

Number 29, December 2010

**UMN**News



United Mission to Nepal

Looking Ahead







Dear Friends,

Welcome to this edition of UMNews in which we introduce our new Strategic Plan. Over the past 12 months, a major focus for us has been reviewing and developing this plan, which sets UMN's direction and priorities for the next five years (2010 to 2015).

The planning process has involved an in-depth look at the significant changes in our context, within Nepal but also wider, as well as reflection on the lessons we have learned from the five years of our capacity-building approach. The process has involved a range of stakeholders, and staff at all levels of the organisation. There has been significant release of creative energy through this process, and a high level of ownership of the outcomes. Our challenge now is to align the organisation with the new strategy to ensure that our impact on the lives of those who live in poverty in Nepal is increased, deepened and sustained, and individuals and communities move towards experiencing "life in all its fullness".

Throughout this process, we have focused on seeking God's plan for UMN at this stage in our history. We have been conscious that "unless the Lord builds the house, its builders labour in vain" (Psalm 127:1).

I do hope that, having read this UMNews, you will come to share the excitement that we feel in UMN about where the Lord is leading us, and you will continue and perhaps increase the contribution and role you play in God's work here in Nepal.

Yours in Him,

Mark Galpin  
Executive Director  
UMN

## CONTENTS

Being Strategic	3
Looking Forward	4
Everyone Wants to be Beautiful	6
Hearing from the Heart	7
Cluster Connection	8
News	10
Christmas Appeal	11
Join us	12
Who's Who	13
Pray	14
Give	15



Health



Education



Sustainable Livelihoods



Peacebuilding

## Being Strategic

"In preparing for battle, I have always found that plans are useless, but planning is indispensable."

*Dwight D. Eisenhower (1890-1969)*

Use the words "strategic planning" and most people will lose interest very quickly. Not many people get excited about strategic planning!

What we do get excited about is where our planning leads us. We get excited when we see how organisations have grown and developed, how women have gained confidence in their non-formal education groups, how children are happily

attending school, how men are proudly able to provide for their families. We get excited when we see churches catch a vision for being involved in their communities, and when young people begin to exercise leadership skills with passion and enthusiasm.

But we don't see these outcomes if we don't plan carefully, thoughtfully, and prayerfully. As Eisenhower pointed out, the process of planning is so important – getting people involved, working together on the issues, and tackling problems with imagination and skill.

Sometimes, no matter how well we plan, things don't always work out as we expect. UMN has agreed to continue running Tansen and Okhaldhunga Hospitals for another three years, while still being open to an appropriate handover when circumstances permit.

We can't do everything, but we can carefully select what we can do best, and then work hard to do it well. That's what our new Strategic Plan is all about!

Lyn Jackson  
Communications Director





An outdoor strategic planning workshop at Rara Lake, led by Grenville Hopkinson



Strategic thinking

# Looking Forward:

## The Next Five Years

Fifty-six years ago, UMN started working in Nepal, delivering basic health services through a couple of clinics, and shortly afterwards, a hospital. These choices were grounded firmly in the needs of the country at the time, and the services UMN was best equipped to deliver.

So much has changed in those 56 years, but UMN is still matching the needs in Nepal to the skills and strengths we can contribute. We have evaluated and assessed, discussed and consulted, and the result is a new Strategic Plan that builds on what we've learned and maps out our direction for the next five years.

### Extending our reach

The new Strategic Plan gives us better opportunity to reach the poorest and most marginalised people in Nepal by sharpening our community focus and working alongside our partners as they design, implement and improve local development programmes. We are still committed to working

in partnership with Nepali organisations, and building their capacity. We really value partner feedback which tells us that our approach is unique, and fosters participation and ownership.

Over the next five years, we plan to roll up our sleeves and spend more time getting alongside our target communities, understanding their issues, recognising their needs and supporting our partners as they develop and deliver larger, more tangible programmes that address specific community needs. Modelling will become part of our capacity-building approach, so that we actively demonstrate and transfer new skills at each stage of the programme cycle. Seven years after the transition to our new way of working, our partners have clearer goals, stronger management processes and are better equipped to deliver programmes. We believe that by helping them develop their skills and by providing greater

opportunity for programme delivery, we can more directly reach into and transform the communities they serve.

### Improving our work

The strategic planning process highlighted a number of specific changes which we believe will greatly improve the quality of our work with partners and communities.

- Consolidating our technical areas, so that we can better integrate our programmes at community level. We will now have 4 technical teams: Health; Education; Sustainable Livelihoods; and Peacebuilding.
- Simplifying our processes. We have streamlined our partnership processes to encourage flexibility and support tangible community impact earlier in the relationship.
- Identifying 4 key issues which will be mainstreamed across all our work: Children; Climate; Conflict; and Gender. We aim to ensure that our staff

understand current development practice in each of these areas, and embed that understanding into our partners' programmes.

- Improving our efficiency and effectiveness. We are passionate about stewardship and are exploring ways in which we can do more with less. We want to recognise and develop leaders and are looking at ways to embed leadership development skills across UMN. We are committed to transparency and are developing processes to improve communication and reporting.

Work on these initiatives has already started, and we are excited by the possibilities for improvement as the work

unfolds.

### Sustaining our impact

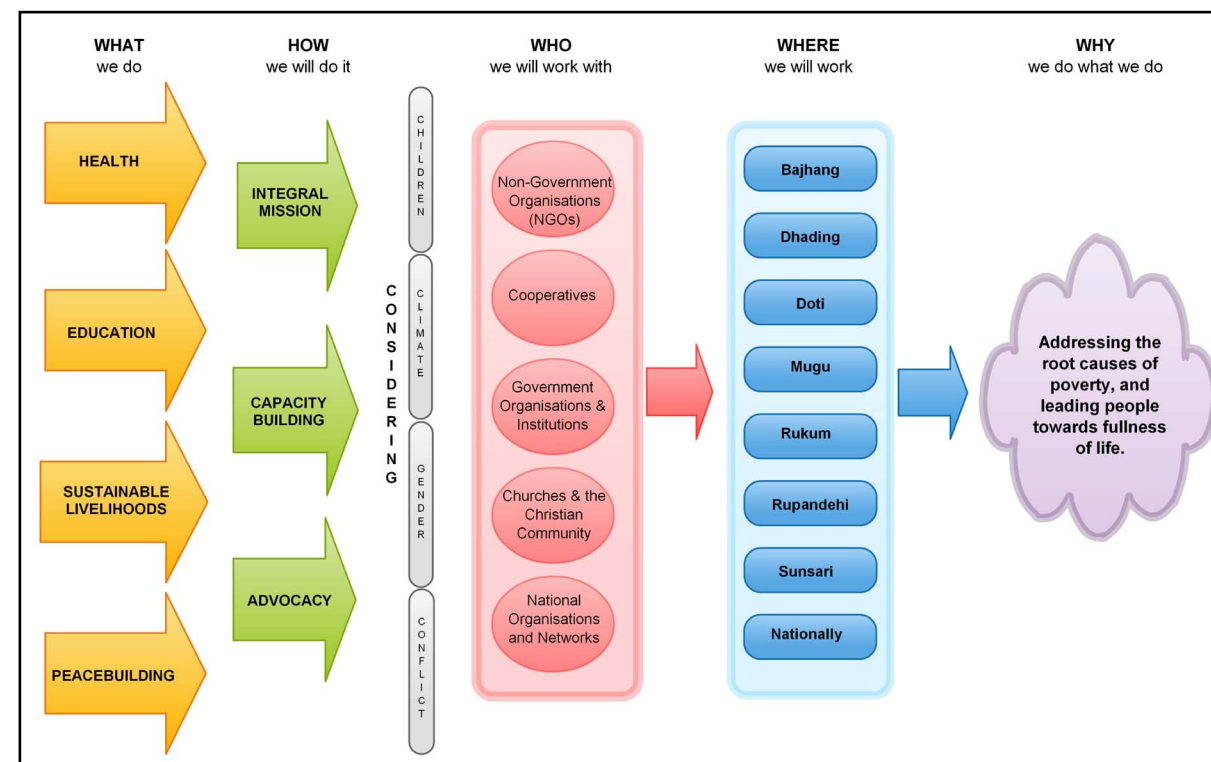
We believe that our three "approaches" are vital to ensuring that our partners not only deliver great development programmes, but that they do it in ways which demonstrate Christian principles of love, stewardship and justice.

- **Integral Mission** is positioned as the central philosophy behind all that we do. In our new Strategic Plan, we place a stronger emphasis on our Christian identity, to ensure our work reflects our values and Christian motivation.
- **Capacity-building** has been strengthened to include a focus on servant leadership and good governance, promoting transparency, accountability and a servant heart.

- **Advocacy** now includes tools and techniques to support partners as they speak out for justice, engage with local government, and work together to improve their local communities.

These, together with our desire to have a greater presence at community level, will help sustain our impact over the longer term. We strive for nothing less than the complete transformation of partners, individuals and whole communities, so that many more poor and marginalised people can have the opportunity to live life, and live it to the full.

*Grenville Hopkinson  
Strategy & Innovation Director*







Reema in her salon



Traditional hair ornaments for a festival



San (middle) with his best friends at school



San's mother, Phulmaya

## Everyone Wants to be Beautiful

Everyone wants to look their best, and Nepali village women are no exception. They love bright colours, and wear glittering glass beads and bangles. They wash and oil their hair, braiding in flowers or decorations at festival time.

But now and then, a woman needs a visit to the beauty parlor! Reema Gurung dreamt of a salon for women in her small market town, Mahadevbesi, in Dhading District. Every day, women come in to the town, to sell vegetables, buy household goods, visit the clinic or attend school. Reema saw the potential. She attended a beauty parlor training programme, but she had no idea how to start her own business.

Fortunately, Chandrajoti Integrated Rural Development Society (CIRDS), a UMN partner, was running training programmes

on enterprise development. Now, Reema's salon is bustling with customers. Ten to 20 clients a day come by for hairdressing, skin treatments or nail care. They also select from her small stock of basic cosmetics.

Reema's clients say: "We always wanted to look beautiful, but we couldn't go all the way to Kathmandu for that. Now we have your shop, right here where we can come easily when we are visiting the bazaar anyway, for other things." Reema is thrilled. She has a thriving business, doing what she enjoys.

Maybe you're thinking that helping set up beauty parlours is a bit frivolous for a development agency. There are lots of other stories I could tell: about the small grocery shops, tea stalls, mobile phone repairers, blacksmiths, candle-making groups, rabbit-

raisers, tailors... The list is endless, because the initiative, creativity, persistence and skills of people struggling against poverty are endless. Because people dream dreams that aren't bounded by our priorities, and because women want to look beautiful, as well as feed their families and send their children to school. Because when Jesus invited us all to "live life to the full", he meant it!

There's no "one size fits all" for micro-enterprises. Instead, there are limitless opportunities, just waiting for a chance to take flight.

Micro-enterprise - a great strategy for secure livelihoods, local economic growth, and fantastic hairstyles!

*Lyn Jackson  
(With thanks to Sangita Pudasaini,  
Dhading Cluster)*

## Hearing from the Heart

San Bahadur is quite popular in school. Besides being good with books, he also has a passion for cricket. His friends cheer for him when he is on the cricket field with a bat. San Bahadur enjoys the attention, as any 18-year-old would.

But San's life took a painful turn when he was an infant. "He wasn't born deaf," his mother remembers. "He was such a sweet and a smart boy - spoke Nepali, our native Rai dialect and even a bit of Hindi when he was just two-and-a-half years old. He suddenly developed a very high fever, and around noon of the second day, he lost his speech, stopped moving and became very pale." Phulmaya, his mum, tries to stop her tears as she tells the story.

The family did everything they could to heal this little boy. Like all in their village, they turned to a witch doctor. Anything and everything the witch doctor demanded in exchange for San's treatment was fulfilled by the poor family. After a year they gave up. The following year, San began to walk a bit with the help of a walking stick, but he lost his hearing and speech for life. Phulmaya felt completely helpless. To add to her miseries, her husband left her and San.

San was at first sent to a regular school, but repeatedly failed in the yearly examination. He had almost given up when, three years ago, Nepal Chelibeti Disabled Women Society (NCDWS), a UMN partner organisation in Sunsari, admitted him to a special school for children suffering from hearing

impairment. He is now studying at Grade 3 level, and is doing very well. He is so happy to be with friends like him.

UMN supports San Bahadur with NRS 900 (USD 13) a month. His strong-willed mother sells food to construction workers in a nearby construction site to take care of other household expenses. She never gave up on San. Her hope, like that of any other mother, is for the best life possible for her son. "I know he will do very well in life and will make me happy," says Phulmaya, with a proud grin.

San cannot hear the loud cheers of his friends in the cricket field, but he smiles back at them. He can hear it in his heart!

*Vijeta Manaen Shrestha  
Communications Advisor*

# Cluster Connection

## BAJHANG

UMN started work in this hilly region in the far west in 2008, and has six partners at present. This district faces the challenge of food security and soil erosion. Discrimination against women, Dalits (low caste people) and people with disability are some of the issues that UMN is addressing in Bajhang.

*According to our Strategic Plan, we will continue to focus our efforts on working with partners in these clusters, or geographic locations, for the next five years.*

## MUGU

A geographically challenging district in the high Himalayas, Mugu has no access to motorable roads. UMN started work there in 1999, with the cluster approach beginning in 2004. There are six partners now. With unstable slopes and infertile land, low food production leaves many people struggling to feed their families throughout the year.

## DHADING

Dhading is a fertile agricultural district just three hours ride from Kathmandu. UMN's current work began here in 2005, though there had been an earlier Rural Development project in the district. We now have 10 partners there. Situated on the highway, exposure to HIV and AIDS is high, and discrimination against people living with HIV and AIDS is a concern.

## DOTI

Also a far west hilly region, Doti saw UMN begin work there in 2008. UMN is striving to raise awareness about the rights of women, stressing the importance of education for girls, and is working with its six partners to stop discriminatory practices against disabled people and girls.

## RUKUM

UMN has been working here since 2006, with eight partners. Rukum is one of the key districts in mid-west Nepal where the insurgency started. UMN's Peacebuilding work has made a difference in the lives of widows through various income generation programmes.

## RUPANDEHI

UMN has had a strong involvement in Rupandehi for many years. The cluster programme began here in 2005, and now UMN has 13 partners. Situated on the border between India and Nepal, seasonal migrants to India are vulnerable to HIV infection. Through its partners, UMN has been teaching about family life and HIV and AIDS for the first time in churches.

## SUNSARI

Sunsari is located on the fertile plain land on the border between Nepal and India. UMN started work in Sunsari in 2004 and is currently working with eight partners. The political instability resulting from frequent strikes in the last two years has affected employment and industrial production.



## Meet Dhana

I was born and brought up in a Buddhist family in Nepal but became a Christian and was baptized in 1988.

In this same year, I started my work with UMN as the Health Post In-charge in a community development and health project. From 1991, I worked in The

Leprosy Mission for six years. I joined UMN again in 1977, working in the Oral Health Programme until it phased out in July 2008.

As Assistant. Programme Director in UMN, my current role is to ensure that all seven Clusters are equipped with the necessary tools, skills and support to effectively implement the programmes in the communities.

I ask God to constantly grant me the wisdom to be able to support, supervise and motivate seven Cluster Team

Leaders (CTL) scattered in seven districts across Nepal.

It's amazing to see the transformation of individuals, and to see people live a better and a healthier life through UMN's work – this is what keeps me going.

Please pray that, along with the CTLs, I may also grow to my full potential, not only in effectiveness and efficiency, but also in humility and love.

*Dhana Lama  
Assistant Director - Clusters*

## Please pray

- For Dhana and her many responsibilities - for strong relationships between her and the Cluster Team Leaders, and for a deeper understanding of the needs in the target communities.
- For all the staff that work in the clusters. Some are living away from families, and several are mothers of small babies. Pray that they would continue to feel motivated in their work, and for safety in their frequent travel to and from clusters.



# News...

## One mission, one love for Nepal

The three-day UK Nepal Conference (1-3 October 2010) was jointly organised by INF UK and UMN at The Hayes Conference Centre in Swanwick, Derbyshire. Around 170 people attended this conference, including supporters and mission workers of UMN and INF, representatives from several mission organisations around the world, along with other people interested in mission in Nepal and the Nepali diaspora. Watch out for the next conference: 29 September-2 October 2011.



## Firsts in Thailand

Eight UMN staff attended a Micah Network regional conference on Stewardship in Thailand from 27 September–1 October 2010. Almost 100 others from a range of Micah Network organisations across Asia were present too. The eight from UMN included Nalome Rongong on her first overseas trip, presenting on UMN's Christian Family Life Education programme, and helping lead worship. Martin Butterworth also presented at an international conference for the first time, and Madhu Thapa took his first train ride!



## Going organic

A micro-enterprise programme with UMN partner CIRDS (Chandra Jyoti Integrated Rural Development Society) in Dhading has been involved in organic asparagus farming for the last two years.

Urmila Regmi, the project coordinator, is very encouraged with the response and sales of asparagus in Dhading Bazaar. Next year she hopes the sales will be bigger and reaching at least 100 kilos per day.

When asked "Why organic?" she simply replies: "Free of chemicals - eat healthy, live healthy."



## A candle for peace

AIN (Association of International NGOs in Nepal) organised a special candle-lighting event to celebrate the International Day of Peace at Rani Pokhari - an ancient pond in Kathmandu. Several INGOs working on peacebuilding were present to call for peace and to pay tribute to those who lost their lives during the conflict in Nepal. Bal Kumari Gurung, UMN's Peacebuilding Team Leader, led a group of participants from UMN to this event to light candles and pray for peace.



## CHRISTMAS APPEAL

## What will you have for Christmas Dinner?

Roast turkey ?  
Pork with crackling ?  
Christmas pudding?

Whatever it is, the chances are you'll spend more than you usually do on dinner.

Like millions of kids around the world, Sangita won't have any special treats this Christmas. She'll be happy with a plate of rice and lentils. About half of Nepal's children under five years are undernourished, and 13% are acutely malnourished (World Food Programme).



## What can you do about it?

Take up **UMN's Christmas Dinner Challenge!**

Decide how much of your Christmas Dinner spending you can give – 10%? 50%? 100%? – and send it to UMN's Christmas Dinner Challenge. We'll allocate your donation to projects that are helping provide more food for hungry children... like agriculture training, vegetable growing, fish farming and childhood nutrition.

So, while you're celebrating Jesus' birth, celebrate the life of children like Sangita too. After all, Jesus himself said: "I have come that they might have life, and have it to the full!"

Why not encourage your church or home fellowship to get behind this appeal?

To find out how, visit  
[www.umn.org.np/christmasappeal](http://www.umn.org.np/christmasappeal)

## HOW TO GIVE

Write a cheque, payable to United Mission to Nepal, and post it in the enclosed envelope. (Must be in Euros, Sterling, or Canadian, Australian or US Dollars.)

Donate online. Go to [www.umn.org.np](http://www.umn.org.np) Click on Christmas Dinner Challenge, and follow the prompts. In the frame: "Please pass the following instructions to the charity," write "Christmas Dinner Challenge".





# Join us

Is God calling you to join us in implementing this new Strategic Plan? There are so many opportunities, both long and shorter term, for you to use your skills and experience in working with the poor and marginalised people of Nepal and helping to develop sustainable organisations, especially in rural areas. You could be ideally suited to work in teams with Nepalis, to encourage and train local organisations as they seek to positively impact their communities.

If you are interested in any of the positions below, or if you would like to enquire about other opportunities for expatriates with UMN, please contact Anne Penn at [expat.recruit@umn.org.np](mailto:expat.recruit@umn.org.np) to learn more. Please send your CV or resumé with your email.

## Needed Urgently

All Advisor posts involve mentoring, coaching and training Nepali staff and partners.

### PEACEBUILDING ADVISOR (Kathmandu-based with travel to other areas)

Nepal has undergone a decade-long armed conflict based on political ideologies. Post-conflict issues need to be addressed, and harmony promoted in society. Are you able to help people to develop new and creative responses, particularly to post-conflict needs? UMN needs people to help us ensure that our peacebuilding approach continues to be embedded within the whole organisation.

- Can you help to ensure that the thread of Peace & Reconciliation runs through all UMN's policies and procedures, so that they "do no harm" when implemented?
- Are you able to contextualise theory and practice from other conflict settings?
- Do you have qualifications and experience in peace and reconciliation work, and particularly post-conflict needs such as psycho-social and trauma healing, etc?

### HEALTH ADVISOR (Kathmandu-based with travel to other areas)

Basic health care – it's everyone's right, but so many families and communities in Nepal suffer needlessly because they can't access even the simplest services. If you're a health professional, could you make a contribution in this vital field?

- Are you being called to use your expertise to help to improve health care in Nepal?
- Do you have experience in working in community health in a developing country?



- Can you provide support and coaching to Nepali Advisors and Officers in our Health Team?
- Do you have experience in developing programmes and funding proposals related to women's and children's health?
- Can you ensure timely and effective planning and reporting?
- Do you have a degree in Medicine, Public Health or Nursing?

### ADVOCACY/CLIMATE CHANGE ADVISOR (Kathmandu-based with travel to other areas)

While rich nations squabble about carbon credits and emission targets, the poor in countries like Nepal are already suffering the effects of climate change. Now is the time to speak up for their rights, and help them build a viable future. Could you play a vital role in this important task?

- Are you interested in integrating advocacy into all aspects of development work?
- Do you want to advocate for measures to alleviate the results of climate change in Nepal?
- Do you have qualifications and extensive experience in advocacy – community mobilisation, human rights, legal or public policy work?
- Can you work to enthuse our staff and partners in all of these areas?

Please visit [www.umn.org.np](http://www.umn.org.np) for more information about opportunities to serve in UMN.

## UMN Calendar 2011

### "Fullness of Life"



12 stunning photos in UMN's 2011 Calendar show how UMN and its partners are helping the needy people of Nepal build healthy and fulfilling lives.

An ideal Christmas present for friends and family. Buy one for your church pastor as well!

Size: 21 cm by 28.5 cm

Price: EUR 2.50, USD 3, GBP 2 (or equivalent in other currencies), + postage.

## Christmas Card

These unique greeting cards will add a Nepali flavour to your Christmas message.

Available in packs of 10 (with envelopes), for just USD 5, EUR 3.50, GBP 3 (or equivalent in other currencies), + postage.

Your purchase will help support UMN projects.

Make your order today by emailing to:  
[communications@umn.org.np](mailto:communications@umn.org.np)



## Who's Who?

Shaha Bahadur Gurung

Christmas treats and a pamphlet about Christmas introduced young Shaha Gurung to a whole new way of life.

Shaha's adventure began as a volunteer language helper, assisting with translation of the Bible into his Gurung dialect. After leaving school, he joined International Nepal Fellowship (INF), and for seven years helped recovering leprosy patients establish new lives and communities. Poverty, he found, was not just a lack of money, but exclusion, discrimination and powerlessness. Wherever the new communities were planted, churches grew. This was truly integral mission!

Shaha stayed 25 years in INF, completed his Masters of Community Development, and lived for years in a remote village. He was INF's first Nepali manager, director, and council member.

In moving to UMN, Shaha saw the opportunity to pursue his passion for integral mission. He wanted to connect his vast grassroots experience with the broader strategies and theories being worked out in UMN, and explore the Biblical underpinning for this holistic work.

Seeing young Nepali Christians growing, learning and developing their leadership skills gives Shaha great joy. He is excited by opportunities to create change across the country, through the growing interest of the church in integral mission.

"Being part of this movement is such a privilege," he says.



# Pray

## Pray for Nepal

Remember in prayer the Nepali churches as they celebrate Christmas. Church members often invite friends of other faiths to church for the Christmas celebration. Pray that this would have a positive impact in the community and be an opportunity for newcomers to know Christ.

## Pray for UMN

Continue to pray for UMN's five-year agreement negotiations going on with the Government of Nepal, and also for the inclusion of free visas, so that all expatriate staff will be able to continue work with UMN.

Pray for the funding team's effectiveness and efficiency as they work hard in managing all financial requirements of the organisation in order to fulfill its objectives and goals.

Praise God for the newly appointed Health Team Leader. Pray for him as he settles in and begins work on the health issues that UMN strives to tackle in Nepal.

Give thanks that the Learning Review, staff get-together and UMN Board meeting went well.

## Pray for our Clusters

Praise God for the newly recruited Livelihoods Officer in **Mugu**. Pray that he would settle in well with the team and learn to adjust soon to the sometimes difficult life style in that remote district.

Give thanks that the Annual Programme Review with district level line agencies, different political parties and district level key leaders went well in **Doti**. Please continue to pray that

we would better understand local issues, and that strong relationships would be built with our partners to achieve our goals and objectives.

Pray that the **Rupandehi** team would continue to build better relationships with the local organisations we work with, and also with advisors and directors in the Thapathali office.

Hundreds of families were displaced by the flooding of the Koshi river in **Sunsari** two years ago. The new Koshi\* project soon to start in **Sunsari** will build on the relief work and seek to grow strong, self-sufficient communities. Pray that this programme would not only be successful, but also a means by which God's love for the poor and the needy will be clearly demonstrated.



# Give

Help us to put our Strategic Plan into action! You can support one of our technical areas of work, direct your donation to a specific cluster (see page 8), or give to our general fund.

Please indicate your preference when you donate.

## DONATE ONLINE

[www.umn.org.np](http://www.umn.org.np)

Give via credit or debit card from anywhere in the world. *For UK donors, this site offers tax-efficient giving.*

## INTERNET BANKING & MONEY TRANSFER

Set up a payment or monthly standing order to transfer funds.

### UK & EUROPEAN CURRENCIES

Pay to: **United Mission to Nepal**

Sort Code: **60-91-99**

Account Number: 10078177 (Sterling account)  
10615512 (Euro account)

### US & NEPAL CURRENCIES

Transfer or wire to:

**Standard Chartered Bank Nepal Ltd.**  
**Kathmandu**

Account Number:

Swift Code: SCBLNPKA

01-0488798-51 (USD account)

01-0488798-01 (NRS account)

*\*All undesignated gifts will be used as needed.*

## OTHER OPTIONS

Contact [fin@umn.org.np](mailto:fin@umn.org.np)

- For advice on leaving a bequest to UMN
- For instructions for UK tax-efficient giving by post
- To designate your gift for a certain cluster or area of work\*

## MAIL DONATIONS

### Post directly to Nepal

Make cheque to *United Mission to Nepal* in Euros, Sterling, Australian, Canadian or USD

Mail to:

Finance Team (29), UMN  
PO Box 126  
Kathmandu, Nepal

### For tax-deductible donations in the US

Make cheque payable to  
*"Hospitals Revitalisation Programme  
UMCOR #982168"*  
with a note that it is **FOR UMN**.

Mail to:

Cherian Thomas, MD  
Executive Secretary, Health and Welfare  
Global Ministries U.M.C.  
475 Riverside Drive, Room 330  
New York, NY 10115

### Via Interserve Australia

Mail to:

Mrs. Marlene Stewart  
Finance Officer, Interserve  
P.O.Box 231, Bayswater VIC 3153  
17/653 Mountain Hwy Bayswater, Australia

Make cheque payable to  
*"Interserve"* with a note that it is **for UMN**







“For I know the plans I have for you, ” declares the Lord... “Plans to give you hope and a future.”

Jeremiah 29:11



PO Box 126, Kathmandu, Nepal  
Phone: +977 1 4228 118, 4268 900  
Fax: +977 1 422 5559  
[communications@umn.org.np](mailto:communications@umn.org.np)  
[www.umn.org.np](http://www.umn.org.np)

Produced by the Communications Team, UMN  
Editorial Team: Vijeta Manaen and Lyn Jackson  
Design: Ramesh Man Maharjan  
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