

# ANNUAL REPORT 2013-2014














# LET'S Celebrate!



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*Fullness of life for all, in a transformed Nepali society*



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# Dear Friends,

**It gives me great pleasure** to introduce UMN's Annual Report, which outlines our major achievements over the period July 2013–July 2014. A key highlight of the year was the celebration of UMN's 60 years of continuous service in Nepal, the founding of the organisation on 5 March 1954, and the start of the work in Nepal that year. This was marked by celebrations both in our Thapathali headquarters and United Mission Hospital Tansen, attended by our staff and many of those who have supported our work over this time. The focus of these celebrations was giving thanks for the way that God has used UMN and the many people who have worked with UMN over this period, to serve the people of Nepal (see pages 4 & 5).

Regrettably, our 60th celebrations coincided with challenges over our rightful ownership of the Thapathali property, which we have occupied since 1959, and we continue to work hard to resolve these, trusting in God for a just and right outcome of this long-running issue.

This year we have made significant progress on developing our new Strategic Plan for the period 2015–2020. This process has included consultation with a range of stakeholders, particularly UMN staff and Supporting Partners, in-depth contextual analysis, the development of UMN's Theory of Change, and the drafting of answers to key strategic questions. A major focus has been identifying and building on the added value that UMN brings to the development landscape of Nepal.

In this report we highlight the main areas of work we have been involved in through our district-based cluster work, and our two hospitals. This year our work directly impacted on the lives of 171,518 of the poorest people of Nepal, bringing about positive long-term changes in their situations; improving health status and access to health care, increasing livelihood security; improving access to quality education, and reducing conflict at the individual and community level.

I would like to thank the many individuals and organisations that have played such a key role in UMN's work over this period, and for the last 60 years, as well as UMN's partner organisations and staff in Nepal. I would also like to thank the Government of Nepal for the facilitation they have provided for our work. We trust this report will be an encouragement to all of you as we strive together towards our vision of 'Fullness of life for all, in a transformed Nepali society'. We give thanks for the privilege and opportunity of serving God in this way.



**Dr Mark Galpin**  
Executive Director



Thank you to all those who contributed stories and photographs for this Annual Report  
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# Celebrate



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

On 5 March, UMN celebrated 60 years of continuous service to the people of Nepal, in the name and spirit of Jesus Christ. We remembered the wonderful contributions of Nepali and expatriate UMNers of the past; we rejoiced in the opportunities and challenges of the present; and we recommitted ourselves to God's service into the future.



Executive Director Mark Galpin and Mr Madan Prasad Rimal, Director of the Social Welfare Council (the Government organisation through which UMN has its agreement to operate in Nepal) unveiled an "Ebenezer Stone", thanking God for his faithfulness over 60 years.



The 60th Anniversary cake was cut by Norma Kehrberg, who first came to Nepal in 1969. She served as Executive Director in 2000.

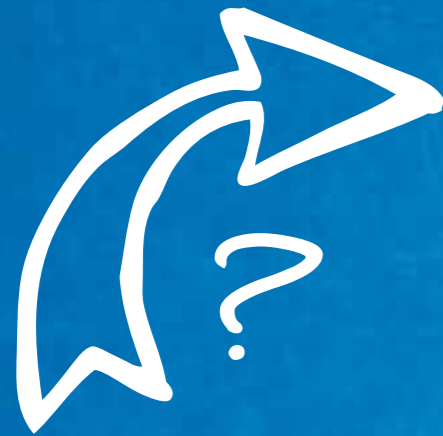


Colourful national dress, songs, dances and poems featured during the programme. The "fruitful vine" banner, made by the ladies of West Presbyterian Church in Bangor, Northern Ireland, was unfurled, and now graces our reception area.



One hundred balloons, representing 100 projects, programmes and secondments, were released by UMN's current staff.





Transforming  
LIVES AND  
Communities



UMN's vision is "Fullness of Life for all, in a transformed Nepali society" (John 10:10), and its work is based on the radical ministry and example of Jesus Christ. The change that UMN demands in its work is to create the conditions so that ALL members of the community may move away from a "Life of Poverty" to the promised enjoyment of "Fullness of Life". But how do we get there?

During this last year, we have been working hard on this question, trying to articulate clearly a "Theory of Change" that explains why we do what we do. It's been a fascinating process, as we draw together the theory of development practice with our understanding of Biblical concepts of justice and compassion, as well as our many years of collective experience.

#### THE MAIN FEATURES OF OUR THEORY OF CHANGE ARE:

- **WHO** we will work with. We want to work with whole communities, the powerful and the powerless, the poor and the not-so-poor, so that those who are the poorest have an opportunity to reach their potential. In particular, we will focus on:
  - Dalits (members of the low caste community)
  - People with disabilities
  - Women, particularly widows and abandoned women
  - Children and adolescents
- **WHAT** we want to change. We want to change not just the circumstances of those struggling with poverty, but the complex web of causes that make and keep them poor and powerless. We want to see communities transformed, changed from the inside out, as relationships are healed and people are freed from want and oppression, and are treated with dignity and respect. In this way, we hope to overcome the barriers that keep people from enjoying *fullness of life*.
- **HOW** we should go about achieving change. We want to build the capacity of individuals, civil society and government institutions, so that all can better enjoy their rights and fulfill their responsibilities. This will mean helping to support and empower the poorest members of the community, and holding those with responsibilities and power accountable for their actions.
- **HOW** we will know if we're on the right track. We want to be an organisation that continues to learn and improve, so we must monitor our work carefully and apply what we learn in new circumstances and contexts.

We know that complete transformation can only come through God's actions in the lives of individuals and communities. So we commit ourselves to Him, praying that we will be responsible with the task He has given us, and depending on Him for His wisdom and strength.

# CELEBRATING Education

“Child-friendly education” has been the policy of the Government of Nepal for some years now, and all over the country schools are looking brighter and learning to be more welcoming for children. UMN is playing its part by working to ensure that child-friendly education is practised in the schools where it works, as described in the government Framework. Fulfilling the education MDG requires not just getting all children into school, but making sure that all schools work in the best interests of the children. This includes safe and protective schools that are adequately staffed with trained teachers. UMN works in 120 schools in 10 districts in Nepal through education programmes where the child-friendly model is the main entry point to support schools. Child-friendly training was delivered to 186 teachers, and 537 School Management Committee and Parent and Teacher Association members were oriented and coached to implement child-friendly education in their schools.

UMN’s Multi-Lingual Education (MLE) programme supports the Government’s target of 7000 primary schools effectively implementing mother tongue-based education. MLE was first piloted in Kapilbastu and based on that experience, has now been expanded to Dhading and Rukum. All the eight schools in Kankri VDC, Rukum implemented MLE in partnership with the District Education Office and MIC Nepal, a UMN partner. Some very encouraging progress can be seen. Books for Early Childhood Development and Grade 1 have been produced and are in use.

The Government-led Literate Nepal Mission (LNM) was supported in all UMN clusters. LNM produces literacy materials, identifies facilitators, trains them and conducts literacy programmes to ensure that Nepal achieves 100% literacy by 2015. District Education Offices and UMN literacy programme partners worked closely together to manage the LNM programme. Non-formal education programmes continued in Mugu, Rupandehi and Dhading clusters. About 587 women graduated from literacy classes.

UMN supported around 125 Early Childhood Development Centres, in order to help them meet the minimum conditions set by the Government. UMN mainly trains facilitators and provides resources.

UMN wants to see increasing access for under-privileged children, children with disabilities and children from ethnic minorities to schools by providing scholarships. This year, 647 scholarships were provided: 531 were general scholarships, 83 were for Dalit (low caste) students, and 33 children with disabilities received scholarships.



## AT A GLANCE

- ➔ 186 teachers in 120 schools in 10 districts trained in child-friendly education techniques
- ➔ 125 Early Childhood Development Centres were supported with training and resources
- ➔ 587 women graduated from non-formal education classes
- ➔ 647 scholarships were provided: 531 “general”; 83 for Dalit (low caste) students; 33 for children with disabilities

## NATIONAL CONTRIBUTION

Two UMN-supported government schools received an International Schools Award for 2013. The approach mirrors the curriculum-based project work approach the programme encourages teachers to use with their students. The beauty is that it helps nurture global citizenship in young people, enriching teaching and learning across nations. It is a rigorous and evidence-based process, fostering teambuilding, innovation, and project management. Winning schools were Dolbhangyang HSS (Dhading) and Rampur HSS (Doti), the only two government schools out of six winners.

# SOUNDS fun

Research in Nepal has shown that about 62% of the children in Grade 3 still don’t know how to read. This is alarming, and will have a long term effect on a generation of learners. Nepali is a very phonetic language, so UMN has researched the market for effective and consistent phonics books suitable for children of 5-6 years old. Sadly, no such materials were available in Nepali for young Nepali learners.

So UMN’s Education team have developed *Reading, Writing and Learning* and *Teaching Reading, Writing and Learning*, a children’s workbook and teacher’s guide that will supplement the government textbooks. Although aimed at 5-6 year-olds, they can be used with older students. They have been field-tested, and the government has given valuable input. Now the books are being used widely for the first time in the classroom.

It takes around three months to go through the book, at 20 minutes each school day. After 15 school days, students will be able to read their first story by themselves. This systematic approach will prove very rewarding for young learners, and will be a first step to a life full of learning and exploring. Ajay Pathak (pictured) can hardly wait to get started!



# CELEBRATING Health

Good health is something to celebrate! For people in the developing world, preventable communicable diseases are still a great threat to health. UMN's Health Team is working in remote areas, trying to reach very poor and marginalised communities to increase their level of awareness in practising preventive behaviour to save lives and improve the quality of life.

Almost 6000 women from poor communities have formed 250 groups. These groups have each conducted at least two health events within their community around issues like maternal and child health, nutrition, safe motherhood, family planning, water and sanitation, and HIV and AIDS. Women's group members also demonstrate increased health-seeking behaviour and extended health promotion.

Twelve of UMN's working VDCs have been declared Open Defecation-Free (ODF) Zones. Nine birthing centres received equipment in Mugu, Bajhang and Doti districts. Twelve Auxiliary Nurse Midwives (ANMs) received implant training and have started providing contraceptive services in their respective health facilities. UMN has also played a significant role in strengthening various committees in the districts.

Support to access essential health care was extended to 468 people living with HIV and AIDS, including Anti-Retroviral Therapy and testing. Moreover, 219 people living with HIV and AIDS joined nine self-help groups and are working collectively to ensure their rights at local and district level.

Fifty-eight Christian young people (31 girls, 27 boys) representing 30 churches (Dhading, Kathmandu, Sunsari, Rupandehi) were trained in Christian Family Life Education (CFLE), including sexual and reproductive health and life skills. Another 164 adolescents from the secondary and higher secondary schools of five districts (Bajhang, Doti, Mugu, Rukum and Rupandehi) received basic Peer Education training on sexual and reproductive health and life skills. Of these, 22 were hearing impaired participants from Doti district. Training about how to make and use washable sanitary pads has improved menstrual hygiene for 135 girls, teachers, and women from 82 mothers' groups.

Nutrition centres have educated mothers about better nutrition for children, and enabled 31 moderately and mildly malnourished children to regain their normal weight for age within six months. Child clubs in Mugu district involved 469 children (218 girls, 251 boys) in 30 groups. Child-to-child facilitators and participants have organised various activities against early marriage, as well as sanitation and health issues.



## AT A GLANCE

- Almost **6,000** women belong to **250** women's groups.
- **12** VDCs have become Open Defecation-Free Zones.
- **468** people living with HIV and AIDS receive support and access essential health care.
- **222** young people (Christian and non-Christian) have been trained to share sexual and reproductive health and life skills messages with their peers.
- **34** trained health workers have provided mental health services to **529** patients.

Training in vegetable farming and provision of improved crop seeds have benefited 969 small farmers (members of self-reliant groups), including people living with HIV and AIDS. Fifty-two farmers have incorporated livestock into their regular agricultural activities and increased their household income in three districts (Rupandehi, Rukum and Doti).

More than 34 health workers and district hospital staff received basic mental health training, and mental health services have then been initiated in 13 health facilities. To date, 529 patients have received mental health services from the trained health workers. Twenty-four Health workers (18 female, 6 male; ANMs and staff nurses) received five-days' psycho-social counseling training. In some health facilities, counseling corners have been established. *Champa ko Aagan*, a 19-episode radio programme produced by UMN, was broadcast across Nepal through Radio Nepal. Issues of stigma, myths regarding various mental illnesses (depression, epilepsy and hysteria) were covered in this programme.

## NATIONAL CONTRIBUTION

**UMN as a member** and the secretariat of the National Mental Health Network – Nepal worked tirelessly with other network members in advocacy to achieve the following results at the National level:

- The Nepal Government's Multi-sectoral Action Plan (MSAP) for Non-Communicable Diseases has recognised Mental Health as a key problem in Nepal, and adopted the MSAP for Mental Health recommended by the network.
- The Health Policy clearly speaks of Mental Health as one of the priority public health issues and outlines measures to address it.
- The essential drug list has now included psychotropic drugs, which has increased local community access to mental health services from their local health facilities.

# DURGA'S Reward

**Eighteen years old** is very young to be married, and to be a mother. Durga Nepali was only 18 years old when she got married to Tara Bahadur Nepali. There was little awareness about health issues, specially about pregnancy and child birth, in her new family. They did not know about the risks of pregnancy for teenage girls. When Durga became pregnant, she did not know about the importance of ante-natal check-ups and care needed during pregnancy. When Gauri (a Female Community Health Volunteer) heard about her pregnancy, she visited Durga and suggested she go to the Health Post for a check-up. She also talked with her family about the importance of good care during pregnancy. First they ignored Gauri, but when she insisted that Durga have regular check-ups, she went. An invitation card was provided for her, and a Pregnant Woman identity flag was installed at her home.

Gauri visited her often, and gave information about safe delivery, nutritious foods, and care and rest during pregnancy to her as well as her family. Durga also took advantage of the rural ultra-sound programme, which showed her the condition of her baby. All this helped her prepare for the birth. She completed four ante-natal care visits, took regular iron tablets and had two tetanus toxoid injections, and followed the instructions provided by health workers.

On 5 March 2014, she safely delivered a 3 kg baby girl (Nisa) at the Maidi Health Post. She also had three post-natal visits and vaccinated her child. Both mother and baby are doing well. Durga is now involved in a mothers' group and is active in raising the awareness of other women about the risks of adolescent pregnancy, the importance of ante-natal and post-natal visits and birth preparedness during pregnancy.



# CELEBRATING Peacebuilding

**Working for peace** is not only establishing conflict resolution mechanisms. It is being human and living our lives with God's Grace. It is having passionate serving hearts, visionary leadership and Christian attitudes. The journey towards peace and reconciliation is not easy; it is a slow process, consumes much energy and time, is sometimes unpredictable in terms of the results of our interventions, is often not visible to others and moreover, even after resolution, can relapse back to violence again.

The Peacebuilding work of UMN covers a wide range of projects: providing treatment and community rehabilitation for children with disabilities, enhancing the community skills to address social, interpersonal and structural conflicts, advocacy campaigns against human trafficking and mainstreaming local capacities for peace. Integrating gender and conflict sensitivity in our projects remains a high priority.

We find a great sense of satisfaction and joy to see individuals, communities and partners engaged in working towards fullness of life through the healing of self-confidence, building relationships, changing mindsets and learning for positive outcomes. The disability evaluation report showed that 90% of the beneficiaries are happy with the disability rehabilitation programmes. Teachers and children have learned to use non-discriminatory language regarding children with disabilities. Along with 11 partners, UMN's work against human trafficking has mobilised 9182 women in 368 groups. There are now seven co-operatives registered from the groups.

The Forgiveness and Reconciliation programme has transformed relationships within the Christian community and between Christians and individual members of society, contributing towards reconciliation. There is an increased religious tolerance and harmony created in the areas where the Interfaith Peace Programme has been introduced. This has helped bring increased mutual acceptance and respect between people of different faiths. The trauma healing programme has helped the flood survivors to heal and lead a normal life. Cross-border violence has significantly reduced, resulting in an organised community, empowered people and increased trade. Community awareness and behaviours relating to gender and domestic violence have improved. Survey results show an impressive positive change in issues like gender discrimination at home, wife-beating, women's role in household decision making and awareness of laws related to women's rights.



## AT A GLANCE

- 35 children with disability have received medical treatment
- 96 children with disability are attending school
- 35 teachers have received training in Sign Language
- 1,448 people with disability have received government classified identity cards
- 485 traumatised people were assisted to overcome their trauma and lead a normal life
- 197 church leaders and youth participated in forgiveness and reconciliation events
- 198 mediators are active in 5 mediation centres, helping to mediate local disputes
- 5 interfaith groups at district and village level are actively functioning
- 7 village-level co-operatives have been formed from the 368 women's groups working against human trafficking
- 11 partners have used local FM radios to convey messages on interfaith peace, disability rights, human trafficking and trauma healing

## NATIONAL CONTRIBUTION

UMN Peacebuilding projects have partnerships and working relationships with three key national organisations which serve the poor and disadvantaged minorities. There is good collaboration with the Association of INGOs in Nepal's Peace working group, the Christian community, national gender forums and the Ministry of Peace and Reconstruction. UMN is now affiliated with the MenEngage Alliance.

"I left cigarettes far behind me after taking the Trauma Healing class," said 42-year-old Bishnu Kumari Shrestha, from Jhumlabang. She is the treasurer of BISAUNA Single Women's Group.

She had married at the age of 15 in her own village. Two years later, her first baby was born, followed by four daughters and one son. Her husband opened a shop to support the family. Things were going well. Then, during the People's War, her husband had gone up into the high ranges and was threatened by the insurgents. In fear, he left the village and went to Malaysia for a job. During that time, he developed a heart problem. The family brought him back to his own home in Rukum, and one month later, he passed away. Bishnu was devastated by his death. "I searched for many ways to escape from this situation," she recalls. "The treatment had cost a lot, and the loan was still outstanding. What could I do?"

She started to smoke more cigarettes and drink alcohol. Because of this, her own health deteriorated. "My family and relatives told me to leave off the cigarettes, but I could not," she admits.

"When the Trauma Healing classes were conducted by UMN in our group, I attended regularly with my 'sisters'. We used to share our sorrows with each other." Her friends listened when she told her story. Slowly, she found she could reduce her smoking. "I don't smoke cigarettes at all now," she says. "My health is much better. It has been six months since I stopped smoking. Before I made cigarettes my friends, but now I have lots of friends to share my sorrows."

# MAKING Friends



# CELEBRATING Sustainable Livelihoods

There has been much to celebrate in the fourth year of our five-year Sustainable Livelihoods programme. The most exciting event this year has been the increase in food secure months up to 6 months in our working areas and the special support extended to people living with HIV and AIDS and people with disabilities. We were equally delighted to see in our target communities an increase in dietary diversity due to promotion of kitchen gardens.

Our partners started a couple of innovative programmes this year: Water for All and a riverside farming project. According to the latest "Nepal Living Standards Survey" conducted by the Government of Nepal, the risk of poverty is more pronounced among farm households that do not have access to irrigation and drinking water. Hence the Water for All programme in Bajhang and Sunsari addressed both issues, benefitting hundreds of people. The Riverside Farming for Livelihoods Improvement Programme is promoting various livelihoods options in 10 bigha (67,726 m<sup>2</sup>) of unused land beside the Sani Bheri River, Rukum.

We have continued to work with ten schools, which now have school disaster preparedness plans; some of the planned activities were supported. A mid-term evaluation of the Improved Cooking Stove programme revealed a satisfactory level of service. While developing our programmes, we have been sensitive to consequences of the activities on environment, conflict and gender.

Mugu is now connected to the national road grid. Though the road is seasonal only, it has opened up new opportunities for the promotion of high value crops, including seed production, which have potential of providing reliable livelihood options.

We have continued to strengthen our team with exposure visits to esteemed institutions, like the Grameen Bank, Bangladesh. The visit helped us to better understand the role of micro-finance in alleviating poverty. Along with that, as a member of the Regional Inter-Agency Partnership, we have benefited from inter-agency sharing. One of the highlights of the year was training about Farmer Business Schools. The training helped participants know clearly about the business concept, enterprise scheme preparation, preparation of the product and price information, and how to analyse the benefits and costs of their businesses.



## AT A GLANCE

- Improved wheat seed of variety WK1204 was sowed on **8.9** hectares of land and harvested **57,850** kg in total (**35,600** kg more than last year).
- **33.33%** more productivity in Integrated Pest Management vegetable seed plots was found, in the comparison to non-IPM plots
- Relief activities have been carried out in different UMN working areas, worth NRP **923,694** (USD **9,460**) benefiting **1,800** family members.
- **863** Improved Cooking Stoves were installed. The cumulative number of ICS installed to date is now **2,875**.
- **2,222** kg of fish were harvested in Syarpu Lake, Rukum, worth NRP **511,204** (USD **5,235**) between December and July.
- Multiple Water Use Systems increased cultivable land from **0.9** ha to **4.9** ha and also created access to clean drinking water for **152** disadvantaged households in Daud and Khatiwada, Doti.

## NATIONAL CONTRIBUTION

To enable VDCs to overcome food insecurity, work has begun to identify the major issues. The findings will contribute to developing food security plans for VDCs. The plan will be supported, both financially and technically, by the VDC and multiple stakeholders, while social networks like the Right to Food network will keep eye on the progress.

# THEY'RE MY OLD AGE Pension

"Misfortune never comes alone." Pabitra Dorjee, a 67-year-old widow from Sivalaya, knows this only too well. Soon after the death of her husband eight years ago, her three sons left the property. Now she is living alone with her fourth son, who suffers from mental illness. Although she has a little land and can produce food grain, it is not enough to feed her and her son throughout the year. Her life became even more difficult when illness came with her home. To cope with all these problems, three years ago she started to rear goats.

But every year she lost some of her goats because of disease, as she could not afford veterinary fees and medicines when needed. For Pabitra, it seemed that nothing could release her from the vicious circle of poverty she was trapped in.

Pabitra says: "As now I have become very old and my health is not so good, I am blessed with these goats, because this is my old age pension. I sell three to four goats every year, which helps me to provide for my needs. But I used to lose two or three goats each year from disease.

"Then the opportunity to go to an animal health camp came knocking at my door. I took my eight goats to be vaccinated, and I also got medicine for juke mate (internal parasite). This time, I will not lose my goats and I will earn good income. With this money I am planning to go to Butwal for a check-up of my own health."





# CELEBRATING Integral Mission

UMN's Integral Mission team helps equip Nepali Christians with the knowledge, skills and abilities to serve the needs of the people living in poverty. UMN staff, faith based partner organisations and local churches create ripples of happiness in the faces of poor and marginalised people as they put their efforts into rebuilding houses for HIV affected families, provided educational opportunities for poor and needy children and empowered women through organising them into groups. We celebrate the grace of God as the planned programme activities produced exciting outcomes.

Fifty-two youth leaders from various churches were trained as the new *Sangsangai* (Together) facilitators, while 31 existing facilitators continued to lead their churches through the *Sangsangai* process. Churches are learning new skills through regular monitoring and follow up visits. Integral Mission officers provide biblical as well as technical skills to help churches initiate new activities to serve their communities - services such as literacy classes, savings schemes and children's education support. Fifteen new churches in Morang and Sunsari invited UMN staff to share *Sangsangai* concepts with them.

HIV workshops in Bajhang, Doti, Dhading and Kathmandu were attended by 160 Christian youth and women. In Doti churches provided 20 children from the HIV affected families with educational materials.

Fifty-nine Christian leaders learned the biblical principles of servant leadership and 23 others attended training to gain skills for utilising local resources in Dhading. Ten Interns completed their one-year learning engagement with UMN and have been serving in various places from early 2014. Another ten young people are being trained as Interns in various cluster locations.

Theological institutions in Kathmandu and in the clusters continued to devise teaching-learning materials on integral mission. This year, UMN's Integral Mission team entered into partnership with Micah Network Nepal to gear up this work. Theological teachers from six Bible colleges are drafting a new course on integral mission. The team has completed the curriculum outlines and hopes to produce the curriculum by February 2015.



## AT A GLANCE

- 52 Christian youth and leaders trained as *Sangsangai* facilitators
- 20 Children affected by HIV and AIDS provided with educational materials
- 2 houses built for HIV affected families
- 27 Christian youth learned entrepreneurship development skills
- 160 church members learned about HIV and AIDS and used their knowledge to raise awareness with 1196 families
- 10 Interns graduated from UMN
- 59 Christians were trained in servant leadership

## NATIONAL CONTRIBUTION

UMN's Integral Mission team placed more focused on learning and sharing the practice of integral mission through national and international platforms. Micah Network consultations in South Asia were a good opportunity for UMN to share and learn from others' initiatives. Nationally, the Integral Mission Forum (IMF), *Sangsangai* Support Group (SSG) and other platforms were used to share and promote integral mission.

# A LIFE-SAVING Bridge

"July 23, 2011 was a black day for my family; we lost our beloved son Suman," said Rudra Bahadur Gharti, of Danchung, Rukum. "He was in Grade 3 at the local school. It was the rainy season. Suman had gone to school with his friends, but never returned. He was swept away by the Balle River, while attempting to cross it. There was no bridge."

The Balle River is normally small and peaceful, but a powerful surge occurs during the rainy period. Two community people have lost their lives in the last three years. Almost 50 children used go to the school on the other side of the river. "More than 80% of primary students missed class in the rainy season," explained Durga Chand, a local resident. There were also the difficulties of getting patients to treatment. Household goods, medicines, tools and food all had to be carried in, making such things very expensive, and sometimes not available at all. Isolation made life tough for villagers.

UMN and its partner CSDC have been implementing a climate and environmental disaster management programme in Rukum since 2013. The tiny local church had also participated in the *Sangsangai* (Together) training, which helped them look carefully at what they could do to make a difference in their community. A bridge over the river was an obvious need, but costly – where could they find the resources for such a project? UMN gave half the amount, and local people and the local government budget provided the rest. It was no easy job. The terrain is steep and rough, the work demanding. More than 50 Christian people contributed their labour for 22 days to complete it. All together, the cost was NRP 1,040,000 (USD 10,640).

"Many projects came and went but didn't address our genuine needs, but CSDC came with new hope. Nowadays we don't have to fear the Balle River when our children are going to school," said Mrs. Chand. "I hope no one will lose their beloved child, as I did, now that we have a proper bridge," said Mr. Gharti.



# CELEBRATING Capacity Building

UMN's **Capacity Building approach** aims to strengthen the organisational capacity of partners and facilitate the social mobilisation process in the communities where our partners work.

## ORGANISATIONAL CAPACITY BUILDING

UMN has been supporting **53 partners** to improve transparency and accountability measures. This year, 96% of partners organised social audits, over 90% of NGO and cooperative partners have formed an Account Committee to oversee financial management, and 43% of partners have started undertaking Internal Audits. In addition, 22% of partners reviewed their policies and strategic plans.

UMN has also built partners' capacity in tapping internal and external resources. About 46% of partners were able to generate funds worth around USD 252,740. For external funding, UMN has helped to design projects and write funding proposals. As a result, 70% of partners have funding diversity (more than one funding resource).

Many partners have developed Gender and Social Inclusion (GESI) policies. Data reveals that the overall percentage of female representation on the Boards of partners increased to 42%, a remarkable progress compared to the situation a few years ago.

## UMN'S CLUSTERS AND PARTNERS AS OF JULY 2014

Clusters	Total Partners	Non Government Orgs	Co-operatives	Government Schools	Government Institutions (e.g. 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
<b>Total</b>	<b>53</b>	<b>42</b>	<b>4</b>	<b>5</b>	<b>2</b>

## CAPACITY BUILDING OF COMMUNITY GROUPS

A **Social Mobilisation Framework** has been developed aiming to improve clarity and build common understanding among UMN and its partners on the concept and process of group mobilisation. Community Facilitators in Sunsari, Dhading, Rupandehi, Rukum, Doti and Bajhang Clusters have undergone group mobilisation process facilitation training based on the concepts of educator and social theorist Paulo Freire.

Following the training, significant changes have been observed in the behaviour and attitude and group facilitation styles of Community Facilitators. Sunita Acharya, Community Facilitator in Lumbini Christian Society, reflects: "I did not listen properly to communities while in group meetings; now I listen to them and try to understand their problems and feelings." Bishnu Maya, Social Mobiliser in Rupandehi Cluster, shares: "After the training I realised the potential of mobilising local resources for development, and our group has therefore found and mobilised NRP 70,000 (USD 716) from local government." A lot of Community Facilitators have shared that their level of confidence and group meeting facilitation skills have improved significantly after the training programme. One of the significant changes observed after the training was the development of group action plans after analysing the root causes of social problems identified by the groups themselves.

## AT A GLANCE

- 96% of partners have done a social audit
- 43% of partners have started doing Internal Audits
- 22% of partners have reviewed their policies and strategic plans
- 46% of partners have accessed local funding sources
- 70% of partners have multiple funding sources
- Female representatives on Partners' Boards is now **42.3%**
- **226** groups are using the Group Capacity Assessment tool to identify needs

**Rural Community Development Centre (RDC-Nepal)** is a local non-governmental organisation registered in Doti district about 13 years ago. Before partnership with UMN, the organisation had rented a small room for an office and had no funding support at all. It knew nothing about organisational systems and culture, and had poor documentation. The organisation was unknown among its stakeholders in the district.

In 2008 UMN joined hands with RDC-Nepal in partnership. The capacity and experience of RDC-Nepal was limited. Therefore, UMN started to enhance its capacity in various aspects of organisational development, as identified by Partner Capacity Assessment (PCA). One of its weakest areas was account keeping. They used a poorly maintained single-entry book-keeping system.

UMN's Organisational Development Officer and Admin and Finance Officer organised a training programme to improve the financial management situation. However, we realised that training alone was not sufficient. Therefore, we adopted a coaching methodology and arranged scheduled coaching meetings and follow-up visits with the Accountant and Treasurer of the Board.

Now RDC-Nepal uses a standard double-entry accounting system. Preparing vouchers and producing trial balances and balance sheets is easy for them now; but these were as hard as stone some time ago. The Accountant and Programme Co-ordinator have also developed skills in documentation and preparing financial reports, and are submitting the agreed financial report to UMN and other funding partners regularly.



**HARD  
AS Stone**

**PARTNERS ORGANISATIONAL GROWTH** (From the beginning of partnership to Dec 2013)

CLUSTERS	STAGE I (0.0 - 1.5) Start Up	STAGE II (1.6 - 2.5) Developing	STAGE III (2.6 - 3.5) Consolidation	STAGE IV (3.6 - 4.0) Maturity
BAJHANG	DHS †			→
	MKSACCOS †			→
		EBM † PYS † SHSS †	→	→
DHADING		JCDS † NJK † COSOC † SFACF † AHSS †	→	→
	NRDS †		→	→
	DWO †		→	→
	HIMS †		→	→
		CIRDS † PRAYAS †	→	→
			→	→
			→	→
DOTI	RDC †			→
	BSACCO †			→
		DSO † CEAD † RCDC † RHSS †	→	→
			→	→
MUGU	DARRDO †			→
	BHSS †			→
	GSS †			→
	KCDC †			→
	RSSK †			→
RUKUM		CSDC † DPF † DWO † MIC † NPAF †	→	→
			→	→
			→	→
			→	→
			→	→
RUPANDEHI	SCDC-R †			→
	SCDC-S †			→
	SSS †			→
	ISN †			→
	NASSO †			→
		ASACCO † BIKALPA †	→	→
	JKHSS †		→	→
	LCS † SSN †		→	→
SUNSARI		BIC † NJSS †	→	→
	NCDC †		→	→
		SSNS † CDF † CMC † NCDWS † PMC †	→	→
			→	→
			→	→
			→	→
			→	→

See page 38 for full names of Cluster Partners



# CELEBRATING Monitoring, Evaluation and Learning

The Monitoring Evaluation and Learning (MEL) team has a wide ranging scope to coordinate and implement research, evaluation and learning for UMN. In the past year this involved numerous visits to the UMN Clusters for programme or partnership evaluations and research.

Research on “Child and Youth Participation in Development Effectiveness” is one of the most exciting and newest areas for the team. Transform Aid International (TAI), Plan Australia and Child Fund Australia, with technical support from Institute for Sustainable Futures (ISF) are implementing a three year long research in Nepal, Laos and Fiji to see how and why child and youth participation can contribute to development effectiveness. In the last fiscal year, MEL led the first year of research in Dhading, Nepal. Child clubs, parents, teachers and representatives from government institutes were the key participants of the research.

The research gave both the children/youth and their parents an opportunity to share experiences and views on what they thought were some important changes resulting from child and youth participation in their community development activities. Child clubs and mothers groups shared exciting testimonials. To pick an example, mothers from Mulakahrka village are so proud of their communication skills and confidence. In the past, the mothers barely had time to get out of their household chores and interact with their neighbours. But now children have learnt from their child club to be helpful around the house. The mothers have formed a group where they meet and share about different things. The mothers are now confident and support the child clubs in various activities to improve the community environment. Positive changes such as these are often heard during field visits or can be read in reports. But this research enabled us to understand the things children and communities value and tiny things that trigger big changes. The significance of this research will be for involving youth and children effectively in all aspects of development.

By the end of November 2014, TAI and other international organisations in Australia will publish and launch the first report. In 2016 there will be another field visit to Pida and Mahadevstan VDCs of Dhading to meet and gather information from the same research participants.



## AT A GLANCE

- 14 Partnership evaluations
- 8 Programmes and projects evaluated
- 4 End-term project evaluations supported
- 6 Surveys and research completed
- 92% of the urban population and 72% of the rural population in Nepal have mobile phones

## MOBILE PHONES FOR DATA COLLECTION

Rapidly changing technology and increasing access to mobile phones can offer some solutions to the cumbersome manual data collection, compilation and analysis process. 92% of the urban and 72% of the rural population in Nepal have mobile phones, according to the Nepal Demographic Health Survey 2011. The use of smart phones is also increasing day by day. UMN has introduced mobile phone-based household surveys to local partners who are implementing the Food Security and Nutrition project funded by ICCO. The MEL Team trained and supported selected cluster and partner staff to conduct the survey using an android application. The partners have received this technology well and the initial outcome of its use is encouraging.

# LEARNING FOR Improvement



The women in this picture are members of Bhairabnath Women Farmers' group in Sailabagar, Bajhang. They are attending a Focus Group Discussion (FGD) conducted as a part of mid-term evaluation of UMN's Food Security Programme. This is a typical FGD where the participants are asked about the changes the project has brought about in their lives. Such discussions help to provide evidence for the impact UMN's work has made, and also draw learning for improvement in the future. For this group, the biggest impact was “increased income” from vegetable production as a result of the project support for plastic tunnels, drip irrigation and relevant technical training.

The dog sleeping in the middle is an unintended guest!

# CELEBRATING Advocacy

The 60th anniversary of UMN has been a remarkable year for UMN, its partners and targeted populations. Through our technical and cluster work, we continue to seek to strengthen the voice of communities, build accountable and effective government and institutions, and support partners in their capacity to campaign for justice and equity. There are many encouraging examples from around the country.

We trained Dalit (low caste) youth in advocacy and fact finding skills. The trainees, with enhanced skills, documented 22 cases of discrimination and human rights violations against Dalits. Later they disseminated those cases to the government authorities and stakeholders to open the gates of social and legal justice. We continue to be active in right-to-food and hunger issues. The Right to Food Networks in Rukum and Bajhang were able to adopt multi-year strategy and work plans to contribute to addressing the district food security situation, and they managed to support income generation initiatives for 24 ultra-poor Dalit families.

Approximately 5,000 people from 5 Village Development Committees (VDCs) participated in the Participatory Planning Process, a major component of our advocacy project. For 81% of them, this was their first experience of this process. They were able to receive funds for 75 different development projects from their own VDC budgets. The communities were able to access NRP 4,500,000 (USD 46,268) from VDC funds and agreed to contribute NRP 5,000,000 (USD 51,408) to execute the community development planning. The projects varied from tailoring training for single women to materials support for Early Child Centres; irrigation canal maintenance to toilet construction and church building construction to fencing of a cemetery.

We believe that our training and encouragement of communities will help them continue to speak up for their rights, and protect the rights of others. That's true cause for celebration!



## AT A GLANCE

- NRP 9.5M (USD 97,676) of VDC and community funds channeled into community-driven projects
- More than 5,000 people participating in the local government Participatory Planning Process
- More than 20 cases of discrimination and human rights violation documented and put forward for social and legal justice
- 2 Right to Food Networks drafted multiyear strategies and provide income generation support to 24 ultra-poor families
- One VDC adopted a Local Adaptation Plan of Action, and more than 2,000 people informed about climate change
- 1,448 people with disabilities, living in remote areas, received disability ID cards

## NATIONAL CONTRIBUTION

UMN contributed to achieving the national goal of involving communities in the development process by supporting VDCs with the Participatory Planning Process, as envisioned by the Local Self Governance Act, 2055 (1998). UMN engaged local communities, authorities and stakeholders to prepare a Local Adaptation Plan for Action to combat the adverse affects of climate change.

# LOCAL Resources SPENT ON LOCAL Needs

A small group of local people is gathered on a roof-top, a piece of chart paper taped to a pole. This is empowerment in action; this is local decision-making where it really counts, where the money is.

Channmaya, 25, of Seri VDC, Mugu district, was there. For the first time in her life, she was one of the people who mattered, who had a say. She said: "Being a woman has restricted me in many areas, but in spite of that, this year I was able to help make plans for our community."

Channmaya never thought that she would be able to participate in a planning process like this. "As far as I know, this is the first attempt in our VDC to allow locals to participate to identify problems and make plans for our common concerns together. Previously, plans were made by the authorities and/or the chairperson of the VDC themselves without any consultation with local people. We never even knew what plans had been approved for our community."

But this time, Channmaya and her neighbours were part of the process, thanks to the training and encouragement they received from UMN and its partner. "We submitted 27 plans to the VDC and three proposals were approved. The VDC has granted NRP 290,000 (nearly USD 3,000) for our plans, and we also agreed to contribute NRP 85,000 (USD 870) locally. Although the approved proposals are not very many, I am glad that we were able to be involved in the development of our VDC, and we learned a lot about the process," she added.



# Clusters



## BAJHANG

**Celebration means sharing** with each other, having fun and doing something special. Some of our cluster celebrations this year reflect key aspects of our work in Bajhang.

Peacebuilding has been an important way for us to help heal communities, especially through our Education for Peace programme. We celebrated International Peace Day by participating in a procession in collaboration with district-level stakeholders, including schools, youth and child clubs.

Bajhang is very prone to disasters, like landslides and floods. We have also been helping schools and communities prepare for earthquakes. The 16th National Earthquake Safety Day was celebrated 16th January 2014 in Bhatekhola VDC. An Earthquake awareness rally with banners and placards, drama and song helped to raise public awareness about disasters, mainly earthquakes, and mitigating measures were practised on that day. About 200 community members and school students took part.

Improving sanitation has been a key priority for our cluster, and we are very pleased when a VDC achieves Open Defecation-Free Zone status. Bhatekhola VDC did this in July, and local residents participated in a rally, chanting the ODF declaration and importance of sanitation and washing hands. A team of people played cultural musical instruments, leading groups of people heading to the venue.

Many of our cluster staff live away from home, so we really enjoy our Cluster Staff Picnic. This year we went to Selakhet by the Bauligad River for a picnic. We had fun playing chess and swimming and sharing a meal. At Christmas time, all cluster staff and local pastors came together and sang Christmas choruses and hymns. Pastor Rabin Rasaili shared from the word of God and we concluded with a feast.



## DHADING

**Celebrations were in order** when Dhading was the fourth district out of 75 to declare itself a Literate District. This followed implementation of district-wide intensive formal and non-formal education-related projects and campaigns. Support from UMN through its partner organisations played an important role. Similarly, our disaster management-related project was able to help Baseri VDC declare itself an Open Defecation-Free Zone.

The cluster team also carried out an extended partnership evaluation with two partner organisations, and extended the partnership period for two more years. Our three-year project on anti human trafficking was successfully completed by four partner organisations this year. Four thousand women and girls have been affiliated into 200 groups and five co-operatives, and are engaged in different types of income generation activities and campaigns related to women and social issues.

For the first time, we organised a District Programme Advisory Committee monitoring visit in the north of the district, which we found fruitful as an opportunity to interact and create a bridge between the community and service providers.

To make these kinds of achievements happen in the cluster and communities, we (the ten cluster team members) had different kinds of celebrations and team-building activities together. For example, we celebrated Christmas by providing scholarships for children affected by HIV and AIDS, from our own contributions. We had a very good family retreat time together to develop strong bonds for achieving the UMN's vision "Fullness of life for all, in a transformed Nepali Society".



## DOTI

**Bringing change to the community** is a challenge undertaken by UMN together with its partner organisations. To build their capacity, UMN's Doti Cluster team organised Group Capacity Assessments and social mobilisation trainings for its six partners. A total of 152 groups were involved, preparing long-term plans for effective work.

In this mainly agricultural district, 26 leader farmers have been trained in seasonal and off-seasonal vegetable farming. The average per annum income of the farmers has increased to NRP 35,000 (USD 357). UMN supported construction of 35 plastic greenhouses and seven cement ponds for irrigation through RDC, RCDC and BPSCC. About 100 households were benefitted, and 8 ha of land will be irrigated for kitchen gardening, vegetable production and other crops.

Education is an important vehicle for change. Fourteen Early Childhood Facilitators were trained in child-friendly teaching; they have formed their own network to share learning experiences and challenges. We can see traditional teaching being replaced by child-centred methods which increase child participation in learning.

Thirty out of 56 mildly and moderately malnourished children enrolled in three nutrition centres have significantly improved health. To reduce the malnutrition rate in the target VDCs, UMN trained 22 mothers in nutrition this year.

This year UMN Doti and its partner Disabled Service Organisation were able to distribute 307 disability identity cards in remote VDCs of Doti district, so that people with disabilities can access government services.



## MUGU

In this year we have conducted many effective interventions in Livelihoods, Peacebuilding, Health and Education Projects in the community through our partners. Many changes have occurred as a result, and approximately 4,476 people have been benefited directly or indirectly. We have completed regular partnership agreements with all five partners based on their performance, and partnership has been renewed with four of them up to July 2015. (One partner's partnership will be renewed in December 2014.)

Through three partners, we have provided various seeds and saplings along with technical assistance to 1645 households. Many have started kitchen gardens, producing vegetables for their own consumption. Some have begun to produce vegetables in winter, and are earning some cash through the sale of their produce. Many households have planted apple saplings and herbal medicinal plants.

Because of interventions in health and education (ante-natal check-ups, CPR, encouraging institutional delivery), use of health facilities is increasing. More areas are being declared Open Defecation-Free Zones. Awareness activities through child clubs in the villages are impacting the community. Children are also enjoying and learning effectively in child-friendly classes. The access of Dalit (low caste) girls to education and higher and vocational education has been increasing. Moreover, approximately 30 deaf and 10 blind/visually impaired children are attending school regularly. Due to the construction of a girls' hostel in Mangri, 64 girl students from remote villages of the Karan belt are able to attend secondary school.

Mugu is rich in natural resources. However, poor health facilities, low literacy rate, low socio-economic status, food insufficiency, subsistence farming, social discrimination, poverty and child marriage are besetting issues. Steep topography, geographical remoteness, poor infrastructure, and steep, infertile land without irrigation are challenges for development.



## RUKUM

**Working in Rukum is full of challenges.** Sanitation is poor, leading to illness. This year the district achieved 100% toilet coverage and will be declared Open Defecation-Free soon. However, poor water supply limits toilet effectiveness. Child marriage is a major social challenge. 28.6% of children are still under-nourished, with 6.8% being severely malnourished. Dalits (low caste) and very poor people are food insecure for half of the year.

UMN in Rukum works in partnership with six local NGOs in 13 projects, covering around 13,500 direct beneficiaries, of which 66% were women.

Eight schools in Kankri VDC have started teaching in local language, Kham Magar, in Grade 1. This is a "first" for Rukum. Kankri is a more than 90% Kham Magar-speaking VDC located in the north-east part of the district.

312 families in Pokhara VDC and 510 families in Magma VDC are growing fresh vegetables in their kitchen gardens, as water is now available. This has enriched their daily meals. A Peacebuilding project in Ransi VDC and Morabang VDC has given confidence to widows; they have been involved in various social and economic activities; discrimination against them has decreased.

With support from UMN, Garayala VDC has completed its five-year food security strategic plan. The Syarpu Lake fish farming project has begun on a commercial scale. This involves 262 families through the Syarpu Agricultural Co-operative. The District Federation of Seed Producers Co-operative also has been registered in the divisional office.

It is really encouraging to see local people in the churches showing their Christian commitment and being involved in community projects, such as the Maikot road and bridge construction, with the support of UMN – (page 17).



## RUPANDEHI

This year, we celebrated 60 years of the faithfulness of God, with our supporting partners, partner organisations and district-level government agencies. Butwal, in Rupandehi District, was one of the earliest locations of UMN's work. The Butwal Technical Institute, now an independent organisation, celebrated its 50th anniversary this year. We also give thanks to our God that no critical incidents happened to our cluster team or in our communities.

Rupandehi's cluster team served 20,918 women and girls and 12,549 men and boys as direct beneficiaries, those who are the poorest of the poor people living in poverty, moving towards our vision, 'Fullness of life for all, in a transformed Nepali society'. We served those beneficiaries through our regular projects: Integrated Sustainable Livelihoods, community health, HIV and AIDS, Adolescent Sexual and Reproductive Health (including Christian Family Life Education), mental health, Food security and HIV, Church Community Mobilisation Process, Multi-Lingual Education, Education and Empowerment Project, disaster management, scholarships, Anti-Human Trafficking, and peacebuilding.

This year we completed a pilot project against gender-based violence (Gender Awareness Initiative Engaging Adolescent Girls and Boys - GAIN) in Padsari VDC, targeting adolescent girls and boys. Six adolescent groups consisting of 169 young people directly benefit from this project. The cluster team, with our partner, Siddhartha Samudayik Samaj, and the Rupandehi Women's and Children's Office jointly celebrated the successful implementation of the pilot and look forward to continuing it next fiscal year.

As a cluster team, we celebrated Christmas by planting 14 trees in the grounds of the Jyoti Church in Butwal.



## SUNSARI

The Sunsari team found lots of opportunities this year to join with others, developing strong relationships and celebrating the successes of our partners. As a team, we implemented 16 projects this year, with nine partners. The eight-year partnership between UMN and SEWA SACOSS was completed this year. Extended partnership evaluations were done with BIC, NCDC and CDF, and their partnerships were extended up to 2015.

The District Project Advisory Committee meeting, which is a government requirement, was conducted, and the committee members were able to visit communities along with partner organisations. Their feedback was very helpful as we plan for future improvement. UMN joined hands with the Sunsari and Morang District Development Committees in an Open Defecation-Free campaign in our working VDCs, and consequently Kapatangunj (Sunsari) and Tankisinubari (Morang) were announced as Open Defecation-Free Zones.

Alleviating the distress of people affected by disasters was an important part of our work. In co-ordination with the Sunsari District Disaster Relief Committee and other local organisations, we distributed dry food to fire-affected people in Amarduwa and Chitaha, and in a joint venture with World Vision, Plan International, and Habitat for Humanity International, helped with the construction of transitional shelters.

Solar power system installation in the cluster office created a favourable working environment, as well as providing ecologically-friendly electricity. The cluster team enjoyed celebrating Christmas at the cluster office where Christian youth sang Christmas songs. On top of that, the cluster team, including family members, had a trip to Gangtok, India. This created closeness between family members and staff. UMN's Sunsari team was involved in an AIN eastern chapter retreat programme organised by World Vision, where lots of team-building and entertaining games were included.

# CELEBRATING Hospitals

## HOSPITAL SERVICES OFFICE:

**HSO continued its central logistic support** to the hospitals. It also liaised with line ministries of the Government of Nepal and other partners. Hospitals Executive Committee met four times during this year. In April, the planning and management meeting discussed and approved the plans and budgets for the next fiscal year.

## UNITED MISSION HOSPITAL TANSEN:

**60th Anniversary celebrations in June** were the highlight of the year. The hospital also received the “Dixa-Daxa Sewa Puruskar” award from the National Tuberculosis Centre on International TB Day for the spectacular service provided by the hospital in the field of TB control.

UMHT continued its routine curative services through the hospital, and preventive activities through the Community Health Department. Patient numbers in Emergency and Outpatients were higher than last year. The number of deliveries topped 2,000, despite unavailability of incentive money for mothers. Diabetes and general appointment clinics were well attended. Two afternoon clinics per week were added this year. “New Life Psychiatric Rehab Centre” continued at a rented house near the hospital.

Training programmes like MDGP, Anesthetist Assistant training, Skilled Birth Attendant training, and Mid-level practicum training in collaboration with Nick Simons Institute continued. The hospital continued to offer the Diploma in Pastoral Healing Ministry and the Paediatric Nursing course.

The Community Health Department continued to be a voice for health promotion and disease prevention for the people of Palpa. The referral system has been well used and the Town Clinic (Maternal and Child Health) run jointly with District Public Health Office staff remained busy. The Child Nutritional Rehabilitation Centre treated 64 malnourished children this year. The Safer Motherhood and Neonatal Programmes in five VDCs are now being handed over with the plan of providing distance support for another year. Two new VDCs have been selected as new working areas. The radio series “Swastha Jiwan” was aired from three FM stations.

## OKHALDHUNGA COMMUNITY HOSPITAL:

**Okhaldhunga Community Hospital remained busy**, and the coverage of doctors was good. The statistics showed increases in most activities, except in Outpatients. One reason might be that patient visits after 4:00pm have been categorized as Emergency visits

## IMPORTANT STATISTICS: (2012-2013 in brackets)

Item	United Mission Hospital Tansen	Okhaldhunga Community Hospital
Beds	165 (165)	32 <sup>1</sup> (32)
Bed Occupancy	79.73% (82.79%)	139% (131.5%)
Out Patient Dept.	90,902 (89,337)	20,270 (22,667)
In Patient Dept.	12,549 (12,217)	4,109 (3,614)
Surgery	6,777 (7,113)	1,723 (1,432)
Delivery	2,105 (1,990)	771 (844)
Emergency	15,184 (14,202)	2,264 (1,446)
<b>Total Income</b>	<b>NRP 216,397,052</b> (NRP 209,714,911)	<b>NRP 97,274,820<sup>2</sup></b> (NRP 111,637,040)
<b>Total Expenditure</b>	<b>NRP 218,037,393</b> (NRP 209,714,911)	<b>NRP 122,112,697</b> (NRP 99,187,501)
<b>Free Care</b>	<b>NRP 12,008,305</b> (NRP 9,874,140)	<b>NRP 11,625,265<sup>3</sup></b> (NRP 9,549,446)

<sup>1</sup> Okhaldhunga Community Hospital has only 32 beds but accommodates up to 50

<sup>2</sup> Okhaldhunga Community Hospital income includes building fund

<sup>3</sup> Excluding free maternity care at Okhaldhunga Community Hospital

and counted separately in the latter part of the reporting period. The free maternity care service continued this year, and the number of deliveries increased. Free treatment for children under three years of age and those weighing less than 12 kg, the Nutritional Rehabilitation Centre and the Waiting Home for high risk mothers continued, thereby helping severely malnourished children and high risk mothers. OCH continued to receive MDGP residents for their district posting. This has been a symbiotic relationship for the hospital and the residents, as both parties have benefited from this programme.

Under the Public Health Unit, we continued our public health work in the various VDCs. Activities in six VDCs have been completed. Preparatory tasks to move to six new VDCs have been completed. Evaluation of the NORAD-supported project was very positive, and a new five-year Project Proposal has been sent to NORAD through Normisjon. The Public Health Unit (PHU) continued its activities: Anti-Domestic Violence, Environment/Sanitation, Child-to-Child classes, School Health Education, Female Volunteer Health Assistant mobilisation, Community Education, Women’s Mobilisation and Health Education.

Work has continued on the building extension project, with the aim of enlarging the hospital 50-bed capacity. The timeline for completion has to be extended due to various circumstances.

Challenges faced by UMN at the central level as well as at the hospital level are mainly related to policy decisions by the Government. Changes such as work permit requirements for expatriate staff, registration of hospitals with the Health Services Department, and difficulties registering short-term doctors coming on tourist visas have been hard to negotiate. Both hospitals were asked to get Permanent Account Number registration and obtain tax exemption letters.

# HAPPY Anniversary UMHT!



**Sixty years ago**, Dr Carl Fredericks, with his wife and children, made the long trek up from Butwal to the ancient trading town of Tansen. There, Dr Carl established a clinic in the bazaar, and dreamed of a fine hospital that would serve the medical needs of the people of Palpa district, and beyond. Eight months later, they were joined by Ragnar and Karla Elfgaard, then Ingeborg Skjervheim and Dr Marjory Foyle. Over the years, many others have joined the Tansen team, which is still committed to its motto: “We serve, Jesus heals!”

In June 2014, the whole town turned out to watch the procession through those narrow, cobbled streets, as hospital and community celebrated 60 years of God’s faithfulness and Christian service. Dr Carl and Betty-Ann visited last year, amazed to see the growth of the hospital, but thrilled that the loving care and high standards still impress patients to this day.

Dr Bill Gould (who passed away this year) served at UMHT, before becoming Health Services Director in 1993. Back in 1997 he said: “I believe there is something that continues to draw people to seek help through UMN hospitals and community programmes. The care, the concern, and the compassion which people experience when they meet people involved in UMN Health Services seldom fail to impress.” May this long continue to be true!



# Central Services

## BOARD AND GOVERNANCE

UMN operates on a Carver Policy model of governance which provides clear roles and responsibilities for the Board, and ensures accountability of the organisation, via the Executive Director, to the Board. UMN's Board is skills-based and its membership includes seven international and five Nepali trustees who are elected by UMN's Supporting Partner organisations (see page 39). The Board meets twice a year face-to-face in Nepal and between meetings electronically. Key focuses for the board this last year was the review of UMN's organisational 'Ends', and input into the development of the new strategy.

## LEADERSHIP TEAM

UMN's Leadership Team comprises of seven members, four Nepali and three International. The team meets formally once every two months, and has overall responsibility for the strategic running of the organisation, led by the Executive Director. This year, we welcomed Paul Chhetri onto the team as HR and Support Services team leader. A key focus has been to lead the strategic planning process for the organisation. The on-going challenges of the Thapathali property issue have taken up significant time and energy. In May 2014, UMN organised a global consultation on the role and unique challenges of Joint Mission Agencies (JMAs), of which UMN is the longest-running. This brought together representatives of the Executive and Board of seven JMAs and a number of their member organisations and was a significant learning opportunity. This year also saw the first joint retreat for expatriate staff from UMN and INF in Kathmandu.

## COMMUNICATIONS AND ITS

"Celebrate 60" was our theme for 2014, with our Calendar and issues of *UMNNews* containing reflections of the past as well as recording our anniversary events. A special *Celebrate 60* booklet was produced, with an on-line version on the website ([www.umn.org/timeline60](http://www.umn.org/timeline60)), featuring some great old photographs from the archives. This year we also launched *Friends of UMN*, a regular monthly giving opportunity via the website.

New Nepali language productions included *Preparing for Disasters* and the *CEDRA Manual* (translations of Tearfund UK publications), two collections of case stories (one from Dhading, and one focusing on disability from Doti) and an *Organisational Development* booklet. We also published *Reading, Writing and Learning*, a Nepali phonics programme for children, developed by UMN's Education Team.

The Information and Technical Services Team upgraded solar power provisions in Sunsari, Rukum and Doti, as well as at Thapathali, and helped Shanti Higher Secondary School install computing and internet services. A separate micro-server in Rupandehi means that Thapathali files can be accessed from there. This is in part a disaster risk measure. Partners in Rupandehi and Sunsari have been trained in web presence and security, and UMN's Financial Management Framework is now available on the Intranet.

## HUMAN RESOURCES AND SITE MANAGEMENT

This year Paul Chhetri replaced Sanu Raja Ranjit as HR and Site Management Director. A Human Resources Strategy was developed, and a full salary review is underway. The Site Management Team was busy with anniversary events, as well as the usual business of logistics, supporting cluster teams and caring for our Thapathali headquarters.

## HR STATISTICS



## FUNDING AND FINANCE

UMN's Corporate cost was fully covered by contributions from the programmes for the second consecutive year.

The UMN Support Trust website has been created and completed its first year of functioning. It has channeled approx. GBP 20,000 to UMN so far.

# CARE FOR THE Environment

Christian Aid partner in Bangladesh, Nazmul Chowdhury, famously said: "Forget about Making Poverty History. Climate change will make poverty permanent." At UMN, we are very conscious of the pressure that climate change is placing on fragile mountain environments, and on the many marginal communities that depend on them for their very lives. Changing rainfall patterns, increasing temperature extremes, expanding insect ranges and potentially devastating glacial melt have all been documented in Nepal, and are having an impact on the communities we work with. In addition, deforestation, un-planned development and poor agricultural practices continue to destabilise the land, leading to erosion, landslides and reducing soil fertility.

## UMN'S CARBON FOOTPRINT



UMN's carbon footprint has increased to the highest level since we started calculations back in 2007. Travel within Nepal has increased, reflecting the improving infrastructure in the country which makes travel to and from clusters more practical. This is a positive thing, as it indicates more interaction between Kathmandu, clusters, partners and target communities.

International staff travel has increase in the last year – in particular, there were 36 journeys to Delhi, along with trips to other countries.

Generator fuel use is still high, but the installation of solar panels both in Kathmandu and in cluster offices during the year, and planned expansion of solar power, will cut this significantly in the coming year.

As an organisation, UMN seeks to address environmental concerns in three ways:

- By reducing our own carbon footprint, and ensuring our work does as little harm as possible to the environment.
- By promoting practices such as improved cooking stoves, use of organic fertilisers and pesticides, soil protection and reforestation.
- By helping communities become more resilient to disaster threats.

## MEET A CLIMATE CHAMPION

Suraj Sonar, UMN's Livelihoods Officer in Rupandehi, is a man with a passion for the environment. His efforts are not limited to the promotion of climate-smart agriculture, which is part of his job. He has also changed the working habits of his colleagues, making the Rupandehi office a "plastic bag-free zone" and reducing the use of plastic plates and cups during meetings, training programmes and workshops. He also initiated a "switch off the generator" period each day, during load-shedding.



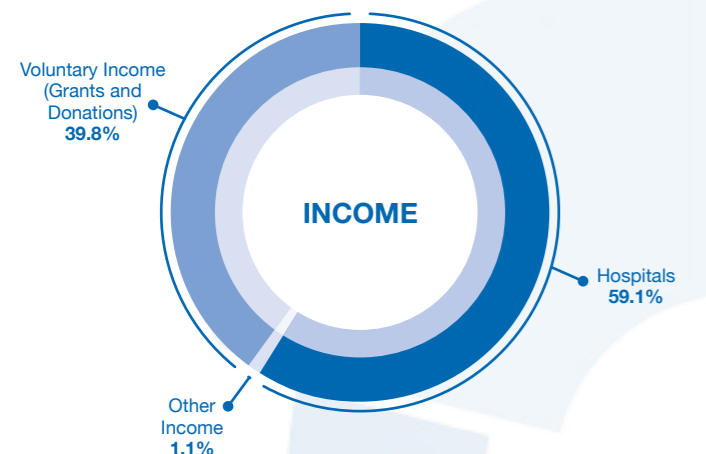
At his suggestion, the Rupandehi team celebrated Christmas by planting 14 trees at a local church. And to mark World Environment Day, Suraj arranged for special recognition of a group of people who are usually despised – rubbish collectors. Several "kawadis" were honoured for their contribution to recycling.

# Finance

In the year ending on 16 July 2014, UMN's consolidated income was USD 8,257,735 and consolidated expenditure was USD 8,238,590. The consolidated accounts of UMN include the full accounts of the United Mission Hospital Tansen, the Okhaldhunga Community Hospital and the Hospital Services Office, as well as UMN's portion of accounts of JIDCO, a company controlled (76% owned) by UMN, carrying out a development project for people adversely affected by a hydro-electric power station. UMN's accounts have been prepared guided by the requirements of the U.K. Statement of Recommended Practice (SORP) published in March 2005.

## INCOME

**Consolidated Income** was USD 8,257,735, an increase of 21.6% on the prior year (USD 6,792,198<sup>1</sup>). The hospitals' income was USD 4,880,780, accounting for 59.1% of overall income. This income has increased in 2013-14 due to major construction projects at both hospitals. Grants from institutions and donations from individuals amounted to USD 3,286,061, including USD 270,652 as the value of expatriate volunteer services.



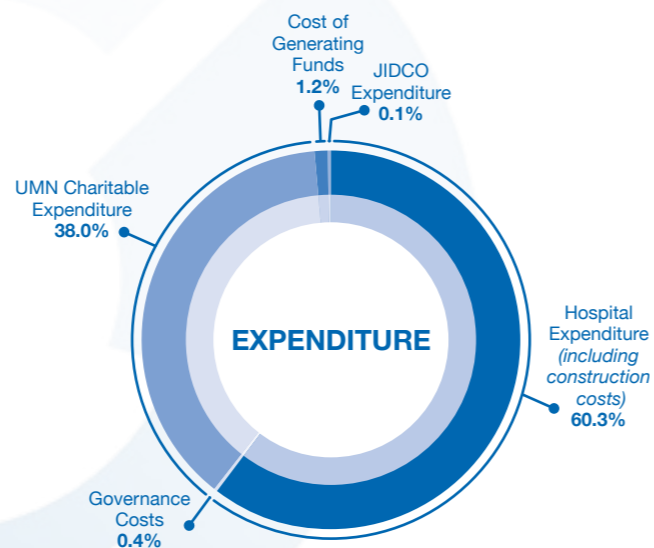
## BREAKDOWN OF GRANT INCOME<sup>2</sup>

Donor	USD	%
Transform Aid International	801,736	26.5%
TEAR Australia	350,863	11.6%
HimalPartner	312,796	10.4%
Finnish Evangelical Lutheran Mission (FELM)	265,911	8.8%
Tearfund UK	265,255	8.8%
InterAct	208,596	6.9%
Evangelischer Entwicklungsdienst e.V (EED)	199,161	6.6%
Geneva Global	159,587	5.3%
ICCO & Kerk in Actie	94,500	3.1%
PMU InterLife	89,867	3.0%
Others	267,137	9.0%
<b>Total Grant Income</b>	<b>3,015,409</b>	<b>100.00%</b>

## EXPENDITURE

Consolidated expenditure was USD 8,238,590, an increase of 24.2% on the prior year (USD 6,632,235<sup>2</sup>). The hospitals' expenditure was USD 4,963,415, accounting for 60.3% of overall expenditure. The expenditures of the hospitals have increased in 2013-14 because of the major construction projects. UMN charitable expenditure was USD 3,128,500, accounting for 38.0% of overall expenditure. JIDCO expenditure was USD 11,814, just 0.1% of overall expenditure.

The cost of generating funds (1.2%) refers to the costs of 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.



Exchange rate: USD 1 = NRP 95.95

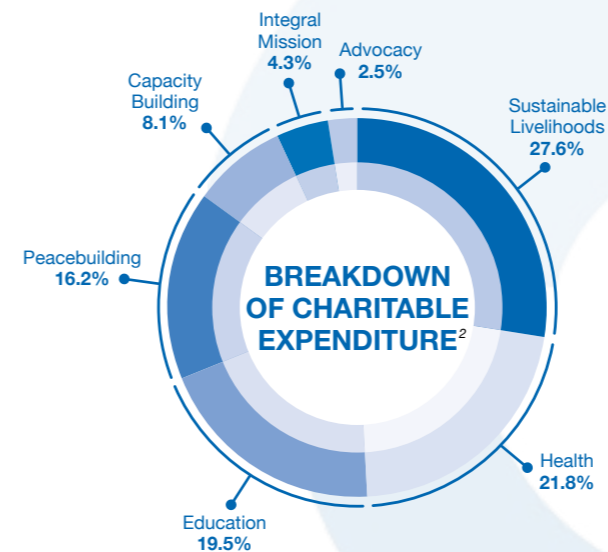
<sup>1</sup> Since all financial reports are denominated in NRP, for comparative reasons we have recalculated last year's figures with this current year's exchange rate

<sup>2</sup> Excluding Hospitals and JIDCO

Excluding governance costs and the cost of generating funds, the total expenditure of UMN was USD 8,103,729 (98.4% of total expenditure), including USD 309,473 of support costs allocated in direct proportion to direct costs. No support costs were allocated to the hospitals or JIDCO. UMN is in the process of liquidating JIDCO Pvt. Ltd. as an NGO has been formed to take over its functions.

## BREAKDOWN OF CHARITABLE EXPENDITURE

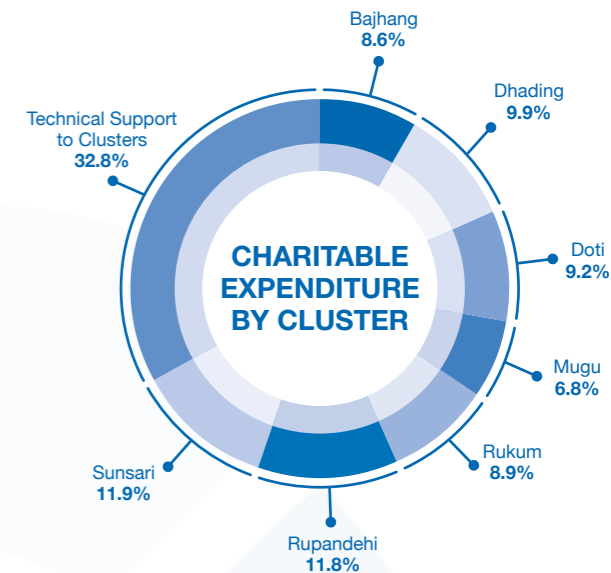
	USD	% of Total Charitable Expenditure	% of Charitable Expenditure <sup>2</sup>
Hospitals	4,963,415	64.3%	
Sustainable Livelihoods	755,718	9.8%	27.6%
Health	598,325	7.8%	21.8%
Education	533,919	6.9%	19.5%
Peacebuilding	445,204	5.8%	16.3%
Capacity Building	221,516	2.8%	8.0%
Integral Mission	118,363	1.5%	4.3%
Advocacy	67,473	0.9%	2.5%
JIDCO	11,814	0.2%	
<b>Total</b>	<b>7,715,748</b>	<b>100.00%</b>	<b>100.00%</b>



The breakdown according to areas of work within UMN are Sustainable Livelihoods (27.6% of UMN Charitable Expenditure), Health (21.8%), Education (19.5%) and Peacebuilding (16.2%).

The hospitals and JIDCO work in specific geographical locations, while the rest of UMN's work is split over a number of geographic locations. The 2013-14 charitable expenditure of UMN (excluding the hospitals and JIDCO) is broken down by location (top right).

Sunsari, Rupandehi and Dhading 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.



Doti Cluster won the award for the best financial accountability processes, 2012/2013

# 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 last year (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.



**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 the past 25 years, and has considerable work experience with other international organisations. She also serves as a Board member for other para-church organisations.



**Fi McLachlan**

Fi is based in Sussex, England, and has a background in social care management in both the statutory and non-profit sectors. Fi has also worked as an organisational development consultant. She currently works in primary health care management in the UK. She is passionate about seeing the church of Jesus Christ making a real difference in the communities in which they serve.



**Heather Payne**

Based in New Delhi, Heather works as a social development consultant, mostly with Christian NGOs. She is passionate about equitable development and is developing training on biblical justice to inspire church leaders and equip them to take up social action as part of integral mission. She worked in Nepal with UMN and International Nepal Fellowship from 1988-1996.



**Joseph Shrestha**

Joseph Shrestha is the Senior Pastor of Calvary Church, Dhangahdi, 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 Koteswor Church in Kathmandu and had been the National Director of the Nepal Campus Crusade for many years. He has a commitment to integral mission and working with LTD to develop training materials for family counseling training for pastors. He has served as Chairman of the National Churches Fellowship - Nepal for the last three years. At present he has also been involved in teaching in Bible colleges and training centres.



**Alex Swarbrick**

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 Norris**

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	NGO
Micah Network Nepal	NGO

## BAJHANG

Dalit Sahayog Samaj (DHS)	NGO
Ekikrit Bikash Manch	NGO
Mahila Kalyan Bachat Tatha Rin Sahakari Sanstha Limited	Co-op
Pragatishil Yuwa Samaj (PYS)	NGO
Shanti Higher Secondary School (SHSS)	Inst.

## DHADING

Archane Higher Secondary School (AHSS)	Inst.
Chandrajyoti Integrated Rural Development Society (CIRDS)	NGO
Committed Society For Change (COSOC Nepal)	NGO
Dalit Welfare Organisation (DWO)	NGO
Himalayan Community Salvation Society (HIMS)	NGO
Jagat Jyoti Community Development Centre (JCDC)	NGO
Namaste Gramin Bikas Samaj	NGO
Nari Jagaran Kendra (NJK)	NGO
Prayatnashil Community Development Society (PRAYAS Nepal)	NGO
Small Farmer Agriculture Cooperative Federation (SFACF)	Co-op

## DOTI

Bar Pipal Saving and Credit Cooperative Ltd. (BPSCCL)	Co-op
Centre for Equal Access Development Nepal (CEAD)	NGO
Disabled Service Organisation (DSO)	NGO
Rampur Higher Secondary School (RHSS)	Inst.
Rural Community Development Centre (RCDC)	NGO
Rural Development Centre (RDC)	NGO

## MUGU

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

## RUKUM

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

## RUPANDEHI

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

## SUNSARI

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

## UNITED STATES OF AMERICA

Mennonite Central Committee  
World Mission Prayer League  
Evangelical Lutheran Church in America, USA

## MULTI-NATIONAL BODIES

Interserve

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

Cedar Hongkong  
Der Evangelischer Entwicklungsdienst (EED), Germany  
Geneva Global, USA  
INF New Zealand  
Mennonite Mission Network, USA  
Operation Agri, UK  
Opportunity Education, USA  
Presbyterian Church in Canada  
Samaritan's Purse, Canada  
SIM, South Africa  
Swedish Pentecostal Mission (PMU Interlife), Sweden (Smyrna Church)  
Swiss Friends for Mission in Nepal, Switzerland  
United Methodist Church, USA  
Water4All (InterAct), Sweden

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*

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