015 was postponed due to the earthquake, and will now take place in May 2016.

LEADERSHIP TEAM

UMN's Leadership Team is led by the Executive Director and consists of seven members. This year the membership of the leadership team remained stable, and a major focus was on developing the new 2015-2020 strategy and five-year operational plans, and aligning the organisation with the new strategy. The Leadership Team continued to meet formally every two months and weekly for prayer and informal updates. Subsequent to the earthquake, the Leadership Team was expanded into an Incident Management Team (IMT) as per UMN's emergency procedures. The IMT met frequently to provide direction and oversight to the organisation in the post-disaster situation. IMT was supported by a Disaster Management Team (DMT) which managed the implementation of our earthquake response activities.

COMMUNICATIONS AND ITS

UMN publications continued to be popular, with 2,015 copies of UMNews mailed out each quarter, and our 2015 Calendar completely sold out (3,000 copies). For the first time, sales of calendars covered the cost of calendars distributed free of charge. The new UMN Prayer Diary also proved popular. Website traffic increased substantially, and the number of Facebook followers more than doubled to over 5.5 thousand.

Providing up-to-date information for supporters following the earthquakes of April and May was challenging. We posted daily stories, regular updates and video clips on our website, and provided visual materials and information to various organisations, as well as facilitating visits by communications professionals and journalists.

Direct giving via UMN's website has been significant. NRP 513,414 (USD 4,850) was raised for the 60th Anniversary Appeal, NRP 439,447

(USD 4,150) for the Christmas Appeal, and NRP 171,675 (USD 1,625) on Giving Tuesday. Donations from individuals and groups to the earthquake relief work exceeded USD 250,000.

At Thapathali, upgrading of the solar and UPS systems allowed us to turn off the small generator completely, thus saving fuel and reducing carbon emissions. Computer systems were enhanced in clusters, and work on key databases for UMN continued. Major IT and equipment purchase support was provided following the earthquake.

Five-year strategic plans were developed for both Communications and Information Technology Services.

HUMAN RESOURCES AND SITE MANAGEMENT

This year we completed a review of the UMN salary structure, and a new salary structure for 2015-2020 has been implemented.

After the earthquake in April, 16 UMN staff whose houses were badly damaged or completely destroyed received support from UMN to help them rebuild their homes.

Four expatriate staff joined UMN in key advisory positions and five more will be joining us this year. The Site Management Team was busy providing logistics support for the earthquake relief programme, as well as Clusters and Thapathali teams. We also helped arrange various business events, meetings and conferences.

HR STATISTICS

Nepali Staff: 132

93 Cluster: 60 Thapathali: 71 Nepalganj: 1 Appointments: 14 Left: 16

Expat Staff: 50 (32 visa posts)

22 Thapathali: 22 Cluster: 1 Hospitals: 27 Appointments: 12 Left: 4

Interns: 10

6 4

FUNDING AND FINANCE

UMN experienced a significant exchange loss because of the world economy. However, towards the end of the year the exchange rates started improving and there was also additional income for earthquake relief work which helped in the funding of central costs.

Both the Finance and Funding Teams, plus other teams in UMN, worked the extra mile to cope with the increased volume of work after the earthquake. It was also a good opportunity to link up with new financial partners and supporters who provided funding to UMN for its earthquake relief work.



Cross-Cutting Issues

GENDER

According to the new 2015-2020 Strategic Plan, "There is a deliberate shift of emphasis away from technological solutions to poverty and towards community transformation where the power inequities in households and communities will be addressed." To walk the talk, we need to be equipped. After a long wait, we now have recruited experienced gender staff to support colleagues working towards the transformation in gender power inequities. During the earthquake response, gender issues were closely monitored, and our assessment teams were careful to include both men and women in discussions as we planned for the next phase of rehabilitation.

CONFLICT

Conflict sensitivity is integrated into our systems, structures and practices. There is a high level of awareness and commitment among UMN staff. Our partner organisations also comply with this mandate and all UMN programmes and partner inventions are encouraged to practice and report on it. We have improved in our knowledge of conflict sensitivity and have implemented its precepts in our actions. Do No Harm principles were also applied during the earthquake relief and response programme. The feedback we have received was positive, with UMN's non-discriminatory approach appreciated by both government and beneficiaries.

CHILDREN

UMN continued to work towards the inclusion of children at all stages of community development work. Child clubs and child-to-child programmes help raise awareness about child rights, and children's participation in Child-Centred Community Development Programmes continues to strengthen. Preliminary results from a research project exploring the linkages between children's and youth's participation and development effectiveness indicated that improved sanitation and increased personal confidence were key benefits identified by young people. During the year, UMN's "Valuing Children" child protection policy was revised and updated.

**CLIMATE**

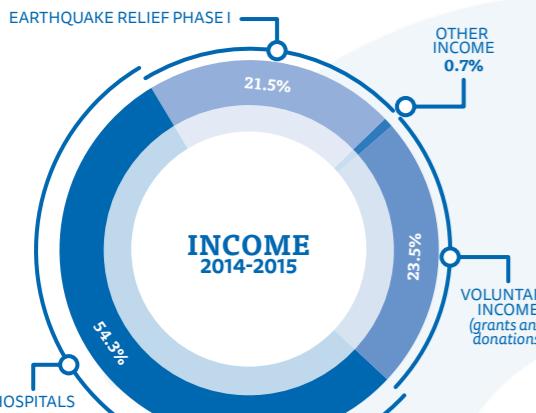
We remain committed to minimising our environmental impact, as well as promoting environmentally-sustainable development practices.

Our on-going monitoring of UMN's carbon emissions shows a dramatic reduction in impact of our offices this year, largely a result of the installation of solar panels. Board travel has been reduced by 50% as there was no Board meeting last May because of the earthquake in April. Nepal travel and international travel remain fairly stable. We off-set our carbon emissions through our C-Off project, which involves tree planting and the introduction of Improved Cooking Stoves, which reduce timber use.

UMN CARBON FOOTPRINT

**INCOME**

Consolidated Income was USD 11,890,760, an increase of 51.8% on the prior year (USD 7,833,215¹). The hospitals' income was USD 6,454,660, accounting for 54.3% of overall income. Grants from institutions, donations for UMN's Cluster work and the Earthquake Relief Phase I Programme amounted to USD 5,348,943, including USD 175,657 of expatriate volunteer services.

**BREAKDOWN OF GRANT INCOME**

(excluding hospitals)

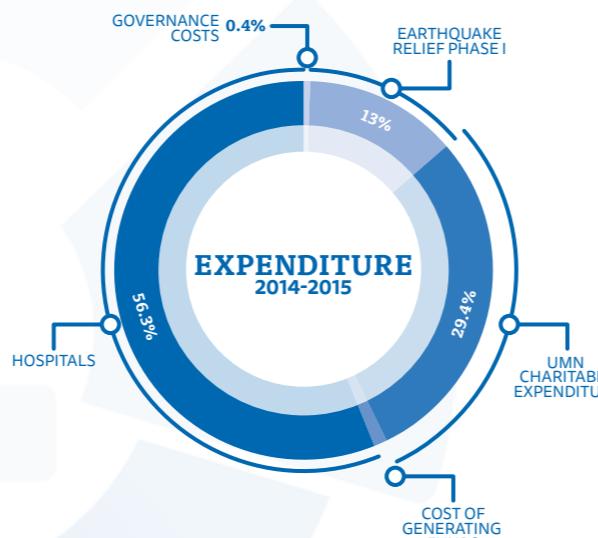
Donor	USD	%
Diakonie (DKH)	898,523	17.4%
Transform Aid International	884,284	17.1%
Tearfund UK	507,789	9.8%
TEAR Australia	397,415	7.7%
Normission and HimalPartner	322,604	6.2%
InterAct	259,211	5.0%
HimalPartner	239,364	4.6%
PMU InterLife	238,546	4.6%
Evangelical Lutheran Church in America	175,092	3.4%
Evangelischer Entwicklungsdienst e.V.	174,106	3.4%
Others	1,076,354	20.8%
Total Grant Income	5,173,286	100%

In the year ending 16 July 2015, UMN's consolidated income was USD 11,890,760 and consolidated expenditure was USD 9,557,082. The consolidated accounts of UMN include the full accounts of United Mission Hospital Tansen and Okhaldhunga Community Hospital, as well as the Hospital Services Office and the Earthquake Relief Phase I Programme. UMN's accounts have been prepared guided by the requirements of the U.K. Statement of Recommended Practice (SORP) published in March 2005.

EXPENDITURE

Consolidated Expenditure was USD 9,557,082, an increase of 22.3% on the prior year (USD 7,815,054¹). The hospitals' expenditure was USD 5,376,203, accounting for 56.2% of overall expenditure. Thapathali and Clusters charitable expenditure was USD 4,050,889, accounting for 42.4% of overall expenditure. Charitable expenditure includes the Earthquake Relief Phase I Programme for USD 1,239,737.

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 (0.4%) 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.

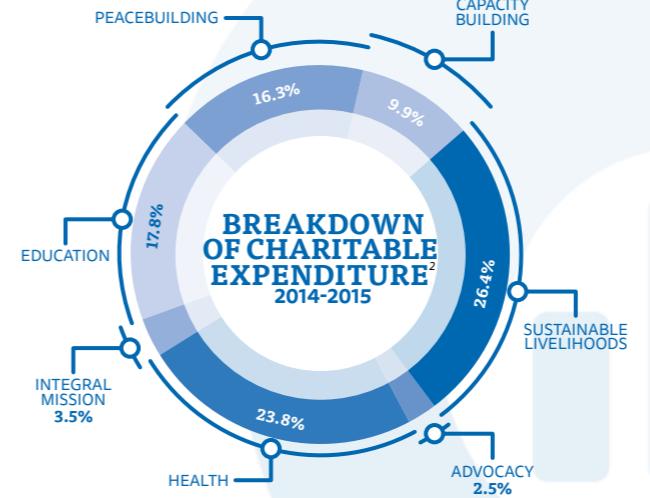


Excluding governance costs and the cost of generating funds, the total expenditure of UMN was USD 9,427,092 (98.6% of total expenditure), including USD 259,853 of support costs allocated in direct proportion to direct costs. No support costs were allocated to the hospitals.

BREAKDOWN OF CHARITABLE EXPENDITURE

(including hospitals)

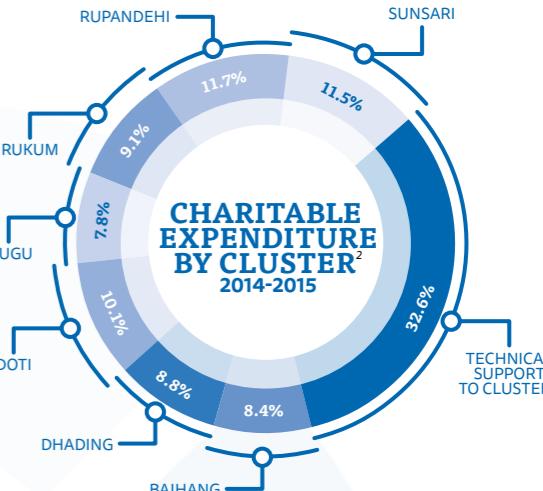
	USD	% of Total Charitable Expenditure	% of Charitable Expenditure ²
Hospitals	5,376,203	59.3%	
Earthquake Relief Phase I	1,239,737	13.7%	
Sustainable livelihood	644,972	7.1%	26.4%
Health	580,977	6.4%	23.8%
Education	434,424	4.8%	17.8%
Peace Building	397,812	4.4%	16.3%
Capacity Building	241,053	2.7%	9.9%
Integral Mission	85,935	0.9%	3.5%
Advocacy	60,464	0.7%	2.5%
Total	9,061,577	100%	100%



UMN's Earthquake Relief Phase I Programme expenditure totaled USD 1,239,737, representing 13.7% of UMN's total expenditure this year. UMN's expenditure for its Clusters work totaled USD 2,445,637.

The hospitals work in specific geographical locations, whereas the rest of UMN's work is split over a number of geographic locations.

The 2014-15 charitable expenditure of UMN (excluding the hospitals & Earthquake Relief Phase I Programme) is broken down by location (below).



Rupandehi, Sunsari and Doti were the locations to which the highest proportion of UMN's charitable expenditure was allocated. Technical support is provided to Clusters from advisory groups based in Kathmandu in order to ensure the quality and effectiveness of UMN's work.

Exchange rate: USD 1 = NRP 101.15

¹ Since all financial reports are denominated in NRP, for comparative reasons we have recalculated last year's figures with this current year's exchange rate² Figures are given excluding Earthquake Relief Phase I Programme and hospitals to allow comparison with previous years

The Board of Trustees



DHANAN SENATHIRAJAH (Chair)

Dhanan is a qualified accountant and lawyer from Sri Lanka. His current position is Vice President - Head of Finance & Planning at the National Development Bank PLC. He serves on the Sri Lankan boards of Back To The Bible Broadcast, Campus Crusade for Christ, Vision Fund, and Lanka Bible College.



MAHENDRA BHATTARAI

Mahendra has been working as a development consultant for many years. He is Chairperson and leading pastor in a church group in Nepal. He is associated with several Christian organisations and is active in Christian/Non-Christian relations.



HENK BLOM

Henk served with UMN from 1981 until 1990 in Tansen, Palpa. He has fulfilled several leadership posts in different NGOs since then. Currently, he is the director of Komensky Consultancy in Pune, India.



JIWAN GURUNG

Jiwan worked with International Nepal Fellowship for 10 years and was on its board for nine years before he stepped down from the end of 2013. 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 (2003 to 2007). He is also the founder of a non-government organisation in Dang.



SHANTA MAYA GURUNG

Shanta is a public health professional and served for many years through faith-based and bilateral organisations within Nepal. Her experiences have mainly been in community health and development. Currently based in Kathmandu, Shanta is a member of Gyaneswar NIM church. For the last five years, she has been leading a team which ministers to girls involved in the sex trade. She also chairs a pharmaceutical company.



GRACE KHALING

Grace is an active member of the Nepali Isai Mandali Lalitpur Church, where she serves as an elder, as well as in several volunteer roles. She has been working with the Asian Development Bank for over 25 years, and has considerable work experience with other international organisations. She also serves as a Board member for other para-church organisations.



LALBIAKHUI ROKHUM

More popularly known as Kuki - Kuki is currently the Director - Training and Mobilisation of EFICOR where she has worked since 2002. Kuki is passionate about issues of justice and is involved in teaching about issues such as HIV and AIDS, Creation care and Climate change. She has also been involved in the Micah Challenge campaign in India.



JOSEPH SHRESTHA

Joseph Shrestha is the Senior Pastor of Calvary Church, Dhangadi, Nepal and Vice Chairman of the Assemblies Of God, Nepal. He also serves as Chairperson of Rescue Nepal. He has long experience with church and mission, and has a heart for integral mission.



PRAKASH SUBBA

Prakash is Pastor at Koinonia Koteshwor Church in Kathmandu and was the National Director of the Nepal Campus Crusade for many years. He has a commitment to integral mission and to develop training materials for family counseling training for pastors. He has served as Chairman of the National Churches Fellowship - Nepal for the last four years. At present he is also involved in teaching in Bible colleges and training centres.



ALEX SWARBICK

Alex lives in the UK and works as a Consultant and Tutor at Roffey Park Institute, running leadership development programmes for organisations in the UK and internationally. During the 1990s Alex worked in Nepal as Personnel Director for the International Nepal Fellowship.



RICHARD SYKES

Richard was a lawyer specialising in international work with a London law firm for 30 years. On retiring in 2000, he worked for a year for International Nepal Fellowship in the Mid-West Region of Nepal. Since then he has returned to Nepal every year, either to work for INF or, more recently, in his capacity as a UMN board member. He was for over 10 years on the Boards of INF UK and the Nepal Leprosy Trust UK.



FELICITY WEVER

Felicity is based in Sydney, Australia, and has a background in international aid and development. She is currently the International Programmes Manager for UNICEF Australia. Felicity previously worked for Baptist World Aid Australia, helping to establish UMN's Child-Centred Community Development programmes.

National and Cluster Partners

NGO = Non-governmental organisation
GoN = Government of Nepal
Inst. = Institution
Co-op = Co-operative

NATIONAL
 Children at Risk Network (CARNet) Nepal
 Micah Network Nepal

BAJHANG
 Dalit Sahayog Samaj (DHS)
 Ekikrit Bikash Manch
 Mahila Kalyan Bachat Tatha Rin Sahakari Sanstha Limited
 Pragatishil Yuva Samaj (PYS)
 Shanti Higher Secondary School (SHSS)

DHADING
 Archane Higher Secondary School (AHSS)

Chandrajyoti Integrated Rural Development Society (CIRDS)
 Committed Society For Change (COSOC Nepal)
 Dalit Welfare Organisation (DWO)
 Himalayan Community Salvation Society (HIMS)
 Jagat Jyoti Community Development Centre (JCDC)

Namaste Gramin Bikas Samaj
 Nari Jagaran Kendra (NJK)

Prayatnashil Community Development Society (PRAYAS Nepal)
 Small Farmer Agriculture Cooperative Federation (SFACF)

DOTI
 Bar Pipal Saving and Credit Cooperative Ltd. (BPSCLL)
 Centre for Equal Access Development Nepal (CEAD)
 Disabled Service Organisation (DSO)
 Rampur Higher Secondary School (RHSS)
 Rural Community Development Centre (RCDC)
 Rural Development Centre (RDC)

NGO
NGO

NGO
NGO

Co-op
NGO

Inst.
Inst.

NGO
NGO

NGO
NGO

NGO
NGO

Co-op
Co-op

Co-op
NGO

NGO
NGO

Inst.
NGO

NGO
NGO

MUGU

Buddha Higher Secondary School (BHSS)
 Disabled Rehabilitation & Rural Development Org (DARRDO)
 Gramin Samudayik Sanstha (GSS)
 Karani Community Development Centre (KCDC)
 Rinimokshya Samaj Sudhar Kendra (RSSK)

Inst.

NGO
NGO
NGO
NGO
NGO

RUKUM

Christian Society Development Campaign (CSDC)
 Dalit Welfare Organisation (DWO)
 Disabled Protection Forum (DPF)
 Nepal Magar Society Service & Information Centre (MIC Nepal)
 Nepal People Awakening Forum (PAF)
 Subtropical Vegetable Seed Production Centre (SVSPC)

NGO
NGO
NGO

NGO
NGO

GoN

RUPANDEHI

Adarbhut Saving & Credit Co-operative Organisation Ltd
 Bikalpa
 Isai Samaj Nawalparasi (ISN)
 Jana Kalyan Higher Secondary School (JKHSS)
 Lumbini Christian Society (LCS)
 Nepal Abinash Social Service Organisation (NASSO)
 Sakar Samuha Nepal (SSN)
 Siddhartha Samudayek Samaj (SSS)
 Sunawal Community Development Centre,
 Nawalparashi (SCDC)
 Sungabha Community Development Centre,
 Rudrapur (SCDC)

Co-op

NGO
NGO

Inst.

NGO

NGO

SUNSARI

Brethren In Community Welfare Society (BIC)
 Chandra Mukhi Club (CMC)
 Community Development Forum (CDF)
 District Development Committee (DDC), Morang
 Naba Jiwan Samaj Sewa (NJSS)
 National Community Development Centre (NCDC)
 Nepal Chelebeti Disabled Women Society (NCDWS)
 Participant Mobilization Centre (PMC)
 Sundar Samaj Nirman Samuha (SSNS)

NGO

NGO
NGO

GoN

NGO
NGO

NGO
NGO

Supporting Partners

AUSTRALIA

Transform Aid International (formerly BWAA)
 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 of Scotland
 INF UK

UNITED STATES OF AMERICA

Mennonite Central Committee
 World Mission Prayer League

UNITED STATES OF AMERICA

Evangelical Lutheran Church in America, USA
 United Methodist Church, USA
 United Methodist Committee on Relief (UMCOR), USA
 United Methodist Women, USA

MULTI-NATIONAL BODIES

Interserve



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

Bread for the World – Protestant Development Service

Cedar, Hong Kong

Diakonie Katastrophenhilfe, Germany

Forum Wiednest, Germany

Geneva Global, USA

Operation Agri, UK

Opportunity Education, USA

PMU Interlife

Samaritan's Purse, Canada

SEL, France

SIM

Smyrna Church, Sweden

UKAid, UK

United Methodist Church, USA

United Methodist Committee on Relief (UMCOR), USA

United Methodist Women, USA

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



SAMUEL TOOK A LARGE STONE
AND PLACED IT UPRIGHT...
HE NAMED IT EBENEZER
(THE STONE OF HELP), FOR HE SAID,
“UP TO THIS POINT
THE LORD HAS HELPED US!”

1 Samuel 7:12



Fullness of life for all, in a transformed Nepali society

UNITED MISSION TO NEPAL

PO Box 126, Kathmandu, Nepal

Phone: +977 1 4228118, 4268900

Fax: +977 1 4225559

communications@umn.org.np

umn.org.np