

Number 3, February 1993

UMN News

United Mission to Nepal



HOSPITALS

A financial burden
or a chance to serve?

TRAINING

New unit integrates
training resources

KHIMTI

Next step for the
hydro power companies

NUTRITION

UMN experiences to be
shared more widely

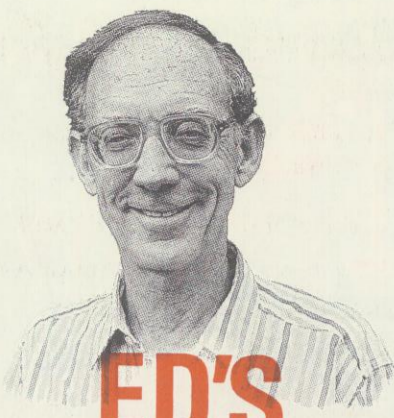
Commitment, Care and Compassion

A dozen Nepali leaders of non-government organizations recently had lunch with the Vice-President of the World Bank. The visitor asked, "What is most needed for grassroots development?" No one mentioned money, which must have been a puzzling and frustrating analysis for a banker!

One factor emerged as most important. My Nepali colleagues insisted that the most critical component for grassroots development was "committed staff."

How do we find committed people? Clearly money is not the key. (Although if people are not compensated fairly the result can be a feeling that their contribution is undervalued and lead to loss of morale and initiative.)

Commitment arises from inner motivation, a sense of values, and a vision for the human community that goes beyond a person's individual interests, family responsibilities, or "afno manche" (inner circle of right connections).



ED'S COLUMN

The value of "committed service" becomes especially apparent in health services when we recognize that care and compassion are not just luxuries that make people feel good. Modern science has demonstrated that technology itself is inadequate for optimal health care. The personal touch that communicates care and love has a powerful healing impact.

The life of Jesus provides a supreme example of such healing compassion. As he related to persons with broken bodies and

spirits, Jesus did not consider any task too lowly to communicate the love of God. He washed the feet of his disciples and asked them to do likewise. A modern follower of Jesus, Mother Theresa, describes her calling in one simple vision, "to love the unloveable."

Since its start in 1954, UMN's mandate has included "the proper care and treatment of the sick" and "prevention of disease." There are tangible results: The improved health indicators and the reputation for compassionate care, as the Prime Minister testified at the recent tenth anniversary of Patan Hospital.

At present UMN is searching for the best strategies to fulfill that same mandate in the emerging situation in Nepal. In the years ahead there will be changes in the institutional forms of our health service activities. They will focus more on developing Nepali capacity to improve the health of the community than on expanding UMN's delivery of services.

But whatever the format for health care, the critical factor will continue to be committed staff who care about others and serve with compassion. Such service is sustained only by the spiritual resources within individuals and the community.

United Mission to Nepal

A cooperative effort between the people of Nepal and 39 Christian organisations from 18 countries



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



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

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



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

Expatriate volunteer professionals from many countries, working together with more than 2,000 Nepalis in 35 UMN-related projects

Edgar Metzler
Executive Director

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Photos: Olof Konneback, except pg 3 (bottom) by courtesy of Mona Bomgaars pg 6 (top) by courtesy of Miriam Krantz.

Hydro Power Companies Ready for Next Phase

The UMN-related hydro power companies are preparing for the next challenging phase: a hundred million dollar project called Khimti 1.

The construction of a 60 MW power station at Khimti Khola in Ramechhap district east of Kathmandu is planned to be a joint venture with foreign collaborators. This furthers UMN's strategic goal of the industrial development companies becoming more self-reliant and autonomous.

Butwal Power Company (BPC) will join with Statkraft and two other Norwegian companies, as well as some Nepali investors, to form a new company called Himal Power Ltd. Himal Hydro and Nepal Hydro and Electric (NHE) will be the main contractors.

"While hydro power projects of this size may require foreign collaboration, it is our objective to keep the companies distinctly Nepali. In addition, a Promoter's Agreement will assure that national interests of Nepal are protected", says Gordon McConkey, director of the UMN Industrial department.

As part of the technical feasibility study, studies have also been made about the environmental and socio-economic impact of such a big project. Coordination with the already existing UMN rural development project in the area will facilitate beneficial community activities.

The Asian Development Bank has been approached for funding of the project. The installed cost per generating capacity is expected to be lower than any other similar project in Nepal in recent history. ●

Emergency Operation in Refugee Camps

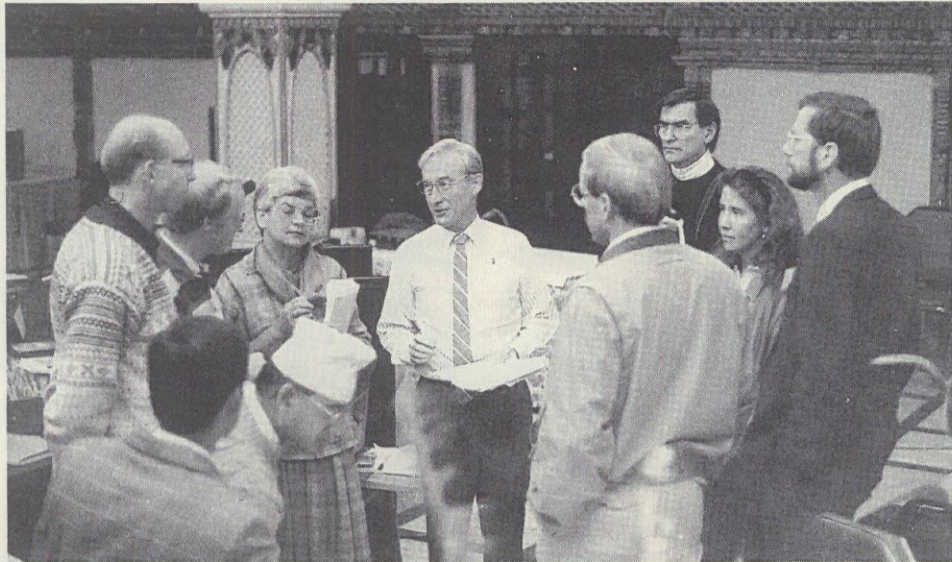
The number of refugees from Bhutan (of Nepalese origin) coming into East Nepal became an acute problem over the last year.

Invited by the Lutheran World Services (LWS), UMN was able to help in identifying the emergency state of the camps. UMN health staff also assisted Save the Children

Board Approves Staff Guidelines

The UMN Board of Directors met in Kathmandu in November. Among the results are:

- A set of values for UMN staff
- A Strategy for church cooperation
- A new Asian member
- A new President



The statement of values, developed with input from Board members and UMN personnel, will serve as a guideline for all expatriate and Nepali staff (regardless of faith) who represent and work for UMN. Among the twelve values stated are Forgiveness, Integrity, Cultural Sensitivity and Humility.

The adopted strategy for the best way to cooperate with Nepali churches includes: a church related focus in UMN programmes, work with government-registered and church-related groups, support to the churches in training potential leaders.

The Board decided to welcome the United Evangelical Lutheran Churches of India as a new member body of UMN. Rev Dr David Claydon from CMS, Australia was elected new President.

The new president David Claydon in the middle of the newly elected Executive Committee at an informal meeting. David Claydon is Federal Secretary of the Church Missionary Society (CMS), Australia. He has been an Anglican Parish Rector and has worked with the Scripture Union for many years.

A special tribute was paid to the members of the UMN community who had died in aircrashes in Nepal last year.

This year's guest speaker was Rev Raymond Fung from Hong Kong. He gave three lectures about "The Isaiah Agenda", which were much appreciated. ●



Nepali UMN employees volunteered to work in the Bhutanese refugee camps and were sponsored by UMN.

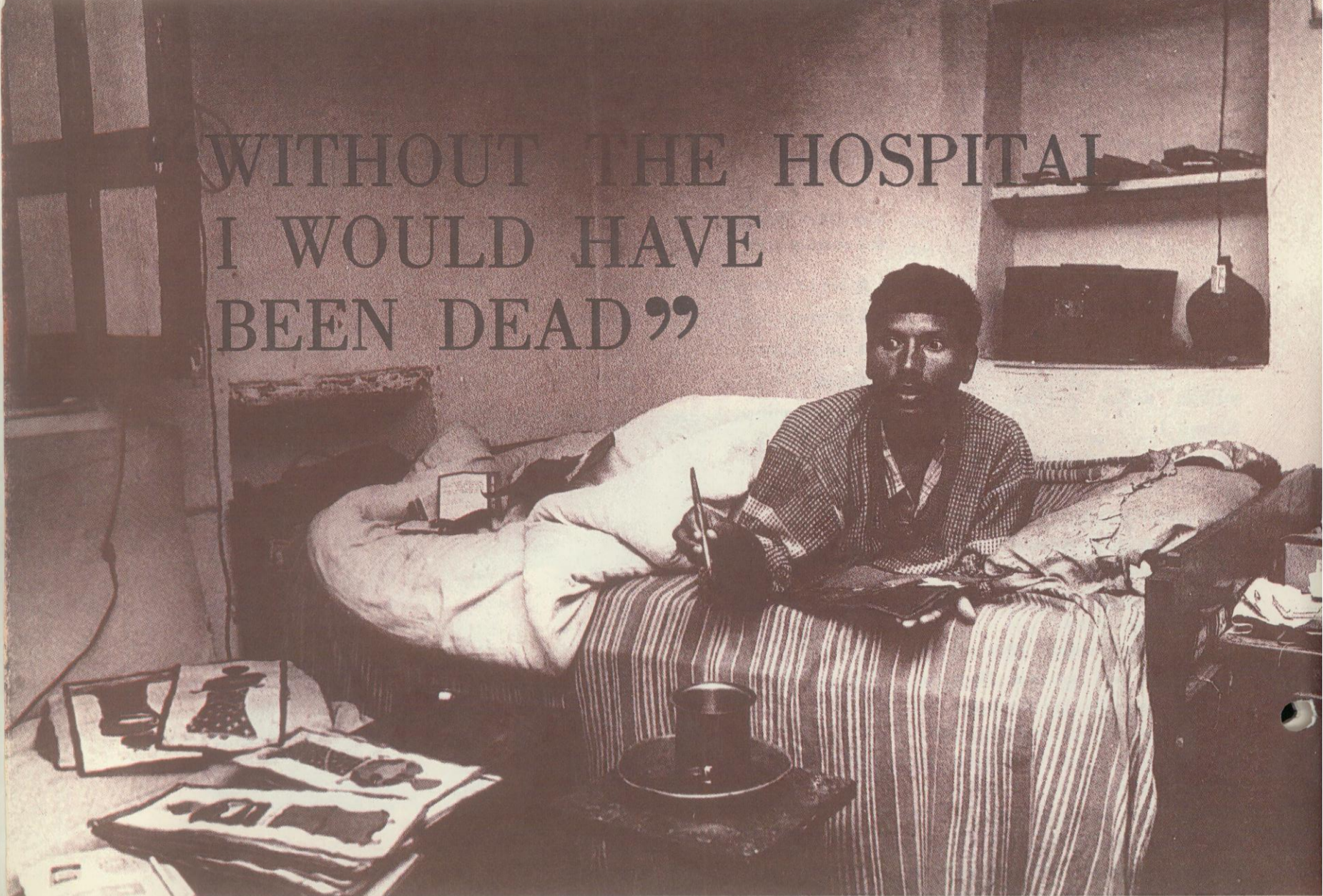
Fund, UK, in running intensive feeding centers.

"It was enjoyable to see the willingness among our Nepali staff to take part in this special operation," says Assistant Health Director Mona Bomgaars, who coordinated the UMN efforts.

UMN's Development and Consulting Services (DCS) in Butwal has been acting as a consultant on the upgrading of the simple housing. Seconded to LWS, Jerry Clewett from UMN is responsible for planning the lay-out of the housing, roads, community buildings etc. in the camps.

The population of refugees is now over 70,000 in five different camps. ●

WITHOUT THE HOSPITAL I WOULD HAVE BEEN DEAD"



Babu Kaji Adhikari fell from a tree and became a paraplegic.

He stayed two and a half years in Amp Pipal Hospital!

"Without the hospital, I would have been dead by now", says Babu Kaji.

Since the accident nine years ago, he has been able to start a new life together with his wife Goma and a son. They now live in Kathmandu because a wheel-chair is impossible in their home village, several hours walk from nearest road.

Twenty-three years old, Babu Kaji, like many others in Nepal, fell from a tree while cutting fodder-grass for the goats. He was carried three-four hours in a hammock to the UMN hospital, where he was put in plaster for three months.

It was arranged for his pregnant wife to stay near the hospital. In addition to looking after Babu Kaji, she was able to earn some money by working in the hospital vegetable garden.

During the long time in hospital, Babu Kaji not only learned how to handle his disability, he also found a new meaning in life. Many hours were spent sharing his experience of God's love with fellow patients.

"Because of the long hospital stay, I was able to make a new start, both mentally and physically. That would have been too hard in the village, and I am sure I wouldn't have survived."

With the income from their small batik industry, the family have been able to build a simple house in Kathmandu. Occasionally Babu Kaji sees the physiotherapist in nearby Patan Hospital.

The effect of the UMN hospitals on the overall health situation in Nepal may not be easy to determine. But they have a significant impact on individuals' life. Babu Kaji is only one example.



THE IMPOSSIBLE EQUATION

UMN hospitals have been facing an increasingly frustrating dilemma: Hospital services are to be available to the poor, and staff should have reasonable salaries. But dependency on external grants have to be reduced!

This impossible equation has its background in difficulties in raising enough funds for the hospitals - and an ambition to run them in a way that prepares for a government take over.

However, it has now become clear that the Government is not planning to take over any hospitals in the foreseeable future. What does that mean for the future of the four UMN-related hospitals?



If not the Government, could a non-government Nepali organisation take over the management responsibility?

Yes, but it is probably not possible to establish an indigenous organisation, built on Christian values and run by Nepali people with enough medical and management

qualifications, in the near future. The pool of professionals is still too small.

Therefore, UMN has to be prepared for a long-time commitment to its hospitals, which might be considered a financial burden. But it is also a chance to serve! ●

HOW TO SOLVE THE HOSPITAL DILEMMA?

After twelve years in Nepal and four years as director of the Health department, Tjerk Nap is preparing to move back to Holland together with his family in the middle of this year.

Tjerk, how can we solve 'the hospital dilemma'?

"By definition health care which is accessible to the poor must be subsidized. In rich countries this happens through government involvement and insurance mechanisms - the rich pay for their poor compatriots. In Nepal this is not feasible yet.

"Therefore, in order to reduce our constant dependency on external grants, I hope it will

be possible to build up an endowment fund, of which the interest will be sufficient to pay that part of the hospital bill which the patient is unable to pay."

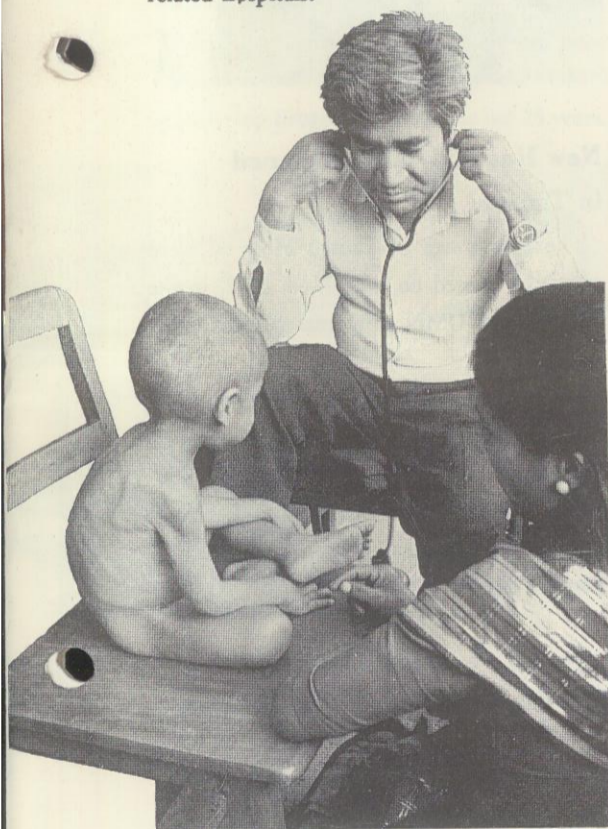
What role should UMN play in running the hospitals in the future?

"My dream is to have enough Nepali Christians in health care and management to continue loving service, regardless of UMN's involvement.

"Another dream I have is to see a Nepali organisation take over our hospitals and community health work."

How long will it take for your dreams to come true?

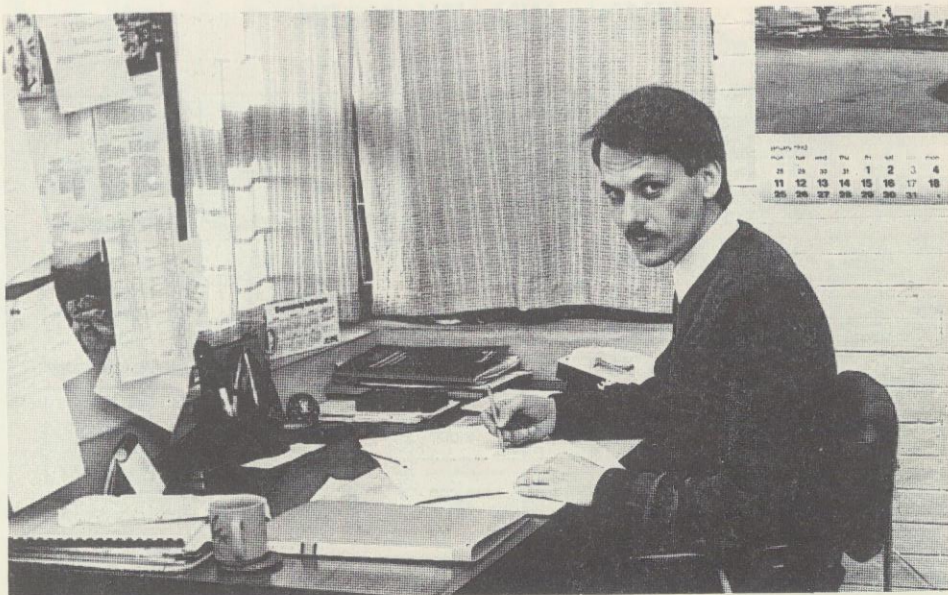
"In view of the situation in Nepal, it will probably take at least 25 years." ●



Roughly 30 percent of the recurring costs for all hospitals is covered by subsidies from UMN. Almost all the rest must be financed by patient fees.

That means that Nepali patients - with an annual income per capita being one of the lowest in the world - have to bear a larger proportion of their hospital bill than what is common in most other countries.

The "Medical Assistance Fund" helps individuals who are unable to pay. Nevertheless, in order to meet a growing need for our hospital services from people whose ability to pay in cash actually is decreasing, external contributions will have to increase in the future - or the level of care will be considerably reduced.



**NUTRITION AND LOVE
MAKE ALL THE DIFFERENCE**



1. Almost three years old, Krishna Devi was brought to the Nutrition Rehabilitation Center in Chappagaon. She weighed 6.5 kg.



2. After 35 days she had recovered. The treatment: Regular frequent feeding with Super Flour ("Sarbotam Pitbo") and consistent loving care.



3. This is Krishna Devi at the age of 19. Thanks to the nutrition work, she has grown up to become a healthy member of her community.

Malnutrition is increasingly being recognised as a key-factor in Nepal's poor health status. To improve the services in this area, the UMN Nutrition Consultancy, which has been available for many years, is now developing into a larger Nutrition Programme.

"The major problems at present are continued high rates of energy protein malnutrition and micro-nutrient deficiencies like vitamin A, iron and iodine", says Director Nalini Shakya:

"We know that these problems are related to lack of knowledge, resources and illiteracy. We also know that some of the answers exist

in the experience of UMN and need to be shared more widely."

Initially, the Nutrition Programme will consist of the Education-Training Unit, the Research Unit and a District Training programme.

Major target groups are pregnant and lactating women, children and adolescent girls.

The programme will be involved with UMN projects, selected NGOs and programmes within the Government.

Placing UMN nutrition staff in districts, to work within government structures, is a new approach for UMN.

UMN's internationally acclaimed nutritionist Miriam Krantz continues as a consultant to the programme. ●

Patan Hospital Ten Years

Patan Hospital celebrated its ten year anniversary at a function on 4 November. Prime Minister G P Koirala underlined the standard of the services provided by the hospital as the reason for its high reputation. The Prime Minister also awarded a ten year certificate to all staff members who have been serving since the hospital opened. ●



**New Hospital Wings Opened
in Tansen**

The new wings of Tansen Hospital were officially opened on July 22nd, 1992, in the presence of UMN, government and local notables.

The building programme has given the hospital 25 new beds, as well as refurbished Operation Theatres, refurbished Central Sterile Supply Department, new Delivery Rooms, new Maternity Ward and new female Surgical Wards. ●

**Earthquake-hit Okhaldhunga
Hospital Rebuilt**

In Okhaldhunga, the rebuilding of the hospital since the earthquake 1988 was finished last year. A ceremony on 21 August marked the commissioning of the large and light new buildings. Construction was according to government specifications for a district hospital, plus reinforcement to prevent earthquake damage. ●

**Nursing Campus Land
Generates Income?**

Could the excess land around Nursing Campus be rented out and the income used to help financing the Campus? An income generation committee is working on an answer to that question. Possible tenants are KISC, UMN Guest House or a department store. ●

UMN's HEALTH WORK

	HOSPITALS		COMMUNITY HEALTH PROGRAMMES		Lalitpur NURSING CAMPUS	Gorkha TB CONTROL programme
	Beds	Out-patients	Staff	Target Population		
TOTAL	340	327,000	216	146,000		
Tansen	127	98,000	47	25,000	SECONDMENTS to Institute of Medicine	NUTRITION programme
Gorkha	50	39,000	18	22,000		
Okhaldhunga	25	17,000	19	18,000	MENTAL HEALTH programme	ORAL HEALTH programme
Lalitpur	138	173,000	132	81,000		

More than Two Thousand Scholarships in 25 years

The Training and Scholarship Programme (TSP) celebrated its Silver Jubilee on 7 December 1992. The significant contribution to financially and physically disadvantaged students was emphasized by the chief guest, Mr Kedar Mathema, Vice Chancellor of the Tribhuvan University.

About 700 students per year are receiving TSP scholarships. Fifty percent of the campus level scholarships are allocated to girl students.

Altogether 2,400 young people from poor families have benefitted from the UMN scholarship programme over the last 25 years.

New Unit to Improve Training Services

To further pursue UMN's commitment to training, a new Training and Development section has been started.

"This brings together and integrates several existing mission-wide training resources under a stronger management structure", says Michael Prince, manager of the new training section.

The Training and Development section resulted from discussions about the future directions of the UMN Business School. It was felt that it needed to serve the UMN training needs in a more flexible way. The

new section is part of the Personnel department and incorporates the Language and Orientation programme for expatriates.

The Training and Development section will offer services in such areas as Management and Supervisory skills, English as a Foreign Language, General Clerical/Secretarial skills and Training of Trainers.

As well as running training programs, it will seek to help Project Managers to determine the needs, to find the right resources and to evaluate the effectiveness of the training.

"There are several strategic advantages with a consolidated unit", says Michael Prince:

"It gives us a single central point of overview for training and development matters, as well as improved services, through better use of resources and expertise." ●

UMN Training Best in Nepal

550 Nepali farmers and community leaders received training to meet their basic needs at 36 different courses conducted by the Rural Development Center, RDC, in Pokhara last year.

The number of trainee days increased by 64 percent and number of courses by 50 percent. These figures confirm the intention to change RDC, from a consultancy to a training center.

The recruitment of three additional female trainers helped to increase the number of women trainees from 17 percent 90/91 to 28 percent 91/92.

RDC is offering its training capacity to UMN projects as well as to other organizations who share the same objective to assist disadvantaged rural people.

The training courses provide practical performance-based skills in Horticulture and Agronomy, Basic Forestry Development, Animal Health Improvement and Water Systems Maintenance. A needs assessment is underway for a new section, which could give training in community organization skills.

A formal evaluation of the animal health training, by the British Intermediate Technology Development Group (ITDG), revealed it to be the most successful program of its kind in Nepal, due to dedicated teachers, performance-based training and regular follow-up. ●

In order to reach out to new groups, offices for recruitment of candidates have recently been set up in two new districts.

Besides supporting needy students in schools and colleges, in-service scholarships have been provided to UMN staff. Most of the nursing and paramedical staff in the UMN hospitals, Community Health programmes and Nursing Campus, have received assistance from TSP. This part of the programme is being shifted to the Personnel department.

Being the largest scholarship programme outside the government structures, TSP has played a substantial role in educating young Nepalis to take responsibility for their people and country.

Gopi Aryal, who is presently studying medicine on a UMN scholarship, puts it this way: "In [Nepal's] critical situation, the help that is provided by the UMN scholarship programme to poor and helpless students for further education is actually beyond expression." ●



NFE reading books are released



The first six reading books in a new UMN-produced series for adult literacy learners have been released.

The colourfully illustrated books were launched at a function at UMN Headquarters in November.

They are graded according to reading difficulty, and each book contains a true life

Kath White from the NFE Support Office together with some of the authors of the new reading books.

story from Nepal.

The NFE book project is working on a further ten titles in this series called "Pipal Books", which is planned to finally consist of 100 titles. ●

Do you want to help?

To help UMN serve poor hospital patients, contributions to our Medical Assistance Fund are much appreciated.

Money can be transferred through our bank account in London:

Grindlays Bank Plc, 13 St James' Sq, London SW1Y 4LF, UK. Account no 2990580-001, The United Mission to Nepal.

Deposits are recommended to be made in US dollars and by wire transfer.

Please make sure you always send an accompanying letter to the UMN Treasurer's Office (PO Box 126, Kathmandu, Nepal) explaining the date, the exact amount and the purpose of the deposit.

For small amounts, a cheque can be mailed directly to the Treasurer's Office.

Thank you. ●



NOTICES

Small Hydro in the Annapurna Area

BPC Hydroconsult has done feasibility studies for small hydro in the Annapurna Conservation area. Chances are good for UMN-related organisations to become further involved later.

DCS installs world's highest power plant

"The highest small hydro power plant in the world" was inaugurated by the Prime Minister in Ghandruk (2,200 m) in the Annapurna area on Dec. 27. The community-owned 50 kW scheme has been designed and installed by UMN's Development and Consulting Services (DCS) in Butwal. DCS is now preparing for a 100 kW scheme in Siklis, north-east of Pokhara.

Himal Hydro Goes Public

UMN-related Himal Hydro and General Construction has been registered as a Public Limited Company. This will increase its opportunities for expansion in the future. Butwal Power Company is applying for the same change.

Sixty-two NFE classes in Jajarkot

With the completion of the third facilitator training in November, all 62 NFE (Non-formal education) classes are now underway in three village development areas of Jajarkot district. Toilets and vegetable gardens are appearing in the participating villages, and the participants of one class are starting a tree nursery.

Royal Medal to UMNers

On the occasion of his 48th auspicious birthday, the King of Nepal recognized three UMN-related institutions by awarding the royal "Prabal Gorkha Dakshin Babu" to Odd Hoftun, Butwal Power Company, John Barclay, Gandaki Boarding School and Frank Garlick, Patan Hospital. They will receive the medals at a ceremony in the Royal Palace on the Nepali New Year's Day (13 April 1993). Odd Hoftun receives this award for the second time.