

UMN



annual report
1998-99

Contents



A mark of excellence in any organisation is its consistent ability to implement programmes to meet its stated objectives and agreements. Once again the United Mission to Nepal has met this standard as measured in its activities completed during the fiscal year 1998-1999 and documented in this Annual Report. According to agreements with His Majesty's Government of Nepal, the United Mission to Nepal works in sectors relating to education, health, rural development, engineering and industrial development through the various ministries of His Majesty's Government.

The United Mission to Nepal is a diverse, multi-faceted organisation which works with grass roots' level communities, with technical complexities in the construction of hydropower plants as well as with a host of other programmes in the various sectors in which UMN has agreements. These wide ranging complex activities require the matching of financial resources with the appropriate skills of Nepali and expatriate personnel. In reviewing the programmes of the United Mission to Nepal, its Board of Directors requested a review of the programmatic work of UMN to check the effectiveness of the programmes in meeting UMN goals and the goals of the country of Nepal. Background work for this programmatic review was initiated during the latter part of the fiscal year 1998-1999. After a careful analysis of the programmatic review, it will be possible to identify and determine more clearly the focus of UMN's work in coming years, particularly in relation to HMG/N's Ninth Year Plan.

One highlight of the 1998-1999 year was the celebration of the 45th Anniversary of the founding of United Mission to Nepal on 4 March 1999. Various activities were conducted as a part of this observance, including receptions for officials of the government and other international agencies and friends. We also rejoiced in the honours received by two UMN staff for their work in Nepal, Dr John William Richard Harding III who received the 2055 Dharma Pahari Health Service Award for outstanding contribution to the cause of Medicine and Health in Nepal, from the Nepal Medical Association Medical Trust, and Dr Stephen C Cox who received the Order of Australia Medal from the government of Australia.

Achievements of the work of the United Mission to Nepal are primarily a result of well formulated programmes approved in agreements with HMG/N and a dedicated Nepali and expatriate staff. We also acknowledge and give thanks to the Member Bodies of the United Mission to Nepal for their financial and personnel support and prayer. We remain committed to continuing to work with the people and government of Nepal with our stated mandate to minister to the needs of the Nepali people in the name and spirit of Jesus Christ.

It is with pleasure that I am sharing this report with officials of HMG/N and with members of the Board of Directors of the United Mission to Nepal.

Norma Kehrborg
Executive Director

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Production:
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Office

Photos:
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NFE facilitators in Jumla district being trained

Education and development are essential partners. Starting from that conviction, UMN's Education Department is involved in strengthening education in all its forms to enhance the capacity of Nepali individuals and communities. The main focus is on the non-literate poor, marginalised and underserved in society, but the Department also recognises the need for top quality institutions to lead the country into a better future.

The 1998/99 fiscal year saw a number of new beginnings, including the appointment of a new Education Director. A major achievement was the commencement of the **Mugu Education Project** as per an agreement signed by the Ministry of Education. This project in the remote district of Karnali is an inspiring new step after almost 20 years of involvement in Karnali Technical School in Jumla.

Non-formal Education (NFE)

The Education Department has concentrated its NFE activities in Nepal's midwest region. The increase in political instability was a matter of growing concern during the last year. The **Jajarkot NFE project** was suspended for almost half of the fiscal year due to lack of security for the staff, but was resumed in one VDC (group of villages administered by a "Village Development Committee") in January 1999. UMN's Mental Health Programme provided training in trauma counselling to the staff, who subsequently could go back to help those who may have been traumatised in Jajarkot. Eighteen follow-up NFE

classes were completed and a wide variety of community development activities were carried out, including health awareness raising, savings and credit and income generation activities.

In **Dailekh** the NFE project is focusing primarily on women and children. The vehicle for empowerment of women is Development Co-operative Groups (DCGs), through which literacy, awareness raising, savings and credit and other development activities take place. A total of 43 DCGs were formed during the year. Out-of-school children's classes were organised and support was given to three local primary schools.

The **Non Formal Education Support Office** (NFESO), based in Kathmandu, provides training and consultancy to all NFE projects under the UMN umbrella, as well as to some external clients. In the nine UMN-related projects alone, 5,520 people participated in NFE classes in the last fiscal year. Four new graded readers in the Pipal Pustak series were produced and almost 10,000 books were distributed to projects.

PARTICIPATION IN NFE ACTIVITIES

	Adult basic	Adult Follow up	Children	Total
Jajarkot NFE	-	317	-	317
Dailekh NFE	984	-	107	1,091
KCST, Jumla	163	-	117	280
TOTALS	1,147	317	224	1,688

Thousands gain literacy through NFE classes.

Technical Education

In Jumla District, **Karnali Community Skill Training Programme** (KCST) continued to support Karnali Technical School (KTS) with teacher training, student scholarships and the physical structures. It also developed an extension training programme in three remote VDCs for KTS students in practical training. NFE is the medium for initial awareness raising and a wide variety of activities are carried out in connection with that: distribution of smokeless stoves, photovoltaic lighting, drinking water schemes, agriculture extension and health programmes.

Formal Education

The **School Partnership Project** (SPP) works with two higher secondary schools, in Dailekh and Syangja districts. Staff were trained locally as well as in quality schools in Kathmandu. School Management Committees were trained in order to better serve their communities. The involvement in feeder primary schools was increased to improve the teaching. SPP also supported the construction or equipping of three libraries, while tin trunk libraries were presented to other primary schools.

The partnership with **Gandaki Boarding School**, a regional school for western Nepal, continues with UMN expatriates seconded as principal, teachers and scholarship officers. The students' results continue to be among the best in the country. The school last year added tertiary education to its activities, by establishing a College of Science in co-operation with Pokhara University.

GBS RESULTS

	1st div.	2nd div.	Pass	Total	Distinctions
SLC, Class 10	69	1	-	70	32
HSEB, Class 12	31	1	-	32	7

Gandaki Boarding School Results

UMN also maintained its links with **Mahendra Bhawan Girls High School** in Kathmandu, by seconding two teachers to teach classes in English and Physical Education.

Two expatriates are seconded from the Education Department to **Kathmandu University** to assist in the development of the institution as well as to provide professional expertise in their departments. The Faculty of Education Advisor works with the Dean of Education to supervise postgraduate students and is involved in the Quality Education Project. The head of the Department of Computer Studies is also a UMN secondee who has developed a valuable industry placement system, leading to high levels of employment among the graduates.

The two remaining secondments consist of a **teacher trainer** working under the Ministry of Education with training of teachers in English and Maths, and a **consultant librarian** working for the Nepal National Library as well as providing advice to other libraries and departments within UMN.

UMN's **Scholarship Scheme** last year provided scholarships to a total of 70 school level students, including 48 girls, from vulnerable groups in society. General Scholarships in UMN project areas provided job/skill-oriented training and academic courses to 50 needy students.

Expatriate children's education

Kathmandu International Study Centre (KISC) continues to provide secondary education for expatriate children. The student roll exceeded 100 and the school moved to New Baneshwar. The Advanced International Certificate of Education (AICE), a two year course that completes secondary education, was introduced.

Seven **tutorial groups** in different UMN project locations provided primary education for 36 expatriate children.



Hardworking students at Gandaki Boarding School. The newly formed College of Science now adds tertiary education to the school.

The Engineering and Industrial Development Department's (EIDD) activities are carried out in partnership with Nepali organisations, thereby promoting development of a sound and just economy. Support is given primarily through the supply of professional expatriate volunteers, who give their services freely. These expatriates work along-side their Nepali colleagues, developing the skills of Nepal's future senior engineers and managers. UMN also encourages donors to finance worthy projects within these organisations.

Development and Consulting Services (DCS) and Butwal Technical Institute (BTI) are managed by UMN together with the Department of Cottage and Small Industry. The goal is to make them self-sustainable, as independent autonomous institutions with their own legal status.

DCS undertakes research, development and field testing of technology appropriate to Nepal and promotes projects for the purpose of establishing industries in pioneering fields like micro-hydro, food processing, agriculture equipment and building materials technology. It also assists small cottage industries to adapt and apply new technology for upgrading and improving existing systems. Other important activities are to assist in the establishment and operation of rural industries and other rural income generating activities.

Some of last year's achievements include:

- A feasibility study of a Low Cost Cold Store. This storage is aimed at small farmers and their co-operatives to store excess fruit and vegetables during the harvesting season and to be able to sell during the off-season. The aim is to help communities become more self-sufficient and to help decrease the need for Nepal to import food stuffs.

- DCS also developed a low cost "Earthquake Resistant" house and assisted in the construction of one community centre and nineteen family houses. Twenty villagers including four women were trained in construction technology so they could build their own homes. This project was carried out as a part of the Tri-Agency Partnership, a joint effort with organisations in India and Bangladesh.

- Trainings were provided to 198 existing and potential entrepreneurs in various skills which included: Off Seasonal Vegetable Growing, Plant Propagation, Basic Food Processing, Assistance



Trainees from BTI gaining experience at NHE.

for Enterprise Creation and Electromechanical Equipment maintenance.

- A video documentary on operation, repair and maintenance of Micro Hydro schemes was also prepared for ICIMOD, which is aimed at supplementing training materials in addition to the manuals prepared.

- Feasibility studies for the re-establishment of Jumla Service Centre and for the strengthening of Jomsom (Mustang District) Service Centre were conducted. With more reliable microhydro systems, power will be used in new small industries, which in turn will benefit the local economy.

UMN wishes to continue supporting the development of need based technology appropriate to Nepal through DCS and supplies several expatriate volunteers to this organisation every year.

Butwal Technical Institute (BTI) conducts vocational apprenticeship training in partnership with local industries. The aim is to help increase industrial growth in Nepal using skilled Nepali workers. During the year BTI admitted 64 apprentices (including 5 females) to the basic 2-year course and 29 apprentices (including 3 females) to the advanced 2-year course. 35 people graduated from the basic course.



A pasteurizer developed by DCS.

BTI also organised a number of short-term training programmes including a three day Micro Hydro Service Centre Refresher course to persons sponsored by REDP / UNDP, a one week Peltric set-Repair and Maintenance Training, sponsored by ITDG, at Solukhumbu for 17 persons and a 10 Days Basic Auto Mechanical Helpers Training for 20 participants.

Other EIDD partners are already independent companies, to which EIDD provides consultancy and seconded expatriate experts.

Jhimruk Industrial Development Centre (P) Ltd (JIDCO) is a development company promoted by UMN and Butwal Power Company. The aim is to enhance the socio-economic condition of people living in the area effected by the Jhimruk Hydropower project in Pyuthan district through industrial training, enterprise creation and community development activities.

The official inauguration was conducted by the Director General of the Department of Cottage and Small Industry in December 1998. Nine trainees (3 girls and 6 boys) were selected for apprenticeship training from the local area in the first year. Seven enterprise creation and support training programmes for 120 people (61 female and 59 male) were sponsored by UMN. Training and assistance was provided to two entrepreneurs to establish micro enterprises. UMN and JIDCO have entered into an agreement relating to "Specific Job Contracts" covering a period of five years starting from the fiscal year 1998 and ending in 2003.

Butwal Power Company Ltd (BPC) has a mission to build, own and operate small/medium-size hydropower projects and to provide engineering and other consulting services for hydropower development and power related industries.

UMN supplies 10 expatriate volunteers to BPC, mainly to the Hydroconsult division. One of them is seconded as General Manager to Himal Power Ltd, the owner of Khimti.

In February 1998, BPC became the first organisation in South Asia to be recognised by the Institution of Civil Engineers in London as a training organisation eligible to present candidates for membership of the Institution.

The Hydroconsult division of BPC has grown substantially working on several projects including the Project Management of Khimti and overseeing the work to reduce the threat of Glacial Lake Outburst Flood (GLOF) from Tsho Rolpa.

Himal Hydro & General Construction Company Ltd (HH) promotes hydropower in Nepal as a leading national civil contractor. HH has been involved in the GLOF project as well as Khimti and other similar works. UMN currently supplies two expatriate experts to the company in the areas of Environmental Management and Quality Management.

Nepal Hydro and Electric (P) Ltd (NHE) aims to be the leading Nepali manufacturer of electrical and mechanical equipment for the hydropower industries. It produces high quality products backed up by a high standard of service and in-house design capability.

Khimti I (60 MW) is one of the largest projects in which NHE has been involved. Many steel fabrications have been made for Khimti and the penstock, which is almost a kilometre long, stands out as a major achievement. Marchawar lift irrigation project is a contract from UNDP to operate and maintain a water pumping station near Bhairahawa for irrigating a 40 to 50 square kilometre farming area during the dry season. NHE's input has been maintenance and refurbishment work, project management and the training of local manpower for the task of operating the station. UMN supplies expatriate volunteers in the areas of Quality Assurance, Engineering Capability, Product Development and Project Management.

BPF Forestry Programme assists in the development and ecological improvement of Nepal through technically and economically viable, people-centred forestry and agro-forestry activities. The work has been temporarily suspended due to the lack of a leasehold forest certificate. UMN supplied one experienced expatriate forester to this company, who developed effective management of the forest and conducted essential research and training activities for Nepal's foresters.

Kathmandu University has recently extended an agreement for co-operation with UMN's Education and the Engineering and Industrial Development Departments. UMN supplies expatriate professors to help the University develop effective faculties and research facilities.

The Rural Development Department's (RDD) overall objective is to equip Nepali individuals and communities in rural areas with skills to improve their quality of life. Group-formation and awareness raising activities are key elements in that aspiration.

Handing over responsibility to Nepali individuals and organisations is a feature of the work. Four RDD projects have become NGOs, and four more have plans to do so within four years. In addition, RDD is currently working with 25 NGO partners.

Final Report & General Conclusions
of the Rural Development Department
of the Ministry of Agriculture, Forestry
& Irrigation, Nepal



Women active in a small NGO learn how to prioritise their problems and make decisions.

Two long-standing rural development projects came to a successful close this year: **Okhaldhunga Rural Development Project (ORDP)** and the **Surkhet Project (SP)**. Their history shows how UMN's rural development work has developed.

Okhaldhunga

UMN's work in Okhaldhunga began in 1962 with the establishment of a health clinic followed by construction of a hospital. Community-based work followed.

In 1989, the rural development work was separated from the community health function, although these two new sections continued to cooperate, especially in the provision and construction of community-owned gravity-flow water systems.

The first phase of ORDP ran from 1989 until 1994, and concentrated on an integrated rural development approach in 12 VDCs.

Programmes included:

- non-formal education, forestry, agriculture, drinking water and the establishment of small farmer and women's groups. In 1994, these 12 VDCs' communities had well-running programmes in their areas.

The second phase of ORDP began in six new VDCs of Okhaldhunga District. While technical support was continued, the primary emphasis shifted to group formation and empowerment. Villagers formed their own groups, identified their problems, and worked to solve those problems, with facilitation and training from the project staff.

Organisational development training was provided to the women groups formed during phase one. By the end of phase two, these 60 women groups were linked together in a nationally registered networking NGO that provides training and encouragement to its member village groups in education, agro-forestry and income generation.

Their achievements and struggles provided valuable lessons for other UMN projects.

By project phase-out in 1999, VDC and Ward Committee members had received training, and the community groups had successfully carried out development projects in their own villages, with good co-ordination with VDCs and the District Development Committees (DDC). Footpaths and drinking water systems were built. Out-of-school children, women and men were newly literate. Community forests and household vegetable gardens were established. Most importantly, poor and marginalised people had learned to work together and to believe in themselves.

Surkhet

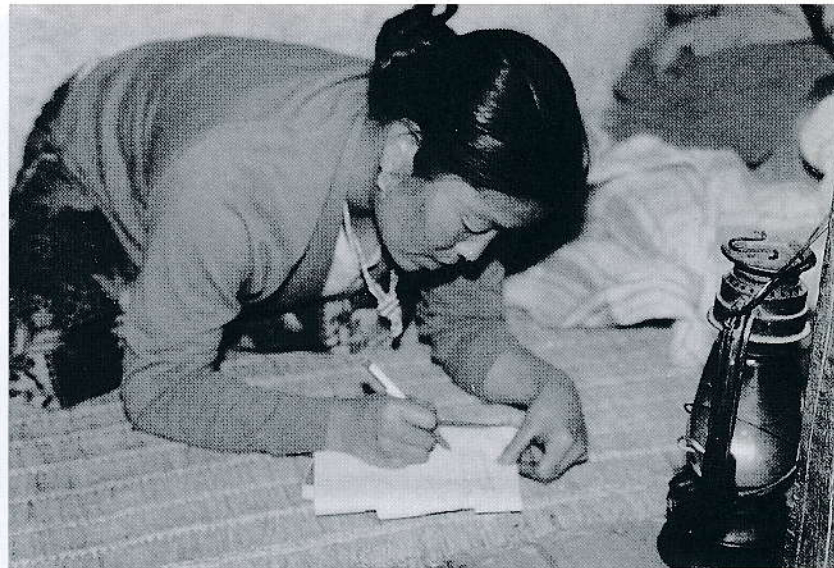
Surkhet Project also had two distinct phases. Started in 1982 as an integrated rural development project and work concentrated in one VDC for 10 years. Many of the activities were successful, but they were not sustainable without the major external inputs that UMN had provided.

In 1992, Surkhet Project was reborn as a community empowerment project based on some of the adult education principles of Paulo Friere, a well-known Brazilian educator. Staff lived and worked in marginalised communities to facilitate group formation and group problem-solving skills. UMN provided no outside material resources. Training focused on group organisational skills. By 1998, when village-based activities were completed, 138 community groups had formed and carried out development activities using only local resources.

New projects

In 1998-1999 a number of new projects were launched, using the lessons learned in Okhaldhunga and Surkhet. These new projects were designed in close co-operation and consultation with HMG, both at the Ministry and District level.

Dhading Resource Management Project, Ramechhap Community Development Project, and the Nepali Organisation Unit are using the experiences gained to continue to enable the vision "that marginalised and oppressed people in rural Nepal will have knowledge, skills and equitable access to resources. They will organise themselves to carry out their own development, with government and non-government organisations who facilitate and support these development efforts".



A woman in Okhaldhunga writes about legal problems and how the local women's NGO is helping her.

Dhading Resource Management Project (DRMP) focuses on women and on the poorest communities in Dhading District. The project aims at developing capacity and skills to enable women to take active roles in Forest User Groups and Community Development Groups.

Ramechhap Community Development Project's (RCDP) main objectives are the formation and strengthening of community based organisations, and the promotion of community capacity development in the Ramechhap area.

The Nepali Organisation Unit (NOUnit) supports and provides training and consultancy to its partners so that they become more effective in their work among poor and marginalised communities. It does not carry out development activities. Currently 11 partner organisations are working with the NOUnit.

During the last fiscal year, preparations were also undertaken for a new project in Achham District to be launched in January 2000.

Ongoing projects

Ongoing projects such as the **Rural Development Centre** based in Pokhara, the **NGO Support Project** based in Kathmandu and the partnership **Promoting Sustainable Agriculture in Nepal** continues to provide training, coaching and consultancy to grassroot communities and organisations.

The methods vary, but the overall objectives remain the same: to enable and equip poor rural families with skills to overcome critical problems, and to mobilise locally available resources to improve their quality of life in a sustainable manner.

Global Partnership

CANADA:

- Presbyterian Church in Canada
- United Church of Canada
- Volunteer International Christian Services

UNITED STATES OF AMERICA:

- Assemblies of God
- Common Global Ministries Board
- Evangelical Lutheran Church in America
- International Technical Assistance Group
- Mennonite Board of Missions
- Mennonite Central Committee
- Presbyterian Church (U.S.A.)
- United Methodist Church
- Wesleyan World Mission
- World Concern
- World Mission Prayer League
- Navigators
- Southern Baptist Convention

MULTI-NATIONAL BODIES:

- Interserve (HQ: Cyprus)
- South Asia Group

UNITED KINGDOM:

- Baptist Missionary Society
- Church Mission Society
- Church of Scotland
- Methodist Church, Britain
- Tearfund, UK

IRELAND:

- Presbyterian Church in Ireland
- Church Missionary Society

NORWAY:

- Norwegian Church Development
- Baptist Union of Norway
- Norwegian Church of Christ
- Pentecostal Church of Norway

NETHERLANDS:

- Netherlands Refugee Council
- Tearfund, Netherlands

SWITZERLAND:

- Swiss Friends of the World Council of Churches
- Mission in Nepal

ACHHAM



- Achham Community-Based Organisational Development for Empowerment

MUGU



- Mugu Education Project

POKHARA



- Mental Health Programme



- Gandaki Boarding School*^



- Rural Development Centre

JUMLA



- Karnali Technical School *^
- Karnali Community Skills Training Programme

JAJARKOT



- Jajarkot Non-Formal Education Project

DULLU



- School Partnership Programme*



- Non-Formal Education Project
- Nutrition Programme

SURKHET



- Surkhet Project

BUTWAL



- Butwal Technical Institute *^
- Development & Consulting Services *^
- Nepal Hydro & Electric Co. ^
- BPF Forestry Programme +^

JHIMRUK



- Jhimruk Industrial Development Centre +

PALPA



- Tansen Hospital
- Community Health & Development Project

WAY:

- Regional Himal-Asia Mission
- Union of Norway
- Danish Santal Mission
- Coastal Mission

LANDS:

- Reformed Church
- Netherlands

RLAND:

- ds for Nepal

FINLAND:

- Evangelical Free Church of Finland
- Finnish Evangelical Lutheran Mission

SWEDEN:

- InterAct
- Swedish Free Mission

DENMARK:

- Danish Santal Mission

GERMANY:

- Committee for Service Overseas
- Gossner Mission

INDIA:

- Church of North India
- Church of South India
- Presbyterian Church Synod, Mizoram
- Methodist Church in India
- United Evangelical Lutheran Church in India

KOREA:

- Korean Christian Medico Evangelical Association

JAPAN:

- Japan Overseas Christian Medical Cooperative Service

PHILLIPINES:

- Lutheran Church in the Phillipines

SINGAPORE:

- Singapore Baptist Convention

AUSTRALIA:

- Church Missionary Society, Australia
- Life Ministries
- TEAR Australia

LEGEND:

↑ **Bold:** Member bodies Normal: Affiliated Member bodies

↓ * UMN/HMG Joint Venture ^ Seconded to + UMN Shareholders

GORKHA



- Amp Pipal Hospital
- Gorkha Community Health Programme

DHADING



- Dhading Resource Management Project

KHIMTI



- Butwal Power Company, Himal Power Ltd and Himal Hydro are working on Khimti Hydropower Project +^

RAMECHHAP



- Ramechhap Community Development Project

OKHALDHUNGA



- Okhaldhunga Integrated Health Programme



- Okhaldhunga Rural Development Programme

SYANGJA



- Mental Health Programme



- School Partnership Programme*

MAKWANPUR



- Community Development & Health Project

KATHMANDU/LALITPUR



- Scholarship Fund
- Library Development
- Non-Formal Education Support Office
- Tutorial Groups
- Kathmandu University ^
- Kathmandu International Study Center
- Mahendra Bhawan Girls High School



- Anandabhan Leprosy Hospital ^
- Community Development & Health Project
- Institute of Medicine ^
- Lalitpur Nursing Campus
- Medical Supplies Department
- Mental Health Programme
- Nutrition Programme
- Oral Health Programme
- Patan Hospital *^
- Sakriya Unit HIV/AIDS Response
- Yala Urban Health Programme



- Agro-Forestry Consultancy
- NGO Support Project
- Nepali Organisations Unit



- Butwal Power Company +^
- Himal Hydro & General Construction Co. +^
- Himal Power Limited^
- Kathmandu University ^

- Headquarters & Missionwide Support
- Office of the Executive Director

Health Services was the initial area of work carried out by United Mission to Nepal and continues to be the largest sector of UMN work.

Thousands of lives are impacted through the efforts undertaken by the health programmes. Training of medical professionals continues alongside preventive and curative medical work.

The work of the seventeen programmes under the Health Services Department continued without major changes during the fiscal year of 1998/99. A major achievement was the final signing of a memorandum of understanding between UMN and the Council for Technical Education and Vocational Training (CTEVT) to reopen the nursing campus in Tansen and begin a certificate level nursing school, which will be a model of a private (not-for-profit) and government supported school.

Relations with the Ministry of Health are positive. UMN was requested to provide a consultancy for a management review of government hospitals and to assist in developing operational manuals to improve management for three levels of government hospitals. This was carried out by a group of 13 UMN Nepali and expatriate consultants.

With the loss of two experienced deputy directors, there was a major reorganisation of the staff in the Health Services Office. New personnel have filled these posts and the post of Senior Health Consultant was filled by an experienced doctor. An experienced nutritionist was also part of the new team which allowed the department to provide a greater scope of external technical assistance, especially at government and NGO levels.

HEALTH SERVICES DEPARTMENT POST LIST 1998-99

Numbers vary on a daily basis.

<i>Project/Programme Unit</i>	<i>Nepali Staff</i>	<i>Expatriates</i>
Hospitals		
Amp Pipal Hospital	70	6
United Mission Hospital, Tansen	347	19
Okhaldhunga Health Project	56	2
Patan Hospital <i>(Nepali staff are not employed by UMN)</i>	560	16
Community Health Projects		
Lalitpur and Makwanpur Community Development and Health Programme	72	2.5
Yala Urban Health Programme (YUHP)	26	1
Gorkha Community Health Programme	24	1
Palpa Community Health and Development Programme (CHDP)	52	1.75
Specialised Projects		
Lalitpur Nursing Campus	50	3.5
Mental Health Programme	6	4
Nutrition Programme	12	1
Oral Health Programme	4	1
Medical Supplies Department	8	1
Sakriya Unit	3	0.5
'tb.net' Support Project	1	0
Health Services Administration and Technical Personnel	6	3.5
Seconded Workers	*	4
TOTAL <i>(excluding Patan Hospital Nepali staff)</i>	737	67.75

* YUHP and Palpa CHDP have seconded one Nepali staff member to the Patan City Council and District Health Office respectively. They are included in the staff numbers of their respective projects.

Hospital services increase

Hospital services are the most visible work carried out by the United Mission to Nepal. According to government statistics **Tansen, Amp Pipal, Okhaldhunga and Patan Hospitals** contributed one quarter of the hospital services in Nepal, with 29 percent of the out-patient visits and 22 percent of the in-patient days. Patient fees are an important source of income, but the UMN policy is that high quality health care shall be available to everybody, regardless of ability to pay. Therefore, millions of rupees were spent from charity funds in the hospitals, to help cover the costs of treating the poor. In Patan Hospital further efforts were made to attract more patients to the newly opened private ward.

A serious problem has been lack of senior doctors. Patan Hospital lost several in the past year, resulting in understaffing in a number of departments. Okhaldhunga Hospital also experienced a difficult year with critical shortage of doctors. The dependence on expatriates is still high, but there are some encouraging signs, particularly at the United Mission Hospital, Tansen, which now has 11 Nepali doctors.

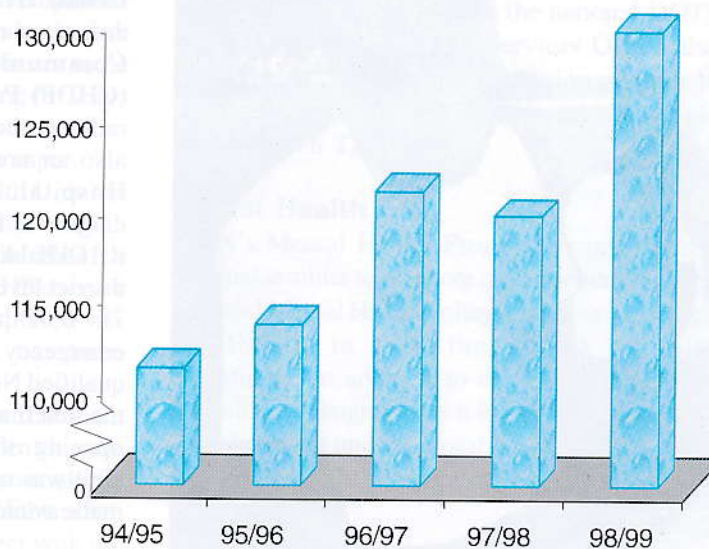
Training

Training has a high priority in the UMN hospitals in order to increase and secure the availability of qualified medical staff in the future.

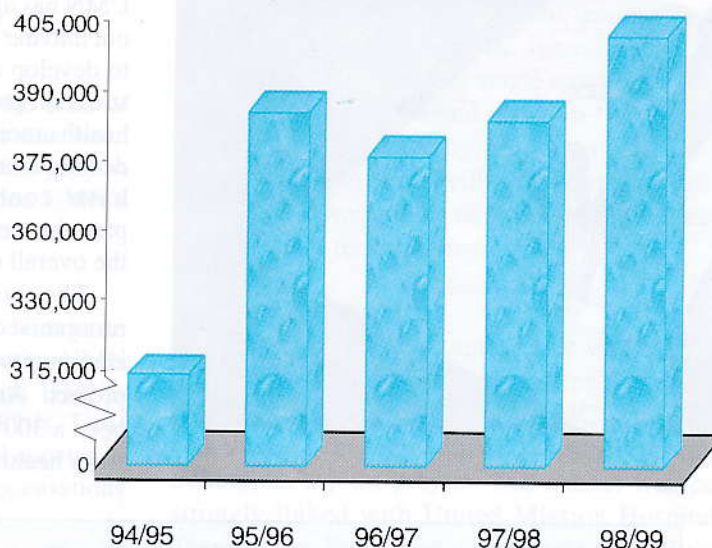
Patan Hospital continued to operate the MDGP (General Practice Residency) programme and has increased its intake of medical interns to nine. Amp Pipal Hospital served as the rural site for two MDGP trainees for three months each. The new MDGP programme at Tansen has four doctors in training.

Tansen's innovative post-basic midwifery course commenced training its second group of four staff nurses, two of the participants coming from other districts

In-patient Hospital Days in UMN Hospitals



Out-patient visits in UMN Hospitals



sponsored by the Nepal Safe Motherhood Project. Negotiations for the recognition of this course at the Diploma level by the Institute of Medicine has started. A shorter course for ANMs (Auxiliary Nurse Midwives) has also been developed. In Amp Pipal five Nurse Assistants completed a two-year in-house training. Several nurses from the hospitals are on scholarship study leave for advanced degrees.

New Thrusts

The other major new area of work in Amp Pipal has been the training of link persons and counsellors in the HIV/AIDS programme. UMN programmes are assisting the national Tuberculosis Control Programme in the implementation of the



A girl is treated for a fractured leg in Amp Pipal Hospital. Falling from trees while gathering fodder is one of the most common causes of injuries in UMN's hospitals.

DOTS (Direct Observation Short Course Treatment) Programme. In Amp Pipal, this resulted in a fall of the defaulter rate from 21% to 5% in the past year. The programme for Patan municipality includes a clinic operated by **Yala Urban Health Programme (YUHP)** and the defaulter rate has virtually been zero. The **Community Health Development Project (CHDP) Palpa** seconded a staff member to co-ordinate the programme in Palpa District. TB is also an area of high priority in Okhaldhunga Hospital, which is the only Tuberculosis diagnostic treatment centre in the district.

Okhaldhunga Hospital has been a model for a district level hospital, notably in emergency care. 78 % of the major surgeries last year were for emergency life-threatening causes. In Tansen, a qualified Nepali dental therapist was appointed for the first time. In Patan Hospital, in addition to the opening of the private ward, an Intensive Care Unit was opened and Orthopaedic services were made available.

Community Health

UMN has always felt the additional need to reach out into the communities surrounding the hospital to develop and provide primary health care with stress on prevention of disease and promotion of health among the peoples. The community health development programmes, urban as well as rural, have continued to work effectively in a participatory way with communities to improve the overall quality of human life.

The work in **Okhaldhunga** has been reorganised so that clinical hospital work and community health are now integrated under one project. An indicator of success is that there has been a 300% increase in the number of referrals from health posts in the district to the hospital.

Important issues for the future

- ❑ Recruitment, both of Nepali and expatriate professionals continues to be a high priority. Shortages of highly-qualified staff is a continuous problem.
- ❑ A number of new management positions have been filled with Nepali staff and efforts continue to strengthen and expand Nepali management.
- ❑ Security in areas affected by political tension is a serious problem for all of the rural programmes.

The other rural community health projects continued their strategy of moving into new areas. The **Community Health Project** in Gorkha is developing plans to move into neighbouring Lamjung District. The handover of Bhattedanda Health Post by the **Community Development and Health Project, Lalitpur/Makwanpur (CDHP)** to the local community continues to be a model for the country which is looking for ways to decentralise health care services. CDHP has also moved into a new VDC in Makwanpur.

After years of effort, a Public Health Unit has been established in Patan municipality with an agreement between **Yala Urban Health Programme** and the City Council. YUHP's senior Nepali nurse, having recently completed her Masters in Nursing from Vellore, has been seconded to work in this new unit.

This is a major achievement and the first main task is to develop a co-ordinated health care strategy for the city. Palpa CHDP also took the initial first steps towards more efforts in the urban area through an integrated health project with the Tansen municipality.

Specialised work

Reproductive Health

To strengthen its priority work in the area of reproductive health, a co-ordinator has been appointed to share information, provide support and advice to projects and to enhance UMN's participation in national network organisations.

Nutrition

The new strategic plan of the Nutrition Programme stresses stronger support to UMN projects and co-ordinated efforts with UMN's other community based work. This Unit continues to provide valuable technical assistance to government and non-government organisations as well as to UMN projects.

Rehabilitation for Disabled

The Rehabilitation Facilitator (previously NGO Support Co-ordinator) has strengthened links with Nepali NGOs and has provided training and assistance to improve capacity to help people with disabilities, an often forgotten group in the Nepali society.

HIV/AIDS

HIV/AIDS is a growing problem in Nepal but efforts continue to strengthen prevention. The **Sakriya Unit** (HIV/AIDS Unit in UMN) seeks to raise awareness about the disease through health education but also to initiate care and support for

people living with AIDS in Nepal. During the past year the unit started education efforts for UMN staff.

Tuberculosis

In addition to the support of the national DOTS programme, UMN Health Services Office also continued to provide administration support to develop "tb.net", a global network of people working with TB issues.

Mental Health

UMN's Mental Health Programme organised a national seminar to promote implementation of the National Mental Health Policy which was approved by HMG/N in 1996 though not yet fully operational. In addition to ongoing training and consultancy programmes it is also advocating for a mental health unit to be established in the Ministry of Health and Department of Health Services.

Oral Health

Extensive research on the fluoridation of water in Nepal was completed and published in national and international journals. The programme continues to influence the introduction of fluoridated toothpaste, the single most important measure to prevent dental decay in Nepal. The UMN Oral Health Programme experienced difficulties in continuing village-level training and is looking forward to the development of an Oral Health Policy for the nation.

Nursing Education

In November 1998 an agreement was signed between UMN and the Council for Technical Education and Vocational Training (CTEVT) for establishing the opening of **Tansen Nursing School**, as a joint project. The school will be strongly linked with United Mission Hospital Tansen. The first batch of students will begin classes in March 2000.

Lalitpur Nursing Campus celebrated its 40th anniversary and its students, both certificate level and BA level continued to excel in national exams.

"Love the Lord your God with all your heart and with all your soul and with all your mind. This is the first and greatest commandment. And the second is like it: Love your neighbour as yourself".

Matthew 22:37-39

Support functions

Personnel
Mission Support
Finances

Without staff, UMN's work would be limited. The Personnel Department is vital for effective support, training and development of Nepali employees and expatriate volunteers.

The year 1998/99 saw an increase in Nepali employees in UMN projects and a decrease of long-term expatriate appointees, a development which is in line with UMN's Vision and Strategy. By the end of the financial year, the number of Nepali staff was 1,050 and the number of expatriate visa holders was 142.

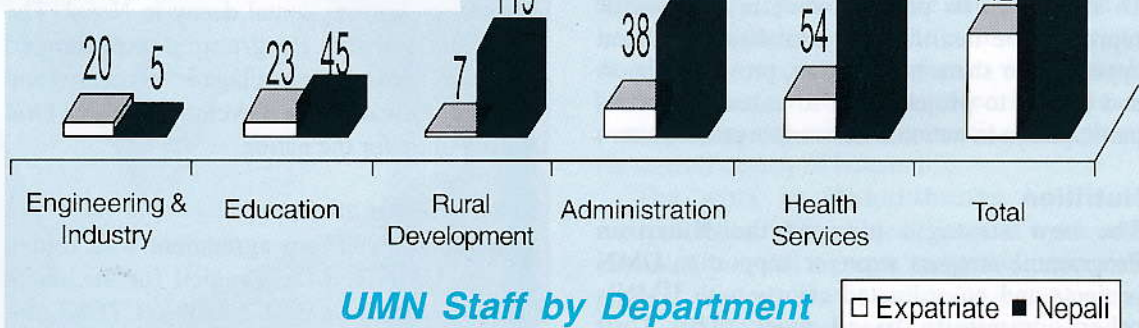
There is a constant turnover of expatriates in UMN. Included are 17 appointees who joined the UMN for the first time and who filled some of the vacant visa positions needed to continue the work of the UMN. Many short-term appointees also came and left during this period, giving short term expert assistance in various areas.

The Personnel Department serves the staff in the areas of Employee Relations, Expatriate Recruitment, Expatriate Support, Training and Development and the Language and Orientation Programme.

Training & Development Section (T&D)

UMN gives high priority to the training and development of the staff primarily through the efforts of the Training and Development Section. T&D's mission is "to facilitate learning and development, enabling individuals and organisations to identify, pursue and achieve their goals". It offers consultancy in leadership development, management development and English language. New services developed were consultancy and training in customer service, project proposal writing and basic English skills.

T&D also continued to develop the Learning Centre at UMN Headquarters during the year.



Mission Support

The Missionwide Support Project (MSP) last year applied the "Customer Service" model to all its units in order to meet the projects' needs in an improved way.

A major change during the year was the move of Development Communications Productions (DCP) from MSP into the newly formed Communications Office.

Highlights include:

- Replaced the old Tata vehicle with a more efficient Eicher bus. The total use increased by 40 %.
- Pucho Niwas Guesthouse became more user friendly. Bookings were increased by 11 %.
- The Technical Services largely completed a missionwide computer upgrade. All computers now use Windows 95.

Staff Association

The Staff Association has an important missionwide function for the staff in relation to the UMN management. In 1998 a Task force with representatives from both staff and management was formed to enhance the Staff Association system.

A "Cost of Living Task force" was formed to collect information using a basket survey system.

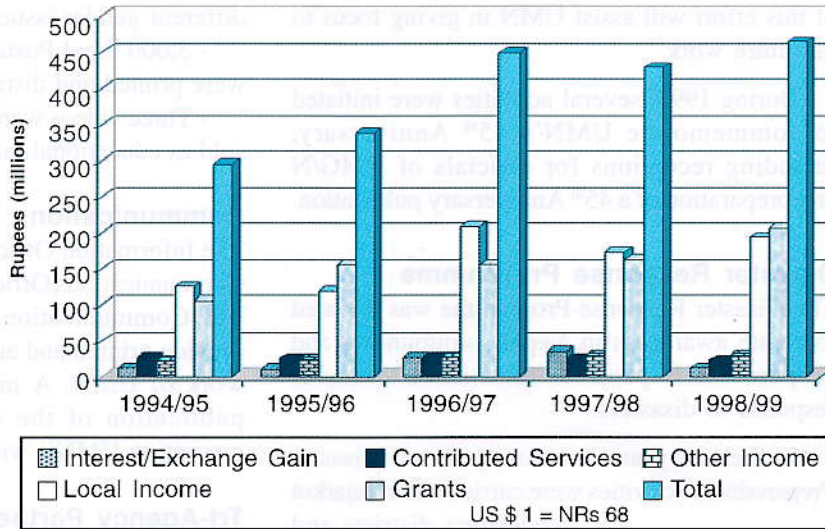
A year of consolidation

During the fiscal year 1998/99 UMN continued to maintain a sound financial basis. Financial markets did not fluctuate to any great degree and the Nepali rupee remained quite stable. Therefore there were no remarkable gains in foreign exchange as happened in the previous year.

Increase in Donor funds

There was a small increase in donor funds. However, because the average exchange rate for the major foreign currencies against the Nepali Rupee was higher than last year, there was an increase of 25 percent in actual rupees received. The overall increase combined with a careful management of expenditure resulted in an increase of 16 percent in revenue reserves.

Operating Income

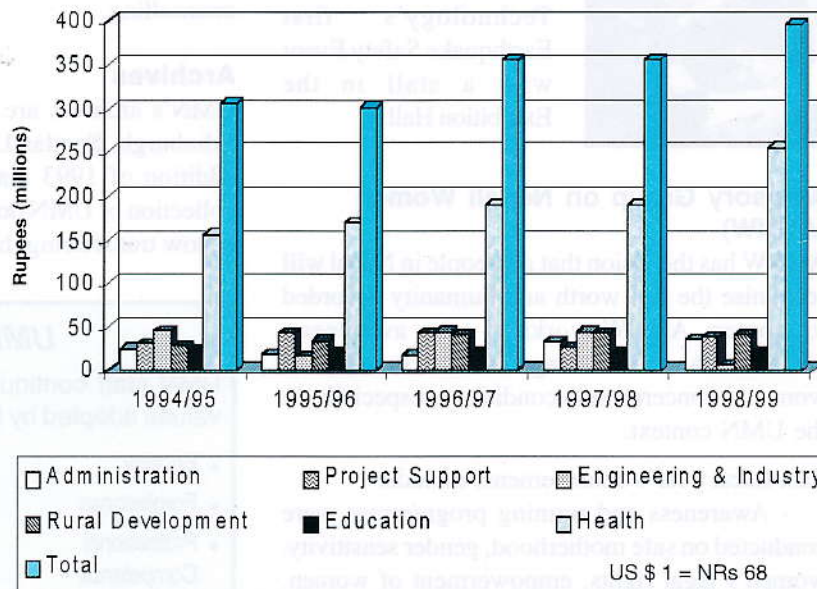


The income from donors was sufficient for virtually all projects to meet their commitments. All operating costs have been fully funded. Local income, mainly derived from hospital and training fees amounted to 30 percent of the total income. Many of the projects contribute to their costs from local sources.

Free service

The cost of the services of expatriate specialist volunteers is met by their Member Bodies. No salaries are paid to expatriates from UMN's projects. Living allowances are paid direct to the expatriates by their Member Body. Of the total income seven percent was received from Member Bodies to cover housing, language studies and related costs.

Operating Expenditure



Grateful thanks

As UMN continues into this current year and into the future, dependence on donors, both small and large, is recognised. Without this faithful support, UMN would not be able to carry out its programmes.

Office of the Executive Director

At the core of United Mission to Nepal is the Office of the Executive Director, holding the overall operational responsibility for UMN's work. It also heads programmes and activities not led by the functional departments.

A major initiative of the Office of the Executive Director was to conduct a UMN Programme Review of UMN's work. The lessons drawn out of this effort will assist UMN in giving focus to its future work.

During 1999, several activities were initiated to commemorate UMN's 45th Anniversary, including receptions for officials of HMG/N and preparation of a 45th Anniversary publication.

Disaster Response Programme

The Disaster Response Programme was initiated to create awareness in Nepali communities and prepare UMN projects and institutions for response to disasters.

In the last year Community Based Disaster Preparedness activities were carried out in Jajarkot

and Palpa districts and support was provided to lessen the effects of flood and landslides in Syangja and Butwal during the monsoon of 1998. UMN also participated in HMG Ministry of Science and Technology's first Earthquake Safety Event with a stall in the Exhibition Hall.



Prime Minister G P Koirala visits UMN's stall at the Earthquake Safety Day Exhibition.

Advisory Group on Nepali Women (AGNW)

AGNW has the vision that all people in Nepal will recognise the full worth and humanity accorded to women. AGNW works to raise awareness, advocate and encourage action to address women's concerns and conditions, especially in the UMN context.

Last fiscal year's achievements include:

- Awareness and training programmes were conducted on safe motherhood, gender sensitivity, women's legal rights, empowerment of women, counselling on violence against women and savings and credit.

- Significant increase of women at managerial level (12) and policymaking level (2) within UMN.

- Twenty-one girls completed studies in grades 7, 9 and 10 through AGNW support.

- 3,000 calendars were printed depicting different gender issues.

- 3,000 Pipal Pustak books on girl trafficking were printed and distributed.

- Three videos were published, distributed and sold as educational materials.

Communications Office

The Information Office was expanded and a new Communications Office was formed in May 1999. The Communications Office is responsible to provide printed and audiovisual materials for the work of UMN. A major undertaking was the publication of the 45th Anniversary Report presenting UMN's wide range of activities.

Tri-Agency Partnership

Nepal shares many concerns and issues with neighbouring countries. In recognition of that, UMN continues to work in partnership with CCDB/Bangladesh and CASA/India to address matters of common concern.

In 1998/99, 25 UMN staff participated in a variety of activities organised in the three countries with a focus on disaster mitigation and trauma counselling.

Archives

UMN's archives are stored at the University of Edinburgh, Scotland. The gathering, sorting and addition of 1993 material completed a 40 year collection of UMN documents. The Archives Unit is now transferring the data into CD Rom format.

UMN Values

UMN staff continue to strive to exhibit the values adopted by UMN which are:

- | | |
|---------------------------|--|
| ♦ Equality | ♦ Love and Service |
| ♦ Forgiveness | ♦ Integrity |
| ♦ Professional Competence | ♦ Special Concern for the Poor and Disadvantaged |
| ♦ Training | ♦ Participation |
| ♦ Cultural Sensitivity | ♦ Environment |
| ♦ Humility | ♦ Identification with Nepal |