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Aktenzeichen

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**Titel**

UMN - United Mission to Nepal. Protokolle Board Meetings

Band

1

Laufzeit

1988 - 1989

**Enthält**

u. a. Protokolle Board of Directors Meeting and Executive Committee Meeting 1987, 1988  
u. 1989; Annual Reports for 1987/88; Annual Plans and Budgets for 1988/89 (Finanzen);  
Mitgliedsorganisationen

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# UMN EXECUTIVE COMMITTEE

19th and 20th November, 1989

## A G E N D A

1. Opening devotions: Rajendra Rongong (19th)  
Edgar Metzler (20th)

2. Roll Call:

President: Richard Clark (FC)  
Vice President: Jorgen Pedersen  
Other Members: David Applin  
Barbel Barteczko-Schwedler  
Billy Johansson (FC)  
Paavo Kilpi  
Mannu Rongong  
Rajendra Rongong  
Malcolm Warner  
Ron Yoder (FC)

Ex-officio: Howard Barclay, Executive Director  
Lynn Miller, Treasurer  
Graeme Guger, Personnel Secretary  
David McConkey, Education Secretary  
Lionel Mackay, Eng. & Ind. Dev. Secretary  
Tjerk Nap, Health Services Secretary  
Jim Alexander, Rural Dev. Secretary  
  
Alan McIlhenny, Ed Representative  
Ben van Wijhe, EID Representative  
Graham Toohill, HS Representative  
Henk Ymker, RD Representative

Coopted: Edgar Metzler, Executive Director Designate  
Gareth Wardell, for discussions on Personnel matters  
Ryohei Takatsu, - " - Education matters  
Wynn Flaten, - " - EID matters  
Ken Snider, - " - Health matters  
Stan Freyenberger, - " - Rural Dev matters  
Annette Britton, - " - Medical Screening

3. Schedule: Both days : 8.30 a.m. - 5.30 p.m.  
Tea/Coffee 10.15 a.m. and 3.15 p.m.  
Lunch 12.15 a.m. - 1.30 p.m.

Closed session:  
Monday 20th 1.30 p.m. - 2.30 p.m.

4. Adoption of Agenda

5. Confirmation of Minutes of Executive Committee Meeting held on  
26th - 28th April, 1989



- ( Page: )
6. Verbal Overview by the Executive Director
  7. Appointment of new Executive Director EC(1)-4/89
    - a) Recording of postal votes. ( 101 )
    - b) Final report of Selection Committee  
(with recommendations for future selection procedures) ( )
  8. Report on negotiations of Agreements
    - a) General Agreement (expiring 26th May, 1990) EC(1)-3/89 (BD: 43-47)
    - b) HQ and Umbrella/Project Agreements
  9. Personnel Matters: ( 105-113 )
    - a) Report on:
      - New Arrivals
      - Acceptance of new Offers of Service
      - Personnel leaving on furlough or end of term
      - Resignations
    - b) Re-assessment of Medical screening procedures of new candidates ( 115-124 )  
introduced two years ago, EC(1)-9/87, ECC-100.2/89
    - c) Review of "Nepal Information Form" for new applicants ( 116, 125- )
    - d) Approval of appointments : ( 135-138 )
      - i) Personnel Secretary
      - ii) Engineering & Industrial Development Secretary ECC-90.3/89
      - iii) Education Secretary,
      - iv) Acting Rural Development Secretary, ECC-84/89
  10. Presentation and approval of Annual Summary Report and Statements  
for 1988/89: ( 1 - )
    - Each Dept Secretary to introduce the written reports by  
a verbal presentation, highlighting activities up to date &  
options for the future under his department.
    - Administration
    - Education
    - Engineering & Industrial Dev
    - Health Services
    - Rural Development
    - Consolidated Statements
  11. Long Term/Annual Plans and Budgets
    - Tuberculosis Control, Gorkha district, EC(1)-26/89 ( 139-150 )
  12. Consideration of Revised Planning/Reporting system  
EC(2)-4/88, BD-15, 16/88, EC(1)-14/89 ( 151-156 )

## 13. Matters arising for action from :

I. Minutes of Extended Coordinating Committee, Sept 89

II. Minutes of Coordinating Committee, May - Nov 89

a) Expansion of UMN's Education work, ECC-102/89, ECC-71.2/89 ( 157-158 )

b) Report on new language learning system, EC(1)-24/88,  
ECC-70.2/89

c) Urban Development proposal, ECC-77/89 ( 159-165 )

d) Scope of Community Health Projects ECC-98/89, CC-169/89 ( 167-168 )

e) Requested affirmation of Hospital involvement, ECC-99.3/89

f) Approval of Policy on Study tours for HMG officials, ( 169 )

g) Report of Umbrella Agreement for Water Resources ( 170 )  
ECC-90.5/89

h) Any other matters referred

14. Presentation of Finance Committee Draft Minutes ( )

a) Proposed Guidelines on Funding Appointee's Participation ( 173-174 )  
in Seminars and Conferences Abroad, EC(1)-18/89,  
FC(1)-15/89, CCC-30/89, CC-167/89

b) Other matters arising ( )

15. Review of Criteria and Moratorium re membership in UMN EC(1)-30/89(BD: 31-37)

16. Review of policy on Observers at the Board (from Christian (BD: 50 )  
Funding Agencies) BD-16/87

17. Review of proposed legal registration of UMN abroad ( )

18. Update on future location of MSP Archive/Research Office, EC(1)-10a/89

19. Review of policy on Appointees Representatives on ECC, EC(1)-19a/87( 171 )  
(See new Bye-Laws approved in 1988)20. Review and approval of Women's Affairs report,  
BD-18/88, EC(1)-24/89 ( )21. Report from the committee working on Nepalisation ( )  
BD-19/88, EC(1)-31/89

22. Dates of Future Meetings:

a) Confirmed for 1990 (BD-26/89):

FC: (Tue)	24 April,	(Tue)	13 Nov 1990
EC: (Thu, Fri)	26-27 April,	(Thu, Fri)	15-16 Nov 1990
BD:		(Sun ev - Tue)	18-20 Nov 1990
(Easter Day:	15 April 90)	(Thanksgiving Day:	22 Nov 90)

b) Proposal for 1991

FC: (Mon)	22 April,	(Mon)	18 Nov 1991
EC: (Wed, Thu)	24-25 April,	(Wed, Thu)	20-21 Nov 1991
BD:		(Sat ev - Mon)	23-25 Nov 1991
(Easter Day:	31 March, 1991)	(Thanksgiving Day:	28 Nov 1991)

(Thanksgiving Day to be avoided every second year, BD-27/87)

23. Any Other Business



## RESPONSE TO POSTAL VOTE

This is to report on the responses of the postal vote sent to the UMN Board of Directors on June 28, 1989 regarding the appointment of new Executive Director.

By September 1, 1989, 32 positive responses were received agreeing to the appointment of Executive Director of:

Mr J Howard Barclay from January 1st, 1990 to February 28, 1990; and  
Rev Edgar Metzler from March 1st, 1990 for three years.

Two of these responses did not comment on Howard Barclay's extension.

September 5, 1989  
AKsjö/ake

RESUMEAcland, Sarah. PC (USA) - UK

Aged 49. Psychiatrist. Sarah began her medical training in 1959 at the London Hospital Medical College, where she met her future husband. She was married in 1963 and they qualified in 1964. After graduation she and her husband worked briefly from 1964 to 1965 at a mission hospital in Tanzania, with a view to future mission service. However on returning to the UK she and her husband both continued with their careers in medicine, involving frequent moves around the country. They moved with their two children Beatrice (22) and Dan (20), to the USA in 1975, and following a period she describes as "a spiritual and emotional desert" when both she and her husband grew apart, she was divorced in 1982.

Sarah qualified as a Member of the Royal College of Psychiatrists (UK) in 1978 and received certification as a qualified Psychiatrist from the American Board of Psychiatrists and Neurologists in 1981. Since 1982 she has held three simultaneous appointments: as a Staff Psychiatrist at a local hospital; as a Psychiatrist in her own private practice in Adult Psychiatry; and in the post of Clinical Professor in the Department of Psychiatry at the University of Louisville. Since her divorce, she writes "I have gradually come to life again, at first developing feelings and friendships for people, and then a relationship with God. This is the most important thing that has happened in my life ... I have become aware of a call to missions, or rather a recall during the last three or four years. I feel that after a long dull journey in the rain, I have returned to light and warmth and welcome. I feel that Jesus Christ has been behind me all this journey, and I cannot understand why I did not turn around before." Sarah has been a life long member of the Church of England and now worships at her local Episcopalian Church in Louisville. She hopes to join the February 1989 LOP. Probable Post: Psychiatrist, UMN Mental Health Programme

Dijkema, Henk Peter and Donna. TF-Holland

Henk Peter 26, Donna 25. Animal Husbandry Specialist/Agriculturist and Primary Teacher. Henk Peter graduated in 1984 with a B. Sc. degree in Agriculture and then went on to take a Masters Degree in Tropical Animal Husbandry and Agriculture, which he completed in 1988. During the course of his studies Henk Peter spent a year working in South Asia - 6 months in Bangladesh and 6 months with RDC in Pokhara. Since January 1989, Henk Peter has been lecturing to B. Sc. level students at Agricultural University in the Netherlands.

Donna qualified as a Primary School Teacher in 1984 and then worked for two years as a Proof-Reader. She has worked since 1986 as a secretary with a break of six months when she came to Nepal and assisted with the Tutorial Group in Tansen Project. Henk-Peter and Donna were married in March 1989 and are both members of a branch of the Dutch Reformed Church, where they attend a local Bible study/fellowship group. Henk Peter and Donna hope to join the February 1990 LOP. Probable post: Animal Husbandry Specialist, RDC



Findlay, Elspeth, ISV - UK

Aged 25. Homemaker (Secretary). After completing school Elspeth studied Botany at the University of Glasgow for four years, graduating with B. Sc. degree in 1986. She then commenced a one year post graduate secretarial course at the University of Strathclyde and qualified with a Diploma in Secretarial Studies in June 1987. She came to Nepal in July 1987 as a short-tenner, initially for one year but extended for an additional year of service. During this time Elspeth worked as Secretary to the Education Secretary (August - December 87), and subsequently as Headquarters Office Manager (including a brief period covering as Secretary to the Executive Director). She became a Christian during her first year at University. Elspeth became engaged to Andy Wood, also from Interserve, earlier this year and returned to the UK in June 1989 to make arrangements for her wedding in October. Elspeth has now formally been accepted by CC as a UMIN Appointee. They plan to return to Nepal in November 1989 when Andy will resume his duties as Waters Systems Engineer in Surkhet. Probable Post: Homemaker, Surkhet Project.

Johnson, Paul & Anna, ISV - UK

Paul 28, Anna 26. Doctor and Physiotherapist. Paul began medical training in 1979 and spent his elective term working at a mission hospital in Zululand, RSA. He qualified as a doctor in 1985 and after completing his medical and surgical house jobs he followed an officially recognized three year G P vocational training scheme, holding Senior House Officer posts in Medicine, Paediatrics, Obstetrics and Gynaecology, and Accident & Emergency. He received his DRCOG (Diploma of the Royal College of Obstetricians and Gynaecologists) and his MRCP (Membership of the Royal College of General Practitioners) in 1979.

After finishing school in 1989 Anna completed a secretarial course in Dublin and spent the following year working as a secretary to various managers at the Allied Irish Bank in Dublin. In 1982 she commenced Physiotherapy training in Cardiff qualifying in 1985. She then worked for two years as a Basic Grade Physiotherapist on a rotational scheme in the Cardiff area gaining varied experience in different fields of Physiotherapy. Since mid 1987 she has been working as a Senior Grade II Physiotherapist in Orthopaedics. Paul and Anna were married in August 1987. They both grew up in Christian families and made personal commitments of faith in their early teens. They are both members of a local Evangelical Free Church where they are involved in a Bible study group. Both of them have previously been involved in youth club leadership. Paul and Anna hope to join the February 1990 LOP. Probable Post: GP in Out Patients Department/Emergency Room, Patan Hospital.

Konneback, Olof and Kerstin, OM - Sweden,

Olof 36, Kerstin 35. Media/Public Relations Specialist and Doctor. After finishing school, Olof trained for four years as an Electronics Engineer. He has undertaken subsequent course in Mass Media (Journalism, Radio and TV Production) and in Film and Television at the University of Stockholm and he also completed a course in Development Studies at Stockholm University with particular emphasis on the problems of developing countries and aid-related issues. Since 1978 he has worked as a freelance Journalist/Producer. Assignments have included 20-30 Radio Programmes for Swedish National Radio; work as a news journalist for National Radio; lecturing in Mass



Communications; the production of films, videos, slide sequences etc... for the Orebro Mission and work as the Features Editor for an ecumenical Christian Magazine.

Kerstin qualified as a doctor in 1981 and has held various full and part-time medical assignments since then. She and Olof were married in 1985 and they now have two children Lisa (3) and Ellen (8 months). Both Olof and Kerstin grew up in Christian families and have been actively involved in church activities most of their lives. Olof and Kerstin hope to join the August 1989 LOP. Probable Post: UMN Public Relations/Publications Officer, Kathmandu.

Lillvik, Bengt and Gunborg. OM - Finland

Bengt 29, Gunborg 27. Plant Engineer and Homemaker (Nurse). After completing high school, Bengt studied for two years at Trade School in Finland specializing in auto-mechanics. This was followed by a year of compulsory military service and then from 1981-82 he studied at the Scandinavian Academy of Aeronautics in Gothenburg, Sweden. From 1982-84 he worked for the Volvo Automobile Company in Gothenburg and then spent two years working for various road haulage companies in Finland. During this time he studied for and completed a Bachelor of Mechanical Engineering degree at Gothenburg Technical Institute. In 1986 he worked briefly as an Instructor in Auto and Transport Technology at a trade school in Finland. Since 1987 he has worked as a driver for a tour company in Finland, and is presently taking a course at Atlas Copco, Stockholm, in applied hydraulics and electricity.

Gunborg qualified as a Registered Nurse in 1984 and then worked as a Staff Nurse at a hospital in Vasa, Finland, until July 1986. Since then she has undertaken further nurse training in Sweden. Bengt and Gunborg were married in 1980 and have one daughter, Sarah (1). They are both members of a Free Evangelical Fellowship where they have been involved in prayer group leadership and teaching. They hope to join the August 1990 LOP. Probable post: Plant Engineer, Himal Hydro - Jhimruk Project.

Lundqvist, Rune and Gunnel. OM - Sweden

Both aged 51. Electrical Supervisor/Homemaker. After finishing school, Rune began work with the Swedish State Power Company in 1954, and commenced vocational/apprenticeship training in 1956. From 1957-58 he completed a period of National Military service with the fire brigade, and then resumed vocational training until 1960. Since then he has held a variety of supervisory posts with the Swedish State Power Company in electrical installation, cable distribution, and switching work.

Gunnel worked as a post office clerk from 1955 until 1962 and then as local Post Master from 1962. Since January 1988 she has been working as an Assistant Deaconess in a Parish of Eriksberg District, visiting the elderly and lonely and helping with leading parish meetings. Rune and Gunnel were married in 1962 and have two children Britt-Marie (25) and Daniel (22). Rune and Gunnel came to faith in Christ in their early teens and are both members of the Orebro Church where they have been involved in youth work, work with immigrants and Rune as Church Treasurer. They hope to join the February 1990 LOP. Probable Post: Electrical Supervisor, Jhimruk Project.

MacKay, Valerie. ISV - New Zealand.

Aged 59. Pharmacist. Valerie studied pharmacy in Auckland for 5 years, qualifying in 1952, and then spent four years as a Manager of a local retail pharmacy. She was married in 1956 to an Army Officer and consequently they moved a number of times in the first years of married life, including a period living in North Malaysia. They eventually settled in Wellington, where Valerie was occupied primarily as a wife and as a mother to her three children Hamish (born 1957), Phillipa (born 1959), and Elizabeth (born 1962). She was also involved in a number of leadership roles in her local Anglican Church. In 1976, with no warning, her husband left her for another woman. She began working again at this time as an Assistant Pharmacist in a local retail pharmacy and subsequently for five years as a self-employed retail pharmacist. During this time she experienced a deepening of her faith in God and a greater awareness of His presence in her life. She made initial enquiries at this time, regarding a need for a pharmacist with INF, but this post was later filled from elsewhere. Her youngest daughter tragically was killed in a car crash over Easter 1988. As the initial shock of this bereavement began to ease, Valerie sought God's guidance for her life and responded to an advertised need for a pharmacist within UMN. She hopes to come to Nepal in January 1990. Probable Post: Pharmacist, Tansen Hospital.

Prentice, Janet. BMS - UK

Aged 30. Doctor. Janet qualified as a doctor in 1983 and after completing her pre-registration medical and surgical house jobs, she held a variety of hospital appointments at Senior House Officer level in General Medicine, Paediatrics, Obstetrics and Gynecology, and Accident and Emergency in addition to a period in General Practice. Janet received her DRCOG (Diploma of the Royal College of Obstetricians and Gynecologists) in 1987 and her DTM & H (Diploma in Tropical Medicine and Hygiene) the following year in 1988. Janet grew up in a Christian family and made a firm commitment of faith in her mid teens. She is a member of her local Baptist Church where she has been involved in the church music group and a local Bible Study group. Janet hopes to join the February 1990 LOP. Probable Post: GP in out Patients Department/Emergency Room, Patan Hospital.

Ruohoniemi, Tim WMPL - USA.

Aged 27. Mechanical Engineer. Tim graduated with a B. Sc. degree in Mechanical Engineering in 1984 and went on to take a Masters degree the following year with particular emphasis in thermodynamics, heat transfer, and fluid mechanics. Since 1985 he has worked as a Mechanical Engineer with Honeywell Inc, where his job has included computer simulation of thermodynamic processes, design and testing of electro-mechanical control systems, and work on computer based data acquisition. Tim grew up in Nepal, the son of UMN parents, and feels a strong sense of call to return to serve the people of Nepal in a professional capacity. He is a member of his local Evangelical Lutheran Church, where he is involved in the choir and as a Sunday School teacher. Tim hopes to join the August 1989 LOP. Probable Post: Design Engineer, Nepal Hydro & Electric.



Slater/Emerson, Adrian & Justine. UMC - UK/USA

Both 36. Engineer and Nurse. Adrian graduated with a B. A. degree in Civil Engineering from Cambridge University in 1974 and then worked for seven years in various engineering positions with Costain Civil Engineering Limited in the UK. From 1981 to 1985 he served as a Civil Engineer with UMN working on the Andhikhola Hydro Electricity Project. Since 1986 he has been employed as a Civil Engineer with R&M Engineering Inc. in Alaska. He is a member of the Institute of Civil Engineers (UK) and is registered as a Professional Engineer in Alaska, USA.

Justine graduated with a B. A. degree in Biology and Social Studies in 1974. From 1974-76 she served as a 2nd Lieutenant in the US Army based at Fort Lewis, where she worked as Human Relations Officer for a unit of 1,200 personnel. After a brief course in nutrition, she commenced nurse training, qualifying as a Registered Nurse in 1979 and, after further training, as a Family Nurse Practitioner in 1980. After various short-term nursing assignments, she came to Nepal in 1983 where she worked as Open House Clinic Nurse providing care for expatriate missionary personnel. Adrian and Justine were married 1984 and Justine is now occupied as a wife and as a mother to Mackenzie (4) and Brynna (2), in addition to various part-time nursing assignments. Adrian and Justine hope to return to Nepal in early 1990. Probable Post: Senior Site Engineer, Himal Hydro - Jhimruk.

Zimmerman, Mark. UMC - USA

Aged 34. Doctor. Mark graduated with a Bachelor of Arts degree in Natural Sciences from the John Hopkins University, Baltimore in 1978 and then went on to study medicine in Hanover, New Hampshire. He did his medical elective placement in The Gambia (West Africa) and qualified as a doctor in 1982. He then completed his internship year and residencies in Internal Medicine before coming to Nepal in 1986, where he worked in Amp Pipal and then Patan Hospitals. Mark grew up in a Christian family and came to personal faith in Christ during his years at University. He is a member of his local Methodist Church where he has been involved in Bible Study groups and Sunday School teaching. Mark returned to the USA in late 1988 in order to work long enough to clear outstanding medical school fees. He has now formally been accepted by Cc as a UMN Appointees and hopes to return to Nepal in January 1990. Probable Post: Internist, Patan Hospital.



EC Agenda # 9 d/

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Levy, Graham and Helen. ISV - New Zealand

Graham 36, Helen 35. Water Systems Engineer and Homemaker (Physiotherapist). Graham graduated in 1974 with Bachelor of Engineering degree and after a year and a half working on irrigation schemes with the Ministry of Works and Development, he returned to University for one year to take a Masters of Engineering Degree. In 1977 he resumed work with the Ministry of Works and Development, holding various progressively more senior engineering positions. Since 1988 he has been working as Senior Water Resources Engineer with a firm of consulting engineers in Auckland.

Helen qualified as a physiotherapist in 1976 and subsequently worked in Ashburton Hospital. She and Graham were married in 1977 and Graham's work took them to the relatively remote area of Haast. While there, Helen worked in the local hotel as a housemaid and waitress, and also as Assistant Postmistress. In 1978 she returned to Physiotherapy work for six months and since 1985 has been working part-time running antenatal physiotherapy classes and also working as a part of a private physiotherapy practice. Graham and Helen have three children Peter (10), Anna (7), and Iain (6). Graham and Helen both made Christian commitments of faith while at University and are now active members of their local Presbyterian Church, where they are involved in organizing church camps, Bible Study group leadership, and on the Parish Management Committee. They hope to join the February 1990 LOP. Probable Post: Design Engineer - BPC Hydro Consult.

Report to Board on Medical Selection of Board Appointees

The Board was offered Procedural Options for Medical and Psychological Evaluation of BA candidates in November 1986. A final discussion was made by the Executive in April 1987 to select option 2, (Member bodies alone decide, using UMN criteria for a 2 year trial period).

Copies of Options included

Copies of UMN Health Criteria included.

After 2 years it is still difficult to report fully on how the process has been functioning as a number of the problems which have arisen in the 2 year period were selected prior to the introduction of these procedures.

It is appropriate to make some observations and comments.

- 1) Some Missions are continuing to follow their own procedures and not fulfil UMN Criteria.
- 2) We are not always provided with Full Medical and Psychological Information when the candidate comes to Nepal; this was understood to be required for providing adequate care within Nepal.
- 3) Of the 19 Medical Repatriations that have taken place since the introduction of the new procedures, four were related to Psychological problems present and significant prior to coming to Nepal. A further 7 had illnesses to which psychological factors contributed to the need for repatriation. The remainder had medical or surgical problems as the primary indication for repatriation.
- 4) At anyone time there are between 5 and 10 or more Board Appointees requiring ongoing Counselling or Psychiatric Support over several months. Those requiring ongoing Counselling often require a significant time input from the Doctor concerned counsellors, and administrators as well. In the case of the assigned appointee this may lead to considerable difficulty in fulfilling the work assignment particularly with strictures place on visas.
- 5) Inappropriate illness behaviour - this is another problem area for UMN from a work assignment point of view. A person who takes considerable periods of time off work for relatively minor illness. This may not be an area that can be looked into in the selection process but should be considered when assessing references.

I as Medical Coordinator find option 3 where UMN has final selection and responsibility for BAs easier to work with. It is helpful for the Medical Coordinator to be aware of general personnel information (references, work experience etc.) but to make selection recommendation on the basis of Medical Information. The option 2 situation where the Medical Coordinator has to be involved in giving general selection advice when the only Medical

Information is a Telex message Medically and Psychologically cleared is a difficult situation for me personally. The other problem related to option 2 is that Medical Information comes in a variety of ways and at different times in the selection orientation procedure so keeping track of full medical details becomes unwieldy and in the end I feel there is a greater risk of material not being filed in a confidential file but being included in the General Personnel Files.

EC Agenda #9b) and #9c)

In connection with the matter of Screening of Applicants to UMN, please note the wording in the present Bye-Laws 12.1:

"Member Bodies will process applications for Appointees in accordance with their own rules and regulations."

A possible amendment, if felt necessary, would be to have the clause read:

"Member Bodies will process applications for Appointees in accordance with their own rules and regulations, *providing all criteria approved by UMN are fully covered.*"



Medical and Psychological Evaluation of EA Candidates

Procedural Options

As part of the on-going discussion regarding the most appropriate and efficient procedure to be used in the medical and psychological evaluation of new EA candidates, the Health Services Secretary of UMN asked the Medical Coordinator to list the 'Pros' and 'Cons' for each of the various options considered to be available to us.

Three options have been chosen:

1. Member Bodies alone decide, using their own criteria.
2. Member Bodies alone decide, using UMN criteria.
3. UMN retains shared responsibility to approve or reject candidates prior to appointment (as per UMN Bye Law VII-A-3).

The following are a list of 'Pros' and 'Cons', for each of the above options, as identified and compiled by Headquarters personnel of UMN with experience both in the evaluation of candidates and in observing and working with the results.

John Sibley, M.D.  
Departing Medical Coordinator,

Annette Britton M.D.  
In-coming Medical Coordinator.

August 1986.

Option # 1

Member Bodies Alone Decide, Using Their Own Criteria

PROs

1. Fast. Quicker decisions possible
2. Confidentiality under Member Body's control.
3. Avoids double screening. Only the Member Body needs to decide.
4. Applicant has easy access for answers and for progress regarding his/her application.

CONs

1. Total lack of any control by UMN of a vital process.
2. The procedure for assessing candidates varies markedly among Member Bodies and also often within a single Member Body.
3. Nepal is one of the very least serviced countries in the world in terms of health. In addition, the terrain is extremely different resulting in the inability of BA's to quickly reach the limited resources that are available. But Member Bodies don't always have people available for the assessment of new candidates who understand the special health and psychological stresses of Nepal. Thus their assessment frequently does not include areas that UMN has found to be important and their examination often is less stringent than UMN feels is necessary for reasonable safety and effectiveness.
4. For effective continuation of health care of the BA in Nepal, detailed knowledge by UMN of the state of health prior to arrival in Nepal is essential.

(For other "Cons", see Option # 2)

Member Bodies Alone Decide Using UMN CriteriaPROs

1. Avoids double screening, - once by Member Body, again by UMN.
2. Saves time (decision made within applicant's country)
3. Confidentiality under Member Body's control.
4. Applicant can get vital answers more quickly regarding acceptance, reasons for delay, etc.
5. Places final decision in hands of those who have direct contact with the candidate.

CONs1. Setting up standard criteria

It would be difficult to set up a standard criteria that would work for all Member Bodies (Examples: i) Recommendations in the West can be very helpful; in the East, usually only positive comments are included (ii) Factors regarded as negative features in some cultures may be positive attributes in Nepal. (iii) Some Member Bodies do a very thorough psychological evaluation. Others do virtually none. Still others wouldn't likely have the resources to carry one out in the usual fashion and UMN would need to seek other methodologies.

2. Varied Interpretation of Criteria.

Even if the Member Body uses UMN's criteria, the availability to Member Bodies of consultants or staff with in-depth knowledge of life in Nepal, its requirements and stresses, would vary markedly. Therefore UMN's criteria would be interpreted unevenly. This can only be avoided if one agency (UMN) is ultimately responsible for decisions regarding the adequacy of information and the final acceptance or rejection based on that information. Uniformity of assessment helps alleviate cross cultural differences.

3. Varied Adherence to Criteria.

UMN's screening procedure has been developed over the years with the learning that has resulted from successes and failures. Even so, UMN continues to have Member Bodies decide on their own that certain aspects of the criteria developed by UMN are "not indicated".



PROs

CONs

The only resource UMN has at present is to refuse to accept an applicant until the full range of information deemed necessary is presented. This contributes significantly to delays with the present system which is an indication of how difficult it is to maintain a level of fairly uniform assessment. Once UMN loses that ability to refuse, it loses its ability to ascertain that its criteria are being followed and uniformity will cease.

4. More Screening Failures Likely

Breaks occur all too frequently even when both the Member Body and UMN are screening. This would likely increase if only one group were doing the screening.

5. Relationship with Member Bodies

Once the final authority to decide who is eligible to come to UMN is turned over to Member Bodies, the process of evaluating the reason for "screening failures" becomes far more sensitive. Because most BAs felt to be "screening failures" are not sent home but supported and to some extent adapted to by UMN until furlough time, UMN - and the BA - are the ones that suffer, and at times extensively. And the "fault" would now not be UMN's but the Member Body's. Can UMN challenge the Member Body's screening techniques without seriously jeopardizing relationships? Will not the potential for negative results be greater than that caused by the present system, despite its problems?

PROsCONs6. Relationships with the BA

As a Christian organization working in a stressful environment, UMN has a major commitment to and responsibility for the individual BA. Neither the commitment nor the responsibility can be effectively carried out unless someone in UMN has an intimate knowledge of its BAs, has been fully involved in their selection and has access to in-depth understanding of potential problems. This cannot be obtained from a mere certificate of medical clearance from the Member Body. Thus even if the Member Bodies have the final decision, the medical and psychological records of all BA's would need to be available in Nepal for the Medical Coordinator.

Further, where screening failures become evident, if UMN has not made the final decision, the BA is caught between two organizations and their differing opinions about the BA's suitability. The UMN can not effectively help ease the burden carried by the BA in such situations if UMN has merely been a spectator in the decision regarding acceptance. Rather it would be forced to merely refer the BA back to the Member Body. If on the other hand, the decision was made by UMN, its own recognized inadequacies can be conveyed to the BA allowing a lessening of the sense of failure.

# UMN Retains Shared Responsibility to Approve

or

## Reject Candidates Prior to Their Appointment

### PROs

#### 1. UMN Commitment Requires Knowledge of BA

As a Christian organization working in a stressful environment, UMN has a major commitment and responsibility for the individual Board Appointee.

As Board Appointees come from very varied cultural, linguistic and theological backgrounds, there is stress faced in work and in living in cross cultural situations, not only with the nationals but with their own colleagues as well. In addition, goals for work and ministry in Nepal vary considerably, leading to stress not usually experienced in the work environment in the home country.

In order to appropriately assume its responsibilities for Board Appointees, someone in UMN must be involved in the selection of BAs and be aware of potential problems. Effective continuation of health care requires a detailed knowledge of the state of health prior to arrival. (This knowledge, of course, need only be in the hands of the Medical Coordinator.)

#### 2. Knowledge about Nepal Vital

UMN personnel know the country of Nepal, the health problems BAs face, the stresses they will encounter, the facilities and resources available for assistance and treatment. Some Member Bodies do not have staff personnel with this knowledge.

#### 3. The Nepal Health Situation has Significant Limitations:

Nepal has one of the poorest health services in the world:

##### a. Financial:

Approximately \$1.00 per person per year is spent on health by the government.

##### b. Services:

Population per doctor: 30,060  
(1980. 7<sup>th</sup> highest in the world.)

Population per nurse: 33,420  
(1980. Highest in the world)

Population per hospital bed: 2843  
(World's worst off countries: 444-7000).

### CONs

#### 1. Duplication

Member Bodies feel their own process is satisfactory and that duplication of the screening by UMN is a waste of effort.

#### 2. Confidentiality weakened.

Confidentiality may appear to be less obviously under tight control when records need to be sent overseas. (Confidentiality actually can be readily maintained; only specifically authorized personnel at Headquarters have access to the candidates records.)

#### 3. Wasteful of Time:

The present system is time consuming: communications are slow due to distance and conditions.

#### 4. Delay Leads to hardship:

Applicants sometimes have to wait unduly long periods of time before they hear whether or not they are accepted. This often involves significant inconvenience and, on occasion, hardship.



c. Distribution:

The Central Region of Nepal has 33% of the total population but 58% of all hospital beds and 70% of all doctors and nurses.

The contrast between the Kathmandu Valley within the Central Region and the rest of Nepal is even greater.

Further, the marked limitations in available health care make it imperative that UMN be able to assess the fitness of BA applicants to fit into Nepal, using its own criteria. The same detailed information is needed by UMN in deciding the future location within Nepal of those BAs accepted.

4. Consistency in screening needed.

UMN continues to receive reports from some Member Bodies that are incomplete for which additional information must be sought. Although consistency in screening is needed, there is very little consistency when one compares the Member Bodies with each other. As long as UMN has the final decision, it can insist on at least a minimally adequate degree of screening from all.

5. Present System Based on Experience:

The present double screening system has been built up and put together over the years because of problems and casualties amongst personnel which were considered to be avoidable with a more detailed screening system. It recognizes the need for a shared responsibility between the Member Bodies and UMN, the former providing objective personal interviews and contacts with the candidate which UMN can not do, the latter providing up-to-date and first hand experience of the Nepal situation, needs and pressures.

6. Even Present System Inadequate

The present system does take time and does include some duplication. But even with this double screening, applicants are accepted who should have been screened out. The Personnel Secretary estimates that 25% of BAs do not fit well in Nepal, ~~in terms of psychological adaption. We add that one of UMN's psychiatrists thinks it is closer to one third (33%) of all BAs.~~

In view of the above, although the process is slow and the delays can cause hardship, such is less damaging than that which occurs when an applicant is accepted and then, after being in Nepal a short time, is found not to fit the situation in Nepal. Whether the BA is then asked to return home or, as often happens, is kept in UMN until furlough time, either action is extremely hard on both the BA and the UMN project involved. The present system, despite its cautiousness, is still not consistently adequate, very especially in regard to psychological assessments. Improvements need to be sought that will tighten the screen, not loosen it.

7. When present system fails, only UMN to blame

As referred to in # 6 above, when the screening process fails and a new BA comes who should have been screened out, many people become involved in a time consuming and often anquishing and morale breaking situation. But UMN's responsibility and related action is clear: it needs to look to its own procedures. Blame can go no where else.

Gugeri, Graeme. ISV - Australia

Aged 49. Personnel Administrator. Graeme graduated from the University of Western Australia in 1966 with a B.A. degree in Psychology. He commenced work as a Commercial Trainee with British Petroleum in 1960 and spent twenty four years in the oil industry working for BP in Melbourne and other locations, then in Manpower, Planning and Development, and subsequently in supervisory and managerial posts in Personnel. Graeme came to Nepal in 1985 and after completing LOP he worked as UMN Management Consultant carrying out a management/organizational review of UMN. In April 1986 he took up the post of UMN Personnel Secretary. Graeme became a Christian while at school through the ministry of a local Crusader group. He is a member of the Anglican Church and was actively involved in youth work, and administrative/pastoral work and as an Interserve supporter in the different locations where he has lived.

Graeme sees future challenges in UMN to be: the development of capable Nepali staff, and the recruitment/retention of good expatriate appointees, well suited to the changing opportunities in Nepal. He considers the challenge for UMN is to adapt the role of mission most relevant and appropriate to the coming decade in Nepal.

Graeme's three year term of office as UMN Personnel Secretary expired in April 1989. It is proposed that Graeme be re-appointed as a Personnel Secretary for a further three years.



Flaten, Wynn and Tara. WMPL - USA

Wynn 37, Tara 31. Administrator and Homemaker. Wynn graduated from Concordia College in 1974 with a B A degree in Political Science and International Relations, which included a year's study at Schiller College in Heidelberg, West Germany. After graduation he worked as a missionary teacher in Japan from 1975 to 1977 and then subsequently worked on his brother's farm for two years. This was followed one year at Luthern Bible Institute, and a year studying integrated rural development

Tara grew up in Nepal, as the daughter of UMN missionaries and attended St. Mary's High School in Kathmandu. She completed her further education in the USA, graduating with an Associate of Arts, and a Bachelor of Youth Ministry Degree from Lutheran Bible Institute in Seattle. She held various short-term posts during college vacations, including working as a Camp Counsellor for a summer at the American Lutheran Memorial Camp. Tara is now occupied primarily as a wife and as a mother to Jessica (5) and Kelly (2). Wynn and Tara were married in 1981 and came to Nepal in 1982. After completing LOP they were assigned to Okhaldhunga Project where Wynn worked initially as an Agriculturalist in the CHP and subsequently as CHP Director. They left Nepal in November 1985 and during their time back in the States Wynn took a Masters in Public Administration at the University of Southern California. They returned to Nepal in February 1988 and from March to July Wynn served as Acting Engineering and Industrial Development Secretary during Lionel Mackay's absent on furlough. Since August 1988 he has held the post of Assistant Engineering and Industrial Development Secretary.

Looking to the future, Wynn highlights three main areas of concern for the direction of the EID work within UMN: First, the Engineering and Industrial Development Department should continue to seek and encourage integration and cooperation among the different departments in UMN, resulting in a common vision for future UMN work in Nepal. Second, EID should offer opportunities which allow Nepali and Expatriate professionals to work together. Particular emphasis will continue to be given to promote the development of highly competent Nepali personnel. Third, EID-related companies and organizations should become more independent of UMN, moving toward the goal of becoming viable Nepali organizations. Particular emphasis will be on encouraging these organizations to broaden their clientele. In addition, we should evaluate the effect EID work has on communities where we are involved directly or indirectly. EID will also seek new opportunities for service where appropriate.

Lionel Mackay, the current Engineering and Industrial Development Secretary, leaves Nepal in May 1990. It is proposed that Wynn Flaten be appointed to this post from April 1990, for a period of three years.

McConkey, David and Ann. ISV - UK

David 42, Ann 40. Education Administrator and Homemaker (Nurse/Midwife). David graduated in 1969 with a Bachelor of Science degree from Queens University, Belfast and subsequently obtained a Diploma of Theology by private study from the University of London. After graduating David worked for two years as a Science Teacher with VSO in Madras in southern India, and then as a Science Teacher in Belfast from 1971 to 1975.

After finishing school Ann commenced nurse training and qualified as a State Registered Nurse in 1968, and then took additional qualifications as a Registered Sick Children's Nurse and as a State Certified Midwife. David and Ann were married in 1973 and came to Nepal in January 1976. During their four terms in Nepal, David has worked variously as a Science teacher at Gandaki Boarding School, as Domestic Superintendent and Hostel Parent in Pokhara and since 1986 as UMN Education Secretary. Ann has been occupied primarily as a wife and as a mother to Jayne (14), Mark (12) and Andrew (9). David and Ann both grew up in Christian families and made personal commitments of faith to Christ during their teenage years. They are members of a Brethren Assembly in Northern Ireland, UK.

Looking to the future, David believes there are still a number of possible openings in the Education sector in Nepal which UMN could get involved in. However, he feels it is necessary to see how such expansion could be coped with overall in the mission and to work within given parameters. He writes: "I am keen on secondments, though I realize a special type of person is needed for such assignments. I like to work in a consultative way in decision making with colleagues."

David's recent term as Education Secretary officially expired in September 1989. It is proposed that David be re-appointed as Education Secretary until his departure for furlough in June 1991.



Freyenberger, Stan and Jane. MBM - USA

Stan 39, Jane 37. Agriculturalist and Homemaker (Nutritionist). Stan graduated with an Associate of Arts degree in 1970, and from 1970 - 73 he worked as an agricultural extension worker in Bawku, Ghana. After further study he graduated with a B Sc degree in Agronomy in 1976 and from 1976 to 1982 worked as Project Manager of Langbensi Agricultural Project in Ghana. This included the running of a demonstration farm, extension programmes in agriculture and nutrition, a sales outlet for farming inputs and an ambulance service. The work included supervisory responsibility for 15 project staff members in addition to short and long term budget planning. He was also involved as a consultant to persons developing international aid programmes in rural development for northern Ghana. After a period of self employment and two years of further study/research he received his Masters in Agronomy. The Freyenbergers came to Nepal in 1986 and spent their first term in Pokhara where Stan worked in the horticulture/agronomy programme of RDC.

Jane graduated with a B Sc degree in Dietetics and Institutional Management in 1974 and completed an M Sc in Nutrition in 1976. From 1976 to 1982 she set up a basic nutrition programme in Ghana and after their return to the USA worked as a University instructor in nutrition for a year. She and Stan were married in 1975 and she is now occupied primarily as a wife and as a mother to Adriane (11), Lisa (9) and Mark (6). Stan and Jane returned from furlough in April 1989 and since then Stan has been working as Assistant Rural Development Secretary.

Looking at the future challenges facing UMN in Rural Development, Stan sees a continued need to integrate into the UMN structure the rural development approach of responding to community felt needs as compared to service delivery. He writes: "we have to work hard at the CC level to achieve integrated UMN programmes, not departmental programmes, and to give support to departments and seconded workers. There will be a changing profile with NGO's as we move towards an agreement to provide community level training that will include other organizations and user groups in Nepal as well as UMN programmes."

Jim Alexander, UMN Rural Development Secretary, leaves for 10 months furlough/study leave in December 1989. It is proposed that Stan be appointed as Acting Rural Development Secretary for this period.



## UNITED MISSION TO NEPAL TUBERCULOSIS CONTROL PROGRAMME, GORKHA DISTRICT

## PROPOSED PROGRAMME DESCRIPTION AND LONG TERM PLANS.

INTRODUCTION:

Tuberculosis remains one of the most significant endemic diseases worldwide, with 3-4 million people developing sputum positive pulmonary tuberculosis each year, and an equal number developing sputum negative and non pulmonary TB. It has been estimated that 2-3 million deaths from tuberculosis occur annually, and with the current AIDS epidemic increasing the risk of infection and death, that number may well increase.

Tuberculosis remains a disease of poverty, overcrowding and poor hygiene and sanitation, and the greatest impact on TB control in the developed world has occurred through socioeconomic changes, rather than advances in medical technology. Nevertheless, an important 3 pronged attack on tuberculosis is taking place in the developed world using:

- (i) appropriate health education
- (ii) BCG vaccination
- (iii) mass chemotherapy of infectious patients

Increasingly too, the importance of carrying out these activities as part of an integrated primary health care system is being recognised.

Tuberculosis control activities in Nepal are coordinated by the Tuberculosis Control Section of the Public Health Division of His Majesty's Government's Ministry of Health, as part of an integrated approach to Primary Health Care.

NEPAL:

Total Population:	19 million	
Population growth rate:	2.66%	
Ethnic origins:	Indo Aryan 83%	
	Tibeto Burman 12%	
	Others 5%	
Ecological areas:	Population distribution:	Population density:
Terai	44%	250 - 500/sqr km } overall
Hills	48%	50 - 250/sqr km } 130/sqr km
Mountains	8%	3 - 50/sqr km }
		(rates exceeding 1000/sqr km in some cities.)

Total area: 147,000 sqr miles (of which about 2/3 is hills and mountains)

Percentage of population urban: 9% (urban growth rate  $\approx$  8.2% per year)

Average per capita income: \$140 per year

Percentage of population living below poverty level

(<\$500 per family per year): 43%

Crude birth rate: 40 per 1,000

Crude death rate: 15 per 1,000

Infant mortality rate: 129 per 1,000

Under 5 mortality rate: 200 per 1,000

Life expectancy at birth: 52 years

Literacy rate: female - 12%

male - 39%

BCG coverage: 78%

AIDS: small number of imported cases reported, no known transmission within Nepal.

Firewood provides 75% of the country's fuel needs.

Most districts of the mountains and hills are food deficient areas, whereas districts of the Terai tend to have a crop surplus.

Health Related Goals and selected objectives of the Basic Needs Programme of His Majesty's Government, to be met by the year 2000:

Goals: A population growth rate of less than 2%.

Life expectancy of 65 years.

Objectives include:

- an IMR of 45 per 1,000
- a reduction in the prevalence of TB to 3 per 1,000
- a 50% reduction in the prevalence of leprosy
- a doctor (or equivalent) to population ratio of 1 per 1,000
- a nurse (or equivalent) to population ratio of 1 per 600
- to have one trained Community Health Volunteer per 500 people
- to reduce the distance between the peripheral health institutions and the communities they serve.

#### GORKHA DISTRICT:

Total population: 290,000

Area: 3,610 sq km (of which at least 1/3 is uninhabitable)

Population density: 80/sq km (however 85% of the population live in the southern third of the district, making population density in this area about 200/sq km)

Approximately 10% of adult men work away in India or on the Terai for much of the year.

No of panchayats: 68

No of Ilaka Health Posts: 9

No of sub Ilaka Health Posts: 4

No of hospitals: 2 (1 government - 15 beds)  
(1 UMN - 50 beds)

Integration of district health services commenced 2045 (1988)

District targetted for TB Control since 2045 (1988)

Percentage of population engaged in agriculture and related activities: 98%

Percentage of households having cattle: 75%

#### MANDATE:

In agreement with the Tuberculosis Control Section of the Public Health Division of His Majesty's Government's Ministry of Health, the United Mission to Nepal agrees to support Tuberculosis control services in Gorkha district. Activities will be carried out in conjunction with the District Public Health Office, and the Regional Directorate of Health.

#### GOAL:

To reduce the transmission of sputum positive pulmonary Tuberculosis by 50% within the target area by the year 2000.

#### OBJECTIVES (in order of priority):

1. To determine local patterns of prevalence and transmission of pulmonary tuberculosis.
2. To have at least 2/3 of patients with sputum positive pulmonary TB completing an adequate course of chemotherapy.
3. To develop and provide training in tuberculosis in the areas of:
  - (i) prevention
  - (ii) diagnosis
  - (iii) treatment
  - (iv) follow up,for health workers, particularly staff of Ilaka health posts.



4. To develop and provide an organized system of:

- (i) administration
- (ii) reporting
- (iii) quality control
- (iv) drug supply
- (v) motivation of staff.

5. To develop and provide appropriate health education for particular target groups, particularly health workers, community health volunteers, and schools.

ASSUMPTIONS ON THE BASIS OF WHICH TB CONTROL WILL BE CARRIED OUT:

A. MASS CHEMOTHERAPY:

1. Under the present social and economic conditions in Nepal, mass chemotherapy of patients with sputum positive pulmonary tuberculosis is probably the most effective way of reducing the incidence of tuberculosis.
2. For mass chemotherapy to be an effective means of control, 2/3 of sputum positive pulmonary tuberculosis patients need to be on adequate treatment.
3. With effective mass chemotherapy, a reduction in the transmission of TB will become apparent within a 5 year period.
4. At least 90% of patients completing an adequate course of standard first line treatment will remain sputum negative.

B. EPIDEMIOLOGY:

1. The incidence of tuberculosis is approximately equal to half the prevalence.
2. The annual risk of infection (ARI) is directly proportional to the incidence of sputum positive pulmonary tuberculosis and an ARI of 1% of the population is approximately equal to an incidence of 0.05%.
3. One sputum positive patient infects about 10 other people (the main influences being population density, quality of housing etc.)

C. EVOLUTION OF PULMONARY TUBERCULOSIS:

1. The risk of evolution from infection to disease is about 10% (the main influences being age, nutrition and, more recently, AIDS.)
2. The risk of evolution from disease to sputum positivity is about 50%.
3. Without treatment, a sputum positive patient remains so for up to 2 years, at which time about 50% will have died, and 50% will have self cured.

D. CASE FINDING:

1. About 5-10% of the adult population are chronic respiratory symptomats (highest in the mountains, lowest on the Terai.)
2. About 2.5-8% of adult chronic respiratory symptomats have sputum positive pulmonary tuberculosis (highest in the Terai, lowest in the hills and mountains).
3. About 5-10% of close contacts of a patient with sputum positive pulmonary tuberculosis will have active tuberculosis.
4. About 1% of close contacts of a patient with sputum negative pulmonary tuberculosis will have active tuberculosis.
5. One spot sputum, and one early morning sputum are sufficient to identify about 90% of sputum positive patients.

E. TECHNICAL AND STAFFING:

1. One microscopist can stain and examine about 4,000 sputums per year.
2. Turnover of trained health post staff is greater than 10% per year.



## STRATEGIES:

### A. Relationships:

#### 1. Central:

The United Mission to Nepal Tuberculosis Control Programme (TCP) will come under the Tuberculosis Control Section, Public Health Division of the Ministry of Health. Agreements, Plans and Reports are submitted through this system.

#### 2. Regional and District:

The UMN TCP will carry out all activities in conjunction with the Regional Directorate for Health, and the District Public Health Office.

#### 3. United Mission to Nepal:

The UMN TCP will come under the Health Services Office of the United Mission to Nepal.

### B. Training and Education:

1. Initial and ongoing training and motivation of health post in charges, and panchayat based village health workers will be provided by the TCP.
2. Ilaka Health Posts will be prioritised for training on the basis of:
  - (i) involvement in initial survey
  - (ii) population density
  - (iii) accessibility
  - (iv) staff motivation.
3. Training and motivation of Community Health Volunteers (CHVs) will be provided jointly by the health post staff and TCP staff, at the request of the health post.
4. Training of other health workers (eg NGOs, schools, medical hall owners, etc) will be provided by TCP staff on request.

### C. Case finding and case holding:

1. Case finding, case holding and contact tracing will be provided by panchayat based staff of the Ilaka health posts.
2. Sputum collection and smear preparation will be carried out by the health post staff.
3. Smear staining and microscopy will be carried out by microscopists at the District Health Office and referral centres.

### D. Drug supply:

1. First line drugs will be supplied by the Tuberculosis Control Section (TCS) of the Public Health Division of the Ministry of Health, for patients with sputum positive pulmonary tuberculosis.
2. Drugs will be supplied to patients from integrated health posts and referral centres within the district.
3. Drugs will be supplied to patients in accordance with the agreed treatment protocols of the TCS.

### E. Follow up and motivation:

1. Regular follow up of staff from Ilaka Health Posts will be carried out by TCP staff.
2. Motivation will be encouraged by:
  - (i) regular and rapid feedback of results
  - (ii) frequent visits to Health Posts
  - (iii) frequent random visits to patients on treatment in the community.

## ACTIVITIES:

- 1.1 Carry out a preliminary survey of 3 panchayats within the district to determine:
  - i) Annual Risk of Infection
  - ii) BCG Scar status
  - iii) Prevalence of chronic respiratory symptoms
  - iv) Prevalence of sputum positive TB

- 1.2 Repeat initial surveys in same panchayats after a period of 5 to 6 years to determine whether a reduction in the transmission of TB has been achieved.
- 2.1 On the basis of the results of the above survey, estimate prevalence of sputum positive cases of pulmonary TB per panchayat and Ilaka in the district.
- 2.2 From these estimates, determine monthly and yearly targets per panchayat and Ilaka for number of sputums to be examined, and number of patients to be diagnosed.
- 3.1 Develop and provide ongoing training for Ilaka health post staff.
  - i) Health Post In-charges
  - ii) Village Health Workers
  - iii) Other staff eg. CMA/ANMs, peons
- 3.2 Develop and provide ongoing training for non-Ilaka health post staff.
- 3.3 Develop and provide ongoing training for district level staff of the District Public Health Office, and TCP.
- 4.1 Develop a controllable and sustainable system of drug delivery from the district to the health post, and from the health post to the patient.
- 4.2 Make random visits to health posts to encourage accuracy in reporting and drug delivery.
- 4.3 Make random visits to registered patients on treatment to determine compliance and accuracy of records and statistics.
- 5.1 Develop and provide training and training materials for use with schools, CHV training programmes, medical hall owners, and voluntary organizations (eg Red Cross).



# SIX YEAR LONG TERM PLANNER FOR UMN TCP

YEAR MONTH	89/90 046/047	90/91 047/048	91/92 048/049	92/93 049/050	93/94 050/051	94/95 051/052
(JULY) SAUN	Training in  TB control -  Japan	*Report year 046/047 *Planning, prioritizing, targets, Gorkha district. *Training prep'n.  *Visit: Ilaka Health Post A, Gorkha district. *Training for staff of Ilaka Health Post A, Gorkha district.  *Follow Up/Other Training (FUOT)	*Prepare Annual Report 047/048 *Planning, prioritizing, targets, Gorkha district. *Visit: IHP-D, Dist-Gorkha. *Training: IHP-D, Dist-Gorkha.  FU/OT  *Negotiate agreement for expansion into district 2 *Visit district 2 headquarters. *Visit: IHP-E, Dist-Gorkha. *Training: IHP-E, Dist-Gorkha.  FU/OT  *Visit: Ilaka Health Posts, Dist-2 *Determine survey panchayats, Dist-2. *Prioritise Ilaka Health Posts, Dist-2, A to I. *Visit: IHP-F, Dist-Gorkha. *Training: IHP-F, Dist-Gorkha. *Visit survey panchayats. *Training for survey staff. *Survey selected panchayats, Dist-2.  FU/OT  *Complete analysis of survey results Dist-2.  *Feedback results of survey to panchayats concerned.	*Reporting 048/049 *Planning, prioritizing, targets, both districts. *Visit IHP-C, Dist-Gorkha. *Training: IHP-G, Dist-Gorkha. *Visit: IHP-A, Dist-2. *Training: IHP-A, Dist-2.  FU/OT  *Visit: IHP-H, Dist-Gorkha. *Training: IHP-H, Dist-Gorkha.  *Visit: IHP-B, Dist-2. *Training: IHP-B, Dist-2.  FU/OT  *Visit: IHP-I, Dist-Gorkha. *Training: IHP-I, Dist-Gorkha. *Visit: IHP-C, Dist-2. *Training: IHP-C, Dist-2.  FU/OT  *Complete analysis of survey results Dist-2.  *Feedback results of survey to panchayats concerned.	*Reporting 049/050 *Planning, prioritizing, targets, both districts. *Visit: IHP-D, Dist-2. *Training: IHP-D, Dist-2.  FU/OT  *Negotiate agreement for expansion into district 3. *Visit district 3 headquarters. *Visit: IHP-E, Dist-2. *Training: IHP-E, Dist-2.  *Visit Ilaka Health Posts, Dist-3. FU/OT *Determine survey panchayats, dist-3. *Prioritise Ilaka Health Posts, dist-A to I  *Visit: IHP-F, Dist-2. *Training: IHP-F, Dist-2.  FU/OT *Visit survey panchayats. *Training for survey staff. *Survey selected panchayats, Dist-3.  *Complete analysis of survey results Dist-3.  *Feedback results of survey to panchayats concerned.	*Reporting 050/051 *Planning, prioritizing, targets, 3 districts. *Visit: IHP-G, Dist-2. *Training: IHP-G, Dist-2. *Visit: IHP-A, Dist-3. *Training: IHP-A, Dist-3.  FU/OT  *Visit: IHP-H, Dist-2. *Training: IHP-H, Dist-2. *Visit: IHP-B, Dist-3. *Training: IHP-B, Dist-3.  FU/OT  *Visit: IHP-I, Dist-2. *Training: IHP-I, Dist-2. *Visit: IHP-C, Dist-3. *Training: IHP-C, Dist-3. *Visit survey panchayats, 046/047 Gorkha dist. *Resurvey selected panchayats, Gorkha dist.  *Complete analysis of survey results Gorkha dist.  *Feedback results of resurvey to panchayats concerned, Gorkha district. Pull out of Gorkha dist, continue dists 2 & 3
(DEC) POUGH	*Review long term plans & strategies *Visit Ilaka Health Posts, Dist-Gorkha *Determine survey panchayats, Gorkha district. *Prioritise Ilaka Health Posts for training: A to I  *Prepare annual plans for 047/048  *Determine survey protocols.  *Visit survey panchayats.  *Training for survey staff. *Survey selected panchayats, Gorkha district.  *Complete analysis of survey results Gorkha dist.  *Feedback results of survey to panchayats concerned.	*Visit: IHP-B, Dist-Gorkha. *Training: IHP-B, Dist-Gorkha.  FU/OT  *Visit: IHP-C, Dist-Gorkha. *Training: IHP-C, Dist-Gorkha.  FU/OT  *Complete analysis of survey results Gorkha dist.  *Feedback results of survey to panchayats concerned.	*Visit: IHP-E, Dist-Gorkha. *Training: IHP-E, Dist-Gorkha.  FU/OT  *Visit: IHP-F, Dist-Gorkha. *Training: IHP-F, Dist-Gorkha. *Visit survey panchayats. *Training for survey staff. *Survey selected panchayats, Dist-2.  FU/OT  *Complete analysis of survey results Dist-2.  *Feedback results of survey to panchayats concerned.	*Visit: IHP-H, Dist-Gorkha. *Training: IHP-H, Dist-Gorkha.  *Visit: IHP-B, Dist-2. *Training: IHP-B, Dist-2.  FU/OT  *Visit: IHP-I, Dist-Gorkha. *Training: IHP-I, Dist-Gorkha. *Visit: IHP-C, Dist-2. *Training: IHP-C, Dist-2.  FU/OT  *Complete analysis of survey results Dist-2.  *Feedback results of survey to panchayats concerned.	*Visit: IHP-E, Dist-2. *Training: IHP-E, Dist-2.  *Visit Ilaka Health Posts, Dist-3. FU/OT *Determine survey panchayats, dist-3. *Prioritise Ilaka Health Posts, dist-A to I  *Visit: IHP-F, Dist-2. *Training: IHP-F, Dist-2.  FU/OT *Visit survey panchayats. *Training for survey staff. *Survey selected panchayats, Dist-3.  *Complete analysis of survey results Dist-3.  *Feedback results of survey to panchayats concerned.	*Visit: IHP-H, Dist-2. *Training: IHP-H, Dist-2. *Visit: IHP-B, Dist-3. *Training: IHP-B, Dist-3.  FU/OT  *Visit: IHP-I, Dist-2. *Training: IHP-I, Dist-2. *Visit: IHP-C, Dist-3. *Training: IHP-C, Dist-3. *Visit survey panchayats, 046/047 Gorkha dist. *Resurvey selected panchayats, Gorkha dist.  *Complete analysis of survey results Gorkha dist.  *Feedback results of resurvey to panchayats concerned, Gorkha district. Pull out of Gorkha dist, continue dists 2 & 3
(JUNE) ASAR						



## PROPOSED LONG TERM BUDGET FOR UMN GORKHA DISTRICT TUBERCULOSIS CONTROL PROGRAMME 1989/90 TO 1994/95

	85/90 1 Year 1	90/91 Year 2	91/92 Year 3	92/93 Year 4	93/94 Year 5	94/95 Year 6	Total District Budget
<hr/>							
INCOME							
Grants	355,500	365,000	445,000	510,500	545,500	669,500	2,911,000
PCS	71,000	82,000	94,000	108,000	124,000	143,000	622,000
Total	426,500	447,000	539,000	618,500	669,500	832,500	3,533,000
<hr/>							
RECURRING EXPENDITURE 2							
PCS	71,000	82,000	94,000	108,000	124,000	143,000	622,000
Salaries	56,000	64,000	74,000	85,000	98,000	113,000	490,000
Trav. & Trans.	15,000	17,500	20,000	22,500	25,000	27,500	127,500
Administration	12,000	14,000	16,000	18,000	21,000	24,000	105,000
Rent	15,000	17,500	20,000	22,500	25,000	27,500	127,500
Education 3							
Trng & teaching							
materials	50,000	75,000	85,000	100,000	75,000	75,000	460,000
Periodicals							
& books	5,000	5,500	6,000	6,500	7,000	7,500	37,500
Drugs 4	90,000	150,000	200,000	230,000	265,000	305,000	1,240,000
Medical &							
Lab. Supplies	10,000	11,500	13,000	15,000	17,500	20,000	87,000
Miscellaneous	10,000	10,000	11,000	11,000	12,000	13,000	67,000
Total	334,000	447,000	539,000	618,500	669,500	755,500	3,363,500
<hr/>							
CAPITAL EXPENDITURE							
Survey:							
Salaries	14,500					29,000	
Materials	20,000					20,000 5	
Transportation	4,000					8,000	
Incentives	10,000 6					20,000	
Lab. Equip. 7	40,000						
Calculator	4,000						
Total	92,500	0	0	0	0	77,000	169,500
<hr/>							
TOTAL	426,500	447,000	539,000	618,500	669,500	832,500	3,533,000
<hr/>							
(Capital & Recurring expenditure)							

1. As the programme will effectively only commence from halfway through the financial year 1989/90, it can be assumed that actual costs will be up to half those budgeted for in the recurring budget.
2. Expenditure is increased yearly by approximately 15% unless otherwise stated, to include inflation.
3. It is anticipated that most of the training will take place in years 2, 3 and 4 of the budget, hence the lower budgets in years 1, 5, & 6.

PROPOSED LONG TERM BUDGET FOR UMN GORKHA DISTRICT TUBERCULOSIS CONTROL PROGRAMME 1989/90 TO 1994/95

4. The budget for drugs is calculated assuming the following:

Year 1	150 Patients on treatment
Year 2	200 Patients on treatment
Year 3-6	250 Patients on treatment

Second line treatment is budgetted at 7x the cost of first line treatment. It is assumed that approximately 15% of patients will go onto second line treatment.

5. The cost for materials in the capital budget for the survey of 94/95 is not increased over the cost in 89/90 as it is assumed that some items purchased in 89/90 will still be usable.
6. Incentives - to encourage maximum attendance at school for the purpose of the survey (e.g. a pen for each child surveyed).
7. Binocular microscope, etc.

This budget has been calculated for one district only. Should the programme expand into further districts in 1991/92 and 1993/94 (as suggested in the Long Term plans), then budgets for those districts would follow the same pattern as this one. This would give TOTAL yearly programme budgets for the 3 districts as follows:

	89/90 Year 1	90/91 Year 2	91/92 Year 3	92/93 Year 4	93/94 Year 5	94/95 Year 6	Total District Budget
<b>INCOME</b>							
Grants	355,500	365,000	1,040,475	1,074,315	2,037,824	2,433,417	7,306,531
PCS	71,000	82,000	94,000	108,000	124,000	143,000	622,000
<b>Total</b>	<b>426,500</b>	<b>447,000</b>	<b>1,134,475</b>	<b>1,182,315</b>	<b>2,161,824</b>	<b>2,576,417</b>	<b>7,928,531</b>
<b>RECURRING EXPENDITURE</b>							
Total	334,000	447,000	1,026,100	1,182,315	2,039,493	2,345,417	7,376,325
<b>CAPITAL EXPENDITURE</b>							
Total	92,500	0	108,375	0	122,331	231,000	552,206
<b>RECURRENT PLUS CAPITAL</b>							
TOTAL	426,500	447,000	1,134,475	1,182,315	2,161,824	2,576,417	7,928,531

(assumes rate of inflation of 15% per year)

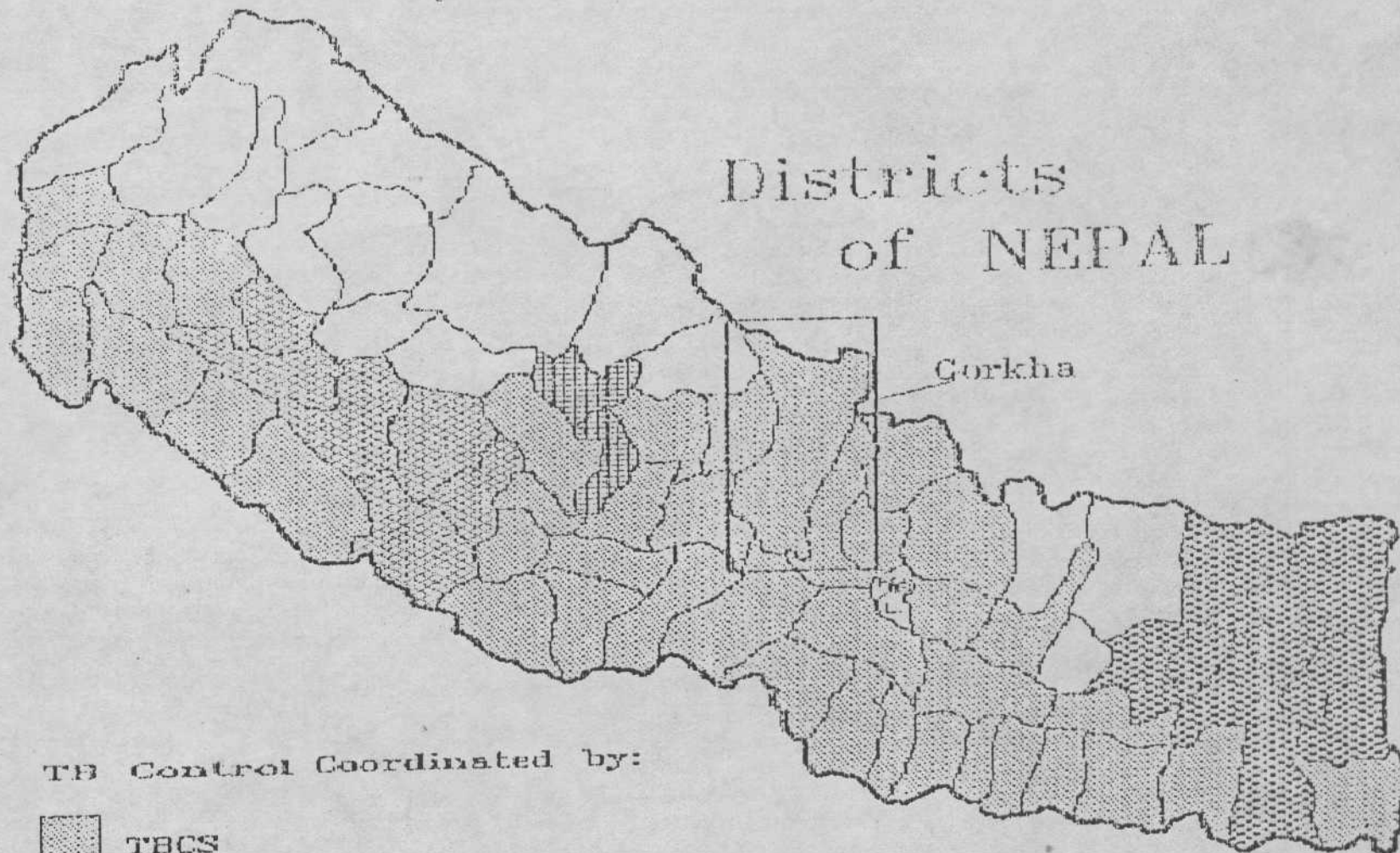
PROPOSED STAFF POST LIST FOR UMN GORKHA BASED TUBERCULOSIS CONTROL PROGRAMME  
1989/90 - 1994/95

Year	POST	DIRECTOR			SUPERVISOR		
		N/E	LEVEL	FTE	N/E	LEVEL	FTE
	89/90	E	-	1.0	N	8-9	1.0
	90/91	E	-	1.0	N	8-9	1.0
	91/92	E	-	1.0	N	8-9	2.0
	92/93	E	-	1.0	N	8-9	2.0
	93/94	E	-	1.0	N	8-9	3.0
	94/95	E	-	1.0	N	8-9	3.0

Note: Assumes expanding into further districts in 91/92 and 93/94 with the addition of 1 supervisor post per district.



# Districts of NEPAL



TB Control Coordinated by:

TBCS

BNMT

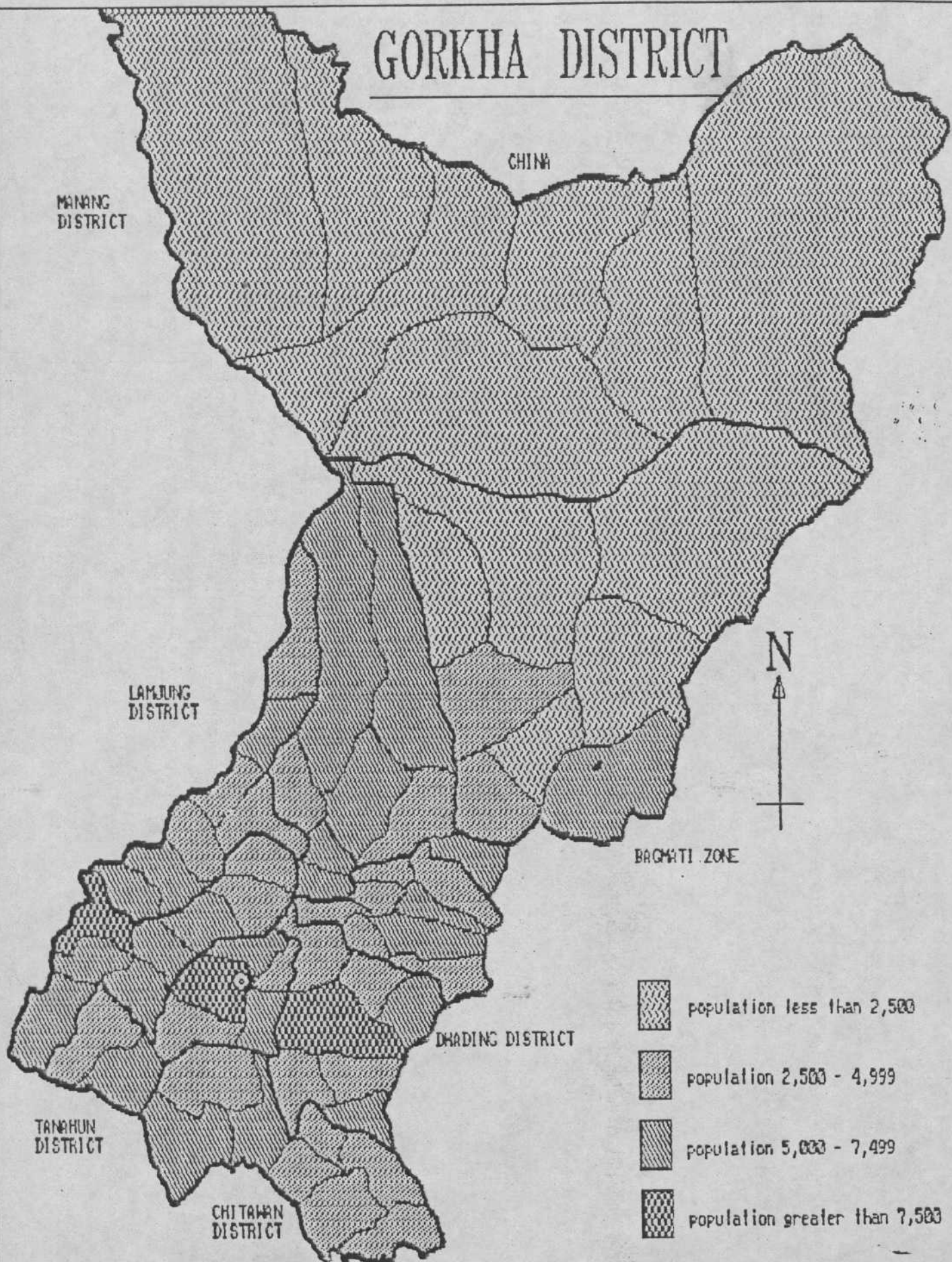
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AMS

(see page 01641)



# GORKHA DISTRICT







ILAKA NO.	PANCHAYAT	1961 CENSUS EST 1969		EST SPUTUM		AMP FIPAL SPUTUM POS	SPUTUM EXAMINED 2% POPLN/YR	POSITIVE SPUTUM 4% OF EXAM	SPUTUM EXAMINED 2% POPLN/YR	POSITIVE SPUTUM 4% OF EXAM
		TOTAL POPLN	TOTAL POPLN	TOT (0.12%)	POS (0.30%)					
1	Gorashali	6426	7850	9	24	3				
	Nararwor	4412	5417	7	16	0				
	Phinon	2625	3223	4	10	0				
	Kanlawara	4582	5624	7	17	0				
	Taranagar	3559	4910	6	15	2				
	Deurali	4145	5050	6	15	1				
	Dhawalot	2830	4703	6	14	0				
	Total	30019	36860	44	111	5	737	29	1843	74
2	Srinathkot	3099	3805	5	11	1				
	Ganhu	2515	3150	4	9	0				
	Chhaprak	4773	5811	7	18	0				
	Chhaplung	5131	6250	6	15	1				
	Mirkot	4882	5955	7	18	1				
	Palantar	6135	7775	9	23	6				
	Githkur	4456	5472	7	18	3				
	Chyangli	4537	5622	7	18	0				
	Total	31178	44423	53	133	12	888	36	2121	89
3	Kharibet	2753	3380	4	10	0				
	Narapur	4205	5163	6	15	3				
	Kharaberi	2710	3328	4	10	2				
	Jaulari	3339	4100	5	12	1				
	Thalajung	3602	4423	5	13	3				
	Narai	5650	6987	8	21	4				
	Aar Fipal	5278	6411	8	19	1				
	Total	27577	33862	41	102	14	677	27	1653	68
4	Singjung	4204	5162	6	15	2				
	Karpak	4219	5181	6	16	3				
	Saurpani	4853	5959	7	18	2				
	Swara	3819	4685	6	14	0				
	Aaru Arlang	4127	5068	6	15	0				
	Muchow	3250	4040	5	12	1				
	Maj Jaluri	4747	5829	7	17	0				
	Tallkot	4205	5188	6	16	1				
	Total	33468	41055	45	123	9	822	33	2055	82
5	Satayach	653	851	1	3	0				
	Lha	927	1136	1	3	0				
	Prak	705	855	1	3	0				
	Liki	715	932	1	3	0				
	Chunchet	838	1025	1	3	0				
	Chakampar	1375	1653	2	5	0				
	Sirdibas	1945	2382	3	7	0				
	Total	7270	8527	11	27	0	175	7	446	18
6	Bhiva	1600	1905	2	6	0				
	Narajung	2374	2915	3	9	0				
	Laprek	1553	2447	3	7	1				
	Gunda	2129	2614	3	8	0				
	Nasigaun	1211	1487	2	4	0				
	Lapu	1682	2065	2	6	0				
	Mambu	4656	5766	7	17	0				
	Thuni	2455	3014	4	9	0				
	Total	18140	22274	27	67	1	445	18	1114	45
7	Aaru Chansut	2040	2505	3	8	0				
	Aaru Poshari	4528	5560	7	17	0				
	Panche Luwa	2082	2556	3	8	2				
	Pandruny	2363	2902	3	9	2				
	Masel	3884	4769	6	14	0				
	Esquwa	3035	3639	4	9	0				
	Thangrang	4511	5416	6	16	0				
	Thawa	2224	2961	5	12	0				
	Total	21573	26708	37	92	4	614	25	1535	61
8	Taple	3714	4560	5	14	2				
	Aarang	2661	3252	4	10	2				
	Borlang	4243	5210	6	16	0				
	Emlot	6153	7555	9	23	0				
	Nazjung	3103	3810	5	11	0				
	Phujel	4541	5667	7	18	0				
	Barlung	2815	3457	4	10	0				
	Total	27650	33551	41	102	4	675	27	1658	68
9	Ehogateni	3558	4418	5	13	1				
	Mankamara	4427	5436	7	16	0				
	Tallung	4350	5341	6	16	1				
	Malaiking	1967	2415	3	7	0				
	Tanglichok	3180	3905	5	12	0				
	Darblang	4059	4984	6	15	0				
	Ehullichok	2532	3134	4	9	0				
	Gyalchok	3528	4323	6	14	0				
	Total	28061	34456	41	103	2	685	28	1723	69
TOTAL		233936	286357	344	860	51	5731	225	14328	573

equals 478 equals 27% equals 1154 equals 67%  
per month 67% cover per month 100% cover



FUTURE OPTIONS IN EDUCATION

Presented to ECC, Sept. 1989 for input and recommendations  
by David McConkey, Education Secretary

During the past year a number of possibilities within the Education sector have been presented in some form or other to the Education Secretary. The significant thing is that most of these requests are coming from HMG side. They are asking us for specific help. It is a marvellous opportunity for us to take up some of these which are consistent with our own ideas.

1. District-wide NFE programme

This will be presented separately. It fits in with the Basic Needs programme of HMG. Although it is being presented basically as an education programme, it has much of a rural development flavour. This approach has been endorsed by the UMN before. The idea of this NFE programme has already been presented in rough outline to the CC who encouraged us to pursue this.

We're already working on a draft proposal for presentation to HMG.

Possible location - Jajarkot

Tentatively we have planned a study trip to Jajarkot after Tihar.

Involvement: maybe 5/6 expats

Period : 10 yrs.

Finance : uncertain. maybe Rs. 12 million

2. Primary Teacher Training

a) A UMN/TU Letter of Understanding has been in process for over one year. This was a UMN initiative. It has now reached the MOE Secretary's desk. This is to enable Resource Centres to be developed in certain TU campuses where primary T>T programmes are being carried out; and also secondment of personnel. This should be finalised soon!

Involvement: up to 10 expats

Period : 4 year agreement with possible extension

Finance : uncertain, maybe Rs 70,000 per location

b) There was a suggestion from HMG that UMN be involved on a larger scale in primary TT, possibly in the Far West (Mahakali). However, just recently ADB has agreed in principle to fund (US\$ 6 crore!) in-service primary TT programmes run by HMG and so this idea has been dropped for now. When this takes off (1 year from now?) there may well be opportunity for UMN TT people to be involved in some way as resources for this.

3. Apprenticeship Training

CTEVT are keen for UMN to help in this. Possibly setting up a centre in Hetauda. A draft discussion paper has already been prepared by UMN. There will be a fairly high level meeting, involving UMN, to see what the possibilities are. A preliminary feasibility study by UMN is probably needed.

Involvement: 2/3 expats.

Period : undefined as yet

Finance : unknown yet. Depends on size of operation planned and commitment by HMG and industries.

There may be opportunities of further secondments (eg. Larry Asher) of specialists in technical fields as advisors/trainers in the Council.  
 There is also the possibility of assisting in the establishment of another technical school other than those being set up by ADB/SDC.  
 This would probably not be as big an operation as KTS.

Estimations of resources needed have not been made.

#### 5. A new Regional School

This idea has come up from time to time from HMG people and also from within UMN. It would need to be looked into carefully and some sort of assessment done of how GBS has worked out and how to do it better/differently(?)  
 I have no doubt that there would be support from HMG for this.  
 There has been an offer to raise funds for such a venture from Australia.

Involvement: 5-7 expats.

Period : 12-15 years

Finance : depends on size of school and location. This would also affect the scholarship involvement of UMN

#### What to choose?

At a UMN Education Dept. seminar in July the participants gave the following indication of their preferences:

Key: A = 1st priority B = 2nd priority C = 3rd priority MIN = more info needed

	A	B	C	MIN
District-wide NFE	16	6	-	-
Mahakali Primary T.T	18	2	2	-
Apprenticeship Training	5	12	2	3
Tech. School/CTEVT	9	7	5	1
Regional School	2	10	7	2



URBAN HEALTH DEVELOPMENT AND UMN

Internal population shifts within Nepal and associated increasing urbanisation was brought to the attention of the UMN Board in November 1988 when UMN's Development Consultant, Al Schlorholtz, presented a paper on the subject. In it Al pointed out the shift of population from the mountains and hills of Nepal to the Tarai Area and the rapid growth of urban centers both in number and size. In 1971 Nepal had 16 urban centers, by 1981 this number had grown to 23 and in 1987 it stood at 33 (HMG Central Bureau of Statistics). All of the urban centers have seen rapid population growth, some by as much as 236% (Birgunj) between 1971 and 1981 according to the Official Census figures. The population of Kathmandu City grew at a rate of 5.7% per year over the same period, while average urban population growth across eleven centres was 10.8% per annum and for the hills area it was 1.8% per annum as against a national population growth rate of 2.6% and a growth rate in the Tarai area of 4.1%. In his paper Al pointed out that such shifts in population and urban growth represent particular challenges to UMN to recognise the needs of people which underlie or are associated with these changes, and in particular he suggested that UMN should address the "needs and efforts of people in Growth Centers strategically located along the Growth Axis points of Nepal", (which consists of "chains" of urban centers reaching from the Tarai into the Hills in each of the development regions of Nepal).

RELEVANCE OF URBANISATION TO HEALTH CARE PLANNING

"The streets themselves are usually unpaved and full of holes. They are filthy and strewn with animal and vegetable refuse. Since they have neither gutters nor drains the refuse accumulates in stagnant, stinking puddles. Ventilation in the slums is inadequate owing to the hopelessly unplanned nature of these areas".

F. Engels The condition of the working class in England (1856)

Growing urbanisation is a phenomenon of increasing importance in many developing countries and as such has been recognised by WHO in its global strategy of Health for All by the Year 2000, which makes explicit reference to urbanisation and its associated problems (WHO 1981). Most initiatives, however, and especially those relating to primary health care (PHC), have focussed on rural populations, probably because cities have been benefitting from a disproportionate share of national resources including those available for health care, and there have been obvious inequities between the urban elite and the rural poor. Recently, however, it has been recognised that there are equally marked inequities within urban populations themselves, and that in several instances (e.g. malnutrition, infectious diseases), the plight of the urban poor is often actually worse than that of their rural counterparts. As Al Schlorholtz paper pointed out, it is important that "UMN follow and minister to the poor wherever they are, rural or urban," "placing the focus on people in need rather than categories and abstractions." It is not the intention to advocate a shift from rural to urban areas since the latter are already privileged, (indeed it is necessary to continue to do as much as possible to develop rural areas in order to make them desirable areas to live and work in and thereby decrease the rate

of migration). The intention rather is to emphasize the presence of a growing urbanisation problem and to underline the profound inequalities which exist, as well as the opportunities which present for involvement in ministering to the needs of the urban population.

It is important to recognise that it is not the absolute level of urban population size which determines the need for concerted initiatives in health care, but the rapid rate of urbanisation. Countries and towns which are already struggling to provide health care are likely to see the deficit in provision increasing as the rate of population growth in urban centers exceeds the rate of service provision. This is why the rapid rate of urbanisation in Nepal represent such a problem and a challenge, as services struggle to keep up with the growing population and inequities in health become more marked.

Contrary to what is often supposed, once a critical point has been reached natural increase and not migration becomes the major factor for urban population increases. At the present time natural increase accounts for 61% of urban population growth in developing countries, compared to only 39% from rural migration. However, as the shift to urban centers continues more rapidly than rural population growth it is likely that, in common with other developing countries, the rural population in Nepal will actually begin to decrease in absolute terms around the beginning of the next century (Donohue, 1982). Regardless of what policies are undertaken to affect internal migration, and their success or failure, we will have to come to terms with increasing numbers of urban poor who were born in the cities and towns of Nepal.

#### HEALTH PROBLEMS OF THE URBAN POOR

"The urban poor are at the interface between underdevelopment and industrialization and their disease patterns reflect the problems of both. From the first they carry a heavy burden of infectious diseases and malnutrition, while from the second they suffer the typical spectrum of chronic and social disease".

(Rossi-Espagnet 1984)

The presence of large hospitals and out-patient departments no doubt inhibits the development of coherent health infrastructures in cities, such as the networks of health posts and health centers found in the rural areas. In practice, many people in cities go to commercial pharmacies for advice, and only visit hospitals when they remain uncured or when there is an emergency. This inevitably leads to a highly curative approach to health care, which is compounded by private medical practitioners recognition of the need for services and the establishment of private clinics, often associated with commercial pharmacies. Such clinics, pharmacies, and even out-patient departments may be beyond the reach of the urban poor because of the treatment expenses involved, lack of opportunity to leave domestic commitments, transport costs, or reluctance to consult because of apprehension and unfamiliarity with "the system."

Commonly, the infectious diseases and malnutrition are severe health problems among disadvantaged urban communities. Tuberculosis is often highly prevalent, as are intestinal parasites and diarrhoeal diseases due to



scarcity and contamination of water supplies and the lack of sanitation and sewage disposal (Basta 1977, Datta Banik 1977, Bianco 1983, Sabir 1984). In crowded areas there is always the danger of meningitis and other epidemics. Urban malaria is still a significant problem in the Tarai, and epidemics of other insect-borne diseases such as encephalitis occur there with depressing regularity (personal observation).

Low income, limited education, insufficient diet, overcrowding, and under protection also operate heavily against the health of the urban poor. Social and psychological problems as a result of economic and social instability form another group of health problems. Women and children are particularly vulnerable as men migrate to other centres or to India in search of work. With the need for women to work in order to supplement income, the neglect of children is almost inevitable. Children themselves may have to contribute to the family income, working under precarious conditions where they may be subjected to accidents and abuse.

Prostitution, venereal disease, drug addiction and alcoholism are growing problems in urban areas (Rossi-Espagnet, 1984, various articles from "The Rising Nepal"). Alcoholism and depression are often found to be the most common and severe mental health problems (WHO, 1984). Mental health and drug abuse prevention are programmes in which UMN has already developed some highly successful approaches, and it has recently been decided to change the focus of the DAPP Programme from direct drug abuse prevention to urban youth development in order to address the underlying social determinants of substance abuse. Such an effort could well fit within a programme designed to address the health development needs of the urban population.

#### OPPORTUNITIES FOR UMN INITIATIVES

If UMN is prepared to take seriously the problems and challenges presented by growing urbanisation in Nepal what are the opportunities and initiatives which will need to be taken in order to make a decisive contribution?

HMG can hardly keep pace with the scale and tempo of urbanisation, and the health problems mentioned above. The recently introduced 22-point "austerity plan" for the next five years calls for private organisations to take some of the pressure off the Government by creating health facilities. In such a climate it seems unlikely that HMG will be able to significantly increase its own commitment to urban health development. Recent editorials and articles in "The Rising Nepal" have drawn attention to the environmental and health problems associated with urbanisation. There is growing community awareness among the educated and a call for action, as evidenced by recent efforts in the commercial area of Kathmandu City to introduce community-based environmental health improvements. The Government is likely to welcome and support any such initiatives which will improve conditions and services within the urban centers.

Since urbanisation is a relatively new but rapidly growing problem in Nepal, the University has a role to play in addressing the research and development needs and educational opportunities which it presents. The Department of Community Medicine is keenly interested in the topic, and Professor Mathura Shrestha has indicated his willingness to involve his Department with UMN in examining the problem and developing strategies to

address it, and indeed encourages us to do so.

UMN already has some involvement in urban health care through its Community Development and Health Project which operates health promotive and disease preventive clinics for mothers and children in 5 wards of urban Patan. These clinics run with the support and appreciation of the communities in the 5 wards. There is opportunity to build on the existing community base to increase the involvement of other community groups, local political representatives, and individual community members in helping to identify continuing needs and work out ways of addressing them. This programme could serve as the base for increasing our commitment and experience in urban health development in co-operation with the local community, the University and Patan Hospital (which when it was built was intended to be a "community based" hospital having a significant emphasis on outreach into, and involvement with, the surrounding community).

The new knowledge and experience thus gained should provide opportunity for involvement in similar work in areas of urban growth in other parts of Nepal, especially in the urban growth centers referred to in Al Schlorholtz paper. Although this initiative is coming from Health Services Department it should not be thought that we would address urban health development in isolation. Since health depends not only on medical interventions but on socio-economic, educational, environmental, political, and other factors it needs a multisectorial approach in order to provide any lasting solutions. Perhaps health could be seen as the entry point and initial focus for the Mission's concern for the urban poor and disadvantaged, with the option of increasing intersectoral co-operation and geographic coverage as opportunity and resources permit.

#### CONCLUSION

Urban growth is a phenomenon which is here to stay. Still in its early stages in Nepal, but increasing rapidly, the multifactorial health problems of urban populations are not difficult to see by any one who strolls through the back streets of the capital. As the rich get richer and the poor get poorer inequities in health and its associated determinants are likely to become even more marked. The Mission now has opportunity to augment its experience in urban health development and to take a leading role in seriously addressing the challenges and problems posed by rapid urban growth, while there is still time. Health Services Department, recognising the already existing health problems faced especially by the poor, the disadvantaged, and the most vulnerable, would welcome a clear statement of concern and commitment by UMN administration and the Board to seriously address this area of challenge and opportunity.

THE GROANS OF THE DYING RISE FROM THE CITY, AND THE SOULS OF THE WOUNDED CRY OUT FOR HELP - JOB 24:12.

Ken Snider, AHSS  
August 1989



## APPENDIX 1

## OTHER ORGANISATIONS INVOLVED IN URBAN DEVELOPMENT:-

- 1) Urban Development Through Local Effort Project (UDLE), funded by GTZ, long-term (10 years) effort to strengthen central and local government institutions, through financial and administrative support.
- 2) Management Support to Town Panchayats Project (MSTP) funded by World Bank, implemented by UNDP, 3 year project to provide technical assistance and support (e.g. infrastructure development) for towns. These two projects are working with HMG to form a joint funding scheme (Town Panchayat Development Fund) aimed at tackling key infrastructural problems through a programme of loans and grants.
- 3) Urban Basic Services (UBS) project of UNICEF aiming to provide basic services for children and women especially those in greatest need, through community level participatory planning and implementation. Five year project targeting 5 urban centres (including Lalitpur).
- 4) Urban planning is the responsibility of the Ministry of Housing and Physical Planning (MHPP) and of the recently established Urban Development Division (UDD) of the Ministry of Panchayat and Local Development (MPLD). However, 11 of HMG's 19 Ministries have responsibilities for the supply and management of social and physical services in urban areas.
- 5) Redd Barna recently obtained an agreement with SSNCC to work with the squatters communities in urban areas.

## APPENDIX 2

Levels of involvement in urban health

National policy development

Bilateral aid organisations

University research, teaching

Community health development programmes

Social welfare programmes

Care of destitute and dying

### APPENDIX 3

#### SWOT ANALYSIS OF UMN'S INVOLVEMENT IN URBAN HEALTH DEVELOPMENT.

##### STRENGTHS

- 1) EXISTING PRESENCE IN URBAN PATAN IN PROMOTIVE/PREVENTIVE HEALTH WORK
- 2) PATAN DISTRICT HOSPITAL - "COMMUNITY BASED"
- 3) AVAILABLE PERSONNEL RESOURCES FOR FURTHER DEVELOPMENT OF PATAN URBAN HEALTH PROGRAMME
- 4) SUPPORT (MORAL AND PRACTICAL) OF UNIVERSITY DEPT. OF COMMUNITY MEDICINE
- 5) GOOD LOCAL RELATIONSHIPS WITH DISTRICT HEALTH OFFICE, REGIONAL MEDICAL OFFICER (WHO IS ALSO PATAN HOSPITAL BOARD CHAIRPERSON)
- 6) GOOD COMMUNITY SUPPORT AND KEY CONTACTS IN URBAN PATAN
- 7) AVAILABILITY OF INTERNATIONAL CONSULTANCY FOR ADVICE ON PROGRAMME PLANNING, ETC. (LIVERPOOL UNIVERSITY, LONDON UNIVERSITY)
- 8) POTENTIAL UNICEF AND/OR WHO SUPPORT (COLLABORATION, FUNDING)
- 9) OTHER ORGANISATIONAL STRENGTHS, e.g. NFE, INCOME GENERATION, ENGINEERING

##### WEAKNESSES

- 1) LIMITED EXPERIENCE IN URBAN DEVELOPMENT WORK

##### OPPORTUNITIES

- 1) TO GAIN EXPERIENCE WHILE URBANISATION IS INCREASING BUT NOT YET OVERWHELMING
- 2) TO RESPOND TO NEEDS OF THE POOR AND DISADVANTAGED "ON OUR OWN DOORSTEP"
- 3) TO RESPOND TO HMG'S EXPRESSED NEED FOR SUPPORT IN HEALTH CARE PROVISION
- 4) TO ENCOURAGE PUBLIC AWARENESS AND COMMUNITY ACTION
- 5) TO ESTABLISH CLOSER LINKS WITH UNIVERSITY DEPT. OF COMMUNITY MEDICINE
- 6) POSSIBLE SECONDMENTS TO UNIVERSITY AND/OR MINISTRY OF HEALTH
- 7) OPPORTUNITY TO INFLUENCE HMG POLICY MAKING IN URBAN DEVELOPMENT
- 8) OPPORTUNITY TO INCREASE INVOLVEMENT OF PATAN HOSPITAL (AND ? OTHER HOSPITALS) IN COMMUNITY OUTREACH.
- 9) OPPORTUNITY TO INCREASE OUR KNOWLEDGE AND EXPERTISE IN URBAN HEALTH DEVELOPMENT AND THEREBY PUT UMN IN FOREFRONT OF NGOS ABLE TO ADDRESS THE PROBLEM
- 10) OPPORTUNITY TO INCREASE OUR PRESENCE IN TERAI AND IN URBAN CENTRES.

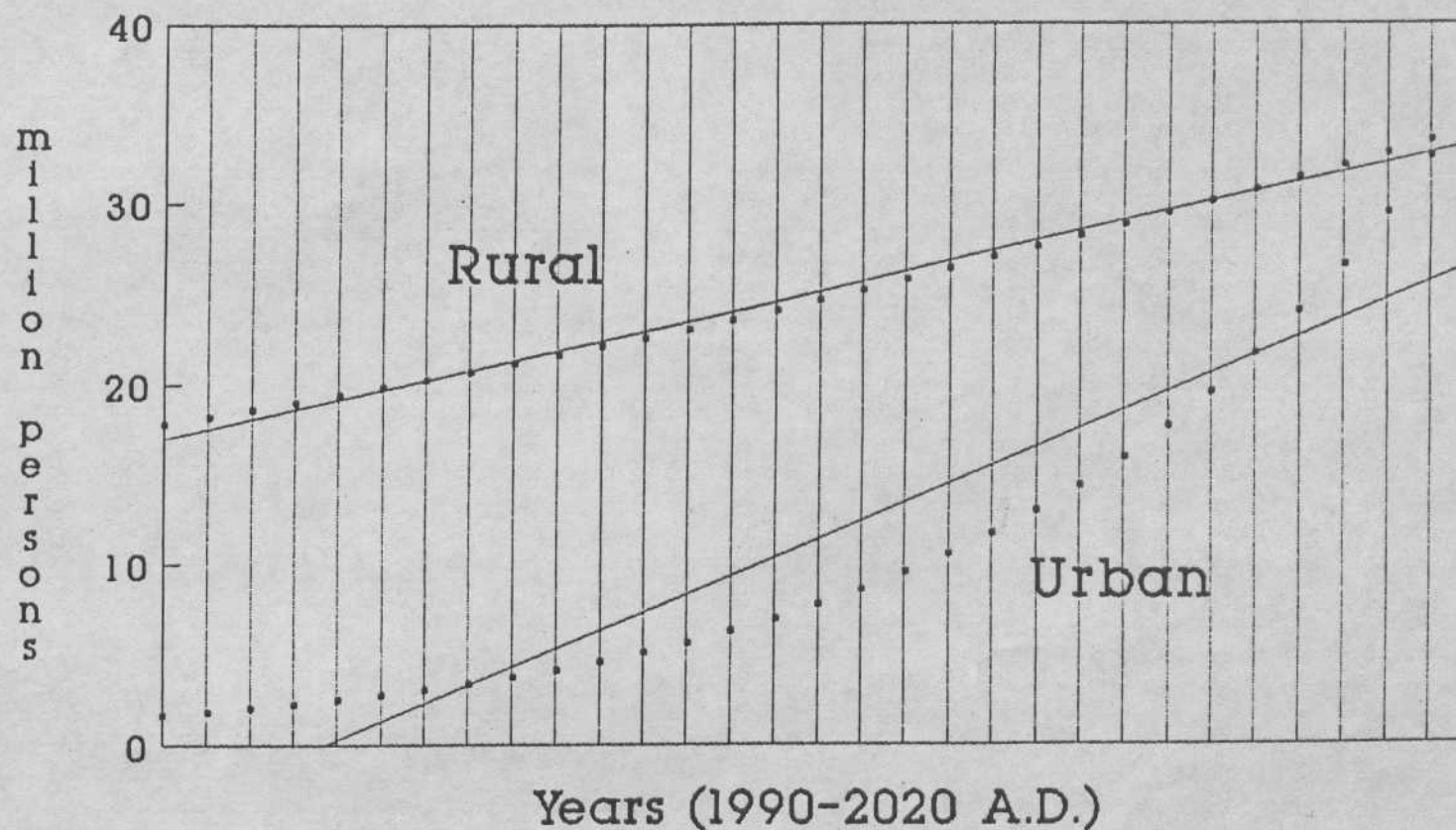
##### THREATS

- 1) THREATS ASSOCIATED WITH INVOLVEMENT IN THE SOCIAL, ECONOMIC AND POLITICAL DETERMINANTS OF POVERTY, ILL HEALTH, AND DISADVANTAGE
- 2) NEED TO OBTAIN AGREEMENTS FOR WORK IN NEW AREAS (N.B. MAY BE AN OPPORTUNITY IF HMG IS SERIOUS ABOUT SEEKING SUPPORT OF NGOS IN HEALTH CARE).



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# Projected Population Trends Nepal (1990-2020 A.D.)



Solid lines = trends  
Dots = projected population.

Rural Growth Rate = 2.4% per annum  
Urban Growth Rate = 10.8% per annum

Request to Coordinating Committee for Clarification of  
The Scope of Activities of CHPs and for Guidelines on Planning

Following the recommendations of the Management Study, the Coordinating Committee has been given the responsibility for "initiating and co-ordinating overall planning" across the Mission, and to "provide guidelines for planning within which projects can organize and develop their local activities." In accordance with these it is felt necessary at this time to ask the Coordinating Committee to provide clarification of the scope of activities, and to approve guidelines for planning, in Health Services Department Community Health Programmes.

Within Health Services Department we have recently been giving much thought as to what should be the central focus of our community health work. The reason that we have been doing so is that several of the activities which are included in our CHPs are not unique to Health Services Department, but are common to other Departments within the Mission and are perceived, perhaps, to be not primarily "health", but rather "development" activities. These are the "health related" activities, and in looking at them we have tried to understand the reasons for their present day inclusion in CHP work.

Development work has been an integral part of Community Health Programmes for many years, as Health Services Projects looked for ways to deal with what were often the underlying causes of poor health. In doing so they have included such activities as agriculture, water supply, income generation, forestry, and non-formal education in addition to their "medical" activities. They therefore are true community development programmes operating within the Health Services Department. We recognise that the Mission operates different types of development programmes under its various departments, and in considering what it is that characterises the type of community development programme which Health Services Dept runs we have concluded that the distinguishing characteristic, or core purpose, is the focus on health status of individuals and communities. By health status we mean the extent of premature deaths (mortality) and disease (morbidity), which is present, and we believe that it is correct for us in Health Services Dept to take this as our focus.

In thinking through what should be the scope of our work, it seems to us that the work of our Community Health Projects can be described as health development work. Development has been defined as "a process of constructive (or positive) change", and in attempting to produce improvements in the health status of individuals and communities we believe that we are engaged in such a process. In referring to health development we would define it as

"a process of constructive change in the health status of communities, based on an integrated, multidisciplinary primary health care approach. It involves the community itself in its planning, organisation, and implementation, and focusses its efforts on the promotion of health and the prevention of disease, disability, and premature death. Its component activities are inter-active, mutually supportive, and directed towards common goals. They are planned with the aim of improving health status and are drawn from a number of professional disciplines, including for example education, agriculture, medicine, engineering, and the social sciences."

We want to see a clear understanding of the purpose of community development work within HS Department and of the place of non-medical (or "health-related") activities within it. We are therefore asking the Coordinating Committee to do the following:

- 1) To recognise and approve the concept of health development as defined above as being appropriately within the administrative remit of Health Services Department.
- 2) To endorse guidelines for planning within Community Health Programmes in consideration of the following suggested guideline from HS Dept:-



In Health Services Department projects and programmes which operate under agreement with HMG Ministry of Health to engage in health and health-related activities, the purpose of the work in which they are engaged should be to bring about improvements in the health status of individuals and communities. It is expected that such improvements will involve health promotion, disease prevention, the diagnosis, treatment, and rehabilitation of the sick, and the training of Nepalese nationals in health professional skills.

In regard to communities it is expected also that such improvements will involve a high degree of community participation and will be aimed for through an integrated, multidisciplinary approach which may include the recruitment of appointees from several departments. The health development work carried out in such programmes will come within the following functional categories:

- a) Nutrition (including food supply)
- b) Child health (including immunisation)
- c) Maternal health (including pregnancy, childbirth, and the puerperium)
- d) Birth spacing
- e) Health education and training (including the training of community volunteers and basic level workers)
- f) The control of infectious diseases (including epidemic and endemic diseases)
- g) Environmental health (including vector control, food hygiene, refuse disposal, and housing features)
- h) Water supply and sanitation
- i) Diagnosis, treatment, and management of the sick (including drug supply and referral to higher levels of care when necessary)

It is recognised that in adopting this approach to health development, it is necessary and appropriate to include both medical and non-medical components, each of which should, however, be included as a planned part of the programme's strategies for improving health status. Thus nutrition includes agriculture, health education includes non-formal education, vector control includes animal health, and so on.

Ken Snider  
September 28, 1989

Study tour for HMG officialsBackground

For sometime there has been some discussion about the possibility of the Director General and a Section Officer of the Department of Cottage and Industries (DCVI) being sponsored for a study tour of small industries in Europe. This has been raised by the Director General (who is also chairman of the ITID Board) and then discussed within UMN administration.

This was discussed on the understanding that such a tour would be in keeping with the objectives of ITID. Consideration was also been given to 2 precedents in UMN related organisation:

1. Mr. B. M. Singh, the Chairman of Himal Hydro, was sponsored by Himal Hydro for a visit to Norway approximately 5 years ago.
2. Mr. L. M. Dixit the Chairman of NHE, was sponsored by NHE for a visit to Norway approximately 3 years ago.

In neither of the above cases was UMN involved in direct funding, as costs were paid out of the operating budgets of the companies involved.

The CC referred this to the EC as raising policy issues. Such requests may fall into 3 categories:

1. Officials who relate to UMN in the normal course of their HMG duties.
2. Officials who are involved in the Management Board of UMN related projects (eg. ITID, Patan Hospital, GBS)
3. Officials who are involved in the Management Boards of separate organisations (e.g. companies).

Proposal

That UMN should in future not give any consideration to sponsoring HMG or other non-UMN officials for overseas tours.

Advantages

If it is known that UMN is willing to give such favours we will be open to many requests. This will open us up to facing difficulties in dealing with those officials whose requests we refuse.

Disadvantages

This will make it impossible to agree to any case where the administration feels that there is good justification for such a tour.

LJM

8 September 1989

DCVI-HMG.WP



Proposal for an Umbrella Agreement covering UMN involvement in  
Water Resources Development

Background

In the past, UMN involvement in Private Limited Companies related to hydropower, rural electrification and its end uses, and irrigation (BPC, Himal Hydro, NHE) has been justified to HMGN (when necessary) in two ways:

- 1) Clause 7.2 of the Institute of Technology and Industrial Development (ITID) (1988) Agreement which reads in part:

"UMN may during the validity of this agreement continue to hold shares in companies established in the course of implementation of the ITID Agreement."

Earlier versions of the agreement also referred to this, and when companies were established it was understood that DCVI would have representation on their Boards, even when the industries were not in the cottage sector. However over the years this has lapsed, and BPF is the only company where such links are still kept up.

- 2) Project Agreements between HMGN and UMN:  
Andhi Khola Hydel and Rural Electrification Project (AHREP)  
Jhimruk Hydro Electric and Rural Electrification Project (JHEREP)

However, HMGN has taken steps to formalize its relationship with UMN. One of the stipulations is that all UMN work must be covered under valid agreements with HMGN. This issue becomes particularly acute when requesting visa clearance for expatriates. It seems likely that some posts in BPC, Himal Hydro, and NHE cannot be covered under present agreements.

In addition, the problems with India have re-energized HMGN to place a high priority on small hydro power development and rural electrification. Funding agencies are looking for partners other than Nepal Electricity Authority to do small hydel development (larger systems than DCS is involved in). The UMN-related companies are being considered by HMG and international agencies as possible participants in this area of hydropower and electrification development.

Proposal

That EID on behalf of UMN be given the mandate to begin negotiations with HMGN, Ministry of Water Resources (MOWR) for an umbrella Agreement covering our involvement in the fields of hydropower, rural electrification, and irrigation development with the following considerations:

1. the proposed Agreement should justify UMN ownership and share investment in companies;
2. the proposed Agreement should justify secondment of UMN expatriate personnel in BPC, Himal Hydro, NHE, and other agencies and organisations as opportunity permits.

Wynn Flaten  
September 22, 1989

In the ECC, a mandate was given for EID to pursue umbrella agreement as in the proposal, with the following considerations:

- a "Letter of Intent" may be easier as it can be handled entirely within the Ministry of Water Resources
- consideration should be given to the companies seeking directly from the Government visas for personnel

Review of policy on Appointess Representatives on ECC

## BACKGROUND:

The UMN Board took the following resolution arising from the UMN Management Study (Ref. Board 1986, Appendix I, Nos. 19a )

"19. The Executive Committee and Coordinating Committee.

- a) Consideration should be given to the proposal that the membership of the CC be increased to include representation from Board Appointess (Kathmandu-based);"

In the EC(1)-19/87a) it was recommended that the appointment of a Board Appointee representative to ECC be made **for a two year trial period, after which this should be reconsidered.** The administration is authorised to work out means for this appointment to be made."

The Bye-Laws approved in November 1988 does not mention ECC separately, but states:

"6 CO-ORDINATING COMMITTEE

## 6.2 Membership

Executive Director.  
Treasurer.  
Personnel Secretary.  
Department Secretaries.

Heads of Institutions, Project Directors and the  
Representative elected for each Department, for business  
relating to their areas of responsibility, when invited  
by the Executive Director.

## PROPOSAL:

In relation to the instruction that the matter of Board Appointees representatives attending CC meetings be reviewed after 2 years, it is noted that the matter has been dealt with in the Bye-Laws approved in Nov. 88, and it is agreed that this is an adequate follow-up of the subject.

[October 2, 1989]



Guidelines on Funding Appointee's Participation in  
Seminars and Conferences Abroad

(Ref. EC(1)-18/89 and FC(1)-15/89)

UMN Appointees are periodically invited to participate in development related seminars and conferences outside the Indian sub-continent. The invitation is extended primarily for one of three reasons:

- 1) to give formal input in the sharing of technical knowledge or successful methods employed in UMN related programmes.

Response:

UMN will consider requests to directly fund Appointees who participate in this manner. Among other matters which will be taken into consideration in evaluating the request is the extent to which the Appointee and/or UMN has attempted to disseminate the information through other media.

UMN will expect the seminar/conference organizers to fund UMN's participation. Only after receiving a satisfactory response from the organizer/sponsor that such funds are not available will UMN seek out alternate funding.

- 2) to be present where technical knowledge or successful methods are shared with the expectation that the information obtained can be helpful to UMN's programmes here in Nepal.

Response:

UMN will consider requests to fund such visits by Appointees in projects/programmes which need such interchanges, in the following circumstances:

- a) The visit is for a study tour or seminar for the direct purpose of gathering information necessary to carry out the work of the project/programme, and where this is not available except by personal participation.
- b) There is no suitable Nepali staff member who could go on this tour; or it is considered necessary for the UMN Appointee to accompany the Nepali staff person in order that the project/programme may fully benefit from the tour.

Such activities under 1) and 2) above should as far as possible be incorporated as a separate item in the plans and budgets for the project/programme, showing their justification. It should be clearly spelt out in funding requests that such items may cover overseas travel for UMN Appointees.

Approval may only be given by the ED on the recommendation of the Department Secretary.

- 3) to attend training or courses so as to upgrade Appointees' qualifications.

Response:

UMN will not consider requests to directly fund Appointees who participate in this way. UMN views this form of participation as a form of "continuing professional education" which is normally expected to occur during home leaves. It is recognized that there will be seminars and courses which will occur during the period of assignment to UMN. In such circumstances, a request for leave must be processed through the

normal channels unless the time away is to be considered as annual holiday.

UMN seeks to recruit technically qualified Appointees to fill the approved posts of the Mission. It is recognized that not everything helpful for effective ministry in Nepal can be easily obtained by formal training or in the Appointee's country of origin. Member bodies are encouraged to support the work of the UMN by providing professional enrichment opportunities for their personnel. Appointees may request their Department Secretary to write a letter of recommendation to their sending body regarding the correlation between the conference or seminar and their work in UMN.

Project/programme Directors are responsible for ensuring that any travel outside Nepal by Appointees for the above purposes conforms with the above guidelines.

LJM/LJM  
4 October, 1989



UMN BOARD OF DIRECTORS  
November 21 - 23, 1989

S C H E D U L E

Location: Blue Star Hotel, Kathmandu

Tuesday, November 21

- 2 - 4 pm UMN 35th Anniversary Celebration
- 6.00 pm Opening Dinner
- 7.00 pm Orientation and Bible Study

Wednesday, November 22

- 8.30 am Bible Study
- 9.15 am Plenary Session
- 10.30 am Coffee/Tea Break
- 11.00 am Plenary Session
- 12.30 pm Visiting Speaker (Pm - Shadow? *And → Community Health  
for Fondunjabarty*)
- 1.00 pm Lunch
- 2.00 pm Small Group Discussion
- 3.30 pm Coffee/Tea Break and Walk to Headquarters
- 4.00 pm Special Session with Church Leaders at Headquarters
- 6.00 pm Board Meeting Adjourns.

Thursday, November 23

- 8.30 am Bible Study
- 9.15 am Plenary Session
- 10.30 am Coffee/Tea Break
- 11.00 am Plenary Session
- 12.30 pm Visiting Speaker
- 1.00 pm Lunch
- 2.00 pm Plenary Session
- 4.00 pm Coffee/Tea Break
- 4.15 pm Plenary Session
- 6.00 pm Meeting Closes

## INFORMATION to DELEGATES of THE UMN BOARD OF DIRECTORS 1989

We warmly welcome your participation in this Board Meeting, and your interest and fellowship with us in the work of the United Mission to Nepal.

Enclosed you will find the schedule of the meetings. Your host/hostess and Anna-Karin Eriksson, secretary to Howard Barclay, will be able to help you with matters concerning meal times, transportation to the meetings etc. Please, do not hesitate to ask.

### TIMING AT MEETINGS

We would request all delegates to be prompt, and to try to arrive at the meeting hall 5 minutes ahead of the scheduled times for meetings to begin. Please also make an effort to move without delay to the coffee table and back to the next session.

### NEPALI CURRENCY

Travellers cheques may be cashed legally at the Blue Star Hotel reception. The UMN office is not allowed to cash any personal or travellers cheques for you personally.

### OUTWARD AND DOMESTIC BOOKINGS

Confirmation of flights booked outside Nepal cannot be done without the ticket in hand. This matter should be taken care of as soon after your arrival in Nepal as possible. The rule is that tickets should be reconfirmed one week before departure from Kathmandu.

For reconfirmation and requested purchase of any tickets, please contact Prakash Rai, who will be available during coffee breaks at Blue Star Hotel.

If you have not paid for them earlier, payment for tickets ordered by UMN may be made to Lori Ortman from our Accounts Office at the coffee break at 10.30 am on Wednesday, November 22.

### MEALS AND CHARGES

For those staying in the UMN guesthouses or private homes, there will be a flat rate charge of NRs 135 per day, applicable during the period November 21 - 23 (and appropriate earlier dates for members of Executive and Finance Committees). We would request you to kindly remit the total amount to your host/hostess before you leave. There will be no reduction for any meals eaten elsewhere.

If you are staying in Kathmandu before or after this period, the charge will be NRs 300 per day per person. This is the normal rate, and the reduced amount only applies to Board members during the period of the official meetings.

On Tuesday evening, November 21, dinner will be provided at the Blue Star Hotel, and also lunch on Wednesday and Thursday for Board members.

(P.T.O.)



#### PRACTICAL MATTERS

If you have questions about practical matters or things you wish to do, particularly during the days of the Board, please ask any of the UMW personnel at the meetings, who will refer you to someone who can give assistance.

#### NAME TAGS

It would be appreciated if you would please wear your name tag during the meetings. It helps our new members and all of us to get to know one another more easily if this identification is readily seen.

#### TRANSPORTATION

This will be arranged for those in the Patan area at the beginning and end of each day's session. Please, ask Anna-Karin Eriksson for details, and be sure to give notification if you do not wish to take advantage of the transportation arranged.

UMN BOARD OF DIRECTORS  
November 21 - 23, 1989

M E M B E R S H I P

A) Member Body Delegates

Assemblies of God	Rev Andrew McCabe	
Baptist Missionary Society	Miss Joy Knapman	
Christian Church (Disciples)	Rev Eric Gass	
Church Missionary Society, Australia	Mr Ross Hall	
Church Missionary Society, UK	Mr Malcolm Warner	
Church of North India	RtRev John Ghose	(Absent)
Church of Scotland	Mrs Katy Laidlaw	(Absent)
Church of South India	RtRev M C Mani	
Committee for Service Overseas, Germany	Mr Klaus-D Baer	(Absent)
→ Danish Santal Mission	Mr Jorgen Norgaard Pedersen	
x Evangelical Free Church of Finland	Miss Riitta Siikanen	
Evangelical Lutheran Church of America	Rev Warner W Luoma	
Finnish Evangelical Lutheran Mission	Rev Paavo Kilpi	(Absent)
Gossner Mission	Dr Hanns-Uve Schwedler	
Interserve	Mr Richard Clark	
Japan Antioch Mission	Rev Minoru Okuyama	
Japan Overseas Christian Medical Cooperative Service	Dr Kozo Tamura	
Korean Christian Medico-Evangelical Association	Rev Hong Bom Kim	
Mennonite Board of Missions	Mr Ronald Yoder	
Mennonite Central Committee	Mr Cliff Dick	
Methodist Church, UK	Rev Swaminathen Jacob	
Methodist Church in India	Rev James C Lal	
Norwegian Himal-Asia Mission	Mr Einar Kippenes	
x Örebro Mission	Mr Erling Wennemyr	
x Presbyterian Church in Canada	Mr Glen Davis	(Absent)
Presbyterian Church in Ireland	Rev Jim Waring	
Presbyterian Church Synod, Mizoram	Rev Balpianga	
Presbyterian Church, USA	Mr Robert Alter	
Regions Beyond Missionary Union	Mr David W Docherty	
Swedish Free Mission	Mr Billy Johansson	
Swiss Friends for Missions in India & Nepal	Mr Fredi Grob	
Tear Fund UK	Rev David Applin	
x United Church of Canada	Mr Jack Lakavich	
United Church of Christ in Japan	Rev Kimijima Yozaburo	(Absent)
x United Methodist Church	Rev Jiro Mizuno	
Wesleyan Church	Rev Wayne W Wright	(Absent)
x World Concern	Mr Terri Eikenberry	
World Mission Prayer League	Miss Karen Merkel	

B) Representatives of the Christian Church in Nepal

Dr Rajendra Rongong  
Mrs Mannu Rongong

[As per November 14, 1989]



C) Co-opted members

International Nepal Fellowship  
Leprosy Mission

Miss Alison Craven  
Dr Wim Theuvenet /  
Mr Pradip Failbus

D) Ex-officio members

Executive Director  
Treasurer  
Personnel Secretary  
Education Secretary  
Assistant Education Secretary  
Engineering & Industrial Dev Secretary  
Asst Eng & Industrial Dev Secretary  
Health Services Secretary  
Assistant Health Services Secretary  
Rural Development Secretary  
Asst Rural Development Secretary  
Education Department Representative  
Eng & Industrial Dev Department Repr  
Health Services Department Repr  
Rural Development Department Repr  
Annual Conference Representative

Mr J Howard Barclay  
Mr Lynn Miller  
Mr Graeme D Guger  
Mr David McConkey  
Mr Ryohei Takatsu  
Mr Lionel Mackay  
Mr Wynn Flaten  
Dr Tjerk Nap  
Dr Ken Snider  
Mr Jim Alexander  
Mr Stan Freyenberger  
Mr Alan McIlhenny  
Mr Ben van Wijhe  
Dr Graham Toohill  
Mr Henk Ymker  
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E) Observers

Executive Director Elect  
Assemblies of God  
Gossner Mission  
International Techn Assistance Group  
Swedish Free Mission

Rev Edgar Metzler  
Rev Sam T Beckdahl  
Dr Hans Grothaus  
Mr Keith Hook  
Miss Barbro Carlsson

F) Others (Staff)

Recording Secretary  
Asst to Executive Director  
Secretary to Executive Director

Miss Betty Young  
Mr Anders Kammensjö  
Miss Anna-Karin Eriksson

# SMALL GROUPS

during UMN Board Meeting November 1989

Wednesday, November 22 at 2 - 3.30 pm

## Administration

Joy Knapman  
Jorgen Pedersen  
Richard Clark  
James C Lal  
Einar Kippenes  
Jim Waring  
Billy Johansson  
David Applin  
Alison Craven  
Terril Eikenberry  
Edgar Metzler

## Education

Andrew McCabe  
M C Mani  
Hans Grothaus  
Erling Wennemyr  
Robert Alter  
Karen Merkel  
Rajendra Rongong  
Minoru Okuyama  
Swam Jacob  
P K Failbus

## Health Services

Eric Gass  
Ross Hall  
Riitta Siikanen  
Kozo Tamura  
Hong Bom Kim  
Fredri Grob  
Jiro Mizuno  
Wim J Theuvenet  
Barbro Carlsson  
Keith Hook

## Rural Development

Malcolm Warner  
Hanns-Uve Schwedler  
Warner Luoma  
Ron Yoder  
Jack Lakavich  
Cliff Dick  
Lalpianga  
David W Docherty  
Mannu Rongong  
Sam T Beckdahl

Den- Vku

1 Tre ppe mto



# UMN BOARD OF DIRECTORS

21st - 23rd November, 1989

## A G E N D A

### "New beginnings & open doors"

Tuesday evening, November 21

#### 1. Schedule of Membership and Roll Call

The UMN Board of Directors includes the following categories of Members:

- a) Appointed Representatives of Member Bodies (with voice and vote)
- b) Two Representatives of the Nepali Christian Church (with voice and vote)
- c) Ex-Officio Members (with voice but no vote)
- d) Co-Opted Members (with voice but no vote)
- e) Observers (with no voice or vote)

#### 2. Orientation

- a) Announcements
- b) Presentation of the evenings program
- c) An Overview of the Mission: "Present challenges and opportunities" by the Executive Director

#### 3. Presentation of Bible Reader Rev John Coleman

Wednesday and Thursday

#### 4. Adoption of Agenda ✓

#### 5. Confirmation of Minutes of the UMN Board Meetings held on November 19 - 21, 1988 ✓

#### 6. Appointment of Executive Director, EC(1)-4/89

Recording of postal vote:

- a) Extension of Howard Barclays term Jan 1st - Febr 28th 1990 ✓
- b) Edgar Metzler as Executive Director from March 1st 1989<sup>20</sup> for a three year term ✓

#### 7. Appointment of Nominating Committee ✓

#### 8. Report from Executive Director ✓

#### 9. Membership application, BD-7/88, EC(1)-31/89

- a) Approval of lifting the Moratorium on Membership in UMN temporarily ( 31 - 34 ) ✓
- b) Acceptance of Application from ITAG for Membership ( 39 - 42 ) ✓

IUMN Board Agenda Nov 89 as per 4th Oct]

10. Report on negotiations of Agreements

- a) General Agreement (expiring 26th May, 1990) EC(1)-3/89 ( 43 - 47 ) ✓  
b) HQ and Umbrella/Project Agreements ✓

11. Personnel Matters, An update by Personnel Secretary ✓

12. Presentation of 1988/89 Annual Reports and Financial Statements ✓ ( 1 - 25 )

13. Matters arising from Executive Committee Meeting ✓                     

14. Constitutional Matters:

- Approval of Proposed amendments to Bye-Laws, ✓ ( 49 )  
BD-23/88, EC(1)-32/89

→ 15. Review of Criteria and Moratorium re Membership, EC(1)-31/89 ✓ ( 35 - 37 )

16. Review of policy on Observers at the UMN Board (from Christian Funding Agencies), BD-16/87 ( 50 )

17. Report on Nepalisation, BD-19/88, EC(1)-31/89 ✓ ( )

18. Report <sup>for Advisory group</sup> on Women's Affairs, BD-18/88, EC(1)-24/89 ✓ ( )

19. Small Group discussions & brief reporting ✓  
(See Guidelines as per EC(1)-35/89)

20. Relationship with the Church, A time of sharing, BD-13/86, BD-12/88 ✓

21. Report on 1989 Annual Conference - the Conference was cancelled ✓

22. Appointment of Executive Committee and Finance Committee for 1989/90 ✓

23. Dates of Future Meetings:

a) Confirmed for 1990 (BD-26/88):

FC: (Tue)	24 April,	(Tue)	13 Nov 1990
EC: (Thu, Fri)	26-27 April,	(Thu, Fri)	15-16 Nov 1990
BD:		(Sun ev - Tue)	18-20 Nov 1990
(Easter Day:	15 April 90)	(Thanksgiving Day:	22 Nov 90)

b) Proposal for 1991

FC: (Mon)	22 April,	(Mon)	18 Nov 1991
EC: (Wed, Thu)	24-25 April,	(Wed, Thu)	20-21 Nov 1991
BD:		(Sat ev - Mon)	23-25 Nov 1991
(Easter Day:	31 March, 1991)	(Thanksgiving Day:	28 Nov 91)

(Thanksgiving Day to be avoided every second year, BD-27/87)

24. Any Other Business

Vandley: EC: - *John D.*

FC: - *Gay*



UMN Board of Directors 1989  
Overall Reports 1988/1989

Executive Director.....	1
Treasurer (to follow).....	5
Education.....	11
Engineering & Industrial Development.....	14
Health Services.....	17
Rural Development.....	25

UMN EXECUTIVE DIRECTOR

ANNUAL REPORT 1988/1989

We have completed 35 years as an organisation in Nepal. United Mission to Nepal is well known in Nepal both as a Christian mission, and also for the large number and variety of programmes undertaken. (A) Our calling is to serve the people of Nepal in the name and spirit of Christ and to make Christ known by word and life. (B) There are other expressions of our purpose related to our professional contributions and to the training of the Nepali people. There is sometimes a tendency to attempt to prioritise such purposes. I believe there is need to see them all as important, recognising we are likely to give more time to some than to others. The need is to be aware of our total calling and discover ways to be involved where we can in all these areas. The more balanced the activities in our calling, the greater will be our personal satisfaction. And by the way, there are other ways of measuring our involvement than by the clock.

These matters above are enshrined in our Constitution and since the beginning have stood the test of time. I would hope the UMN Constitution, thoroughly revised and ratified at last years' Board Meetings, is a central document in our home constituents' offices and used in preparing new people for participating in the life of UMN.

I never cease to be amazed at the breadth and variety in the make up of our UMN family. True, some say too broad, others probably feel we are too narrow. That UMN, as big as it is, has continued in spite of its variety nationally, denominationally, professionally, temperamentally, doctrinally, age and era wise, and other distinctives, for 35 years, to me has been a daily miracle of God's grace. I am amazed by it, but also filled with wonder and thanksgiving to God for what He has done and is doing. I count it one of the great privileges of my life to have been a part of it.

Important activities during the past 12 months.

1 National The failure to negotiate treaties with India since March 1989 has had a serious detrimental effect on Nepal, especially economically, but also in other ways, e.g. ecologically. The longer this dispute lasts the more difficult it will be for Nepal and its people. At the time of writing there seems almost no hope for a quick settlement.

2 Visas Since the last Board Meeting there has been a large change in the procedures for granting visas. Actually it has brought us into line with how all other agencies are treated. We have been very generously dealt with up till this time. Now, for example, for a worker in a health project, there are the following screening stages: 1) Sending Body, 2) UMN's Coordinating Committee, 3) Regional Health Office (only for health related Appointees), 4) Line Ministry, 5) National Planning Commission, 6) Home Ministry, 7) Line Ministry, 8) Foreign Ministry.

Time wise it used to take 10 - 14 days for His Majesty's Government of Nepal. Now it takes up to 4 months. So far no visas have been refused, but it is very time consuming and demanding. However, when all visas expire on May 26, 1990, we could have a very different situation.

Some organisations, whose workers have remained on tourist visas, are closing their activities and leaving.

*Das kann  
nicht geteilt  
werden, mit  
himself analysieren*

*Wohlbekannt  
an UMN für  
bestimmte Punkte  
die von der Regierung  
abgefragt sein  
muss!*



3. Project Agreements Following agreements reported last year; we signed Agreements for Surkhet and for Jhimruk. They were signed in November 1988 and February 1989.

General Agreement This negotiation has continued and reached the stage where the Social Services National Coordination Council (SSNCC) agreed we could not fit into their context; followed by the Finance Ministry being willing for the Foreign Ministry to continue its relationship with us. The Ministry of Foreign Affairs in turn is happy to negotiate and this is proceeding. A new draft has been prepared which includes some areas absent in the previous document. This is a most important matter because all visas and all project agreements are dependant on it. Present agreement concludes on May 26, 1990.

4. Special Occasions The Karnali Technical School was honoured by a visit in February 1989 from their Majesties King Birendra Bir Bikram Shah Dev and Queen Aishawarya Rajya Laxmi Devi Shah. On April 18, 1989 the principal of Gandaki Boarding School, Dr David Bambach, was presented with the decoration Prabal Gorkha Dakshina Bahu by His Majesty the King in recognition of the achievements of the School.

Butwal Technical Institute celebrated its 25th anniversary on January 20, 1989. Present for the occasion were the Honorable Minister of Education and Culture, and Assistant Minister of Industry. There was a splendid display of work being done through BTI and Development & Consultancy Services.

At Andhi Khola on February 13, 1989 the Irrigation Programme was inaugurated by the Honorable Minister of Water Resources who showed a great interest in both irrigation and all aspects of the hydro project. Since his visit all tunnels and drop shaft were joined and the final stages are now under construction.

5. Coordinating Committee It has been a pleasure to work with colleagues in the Coordinating Committee. The CC has met regularly for monthly meetings, as well as for the two series of Extended Coordinating Committee meetings in March and September. Members meet usually on Mondays for sharing purposes to help communication and information. This, plus the support from the Assistant to the Executive Director and the Personal Secretary has been greatly appreciated and given strength to the activities of the Executive Director. The CC also enjoyed two retreats and found them well worthwhile.

6. Communication with Projects Members of the CC have made project visits a priority. The Executive Director personally visited all projects with one exception this past year.

Communication with BMGN Many visits have been made to Government offices and officials to strengthen understanding in the work of the projects. This has been important in relationship building.

Communication with NGOs There have been visits made to a number of NGO offices, plus a group meeting called and hosted by UMN. This was much appreciated and desire expressed to repeat it. It was agreed another NGO would sponsor and host the next similar gathering.

Communication with Member/Sending/Supporting Bodies It has been a pleasure to welcome some 14 representatives from overseas, visiting Nepal throughout this year. These are apart from the Executive Committee members, who attended the April 1989 EC Meeting.

SSNCC.  
Coordinating N60-  
activities → RDC  
Mgt. Antaresingh  
Mik. Jan. 90

- 7 Personnel There were 30 new members in February 1989 and 22 in the August 1989 language groups. This indicates a continuing flow of new workers, and visas to be obtained. Please note, these new people must be cleared through HMGN before they can come to Nepal. We still are short of some much needed people for specific posts. We continue to look to our Supporting Missions to make every effort to find these personnel needs. We still would like to see those who can come for at least two terms. It has been significant that this year, we have farewelled nine colleagues, whose missionary days reached back to the early 1950s and even the 1940s. Such long experience is a loss, hard to replace.

And finally, but with very much pleasure, word was received of the Board's appointment of Edgar Metzler as the incoming Executive Director to take up responsibilities from March 1, 1990. We welcome this appointment. We have welcomed Ed to Nepal, who is presently staying in a Nepali home in Gorkha for language study immersion. We look forward welcoming Ethel Metzler early next year and commend them to God's grace and wisdom as they lead UMN for the next period of its ministry into the 1990s.

To God's name be all the praise.

J Howard Barclay  
Executive Director

JHB/ake

Mission wide support Project : Services in 12 area  
(m.a. unit Public relation)



UNITED MISSION TO NEPAL  
Consolidated Balance Sheet  
15th July 1989  
(all figures are in NRs., \$1 U.S. = NRs. 27.40)

15/7/88		15/7/89
-----		-----
128,878,298	Fixed and Other Assets	170,864,110
68,130,620	Current Assets	77,766,663
(12,754,994)	Current Liabilities	(20,377,601)
-----		-----
184,253,924	Net Assets	228,253,172
=====		=====
Represented by:		
3,123,927	Undesignated Fund	3,274,483
12,102,274	Other Funds	15,806,984
43,800	Endowment Fund	43,800
3,400,415	Unspent Gifts for Capital Items	7,574,663
4,487,731	Unallocated Current Year Surplus	3,076,367
17,111,346	Programme Funds	15,694,971
4,341,753	UMN Related Companies Working Capital	4,013,245
139,642,678	Accumulated Capital	178,768,659
-----		-----
184,253,924		228,253,172
=====		=====

Note:

1. Guarantees by UMN, issued and outstanding at 15th July 1989:
  - a) NHE, Rs. 415,000 Expires 20 September 1989
  - b) NHE, Rs. 112,500 Expires 2 January 1990
  - c) NHE, Rs. 160,000 Expires 6 September 1990

UNITED MISSION TO NEPAL  
SUMMARY STATEMENT OF REVENUE AND EXPENDITURE  
For the Year Ended 15 July 1989

	Revenue	Expenditure	Incr (Decr)
GENERAL ADMIN & APPOINTEE SUPPORT	17,643,635	17,543,929	99,706
LANGUAGE LEARNING	1,309,615	1,302,172	7,443
EDUCATION	15,892,636	17,037,940	(1,145,304)
HEALTH SERVICES	51,212,812	48,577,984	2,634,828
ENGINEERING & INDUSTRIAL DEV'L	35,397,211	34,051,391	1,345,820
RURAL DEVELOPMENT	4,147,260	4,331,883	(184,623)
	125,603,169	122,845,299	2,757,870
UNALLOCATED SURPLUS	3,076,367		3,076,367
GRAND TOTALS	128,679,536	122,845,299	5,834,237

Notes:

1. Revenue and expenditures include recurring, capital, and program budgets. Amounts needed to balance recurring budget shortfalls have been allocated and are included as revenue.
2. Total revenue includes 10,133,337 as Personnel Contributed Services (PCS) and 27,903,388 of other revenue generated in Nepal.
3. Expenditures include 40,370,336 of recurring expenditures, 6,944,535 of capital expenditures, and 75,530,428 of programme expenditures.

DETAIL OF UNALLOCATED SURPLUS FOR 1988-89

Grants Available For Recurring Budgets	5,106,603
Foreign Currency Exchange Rate Gain	5,411,576
Interest Income	3,660,811
	14,178,990
Funds Allocated To Recurring Budgets	
General Admin and Appointee Support	1,727,203
Education	207,521
Health Services	9,173,487
Engineering & Industrial Dev'l	(5,588)
	11,102,623
Unallocated Surplus 1988-89	3,076,367



# PER CAPITA GRANTS

## Grants From Member Bodies

Assemblies of God, USA	22,990
Baptist Missionary Society, UK	508,239
Christian Church (Disciples), USA	201,771
Church Missionary Society, Australia	361,504
Church Missionary Society, UK	301,316
Church of North India	17,044
Church of South India	---
Committee for Service Overseas, West Germany	178,600
Church of Scotland	22,955
Danish Santal Mission	66,975
Evangelical Free Church of Finland	105,000
Evangelical Lutheran Church in America	178,600
Finnish Evangelical Lutheran Mission	301,826
Gossner Mission, West Germany	45,030
Interserve (BMMF International)	1,652,258
Japan Antioch Mission	40,640
Japan Overseas Christian Medical Cooperative Service	22,325
Mennonite Board of Missions, USA	262,834
Mennonite Central Committee, USA	208,621
Methodist Church of India	---
Methodist Church, UK	194,340
Norwegian Himal-Asia Mission	243,942
Orebro Mission, Sweden	508,188
Presbyterian Church in Canada	53,608
Presbyterian Church Synod, Mizoram	---
Presbyterian Church in Ireland	141,930
Presbyterian Church, USA	357,200
Regions Beyond Missionary Union, UK	293,571
Swedish Free Mission	91,960
Swiss Friends For Nepal	22,325
Tear Fund, UK	223,250
United Church of Canada	268,760
United Church of Christ, Japan	45,030
United Methodist Church, USA	127,253
Wesleyan Church, USA	22,990
World Concern, USA	281,625
World Missionary Prayer League, USA	344,660
Korea Christian Medico-Evangelical Association	---
PCGs Receivable	972,892
Per Capita Grant Sharing Fund	91,960
Other Per Capita Grants	533,724
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TOTAL PER CAPITA GRANTS FOR 1988-89	9,317,737
	=====

SOURCE OF GIFTS/GRANTS (other than per capita grants)

From Member Bodies

Assemblies of God, USA	2,271
Baptist Missionary Society, UK	966,400
Christian Church (Disciples), USA	241,275
Church Missionary Society, Australia	4,467
Church Missionary Society, UK	237,000
Church of Scotland	56,910
Danish Santal Mission	459,611
Evangelical Lutheran Church in America	197,432
Finnish Evangelical Lutheran Mission	9,976,688
Gossner Mission, West Germany	133,154
Interserve (BMMF International)	390,727
Mennonite Board of Missions, USA	65,675
Mennonite Central Committee, USA	268,000
Methodist Church, UK	78,482
Norwegian Himal-Asia Mission	27,363,748
Orebro Mission, Sweden	5,249,403
Presbyterian Church in Canada	30,905
Presbyterian Church in Ireland	33,612
Presbyterian Church, USA	2,659,384
Regions Beyond Missionary Union, UK	80,803
Swedish Free Mission	46,601
Swiss Friends For Nepal	33,400
Tear Fund, UK	4,433,296
United Church of Canada	444,442
United Church of Christ, Japan	518,140
United Methodist Church, USA	2,518,551
World Concern, USA	12,445
World Missionary Prayer League, USA	41,814

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56,544,635  
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From Other Donors

Australian Embassy	914,000
Barnabas Trust, UK	439,040
Bread For The World, West Germany	996,248
Christoffel Blinden Mission, West Germany	406,473
Church Missionary Society, Ireland	344,295
Church World Service, USA	399,000
ICCO, Holland	1,837,042
International Ministries, American Baptist Churches	357,000
International Technical Assistance Group, USA	105,951
International Technical Development Group, UK	517,367
Norwegian Church Aid	2,860,927
Tear Fund, Australia	1,451,935
World Council of Churches	157,528
Other Donors	3,449,268

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14,236,074  
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TOTAL 1988-89 GIFTS/GRANTS RECEIVED

70,780,708  
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# DISTRIBUTION OF GIFTS/GRANTS

Headquarters & Missionwide Support Projects	3,745
Mental Health & Drug Abuse Prevention Programme	835,306
Forestry Programmes	862,562
Tansen Hospital	3,965,302
Palpa Community Health Programme	2,039,435
Amp Pipal Hospital	50,514
Gorkha Community Health Programme	501,139
Okhaldunga Community Health Programme	1,354,173
Nursing Campus	2,179,869
Patan Hospital	2,554,610
Lalitpur Community Development & Health Programme	5,387,364
Jumla Project	3,303,824
Training & Scholarship Programme	3,007,248
Student Financial Assistance Programme	1,846,130
Development Communications Productions	546,688
Gandaki Boarding School	3,309,270
Development & Consulting Services, Butwal	104,952
DCS Rural Electrification Programme	519,339
Rural Development Center, Pokhara	741,197
RDC Horticulture and Agronomy Support Programme	358,437
Andhi Khola Hydel and Rural Elect. Programme	24,930,997
Andhi Khola Project	399,143
Andhi Khola Irrigation Programme	1,505,603
Surkhet Project	996,248
Earthquake Relief and Rehabilitation	2,966,899
Other funds including undesignated gifts	996,704
Medical Assistance Fund, General	1,766,577
Medical Assistance Fund, Patan Hospital	1,615,439
Medical Assistance Fund, Tansen Hospital	1,442,576
Medical Assistance Fund, Amp Pipal Hospital	333,741
Medical Assistance Fund, Okhaldunga Hospital	355,678
TOTAL DISTRIBUTION OF 1988-89 GIFTS/GRANTS	70,780,708

88-89 Actual									
	Local	Gifts/Grants		Recurring	Capital	Program	Recurring	Unspent	Program
	Income	PCS	Applied	Expenditure	Expenditure	Expenditure	Funds	Cap'l Funds	Funds
							Incr (Decr)	15/7/89	15/7/89
GENERAL ADMINISTRATION AND SUPPORT (to be funded by PCG)									
Missionwide Support Project	294,852	1,885,613	756,591	10,192,230	929,571		(8,011,765)	470,427	
M S P Guesthouses	1,262,531	103,284		1,432,077			(66,262)		
M S P Maintenance	50,516	103,484		150,864			3,136		
M S P Healthcare	165,891	23,554		182,963			6,482		
M S P Vehicles	329,782			321,358			8,424		
Jumla Area Services	8,000		14,372	154,762	25,695		(156,762)	(25,695)	
Pokhara Area Services	37,811	15,764	(28,977)	312,915			(255,340)		
EID Seconded Workers				18,774			(18,774)		
Surkhet Area Services		5,800		50,589			(44,789)		
Lalitpur Area Services			(3,118)	35,098			(35,098)		
Palpa Area Services		14,798		514,560			(499,762)		
Palpa Guesthouse	177,450	34,668	29,017	235,282	15,000		(23,164)	10,000	
Gorkha Area Services		56,068	20,209	218,831	160		(162,763)	33,745	
Gorkha Guesthouse	57,453	17,712	(3,888)	65,024			10,141		
Okhaldunga Area Services	100	19,215		69,193			(49,878)		
Okhaldunga Guesthouse	4,589			12,261			(7,672)		
Butwal Area Services		27,000	270,775	523,182	113,288		(431,182)	86,712	
Butwal Guesthouse	200,341	36,000	207,563	236,922			(581)	100,000	
Andhi Khola Area Services		18,000	(14,124)	82,815			(64,815)		
Children's Education Support		396,000		396,000			0		
Per Capita Grants			9,317,736				9,317,736		
Alloc for Capital Items				1,244,515			(1,244,515)		
TOTAL GENERAL ADMIN & SUPPT	2,589,316	2,760,960	10,566,156	16,460,215	1,093,714		(1,727,203)	675,189	0

LANGUAGE (to be funded by language fees)									
Language and Orientation	36,770	28,272	1,179,609		1,156,381			428,190	
Language Consultant		56,544			143,762			(87,218)	
Palpa Language								0	
Butwal Language	8,420				2,029			6,391	
TOTAL LANGUAGE	45,190	84,816	1,179,609		1,302,172			347,363	

EDUCATION									
Development Commn. Prod.			830,286		826,088				
Jumla Project	(700,068)	572,385	4,217,653		6,040,378			1,625,703	
Training and Scholarship	4,068	35,429	6,785,326		7,108,803			3,974,349	
Business School	148,516	19,764	175,539	256,045	163,725		(87,765)	1,275	
Teacher Training/Seconded Wkrs		157,500		199,758			(42,258)		
Non-formal Education	91,303	56,544	52,500	277,845			(77,496)		
Librarian Consultancy									
Gandaki Boarding School		315,000	2,923,370	315,000	1,830,298			2,003,349	
TOTAL EDUCATION	(456,181)	1,156,622	14,984,674	1,048,648	1,009,813	14,979,479	(207,521)	1,275	7,603,401



				88-89 Actual					
	Local Income	PCS	Gifts/Grants Applied	Recurring Expenditure	Capital Expenditure	Program Expenditure	Recurring Funds	Unspent Cap'l Funds	Program Funds
							Incr (Decr)	15/7/89	15/7/89
HEALTH SERVICES									
Patan Hospital		945,316	3,652,651	4,583,961	3,366,950		(3,638,645)	891,623	
Nursing Campus	64,845	335,968	960,610	1,664,966	1,004,838		(1,264,153)	149,928	
CDHP Lalitpur	184,762	311,712	5,682,038			8,419,824			2,047,502
Mental Health & DAPP		217,605	903,446			788,548			757,262
Nutrition Consultancy	5,517	56,544		80,223			(18,162)		
Seconded Health Workers		134,777		135,463			(686)		
Oral Health				1,590			(1,590)		
Medical Supplies Department	7,651,203	45,018				7,324,162			230,026
Tansen Hospital	8,494,508	860,957	3,989,842	11,774,650	228,192		(2,419,185)	5,188,294	
Palpa Workshop			130,000		75,433			93,324	
Palpa Community Health	36,024	186,206	2,089,242			1,885,684			403,773
Amp Pipal Hospital	1,708,529	339,429	153,762	3,273,244	102,245		(1,225,285)	396,180	
Gorkha Workshop		77,397	32,000	77,397	3,514			28,486	
Gorkha Community Health	16,212	229,401	310,139			703,473			708,122
Okhaldunga Hospital	480,076	117,261	101,802	1,203,117	49,836		(605,780)	75,359	
Okhaldunga Community Health	49,718	130,635	1,354,173			1,830,675			(315,307)
TOTAL HEALTH SERVICES	18,691,394	3,988,226	19,359,705	22,794,611	4,831,006	20,952,366	(9,173,487)	6,823,194	3,831,378

ENG & INDUSTRIAL DEV'L									
Butwal Project Admin		15,000	(91,134)	23,428	20,000		(6,428)	75,000	
Butwal DCS Admin	604,741	88,500				693,241			0
Butwal Service Dept	45,391					46,034			(643)
Butwal Rural Electrification	173,722	54,000	529,049			391,192			161,666
Butwal Roofing Tiles	190,195	33,750	110,866			383,382			(71,437)
Butwal Advanced Training		13,500	5,242			52,825			(39,325)
Butwal Design Office	307,028	54,000				362,788			(1,760)
Butwal Res & Devl Workshop	51,817	150,750	122,177			380,567			(13,999)
Butwal Mangmt Consultancy	25,329	31,500	74,897			109,250			10,879
Butwal Small Turbines & Mills	4,189,061		100,000			4,154,562			134,499
Butwal Evaluation			(8,647)						0
Butwal Indust'l Coordinator	27,450	30,000		43,434			14,016		
Butwal Asha Craft									4,381
Butwal Poplar Trial	28,125	11,550	125,000			161,237			3,438
Butwal Technical Institute			135,600			135,600			0
Andhi Khola Hydel		600,000	24,921,311			25,521,311			0
Andhi Khola Drinking Water			152,755			338,569			352,122
Andhi Khola Co-op Society			51,368						0
Andhi Khola Irrigation		89,962	1,521,587			489,104			1,347,161
Andhi Khola Resource Cons.		72,859	352,129			347,270			130,589
Andhi Khola Administration		96,316	175,596			210,891			52,925
Andhi Khola Vehicles	140,457					186,706			(59,028)
TOTAL ENG & INDUSTRIAL DEV'L	5,783,316	1,341,667	28,277,796	66,862	20,000	33,964,529	5,588	75,000	2,011,468

				88-89 Actual					
	Local Income	PCS	Gifts/Grants Applied	Recurring Expenditure	Capital Expenditure	Program Expenditure	Recurring Funds	Unspent Cap'l Funds 15/7/89	Program Funds 15/7/89
RURAL DEVELOPMENT									
RDC Administration	588,624	150,769	735,803			749,777			725,419
RDC Studies and Evaluation						0			10,599
RDC Income Creation	24,742	79,865	2,188			293,142			234,708
RDC Farm	257,667		8,509			273,237			0
RDC Animal Health	145,436	74,181				444,180			162,628
RDC Horticulture & Agronomy	21,440	110,244	353,133			444,840			211,729
RDC Water Systems	24,168	51,408				275,209			21,648
RDC Tree Planting	82,016	128,009				524,949			119,453
Surkhel Project	106,260	206,550	996,248			1,326,549			415,179
TOTAL RURAL DEVELOPMENT	1,250,353	801,026	2,095,881			4,331,883			1,901,363

1988-89 TOTALS	27,903,388	10,133,337	76,463,821	40,370,336	6,944,535	75,530,428	(11,102,623)	7,574,663	15,694,971
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11

EDUCATION DEPARTMENT

88/89  
Annual Overall Report 1988/89

1. Summary

The new HMG visa regulations has affected the Education Dept. just as it has in all sections of the UMN. A disproportionate amount of time has been spent in government offices following up visa applications. No major new areas of work were started during the year. Recruitment was focussed on filling already vacant posts, though this was not totally successful.

- New work - Okhaldhunga Tutorial Group
- Secondment of Advisor to HMG Technical Council

Discussions were held with government officials to consider what possibilities there were for UMN in the Education sector in the future. These are indicated in the different sections below.

2. Gandaki Boarding School

During 1989 all classes except class 10 were in English medium. Student numbers were (last year's numbers in brackets):  
Total - 437(385) Girls - 88(56) Scholarship students - 117(88) = 27%  
By the end of the year all the 7 UMN posts were filled. HM the King conferred a medal on the Principal, thus recognising the good work being done in the Regional School. UMN continued financial input into the school through the scholarship programme and also funding the building programme - classroom block and staff housing. GBS also organised three different seminars for teachers from other local schools during the year. In response to ECC request last year, the training programme for staff has been speeded up. (British Council as well as UMN is helping in this)

Final decision has still not come from the National Education Committee as to whether they recommend that GBS work towards the GCE "O-level" or change to the newly adopted national policy of 10+2. This delay has been of great concern to the school.

3. Jumla

Karnali Technical School continues to mature and graduate students are finding employment in the area fairly easily. Their Majesties the King & Queen visited the school earlier this year and were reportedly very pleased with it. The King conferred a medal on the Nepali Principal. Materials Development did not progress as fast as hoped for, partly because of a change in the curriculum structure and partly because of shortage of staff. This latter problem has been an ongoing concern in the project.

Forestry has continued as planned and Clinic work has provided a support to the teaching programme of KTS.

The actual building of the school has progressed much faster than planned due to a better staffing situation than predicted.

Some thinking has already begun about the future role of UMN in Jumla.

During the year a revision was made to the 88/89 budget and also the remaining programme budget to bring it in line with anticipated expenses till the end of the present agreement (May 1991).

#### 4. Teacher Training

Involvement in Pokhara and Butwal campuses continued as in the previous year. A total of three teacher educators helped in both primary and secondary teacher training programmes. We were not able to pursue the pilot scheme proposed in last year's plan, but sought to get a Letter of Understanding approved by HMG instead (see Agreements).

#### 5. Children's Education Support Programme

Seven primary Tutorial Groups functioned throughout the year with full staffing. The new group in Okhaldhunga was recognised as an official Tutorial Group and a teacher recruited. 50 children were attending these different groups.

The Kathmandu International Study Centre was understaffed for most of the year. Student numbers increased to 45 (9 boarders) and a further building extension was completed at the end of the year. KISC ended the year in a fairly good financial situation.

#### 6. Business School

The 7 month Secretarial Science course continued with the addition of Word Processing as part of that. A second computer was purchased during the year. The ESL programme offered tuition at four different ability levels. The Business School continues to provide high quality education and has many more applications than it can provide for.

#### 7. Training & Scholarship

School-level scholarships have increased a lot in number (now 357), mainly because of more UMN employees' children being granted assistance. 50 general scholarships were awarded for campus level courses and 39 in-service scholarships for various courses of study both inside and outside Nepal. The closure of university campuses in Nepal for 2 months caused a lot of difficulty for the programme and the students involved.

Efforts have been made to increase the number of girls benefitting from the scholarship programme.

#### 8. Language & Orientation Programme (including Linguistics Consultant)

Two full 5-month basic courses were held with 11 and 31 learners of whom 6 followed the LAMP learning track. The new "Learning in Society" language policy was in use for the first time for a whole year and feedback was obtained from the various learners. Nepali materials development writer was hired to assist in the basic course and professional/technical language materials production. Continuing monitoring of the language school was done.

#### 9. Education Support Office

The Jumla Liaison Officer's post was nepalised towards the end of the year. This post has provided real help in facilitating the operation in Jumla.

The Consultant Librarian is now based in the UMN Central Library and as well as helping there, has continued to give technical advice and training in many different UMN project locations.



The two Non-Formal Education Consultants have made many visits to UMN projects and conducted trainings and workshops to upgrade the skills of those involved in NFE. They have also produced some badly needed post-literacy materials. On the request of HMG, we have begun to look seriously at the possibility of being involved in a larger district-wide NFE programme, maybe in a new area.

#### 10. Seconded personnel

One person was seconded as a Technical Advisor to the newly formed Council for Technical Education and Vocational Training (CTEVT).

Two staff were seconded to Development Communication Productions (DCP) which produces visual and audio-visual material for various projects. This is administered by INF.

#### 11. Agreements

The Letter of Understanding for Primary Teacher Training in campuses was followed up throughout the whole year, with no conclusion. Tribhuvan University has approved it, but we are still waiting for reaction from the Ministry of Education.

#### 12. Finance

It was encouraging to receive grants and further commitments for the building programme in GBS (fully covered) and for Jumla (mostly covered). Funding for the Training & Scholarship programme did not quite cover expenditure.

#### 13. Looking Ahead

In the Education Department, over the next weeks and months, we will be looking at the following areas:

- Seek approval for Letter of Understanding for Teacher Training
- Seek approval for Letter of Understanding for Education Service Office
- Internal evaluation of Jumla project
- Draft proposal for future involvement in Jumla
- Proposal for District-wide NFE programme
- Follow up opportunity for Apprenticeship Training

David McConkey Education Secretary

## ENGINEERING AND INDUSTRIAL DEVELOPMENT DEPARTMENT

Annual Overall Report: 1988/89

### 1. Summary

Industrial Development work under UMN continues to be channeled through private limited companies, and the Institute of Technology and Industrial Development (ITID) managed jointly by UMN and HMG. The lack of timber supply has caused serious losses for Butwal Plywood Factory (BPF), and has been a focus of much lobbying. On the other hand hydro power development has moved ahead strongly. The Andhikhola Hydel and Rural Electrification (AHREP) is nearing completion of the construction phase, and preparations are continuing for the beginning of work at Jhimruk. In the small scale sector DCS has seen growth and strong demand for community based electrification. Most Appointee posts have been filled, but processing of visas has brought a heavy additional work load.

### 2. Report of Projects

#### 2.1. ITID

##### 2.1.1. Butwal Technical Institute (BTI)

With the completion of a substantial portion of the Expansion Programme, the number of 4 year trainees reached a record 109. In addition the 2 year programme was started.

##### 2.1.2. Development and Consultancy Service (DCS)

The Roofing Tile and Rural Electrification programmes have both seen strong growth through the year: regular training programmes for roofing tile entrepreneurs have been established, and 15 persons have been trained this year. They are now operating their own industries with locally made equipment. Three electrification installations have been completed bringing the total electric power capacity installed through the small Turbine Project to 254 kw. An increasing flood of orders has come in, with 12 orders for Mustang District alone (At the time of writing orders totalling more than 150 kw are in hand). Use of the low wattage cooker is a feature of many of these installations, and preparations are going ahead for a Butwal businessman to begin their manufacture. Ram pump development is drawing to a close, and the Small Turbine Programme is beginning their installation on a regular basis. Development emphasis is now concentrating on an improved oil expeller for the mills.

Training continues through the Advanced Training Programme, although certification of the courses will not be sought. In addition the Management Consultancy Programme had been giving intensive computer training to staff in ITID and the companies.

#### 2.2. Related Industries

The year has seen strong growth and development in industries related to hydro power, but severe difficulties in the wood-based sector. There has been a steady level of work for Himal Hydro (HH) and for Nepal Hydro and Electric (NHE) (together with Butwal Engineering Works); much of this has been generated by AHREP, but both companies also have significant other orders (irrigation gates for NHE and test tunnels for the Arun III project for Himal Hydro). Also both companies have seen increasing numbers of senior Nepali staff being employed. Butwal Power Company (BPC) Hydroconsult has also streng-



What are the electricity needs for the village: - lighting  
- electric cooking

15

How are you encouraging rural industries, methods to improve rural industries.

thened its position with more Nepali staff and has become an independent division.

For most of the year BPF has been unable to obtain timber, and it has been closed since October. Since efforts to obtain timber supplies were unsuccessful most staff were asked to resign, and the future of the company is very uncertain. However work in the Forestry Plantation has continued, and all of the plot leased has either been planted, or is being managed as a natural forest or with enrichment planting. Butwal Wood Industries, despite strong efforts to cut administrative costs, sustained a loss so that the net worth of the company is negative.

Rural development  
objectives too  
and page

## 2.3. Andhikhola Project

### 2.3.1. AHREP

Rural electrification

Good progress has been made in the construction of the 5 MW power plant; the dam and tunnels have been completed, and the drop-shaft has joined with the power house. The meeting of the two sections of the headrace tunnel and of the drop-shaft with the power house were very encouraging moments for the team. Rural electrification in pilot areas has begun using electricity from the national grid. Tests of the low wattage cooker were discontinued when the power supply became irregular during the dry season, but resumed with the onset of the monsoon. These pilot schemes give good experience with the new methods of organising the consumers (users' groups) as well as with a number of technical and other innovations (prefabricated wiring harnesses; 1 kV distribution systems; novel tariff structures).

### 2.3.2. Rural Development

dry season  
compatibility between  
irrigation scheme and  
the production of  
electricity  
→ through and plan

The major development has been the start of the construction work on the Irrigation Programme. This followed the signing of the Agreement in September, and the completion of the first stage of land sales for redistribution. 70 meters of the canal have been excavated. The Drinking Water and Sanitation Programme has continued to promote improved sanitation, and has given close attention to the ram pump installations which have given improved performance. The Resource Conservation Programme has worked on motivation of farmers, as well as land stabilization activities associated with AHREP and the Irrigation Programme. Functional Adult Literacy is a major means of motivational work.

### 2.4. Jhimruk Project (JHEREP)

1700  
\$ 400,000

This project involves the construction of a 12 MW hydroelectric plant in Pyuthan District, mid way between Butwal and Surkhet.

The year began with negotiations with HMG, and through the Norwegian Himal Asia Mission with the Norwegian government (NORAD), for agreements for this project. EPC and HH have given strong emphasis to preparations for implementing JHEREP. General progress is according to schedule.

## 3. Status of Agreements for Projects

1988/89 was the year of the Agreement! The ITID Agreement was signed during the first week, and the Andhikhola Irrigation Programme Agreement in September. Both of these events were the culmination of years of work. The Agreement for the Jhimruk Project by contrast came through in record time, and was signed in February. However no sooner are these done than we must begin the process again; the ITID Agreement expires on 26th May 1990, and work is going on to prepare for its renewal.

#### 4. Overview of Personnel

As indicated in other sections there has been good progress in recruiting senior Nepali engineering staff; efforts will need to continue in order to maintain this momentum. Most key posts for Appointees have been filled, but replacements will be needed, particularly for some posts in DCS.

A major concern has been the obtaining of clearance for visas: 5 different Government offices have been involved in dealing with these, and this has been a time consuming process. At the close of the year visa renewals for 9 appointees in 2 projects were still under process (some visas having expired during 1988).

#### 5. Overview of Finance

Finance has been available for all work planned during the year, except for difficulties experienced in connection with the BTI Expansion Programme, due to NHE discontinuing the grant from NORAD. Also funding was agreed for the Jhimruk Project. There has been growing concern about the availability of funds for rural electrification under AHREP, as construction costs have been higher than anticipated. Also funding is not yet in hand for the Andhikhola Irrigation Programme. Fresh funding will also be needed for the ongoing work of the BPF Forestry Plantation.

#### 6. Looking Ahead

There are four areas where attention must be given in the coming year:

- 6.1. Formulating management and organisational plans for the development of the BPF Forestry Plantation beyond the current 2 year funding.
- 6.2. Setting the direction for the future structure and organisation of BTI in consultation with the Council for Technical Education and Vocational Training.
- 6.3. Agreeing the role of the DCS Design office in relation to UMN construction policy.
- 6.4. Supporting EPC and Himal Hydro, particularly with personnel, to ensure that the Jhimruk Project construction proceeds smoothly on schedule.
- 6.5. Setting the future direction for Rural Electrification and Rural Development work in Andhikhola.

6.6. *Long Kipla ramp district and Pherpanthi road*



Health Services Department  
Annual Overall Report July 1988 - July 1989

1. SUMMARY

The Health Services Department is responsible for the involvement of UMN in health and health-related programmes, both in the Kathmandu Valley and in the hilly areas. There have been no major changes in the activities undertaken.

2. PROGRAMME REPORTS

2.1 Nursing Campus, UMN Programme

This programme has continued to offer a 3 year certificate nurse training course for Nepali men and women. A total of 107 students are in training, of 29 students taking final exams in Nov. 1988, 23 passed.

A new curriculum has been implemented in the 2nd year resulting in two years of students working concurrently in Midwifery, Paediatrics and Community Health.

December 1988 marked completion of the building of the new kitchen and dining-room complex. Renovations to provide a much improved library/study area are almost completed.

Practical training has been given at Patan Hospital and the Community Development and Health Project in Lalitpur as well as in several other hospitals and programmes in Kathmandu Valley.

Negotiations to seek independent status for the Campus have been unsuccessful thus far and will continue in the coming year. The aim is to relate directly to the Dean's Office, Institute of Medicine.

2.2 Community Health Programmes

a) Lalitpur Community Development and Health Project.

The Health Section has been working in 27 panchayats (out of a total of 41 in the district). Training health volunteers was a major feature. A new Health Post was opened in the remote hilly area of Gotikhel. A scheduled handover to the Government of a Health Post in the valley has not taken place yet. Two MCH clinics were handed over to the Government. In order to assess the impact of the work, the number of health indicators collected has been increased.

The Development Section has been working in 7 remote panchayats in the South. Health-related activities were carried out in the field of agriculture, forestry, non-formal education, rural industries and drinking-water schemes.

Both the Health Section Manager and the Development Section Manager went overseas for further studies. This will strengthen the Nepali top-management of the Project.

b) Palpa Community Health Programme.

This is a limited component, multi-disciplinary programme, involved in preventative and curative medical care, animal and health volunteer training, agricultural development, drinking-water systems and literacy programmes. It provides

models of such development programmes in seven panchayats, working through elected Panchayat Committees. It works in support of the HMG District Health Office health posts in primary health care, and also conducts midwifery, maternal and child health, antenatal and postnatal programmes including family planning in Tansen. Immunization coverage reached 75% average for all immunizations in the targeted populations. Eleven out of 41.5 full time staff commenced or continued various levels of training on UMN In-Service Scholarship.

c) Gorkha Community Health Programme

Work continued in 5 panchayats in the field of volunteer training and follow-up, vaccination camps, literacy groups, income generation and drinking-water systems. There has been close liaison with the District Public Health Office and negotiations have continued regarding the future of CHP, particularly in relation to the Village Health Workers. The programme has become less, service orientated in the last few years.

d) Okhaldhunga Community Health Programme.

This programme works in 14 panchayats around the Okhaldhunga hospital. In order to try to pay even more attention to the wider development needs of the community than in the past an administrative division of the programme was undertaken. This is a trial-division which needs to be evaluated in July 1991.

There is now a Primary Health Care Programme under the Health Services Department. This programme works in volunteer training, maternal and child health care, community based clinics and in the coming year tuberculosis control.

There also is a Community Development Programme under the Rural Development Department. This programme works in Drinking Water Systems, Forestry, Agriculture, Income Generation and Non Formal Education.

An earthquake in August 1988 badly affected the Okhaldhunga District and has affected the work in this area considerably.

## 2.3 HOSPITALS

a) Tansen Hospital

The Hospital's 102 beds, Outpatient Department and all of its affiliated services continue to be pushed to their limit as nearly all of the Hospital's statistical indices have increased over the past year from 10 - 40%. The Hospital, while primarily serving the surrounding nine districts also acts as a referral centre for Western Nepal. With no major development on the part of HMG/N for developing further curative services of a secondary level in western Nepal, it is doubtful if the ever increasing demand upon the Hospital will be abated in the upcoming year(s).

Regardless of imposing firm policies of limitation and ever increasing fees, people desperate for care, who tolerate long



trips, delays in getting in the door and extensive financial loss continue to come in ever increasing numbers (outpatients 99,162; inpatients 5,144; bed occupancy 92%).

The challenge for the Hospital Management and UMN in the upcoming years will be the need, in a Christian context, to strike a reasonable compromise between the tremendously increasing demands upon the facility and the constraints (financial and policy) of UMN upon the institution. Staffing has been satisfactory but there remains an urgent need for a 3rd surgeon.

b) Amp Pipal Hospital

This 54 bed Hospital serves patients mainly drawn from within a radius of 4 hours walking, an area which includes the 5 target panchayats of the CHP. It offers primary care, secondary care, surgery, X-ray and Pharmacy services. Patient attendance has been fairly stable over the past year (34,647). The trade dispute with India caused fuel shortages which necessitated strict fuel conservation measures for the last three months.

Staffing levels were generally adequate except for the noticeable unfilled post of Nurse Educator.

In the last months, the challenge of financing extra ordinary salary increases by increased local revenue concentrated the mind.

c) Okhaldhunga Hospital

This Hospital (20 beds) is the only health care facility with admission capacity in the Okhaldhunga District (population > 160,000). In the reporting year 13,700 outpatients and 1,184 inpatients were treated.

Fifty-three major operations were performed and 479 minor operations. This represents a growth in activity at the hospital and continues a trend of steady growth now evident in the last 5 years.

The major event of the year was the earthquake of August 21st, 1988. The hospital and surrounding houses were badly damaged. The work has continued without a day lapse. Several new houses have been built over the past year. Permission to build a new 25 bed hospital in the same location has been obtained and building activities will start in the coming year. For the first time ever, a Nepali Doctor has been working in the hospital for part of the year.

d) Patan Hospital

Patan Hospital has been giving service to patients through its outpatient department (144,597 patient visits) and 138 inpatient beds (average occupancy rate 92.2%; admissions 7,973). Patient numbers have increased considerably over the past year.

With the agreement renewal in the previous year, the Hospital was able to purchase major capital items under the customs exemption privilege.

The year's main problem has been the fuel crisis due to the

trade dispute between India and Nepal. However, sufficient fuel could be obtained through kind cooperation from local officials to continue essential services.

A new ultra-sound department was instituted and fulfills a real need.

The Hospital Board decided to reduce the use of Doctor's Assistants and to use doctors in their place. This is possible because MBBS doctors are now much more easily available.

## 2.4 Other Programmes

### a) Mental Health Programme - General

The Mental Health Programme has always maintained close links with the Institute of Medicine (IOM) and HMG Mental Health Services, but this past year has seen a deepening involvement in these areas. There is now room to develop this further through secondment of psychiatric nurses into both the IOM and HMG posts part-time.

The recent involvement with IOM on Health Worker Tutors Training, has introduced all sorts of possibilities for the future, in terms of curriculum development, and follow-up work at a campus level.

The link between IOM and the Mental Health Programme has been further strengthened by the publication of the Mental Health Manual and this has opened the door to development of some other mental health materials.

The community mental health programme in CDHP is important as it provides a visible proof of the possibility of community mental health care in Nepal, and as a training base for HMG workers and IOM students in community mental health. There is no other such programme in the country at present.

### (b) Mental Health Programme-Drug Abuse Prevention Programme DAPP

DAPP is a community based programme active within Nepal Society, aiming to mobilize national groups and organizations to respond long-term to drug abuse prevention. Many of its objectives are presently in their final stages of being achieved.

A new emphasis for drug abuse prevention has developed in the 1988/89 period, mainly addressing the root-causes of drug abuse directly. In relation to this a decision was made in the past year to continue DAPP but with a shift in its philosophy into addressing youth development in a wider social sphere, with a more preventive than rehabilitative emphasis.

### (c) UMN - Oral Health Programme

In a country with not more than 30 dentists there is lots of scope for oral health work. The Oral Health Programme aims to be involved in the development of teaching materials, training of oral health manpower, research and community oral health. Because of a shortage of UMN - dentists the OHP is now at a crisis point. If UMN wants to do more than the



dental work incorporated in its own programmes we would need to recruit at least 2 more expatriate dentists in the coming year.

## 2.5 Health Services Seconded Workers

- a) Nursing Campus, Maharaigunj  
Only one of the three posts was filled during the year. This person is involved in the Post-basic Nursing Diploma Course.
- b) IOM - Psychiatric Department  
Our UMN-Psychiatrist continues to be involved in clinical work and in teaching MBBS students and other levels of health workers.
- c) IOM - MBBS Course  
A UMN doctor continued to teach Physiology and Immunology two days per week. In view of staff shortages in the IOM there is scope for more UMN doctors to be involved in basic science teaching in the MBBS course, a course that only started in 1978.
- d) IOM - BSc (Med Lab Tech) Immunology.  
A UMN lab technician taught this section in the first year of the course.
- e) Leprosy Research - Anandaban Hospital  
This programme has fully developed over the last year. It is financed by The Leprosy Mission (Int.) but for its manpower fully dependent on the present two UMN staff. Vaccine development in leprosy is the main thrust of the programme.
- f) Ministry of Health - Nursing Division  
One person has been working on the education of Traditional Birth Attendants. With her departure (after 19 years of service in Nepal) it is unlikely that UMN will be able to fill this post again.

## 2.6 Health Services Consultants and Support Services

- a) Medical Supplies Department  
This is a combined programme serving UMN and INF projects and is administered by UMN. It takes care of imports, purchases and distribution of drugs and medical supplies to UMN/INF projects. Drug imports have not been difficult in the past year but regulations are becoming tighter again. Customer billing and store inventory have been computerized. Financially this programme was running with a surplus.
- 2.6 b) Nutrition Consultant  
The Nutrition Consultant continued to be involved in maintaining or improving nutritional status in UMN related population groups. This was done through project visits, consultations and participation in seminars and workshops.

The manual, "Child Nutrition and Health", written by the Nutrition Consultant and a Nepali Pediatrician was published this year. The work of our Nutrition Consultant meets with international recognition which was demonstrated this year by two invitations (Afghanistan and Viet-Nam) to partake in evaluation of ongoing nutrition programmes.

c) Planning, Information and Evaluation Section

The largest involvement, time-wise, of this section has been in maintaining and coordinating a central computer based health service information system. This includes a UMN Hospitals inpatient information system but work has started to develop an outpatient information system as well. Another feature of this section was the provision of advice and assistance in various aspects of planning monitoring and evaluating to almost all the Health Services Programmes. It is felt that this section is of great importance for our internal management as well as in our dealings with HMG and donors.

d) Training and Manpower Adviser

This advisor provides assistance and advice to Health Services Projects concerning employment of Nepali Technical staff. She also collects and distributes information on suitable courses available for in-service training of our staff, and assists in the application process. In the past year 17 new In-Service Scholarships were granted of which 14 could be used when people were actually admitted to the desired course. The advisor has a key role in the ongoing process of Nepalization in Health Services Programmes.

e) Medical Coordinator

The Medical Coordinator fulfills a mission wide role in screening new applicants and coordinating medical care for appointees. During the past year administrative relationships were changed and the Medical Coordinator now relates to the Personnel Secretary administratively.

3. AGREEMENTS

The Health Services Agreement which was signed in the previous year. It prescribed the necessity to obtain HMG approval for all expatriate posts in the health services programmes as well as the need to obtain prior approval from HMG before bringing new expatriates into Nepal. A lot of work was done to establish new routines and by the end of the year the process seemed to be clear. It takes 3 months on average to get clearance for new people.

4. OVERVIEW OF PERSONNEL

Recruitment of suitably qualified and experienced people remains problematic. The time-lag between initial inquiry and arrival on the job easily amounts to 18 months or more. Long term commitments of our appointees would certainly help. Help of our member bodies in advertising (upcoming) vacancies is essential. At the end of this year there were 40 vacancies out of a post list of 149 expatriates. Some of



the urgent needs are: a general surgeon, a consultant physician, dentists, in-service nurse educator with previous experience in Asia, a laboratory technician (microbiology), general practitioners, nursing tutors, a hospital administrator, a pathologist.

5. OVERVIEW OF FINANCE

As before, funding has continued to be available for which we are grateful. The extra-ordinary rise in salaries which has taken effect straight after this reporting year will increase the cost of our health services programmes considerably (total Nepali staff more than 900!). This will mean that more money will be needed from our donors. Our CHP's have received hardly any financial contributions from local communities, and are totally dependant on donor grants. Our Hospitals have on average recuperated just over 70% of their running expenditure from patient fees but there are limitations on the ability to raise fees if we want to continue to serve the poor.

6. LOOKING AHEAD

The Health Services Department doesn't plan to undertake any major new programmes in the near future. There are several challenges however in the work we are involved in at present.

In our community health programmes we are trying to define more clearly the scope of our work and relate this to measurable health indicators in order to assess effectiveness. Considerable flexibility is needed in redefining the roles of our CHP's especially with HMG starting to implement District wide integrated public health activities. At the request of HMG we will be involved in district wide TB-control using the HMG health-manpower infrastructure.

It was stated in last years report that we would need to seek real assurance of the ongoing UMN commitment in finance and personnel to our hospitals and community health programmes. The extra ordinary rise in UMN salaries has only made that need more acute.

The challenge for UMN in the coming year(s) will be the need, in a Christian context, to strike a reasonable compromise between the increasing demands on our hospital facilities and the constraints (financial, personnel and policy) of UMN upon these institutions.

A paper will be presented to the Executive Committee on Urban Health Development. There may well be scope for UMN's involvement in that area at some level but this will not pass beyond the planning stage in the coming year.

The importance of Secondments of suitably qualified and experienced people to posts under HMG and the IOM has been highlighted in previous reports. This remains an area where we should more actively seek to expand our involvement.

## RURAL DEVELOPMENT DEPARTMENT

## Annual Overall Report: 1988/1989

## 1. SUMMARY

The Rural Development (RD) Department continued to have administrative responsibilities for two projects: The Rural Development Center (RDC) and the Surkhet Project for Income Generation and the Development of Cottage Industries (Surkhet). In November, 1988 administrative responsibility for the Rural Development program in Okhaldhunga also came to the RD Department. This reflects a trial joint management effort shared with the Health Services Department for UMN's work in Okhaldhunga District.

Besides this direct administrative work, the department also retained professional links with RD programs and personnel in five other UMN projects. This was accomplished by RDC's advisory service, the ongoing work of professional groups, the annual RD conference and through visitation.

In April, 1989 a proposed pilot program for exploring the use of the performing arts as a development communication medium was approved by the UMN Executive Committee. As well, that body approved the concept of the RDC being developed into a multi-sector community-oriented training center. Along with this emphasis was the decision to seek a separate agreement for RDC, one apart from the UMN General Agreement.

The Department received a person into the role of Assistant Rural Development Secretary, greatly easing the pressure caused through the increased workload of the office. As well, a post for a senior Nepali to work alongside the Secretary and Assistant Secretary was created.

Emphasis on women's issues continued with strong support given to the UMN's Women's Advisory Group and taking up the concerns of women at a project and central level.

*Sub  
Informed*

## 2. PROJECT REPORTS

## 2.1 Rural Development Center

The RDC continued to offer technical support to the RD department and all UMN projects with RD components. By request, RDC helped UMN projects to plan and implement their RD activities. A senior staff facilitator was assigned as a link person with each project. Each project was visited at least once, but usually more frequently.

This year RDC sections put particular emphasis upon training. In total, 280 trainees attended courses averaging 10 days in length.

In general it can be reported that RDC fulfilled its annual objectives although a number of activities went undone primarily through a shortfall in personnel.

## 2.2 Surkhet Project

Most objectives in all sectors were achieved. The new expatriate staff continued to settle in and recruiting carried on for senior Nepali positions. It is found that getting experienced Nepali professionals who are willing to live in such a remote project is not an easy task.

A major internal evaluation was carried out by an integrated professional group and submitted to the UMN Executive committee as



information. The evaluation has demonstrated its usefulness to such an extent that the exercise is scheduled in two other projects and enquiries made from two more. The general consensus of the evaluation was that the project is on course with its overall objectives.

{ A great disappointment was the partial destruction of the irrigation channel which was completed with extensive community input the previous year. Heavy unpredicted rains caused this, but ultimately it is a land erosion problem. Again, this emphasizes that unless village people are convinced of the need and are determined to do something about their forest and soil deterioration we can simply be throwing resources away in those technical areas which are affected by land erosion. It is far more an attitude problem than it is a technical one. Surkhet project is determined to address these root issues, particularly through non-formal education.

### 3. STATE OF AGREEMENTS

The Surkhet agreement was signed within this past year. This was a great move forward in establishing the fact that HMG is interested to let UMN pursue integrated rural development work.

Negotiations have begun with the Social Services National Coordination Council (SSNCC) for an agreement to legitimize RDC as a community training center with a national outreach.

### 4. OVERVIEW OF PERSONNEL

The situation for RD personnel remained generally stable, although there were coverage problems in RDC. We continue to face a recruiting problem and believe this needs to be looked into quite seriously as an overall UMN issue. We continue to put strong emphasis on reducing the dependence on expatriate personnel by attempting to hire Nepali professionals. As of the end of the year, the RD department was responsible for the administration of 21 expatriate posts. Of those, there were 4 vacant with 3 offers being processed. Of the 15 seconded posts the department is responsible for, two were vacant with 2 offers being processed.

### 5. OVERVIEW OF FINANCE

The financial situation for RD work is very good. We are thankful for the strong support from UMN Member Bodies and other Donors.

### 6. LOOKING AHEAD

The SSNCC is putting strong pressure on UMN to start other integrated rural development projects and have suggested a geographical size up to a zone in scope. We are now preparing a proposal to submit to them which will enable UMN to start on a smaller scale, but with the potential to expand within one complete district.

The re-negotiation of the Surkhet Project will start soon. As well, that program is beginning to shift to an adjoining area. This is in keeping with its philosophy to put a time limitation on its presence in any one area.

In a few months time, the Department Secretary will be taking an extended home leave of ten months to include further studies in management.

**BACKGROUND INFORMATION** given to EC in April 89 (Slightly updated):

STUDY ON MORATORIUM OF NON-ASIAN MISSIONS, BD-7/88, EC(1)-30/89

The moratorium on UMN membership was introduced in 1981, as below.

BD-10/81 "UMN Growth. Concern was expressed regarding the increase in the number of UMN Member Bodies and the resultant logistical factors involved. Discussion included consideration of various possibilities: there be a moratorium on UMN membership for two years; consider re-structuring of membership on the Board; criteria for membership be expanded to include acceptance of the Preamble, Statement of Mission, Purposes and Aims.

The report on growth in terms of the number of approved posts, personnel required to fill these posts, and effect on Administration structure and costs was received with thanks."

BD-11/81 "Acceptance of new Member Bodies. Applications for membership in the United Mission were received from the following groups, with the recommendation of the Executive Committee that they be accepted:

- a) Antioch Missionary Society, Japan
- b) Church of South India
- c) Presbyterian Church, Synod, Mizoram, India
- d) Santal Mission, Denmark

It was RESOLVED to accept these four bodies into membership in the United Mission, with gratitude to them and to God for their interest and desire for participation in the work of the UMN through the coming years."

It seems this was the introduction of the moratorium, although there is no actual minute, nor, is there any reference to continuation of Asian members being considered. It appears to be a total ban discussed. There is no mention of asianisation. The purpose was to deal with numbers attending the Board.

Asianisation is raised in the Board Meeting the following year, see below.

BD-17/82 "Asianisation. The Administration group discussed the need for representation on the Board of Asian member bodies; the support of suitable Asian Board Appointees; the possibility of a UMN travelling publicity officer through Asian countries; the publishing of information in Christian magazines in Asia. It was noted with appreciation that the number of new Asian workers in UMN expected during the coming year is very much larger than the intake over the past few years.

It was RESOLVED to approve the recommendation of the group that the administration and the member bodies of UMN be encouraged to actively seek ways in which Asian representation can be increased, both at Board level and in the number of Board Appointees."

Note that this is not related to the moratorium matter at all. In 1983 the moratorium matter is raised again related to growth of UMN, as follows.

[As per October 3, 1989]



BD-9/83 "Growth of UMN. Further to earlier actions and concern about this matter it was RESOLVED:

- a) To extend the moratorium of new membership in the UMN, except for Asian Missions, for a further 12 months.
- b) To refer to the Executive Committee for discussion and recommendation:
  - i. The possibility of an extended moratorium on new membership as above;
  - ii. The criteria for retaining membership in the UMN;
  - iii. The criteria for representation on the Board
- c) To re-affirm the earlier concern in relation to the size of the Board, and also that membership should imply meaningful participation in the United Mission in terms of sending personnel and attendance at the Board."

By this the moratorium was "extended", but excludes Asian Missions. The main purpose still seems to be as indicated under point c) "the size of the Board", and also stressed meaningful participation in UMN in terms of sending personnel and attendance at the Board.

Please note that BD-10/83 continues to make it possible to receive new workers and that they will be totally integrated into UMN, but without Board representation:

"Personnel from Non Member Bodies It was RESOLVED to approve that administration and the Executive Committee accept personnel from Missions and Churches which are not Member Bodies, given that the screening and conditions of service are the same for each personnel as for those sent by Member Bodies. It was noted that this is being done to some extent, and is working very effectively."

In 1984 the moratorium was extended on the same terms as in BD-9/83 a), and this action was repeated in 1986, 1987 and 1988.

#### Basis of Representation on the UMN Board

So far this continues to be the main reason for the moratorium, i.e. the size of the Board. In accordance with original minute BD-10/81, at the 1984 Board Meeting, actions were taken to limit the size of the Board, as in BD-12/84 a, b) below.

BD-12/84 "Basis of representation on the Board of Directors. On receiving the recommendation of the administration small group, it was RESOLVED:

- a) To recommend to the Board of 1985 that Bye-Law II, A be amended to read,
  - "Each member body will be entitled to one representative to the Board, and this delegate will not be permitted to be a Board Appointee."Further, that Const II, B be deleted, and paras C and D re-numbered.
- b) That the Board not be enlarged by co-option of agencies (other than member bodies) giving grants or personnel."

This was a parallel action to continuing the moratorium of non-Asian missions.

[As per October 3, 1989]

It should be made quite clear here, that this action in BD-12/84 a, b) did make a distinct difference in overall numbers, while the action of allowing Asian organisations to continue to join has had very little overall effect to enlarge the work of UMN. See chart of Asian Member Bodies and details from the years 1981 - 1988.

#### Numbers of Missionaries from Asian Missions

Year (Accepted into Membership)	Missions								Total Asian Based Appointees
	JOCS (61)	CNI (64)	UCC J (80)	CSI (81)	JAM (81)	PCM (81)	KCMEA (87)	MCI (88)	
1981	1	0	1		2				4
1982	2	0	1	0	2	0			5
1983	2	0	1	0	2	4			9
1984	2	0	1	0	2	4			9
1985	2	0	2	0	2	4			10
1986	2	0	2	0	2	4	(1)		11
1987	1	0	2	0	2	4	(1)		10
1988	1	0	2	0	2	4	1		10
1989	2	0	2	0	2	4	1		11
Attendance at Board Meetings 1981 - 1988	8	2	3	3	4	4	1	-	

#### Details of Total Recruitment of Asians by non-Asian Member Bodies

MCOD	3 Appointees (from Africa)	at present	0
Interserve	5 Appointees (from Asia)	at present	2
World Concern	2 Appointees (from Asia)	at present	1
MCC	2 Appointees (from Asia)	at present	0
DSM	1 Appointee (from Asia)	at present	1

#### Present Status of numbers of Appointees from some Member Bodies

In September 1989, numbers of Appointees from some Member Bodies.

5 Member Bodies had no Appointees.

2 Member Bodies had 1 each Appointee.

4 Member Bodies had 2 each Appointees, i e 11 Member Bodies had 2 or less Appointees.

#### Organisations interested in joining UMN

During 1981 - 1988 two non-Asian organisations sent Letters of Interest in joining UMN and one sent a Letter of Application.

The application comes from a mission agency who has been sending Appointees since 1985, at present has 5 members and is offering 2 more.

The latter also has a stated policy to find and sponsor Asian Members to UMN which was a new emphasis minuted out of the discussion of this matter in the 1988 Board Meeting (BD-7/88 b) iii. "To encourage Member Bodies to recruit Asians for service in Nepal."

[As per October 3, 1989]



#### Comparative size of Board

1981	Potential voting members	59
	Actual	36
1988	Potential	39
	Actual	31

#### ACTION by EC in April 1989 (EC(1)-30/89):

Moratorium on membership in UMN. Ref. BD-7/88. The ED presented a paper outlining previous actions taken, and some facts concerning Board attendance and the sending of Appointees to Nepal. After a full discussion, it was RESOLVED:

- a) To recommend to the Board that the present moratorium be lifted temporarily to allow the acceptance of ITAG as a member body, and then reimposed;
- b) To encourage dialogue with Asian churches and missions concerning the philosophy of UMN;
- c) In the light of information received, to consider a tightening of the criteria for membership in UMN in terms of active participation (i.e. Board attendance, the sending of Appointees, and financial support); such criteria to apply to present and possible future members;
- d) To thereby aim to work towards the eventual lifting of the moratorium.

#### QUOTES FROM UMN CONSTITUTION AND BYE-LAWS:

##### Constitution:      5. MEMBER BODIES

- 5.1 Member Bodies agree to work within this Constitution and the Bye-Laws and fulfil all the requirements thereof.
- 5.2 Membership is conditional upon the recruitment and provision of Workers with their full personal support, or upon the payment of an annual grant to UMN, or both. Member Bodies will pay annual per capita grants for their Workers, to cover the administrative costs of UMN, as defined in the Bye-Laws.
- 5.3 Member Bodies will offer Workers to UMN. When accepted by UMN, those Workers will be under the administration of UMN. Member Bodies will not withdraw Workers from UMN without mutual agreement.

##### Bye-laws:      2. UMN MEMBERSHIP

- 2.1 Application for membership shall be submitted to the Executive Director for consideration by the Board.
- 2.2 To be approved, an application requires affirmation by two-thirds of Board Members present.
- 2.3 A Member Body which has not provided Appointees, with their full personal support, or paid annual grants for two successive years in either case, will normally be removed from UMN's Register of Membership.

[As per October 3, 1989]

DISCUSSION ON POINT c) AND d) IN EC PROPOSAL TO UMN BD RE MEMBERSHIP CRITERIA AND MORATORIUM

It is clear from the UMN Constitution 5.2 & 5.3 that the main basis for being a Member Body is the provision of Workers. Therefore it might be relevant to have this as the main point when considering tightening the criteria for retaining Membership as well as when considering new applications for membership.

MEMBERSHIP CRITERIA [EC(1)-30/89 c)]

1. Board attendance See encl Appendix I

If this should be included in the criteria for retaining membership it is proposed: "A Member Body, which has not attended Board Meetings for three successive years will normally not retain its Membership status." (But probably this should be left out as a criteria.)

2. Provision of Appointees See encl Appendix II

This should probably be the main criteria. At present the understanding of Bye-Laws 2.3 is that a Member Body can retain its membership if no workers are provided by paying a grant equivalent to the Per Capita Grant.

PROPOSAL:

- a) "That the ~~annual grant~~ referred to in Constitution 5.2 and Bye-Laws 2.3 be interpreted to be a Per Capita Grant as a minimum." *84 hours verabschiedet*
- b) "A Member Body, which has not provided any workers/Appointees ~~for~~ *during* for five successive years will ~~normally~~ not retain its Membership status (Alt: will lose its membership), independent of any grants given during that time." *unless the board decide otherwise.*
- c) "The provision of workers/Appointees will be counted from 1989."

3. Provision of financial support

UMN Bye-Laws 12.6 states: "Member Bodies will seek to provide financial support for the work of UMN."

It seems appropriate to limit Member Bodies financial commitment to

- full personnel support for their Appointees
- full Per Capita Grant for their Appointees
- willingness and real efforts in trying to provide financial support for the work of UMN.

PROPOSAL: "That provision of financial support for the work of UMN is not part of criteria for retaining membership status."

LIFTING OF THE MORATORIUM [EC(1)-30 d)

The Board may want to consider some basic attainment for consideration to prevent an influx of organisations if lifting the moratorium, but make it possible for those who ought to be given membership. This could be applied to all new applications for membership or only to non-Asian organisations.

PROPOSAL: "Minimum Criteria for new membership to be:

- a) The organisation has sent personnel for 3 continuous years as a Sending Body;
- b) They have minimum number of 4 Appointees at the time of acceptance." *unless the board decide otherwise.*

[As per October 3, 1989]



# Appendix I

## ATTENDANCE AT UMN BOARD

Member Bodies\Year	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89
Church of Scotland	1	1	1	1	-	1	1	1	1	1	1	-	1	1	2	1	1	1	-	
Christian Church (Disciples)	1	-	-	-	-	1	1	1	1	1	1	1	1	1	1	1	1	-	-	
Regions Beyond Miss'y Union	2	2	2	1	2	1	1	1	2	1	1	1	1	1	2	1	1	1	1	
Interserve	1	1	2	2	2	1	2	2	2	2	2	2	2	2	2	1	1	1	1	
Orebro Mission	1	1	1	1	2	2	2	2	1	2	2	2	2	2	2	1	1	1	1	
United Methodist Church, USA	2	-	1	1	2	2	1	1	2	2	2	1	2	1	1	1	1	1	1	
Presbyterian Church, USA	-	1	2	2	2	2	2	1	1	2	2	2	1	2	2	1	1	1	1	
World Mission Prayer League	2	2	1	2	2	1	1	1	2	1	-	1	1	1	1	1	1	1	1	
Mennonite Board of Missions	1	2	2	2	-	2	1	1	1	2	1	1	2	2	2	1	1	1	1	
(Central Asian Mission)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
(Norwegian Free Evang. Mission)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Wesleyan Church, USA	-	-	-	-	-	1	-	1	-	1	1	1	1	1	-	1	1	-	-	
Norwegian Hival-Asia Mission	1	1	1	1	2	1	1	1	1	2	2	2	2	2	2	1	1	1	1	
Church Miss'y Society, Australia	1	1	2	1	1	1	-	1	1	1	2	1	1	2	2	1	1	1	1	
Church of North India	-	-	-	1	-	-	-	1	-	-	-	-	-	-	1	1	-	-	-	
Japan Overseas Chr. Med. Coop. Serv	1	1	3	1	2	1	2	2	1	1	1	1	1	1	1	1	1	1	1	
Swiss Fr'nds f Miss's i India/Nepal	-	-	1	1	-	-	-	1	-	-	1	-	-	-	-	-	-	1	1	
Evang. Free Church of Finland	1	1	1	1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	
United Church of Canada	1	-	-	-	1	1	1	1	2	1	1	-	2	2	2	-	-	1	-	
Baptist Missionary Society	1	-	1	-	1	1	1	-	1	2	2	2	-	2	2	1	1	1	1	
(American Friends Mission)	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Church Miss'y Society, UK	1	1	2	1	1	1	-	1	1	1	1	1	-	1	2	1	1	1	1	
(Women's Union Miss'y Society)	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
(Int'l Chr'n University Chch, Tokyo)	-	-	1	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	
(World Gospel Mission)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Committee for Service Overseas	1	1	2	2	2	2	1	1	2	2	1	2	1	2	2	1	1	1	1	
Gossner Mission	1	-	1	1	1	1	1	1	-	2	2	2	2	2	2	1	1	1	1	
Assemblies of God	-	2	1	1	-	1	-	1	-	1	1	-	-	-	-	1	1	1	1	
Mennonite Central Committee	-	-	-	-	-	1	1	1	2	2	2	2	1	2	1	1	1	1	1	
Swedish Free Mission	-	-	-	-	-	1	-	1	1	1	2	2	2	2	2	1	1	1	1	
Presbyterian Ch. in Canada	-	-	-	-	-	1	-	1	1	1	-	1	1	2	1	1	-	-	1	
Methodist Church, UK	-	-	-	-	-	1	1	1	1	1	1	1	1	1	2	1	1	1	1	
Finnish Evang. Lutheran Church	-	-	-	-	-	-	1	1	2	2	1	2	2	2	1	1	1	1	1	
(Lutheran Church in America)	-	-	-	-	-	-	(1)	(1)	(1)	2	1	1	2	1	2	1	1	1	-	
Evang. Lutheran Ch of America	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	
(American Lutheran Church)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Presbyterian Ch. in Ireland	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
World Concern	-	-	-	-	-	-	-	-	-	(1)	-	-	1	1	2	1	1	1	1	
United Ch. of Christ, Japan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Tear Fund, UK	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Japan Antioch Mission	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Church of South India	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Danish Santal Mission	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Presbyterian Ch. Synod, Mizoram	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Korea Chr. Med.-Evang. Association	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Methodist Church of India	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Christian Church in Nepal	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Coopted members	2	2	4	2	2	1	1	1	1	6	1	1	-	-	1	2	2	2	2	
Observers	2	1	2	-	3	2	1	2	2	1	4	4	1	-	4	7	-	4	3	
TOTAL Attendance to BOARD	25	20	35	27	32	34	28	33	35	50	46	40	41	46	60	45	35	39	36	0

# Appendix II

## APPOINTEES SENT BY UMN MEMBERBODIES

Member Bodies\Year	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89
Church of Scotland	-	-	-	-	2	2	2	2	2	2	2	2	2	2	2	-	1	2	2	2	2	2	2	2	2	4	4	5	5	6	4	6	6	3	3	
Christian Church (Disciples)	1	2	2	2	2	2	2	2	2	2	2	2	1	1	-	-	-	-	-	2	2	2	-	-	2	2	2	-	-	-	-	-	4	4	4	
Regions Beyond Miss'y Union	3	4	7	9	11	17	20	20	21	24	24	21	21	19	25	20	23	21	16	14	12	11	9	13	12	10	11	10	10	10	12	14	15	13	12	13
Interserve	-	-	1	1	6	7	9	10	12	11	11	11	15	15	20	23	30	30	29	33	34	41	46	59	51	49	55	58	67	66	85	93	102	98	97	101
Orebro Mission	-	2	2	2	4	5	3	3	2	2	2	3	3	3	4	5	5	5	6	4	4	4	8	8	11	16	18	18	18	17	17	22	24	18		
United Methodist Church, USA	2	2	4	5	4	5	7	6	6	7	6	4	4	2	13	14	14	12	10	10	8	9	7	8	14	13	15	11	12	14	13	13	9	7	5	
Presbyterian Church, USA	2	2	2	2	2	2	2	2	2	2	2	2	2	2	5	2	4	6	7	7	7	10	10	12	12	16	12	12	11	12	15	17	17	19	9	
World Mission Prayer League	-	2	6	6	7	9	11	11	9	11	11	11	4	13	16	16	17	17	14	14	12	13	12	11	11	10	10	11	10	8	13	14	18	17	15	18
Mennonite Board of Missions	-	-	-	-	2	2	4	4	5	2	2	2	2	4	4	3	5	6	5	5	5	10	8	10	4	4	4	4	6	6	6	2	8	13	14	15
Central Asian Mission		(3)	3	1	1	1	-	-	-	-	-	2	2	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Norwegian Free Evang. Mission			2	2	1	-	-	-	-	-	-	-	-	2	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Wesleyan Church, USA	(i)	(1)	(1)	(1)	2	2	2	2	2	2	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Norwegian Himal-Asia Mission	(1)	(1)	(1)	(3)	3	3	3	3	3	3	3	7	6	11	10	10	10	14	16	16	17	15	15	14	12	12	12	12	17	12	12	16	13	11	10	14
Church Miss'y Society, Australia					1	1	1	2	2	2	2	2	2	1	2	4	6	6	6	6	6	6	4	4	6	9	11	11	12	14	15	18	16	17		
Church of North India					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Japan Overseas Chr. Med. Coop. Service					-	4	4	3	2	2	2	2	2	2	2	3	5	5	7	6	6	3	3	1	1	1	1	2	2	2	2	1	2	2	2	
Swiss Fr'nds f Miss's i India/Nepal					-	1	2	2	2	2	2	2	2	2	3	3	3	3	3	3	3	2	2	2	1	-	-	-	-	-	-	-	-	-	-	
Evang. Free Church of Finland					-	2	2	2	2	2	2	3	5	5	7	8	9	10	11	11	12	14	7	7	7	9	6	7	7	5	8	5	4	3		
United Church of Canada	(i)				(1)	(1)	(2)	4	4	4	4	4	14	14	12	13	13	11	9	7	5	7	9	9	13	15	15	10	19	15	16	8	8	6		
Baptist Missionary Society					(1)	1	1	1	1	2	3	3	3	4	4	6	8	10	10	12	12	14	18	18	18	15	19	20	24	19	22	27				
American Friends Mission					2	2	2	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Church Miss'y Society, UK					-	2	2	2	2	3	3	3	3	3	3	3	3	6	5	3	5	6	6	10	11	11	11	8	8	7	13	11	10			
Woman's Union Miss'y Society					-	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Int'l Chr'n University Chch, Tokyo					-	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
World Gospel Mission					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Committee for Service Overseas					(1)	(7)	(10)	(10)	(11)	(15)	(20)	18	12	9	13	13	11	10	7	11	9	10	6	7	5	4	4	4	4	4	4	4	4	4	4	
Gossner Mission					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Assemblies of God					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Mennonite Central Committee	(3)	(3)	(5)	(5)	(6)	(6)	(6)	(5)	(5)	(4)	(4)	(3)	(5)	(9)	(9)	(9)	(8)	(9)	13	13	15	17	15	18	17	21	23	20	20	14	12	11	9	10		
Swedish Free Mission					2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
Presbyterian Ch, in Canada					1	2	2	4	5	5	3	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
Methodist Church, UK	(i)	(i)			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Finnish Evang. Lutheran Church					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Lutheran Church in America					(2)	(2)	(2)	(2)	(2)	(2)	4	4	6	6	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	
Evang. Lutheran Ch of America					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
American Lutheran Church					3	14	10	11	12	8	8	12	13	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11	11
Presbyterian Ch. in Ireland					-	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	
World Concern					-	2	5	6	9	12	8	11	13	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
United Ch. of Christ, Japan					-	2	5	6	9	12	8	11	13	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
Teer Fund, UK					-	2	5	6	9	12	8	11	13	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12
Japan Antioch Mission					-	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Church of South India					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Danish Santel Mission					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Presbyterian Ch. Synod, Mizoram					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Korea Chr. Med.-Evang. Association					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Methodist Church of India					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other longtermers																																				
Direct Appointees(->77 incompl rec)	4	3			2	2	2	2	3	2	3	6	7	6	3	3	3	3	3																	
TOTAL PERSONNEL	12	18	32	35	55	66	75	75	84	102	101	104	99	118	164	160	171	179	175	183	187	197	187	224	237	257	272	310	335	335	361	386	427	420	399	388





## International Technical Assistance Group

The International Technical Assistance Group, a non-profit corporation registered in the state of Washington, provides professional and technical personnel for the purpose of doing wholistic development among the world's poor. ITAG has about 60 workers in 9 different Asian countries. It is also in the process of registering in Canada.

ITAG now supports five people seconded to UMN. Jim and Linda Alexander came in 1984. They have been joined by Dr. Edie Broschat and by Norman and Beth Beale. Danny Martin, the Director of ITAG, was previously responsible for personnel at World Concern. He helped World Concern join UMN in 1979.

ITAG's sister organization in Seattle, Mission To Unreached Peoples is a member of the Evangelical Foreign Missions Association; the Association of Interdominational Missions Service and the Evangelical Council for Financial Accountability. All ITAG workers subscribe to the statement of faith of the National Association of Evangelicals.

One of ITAG's goals is the internationalization of its teams. In addition to the people sent out from the United States and Canada, other workers have been sent out from Hong Kong, the Philippines, India and soon from Sri Lanka. ITAG is in the process of establishing recruitment procedures in other countries in Asia.

Danny D. Martin  
President

**ITAG.**

P.O. BOX 66400 / SEATTLE, WASHINGTON 98166 U.S.A. / (206) 248-1761

"Mission to Unreached Peoples  
(ITAG)

formerly:  
**GOODDEEDS**

**GOD ...**

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GOODDEEDS  
P. O. Box 66400  
15820 - 6th Ave S.W.  
Seattle, WA 98166  
USA (206) 248-1761

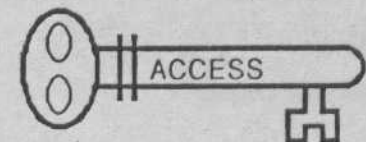
CREATIVE MISSIONS STRATEGIES  
FOR UNREACHED PEOPLES

... wants to give every people group (tribe or nation) on earth an opportunity to respond to the Gospel before Christ returns (Matt 24:14). Missions researchers tell us there are still 16,750 unreached people groups. They represent almost 3,000,000,000 people. Most of these people live in Countries that are closed to traditional missionaries.

How shall they hear ...

if missionaries aren't allowed?

The problem is one of



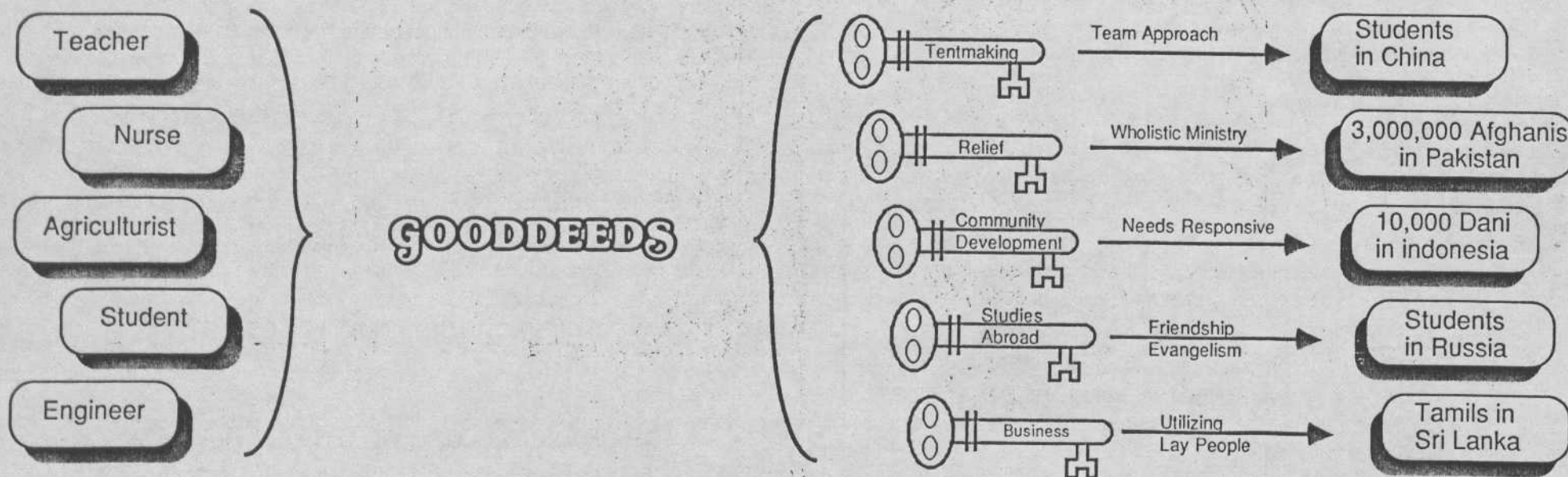


GOODDEEDS recruits committed Christians to take the Gospel overseas. Teams, which are formed for mutual support, learn about local people and then design projects to meet their needs - both physical and spiritual. Because public preaching is forbidden in most of these countries, Christ is shared on a one to one basis as friendships are established. New believers are disciplined and encouraged to reach others.

GOODDEEDS is active through its personnel and projects in the following countries:

Burma, China, Ethiopia, Guatemala, Haiti, India, Indonesia, Malaysia, Nepal, Pakistan, the Philippines, South Korea, Sri Lanka, and Thailand.

GOODDEEDS will respond to additional opportunities as God provides people and funding.



## GENERAL AGREEMENT

between

HIS MAJESTY'S GOVERNMENT OF NEPAL

and

THE UNITED MISSION TO NEPAL

Detour in HQ and  
Mission work support  
program need a  
broader "Letter of exchange"  
agreement.

His Majesty's Government of Nepal (hereinafter referred to as HMG/N) and the United Mission to Nepal, (hereinafter referred to as UMN),

recalling the long and close co-operation that has existed between them in various development fields since 1954, when UMN began work in Nepal at the invitation of HMG/N;

and desiring to continue this co-operation in Nepal, have agreed as follows:

Paragraph  
References to  
the current  
agreement:

## 0. Definitions:

The term 'Line Ministry' shall mean any Ministry, Department or other Agency, as approved by HMG/N, with which UMN relates, through the signing of a separate Agreement or through formal exchange of letters.

1

The term 'Project' shall mean any Institution, Project, Programme or other activity in which UMN is involved. (engaged)

1

## ARTICLE I

The UNITED MISSION TO NEPAL

1.1 UMN is an international, non-profit development organisation working only in Nepal to serve the Nepali people and HMG/N. Its International Headquarters and central administration is located in Kathmandu.

1.2 All expatriate personnel of UMN serve as volunteers. No expatriate personnel or their families are at any time paid salaries or personal expenses from the funds of the Projects in which they work.

1.3 UMN conducts its activities in the fields of Education, Health, Rural Development, Engineering & Industrial Development, and in other fields mutually agreed upon with a Line Ministry.

2  
updated

1.4 UMN supports various non-UMN programmes or institutions through secondment of volunteer expert expatriate personnel upon mutual agreement between UMN and the concerned Line Ministry and the institution/programme.



- 1.5 In order to administer and support effectively the related Projects and their expatriate personnel, UMN provides the following administrative and support programmes: the UMN's International Headquarters in Kathmandu and the Missionwide Support Programme, as well as facilities for the education of the children of the expatriate personnel in various project locations.

## ARTICLE II PROJECT ACTIVITIES

- 2.1 The establishment of new Projects and major expansions of existing Projects shall be agreed between UMN and the concerned Line Ministries, through separate Agreements or formal exchange of letters between the parties. (similar to 9)
- 2.2 UMN shall be responsible for the management and supervision of its Projects, except where a separate Agreement or formal exchange of letters defines other arrangements.
- 2.3 UMN shall in all its activities attempt to work within the framework of HMG/N planning, and shall ask for the advice and guidance of the concerned Line Ministries regarding execution of the Projects in which they are involved. shortened 6 (and 8)
- 2.4 UMN will hand over its Projects to HMG/N, or such other body, which may be acceptable to HMG/N, in an ordered and planned manner when it is technically, financially and administratively deemed appropriate and has been mutually agreed between HMG/N and UMN.
- 2.5 Vehicles, equipment and other items imported for the Projects shall not be transferred for purposes other than the use of the Projects, or disposed of, without the prior permission of HMG/N. totally reworded (covering 12)

## ARTICLE III RESPONSIBILITIES OF UMN

- 3.1 UMN shall endeavour to provide suitably qualified expatriate personnel needed by any Project covered by this Agreement and shall provide a 5 months language and orientation course to be taken on arrival in Nepal; further UMN agrees to give preference to Nepalese Citizens for employment in the Projects.
- 3.2 Appropriate training shall be given to Nepalese employees in order to develop the skills of the people of Nepal, and to replace their foreign counterparts at all appropriate levels as soon as possible. expanded 4 (and 14)
- 3.3 UMN shall obtain approval from HMG/N for the expatriate personnel to work in any of the Projects covered by this Agreement.
- 3.4 UMN shall be responsible for the financing of Projects, except where a Line Ministry agrees to provide financial assistance for a particular Project. 3

- 3.5 UMN and its expatriate personnel shall, during their stay in Nepal, be subject to the laws and regulations of Nepal. 7
- 3.6 UMN and its expatriate personnel shall confine their activities to the achievement of the objectives of the Projects to which they are assigned, and shall not engage in any proselytizing and political activities, which are outside the scope of their assigned work. 10
- 3.7 UMN shall submit yearly reports to HMG/N of all its activities, and individual Projects shall submit reports as instructed by the concerned Line Ministries. The accounts of each Project shall be open for inspection by representatives of HMG/N at any time. 5

Article IV  
RESPONSIBILITIES OF HMG/N

- 4.1 HMG/N shall provide exemption from payment and/or deposit of Import Licence Fee, Sales Tax, Customs and Excise Duty, and any other import duties, taxes and charges on all vehicles (including motorcycles), equipment, supplies, medicines and other essential goods imported for UMN Projects and its administrative and support programmes.
- 4.2 HMG/N shall issue or cause to issue promptly, in compliance with current laws, the licences or permits needed for the establishment, operation, and continuing development of any Project under or related to this Agreement.
- 4.3 In order to allow the efficient running of the Projects, HMG/N will allow and facilitate the transfer of UMN expatriate personnel between Projects (and locations) to cover important vacancies.
- 4.4 HMG/N shall allow and facilitate the recruitment of short-term expatriate personnel to cover short-term vacancies where UMN is unable to meet these from within Nepal; further to allow and facilitate short-term training experience in the UMN Projects for international students.
- 4.5 HMG/N shall provide free of charge the following facilities to all expatriate personnel of UMN and their families:
- official multiple entry/exit visas;
  - permits to live and travel anywhere in the country, as may be required in order to carry out their work;
  - exemption from payment of income taxes;
  - grant duty free entry, to a reasonable extent, of the personal belongings of UMN expatriate personnel and their families (excluding alcohol and tobacco products).
- 4.6 HMG/N shall give permission to UMN for use of radio communication equipment needed for maintaining contact within the various project sites where there is no telephone communication, and between those sites and UMN Head Quarters office in Kathmandu.



Article V  
MISCELLANEOUS

- 5.1 This Agreement shall come into force from 26th May 1990, and shall remain valid for a period of five years unless terminated by either party by giving twelve months notice in writing. It may be extended for such further period of time on the same terms and conditions or on such terms and conditions as may be mutually agreeable upon 6 months prior request of UMN in writing before the expiry of such period of five years.
- 5.2 This Agreement, during its period of validity, may be amended or supplemented by mutual consent of the parties by an exchange of letters.
- 5.3 This Agreement shall in all respects be construed and subject to the prevailing law of Nepal.
- 5.4 The Agreements and correspondences between HMG/N and UMN relating to on-going Projects which were signed under the terms of the preceding UMN General Agreement shall continue to fully apply to those Projects.

slightly  
reworded  
16  
(partly  
covering 15)

IN WITNESS WHEREOF the undersigned, being duly authorised by the respective parties, have signed this Agreement.

Done in Kathmandu on ..... in two  
original copies in English.

For and on behalf of HMG/N,  
Ministry of Foreign Affairs

For and on behalf of  
United Mission to Nepal

.....

.....

Paragraph  
References to  
Proposed  
Agreement:

General Agreement

(between His Majesty's Government of Nepal and the United Mission to Nepal)

Being desirous of cooperating in undertaking various development projects in Nepal, His Majesty's Government of Nepal (hereinafter referred to as "HMGN") and the United Mission to Nepal (hereinafter referred to as "UMN") have agreed as follows:

1. Definition. The term 'Project' shall mean any Institution, Project, Programme or other activities in which the Mission is engaged under the terms and conditions of a separate Agreement entered into with the concerned Ministries or Departments of HMGN. 0
2. The UMN agrees to conduct its activities in the fields of Education, Health Services, Agricultural, Technical and Development Services and in other fields subject to separate Agreements concluded with the concerned Ministries and Departments of HMGN. 1.3
3. All financial involvement in running the Project shall be the responsibility of the UMN except where a Ministry or Department of HMGN agrees to provide assistance in respect of finance, staff or other facilities for a particular Project under a separate Agreement. 3.4
4. Appropriate training shall be given to the Nepalese employees in order to replace their foreign counterparts at all levels as soon as possible. 3.2
5. UMN shall submit yearly reports to HMGN of all its activities, and individual Projects shall submit reports as instructed by the concerned Ministry or Department of HMGN. The account of each Project shall be open for inspection by representatives of HMGN at any time. 3.7
6. UMN shall in all its activities attempt to work within the framework of HMGN planning, and shall ask for the advice and guidance of concerned Departments of HMGN regarding execution of the Projects in which they are involved. In any separate Agreement, concerning Project, reference shall be made to the Department of HMGN which will serve as liaison between HMGN and the Project. 2.3
7. The UMN and its members shall, during their stay in Nepal, be subject to the laws and regulations of Nepal. 3.5
8. The various Institutions run by the UMN shall be subject to the rules framed by the concerned Ministries or Departments of HMGN. (2.3)
9. The UMN shall not open any new Institution or expand the existing Institution without obtaining the prior permission of HMGN. (2.1)
10. The UMN and its members shall confine their activities to the achievement of the objectives of the Projects to which they are assigned and shall not engage in any proselytizing and other activities which are outside the scope of their assigned work. 3.6
11. For the purpose of this Agreement the members shall mean all the personnel or officers working under the UMN.
12. The UMN shall not dispose of their properties both moveable and immovable either by sale or gift or any other manner to any juridical or physical person. Whenever such disposal would be necessary the Mission shall notify HMGN in advance and act according to their instruction. (2.5)
13. HMGN reserves the right to nationalize any one or all of the Projects run by the UMN whenever they desire, the question of paying compensation for such nationalization shall only arise if it takes place within period of five years from the date of signing of this Agreement.
14. The UMN agrees to give preference to the Nepalese Citizens for being employed in the paid posts of teachers, trained nurses, compound dressers and other medical and technical posts etc. in the Projects. (3.1)
15. In case of violation of this Agreement, HMGN may at any time notify the UMN to wind up its activities. Implicit in 5.1
16. This Agreement shall come into force from the date of its signing and shall remain valid for a period of five years unless terminated by HMGN by giving six months notice in writing to the Mission or for such further period as extended by HMGN upon six months prior request of the UMN in writing before the expiry of such period of five years on the present terms and conditions or on such terms and conditions as may be laid down by HMGN. 5.1

\*\*\*\*\*

May 29th, 1975

(Signed)  
Uddhav Deo Bhatt, Joint Secretary  
Ministry of Foreign Affairs

(Signed)  
Frank Wilcox, Executive Secretary  
United Mission to Nepal



EC(1)32-89

Bye-law amendments. It was RESOLVED to recommend to the Board of Directors that the following amendments be made to the Bye-laws:

- a) Bye-law 6.4.9 to read:  
"The concerned Heads of Institutions, Project Directors and Department Representatives shall be invited to appropriate sections of the Extended Coordinating Committee to deal with the following:
  - Recommend medium /longterm and summary annual project plans and budgets;
  - Monitor annual plans, reports and financial statements against the approved medium/longterm plans."*and other relevant projects matters.*
- b) Bye-law 6.4.5 to read:  
"To receive advice on professional and technical policy from each Department."
- c) Bye-law 9.2, new 6, to read:  
"To report to Finance Committee any supplementary budget actions taken by Coordinating Committee."

Renumber the remaining clauses in 9.2 accordingly.

# Review of POLICY ON OBSERVERS AT THE BOARD

## BACKGROUND:

In connection with the concern for the size of the UMN Board it was resolved in BD-12/84 b): "That the Board not be enlarged by co-option of agencies (other than member bodies) giving grants or personnel."

Later there was a felt a need that major Christian funding agencies should have a chance to attend the UMN Board as observers from time to time and the following resolution was taken in BD-16/87:

"Observers at the Board. Ref. EC(1)-18/87. On the recommendation of the Executive Committee, it was RESOLVED that up to two observers from Christian funding agencies (who do not send personnel but support UMN programs) be permitted to attend the Board meeting; this policy to be reviewed at the end of two years."

The Bye-Laws approved in November 1988 read as follows:

### 3.1 Board Membership

#### 3.1.4 Co-opted representatives, with voice but no vote:

The Board may co-opt up to six representatives from interests not otherwise represented.

### 3.4 Observers at the Board, invited by the UMN President, with no voice and no vote, may consist of:

3.4.1 Executive Committee Members attending the EC Meeting prior to the Board, but not appointed to the Board.

3.4.2 New delegates to be appointed the following year.

3.4.3 Officials of Member Bodies in addition to one voting Member.

3.4.4 Representatives of other organisations sending personnel to the UMN, outside the Member Bodies.

3.4.5 One Observer only from any one Member Body or other agency.

The following Observers have attended the last couple of Board meetings:

Year	Number of Observers						(Number of Co-opted for info)	
	Category 1)	2)	3)	4)	Funding)	UMN)	Sister org)	UMN)
1985		2	5			(1)	2	2
1986		2				(1)	2	1
1987			3	1	1	(1)	2	1
1988			2		1		2	

## DISCUSSION:

For having funding agency observers: Both last two years one major (?) agency has used this opportunity, thus showing interest.

Against having funding agency observers: It is not of interest to have funding agency's input in the policy making body of an organisation. In practice it might be difficult to keep to the observer role in all aspects?

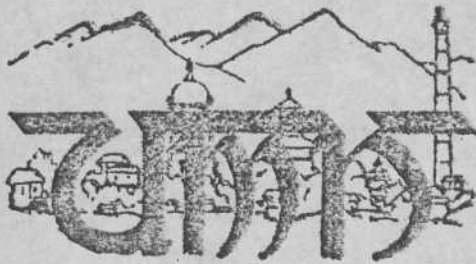
## PROPOSAL to EC:

"In relation to the instruction that the matter of observers from Christian funding agencies being permitted to attend the Board meeting be reviewed at the end of two years, it is RECOMMENDED that ...

Alternative 1: ... the criteria for being invited as an observer to the Board be restricted as per the Bye-Laws approved in Nov 88.

Alternative 2: ... the policy of up to two observers from ~~Christian~~ funding agencies (who do not send personnel but support UMN programs) be permitted to attend the Board meeting be continued and again be reviewed after another two years.





## THE UNITED MISSION TO NEPAL

*Executive Director: Mr. J. H. Barclay*  
*Treasurer: Mr. L. Miller*

*Telephone : 212179, 215573, 212668,*  
*Telex: 2315 UMNEPA*  
*Telegrams: UMNEPAL*  
*Location: K-1-325 Thapathali*  
*Mailing address:*

**POST BOX 126**  
**KATHMANDU, NEPAL**

To UMN Executive Committee and Board Members

October 17, 1989

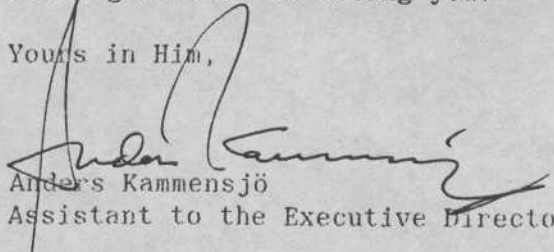
Dear Friends,

By now you will have received the first batch of material for the Executive Committee and Board Meeting. Enclosed you will find the second and last set of material that you will receive before the arrival in Nepal. Please, bring the material with you to the meetings.

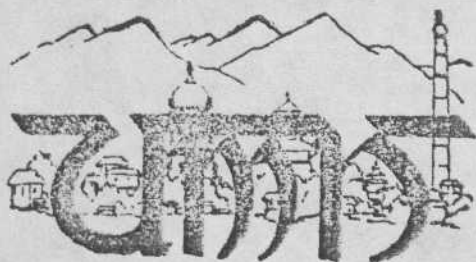
Please, note that this year the UMN will have its 35th anniversary, which will be celebrated on Tuesday, November 21, 1989, 2 - 4 pm, before the opening dinner at 6 pm the same day.

Looking forward to seeing you.

Yours in Him,

  
Anders Kammensjö  
Assistant to the Executive Director

AKsjö/ake



## THE UNITED MISSION TO NEPAL

Executive Director: Mr. J. H. Barclay  
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Mailing address:

**POST BOX 126**  
**KATHMANDU, NEPAL**

Board Members



October 5, 1989

Dear Friends,

Enclosed you will find the first batch of agenda material for the UMN Board Meeting 1989. Please, bring this material to the meeting.

I would like to inform you that if you plan to stay in Nepal for more than 15 days, please apply for a one month visa from the Nepal Embassy/Consulate in your home country. The procedure to extend a tourist visa is now quite a time consuming and difficult task. This also refers to the trekking permits. Please, allow time and have this in mind when making your itinerary to visit outside of Kathmandu.

We are looking forward to seeing you in November.

Yours sincerely,

Anders Kammensjö  
Assistant to the Executive Director

Encs

AKsjö/ake



United Mission to Nepa  
Mr. Anders Kammensjö  
P.O.Box 126  
Kathmandu

Nepal

July 7, 1989

Dear Anders,

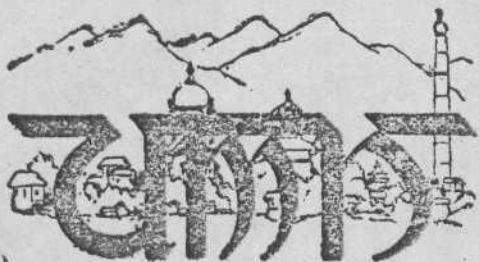
Thank you very much for your letter dated June 27. Though I am still a member of the Executive Committee, my husband Hanns-Uve Schwedler, being the acting secretary for Nepal affaires, will represent Gossner Mission on the Board of Directors 1989. The chairman of Gossner Mission Dr. Hans Grothaus will participate as an observer.

I am well aware that according to the constitution of the UMN the membership in the Executive Committee is linked to the membership in the Board of Directors. As I would be able to participate in the meeting of the Executive Committee next year, I wonder if it is possible to suspend my membership till then. Otherwise I have to resign this post.

I remain with best wishes to you and the members of the Executive Committee

Yours sincerely

*Bärbel Barteczko-Schwedler*  
Bärbel Barteczko-Schwedler



## THE UNITED MISSION TO NEPAL

Executive Director : Mr. J. H. Barclay

Telephone : 212179, 215573, 212668.

Telex : 2315 UMNEPA

Telegram : UMNEPAL

Location : K - 1-325 Thapathali

Mailing address :

POST BOX 126

KATHMANDU, NEPAL

To Members of the UMN Board  
of Directors, 1989



22nd September, 1989

Dear friends,

As you know, this coming Board meeting will be the last one for our Executive Director, Howard Barclay. Howard and Betty have been involved in the work in Nepal for over 30 years, serving at a base on the border, and then inside the country, with a period at the home end in a member body office. They have had 21 years of ministry directly in the country itself.

We feel that it would be very appropriate for the Board to present them with a gift from Nepal in recognition of this service. It has come to light in casual conversation that Howard is interested in having one of the improved type spinning wheels made in Butwal, and this would certainly make an interesting addition to their new home in Australia, and hopefully one which would direct many conversations to Nepal.

This note is just to let you know that we plan to present this spinning wheel to Howard at the Board Meeting, and may decide to add a Jiri furniture coffee table to it. I will see later whether or not this fits in with the presentation planned from the UMN Appointees to be made when Howard actually leaves his present office.

There will be a card available for you all to sign during the Board time, and we feel sure that Howard will value this tangible evidence of our appreciation, to be given together with a spoken tribute.

Sincerely,

*Richard Clark* B4.

Richard Clark  
President





*in Rte : Board Meeting*

THE UNITED MISSION TO NEPAL

Executive Director: Mr. J. H. Barclay  
Treasurer: Mr. L. Miller

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Mailing address:

**POST BOX 126  
KATHMANDU, NEPAL**

Gossner Mission  
Mrs Barbel Barteczko-Schwedler  
Gossnerhaus  
Handjerystrasse 19 - 20  
D-1000 BERLIN 41  
West Germany

June 27, 1989

Dear Barbel,

We understand from information received last year that Dr Hans Grothaus or Dr Hanns-Uve Schwedler would be the delegate from your mission to the UMN Board of Directors 1989. However, as you are a Member of the Executive Committee, we welcome you warmly and look forward very much to your participation and sharing with us on that occasion.

Please note the dates for the Board Meeting 1989.

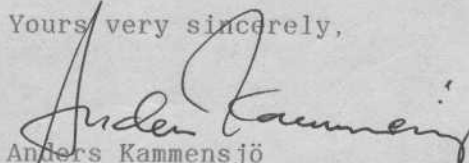
Tuesday, November 21	Preliminary Public Opening at 4 pm and Dinner at Blue Star Hotel at 6 pm, followed by Bible Study and Orientation Session.
Wednesday, November 22	Sessions of the Board Meeting at 8.30 am - 6 pm.
Thursday, November 23	This will include the midday meal. The Opening Session each day will be the Bible Study.

From your own experience, you may know that there sometimes are difficulties to get reservations for outgoing flights from Kathmandu. We, therefore, urge you to make travel plans as soon as possible, and in connection with the outgoing journey we would recommend

- a) That you book your own ticket and try to get OK status on that.
- b) If you want us to reconfirm your ticket before you arrive, we can do so if you telex us showing your ticket number and flight details.

We will be in touch with the delegates later requesting further details of their travel schedule. However, in order to define the names and addresses of the delegates, we would appreciate receiving your response to this letter by returning the enclosed slip as soon as possible.

Yours very sincerely,

  
Anders Kammensjö  
Assistant to the Executive Director



## THE UNITED MISSION TO NEPAL

2/40

*Executive Director: Mr. J. H. Barclay*  
*Treasurer: Mr. L. Miller*

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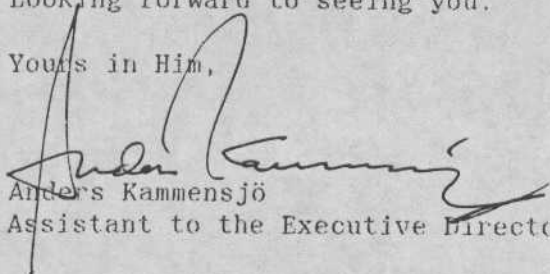
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Please, note that this year the UMN will have its 35th anniversary, which will be celebrated on Tuesday, November 21, 1989, 2 - 4 pm, before the opening dinner at 6 pm the same day.

Looking forward to seeing you.

Yours in Him,

  
Anders Kammensjö  
Assistant to the Executive Director

AKsjö/ake



**Recommendations  
to the UMN Executive Director  
from the Advisory Group on Nepali Women**

In response to the Board's request to formulate "goals, strategies, policies, and administrative structure for handling women's issues in UMN".

---

Statement of Purpose

Recognizing the full worth and humanity accorded to women by Jesus, the United Mission to Nepal determines to continue to work for the good of girls and women within Nepali society.

The Advisory Group on Nepali Women (AGNW) wishes to share its conviction that:

- a) both the attitude of women towards themselves and of society towards women are critical in bringing about any positive change in the situation of women and girls.
  - b) bringing about positive change depends on a sensitive combination of such things as encouragement, example, open-minded attitudes and education.
  - c) the needs of women and girls constitute a separate problem for development workers; women's needs are not necessarily addressed by work aimed generally at development or at the disadvantaged.
  - d) the good of girls and women cannot be achieved without simultaneous positive change for men and boys, so we reject the idea of isolating and aggressive approaches. We affirm the necessity and desirability of working with families and communities.
  - e) networking between UMN and other organizations concerned for the development and encouragement of women is essential to maximize available resources and to avoid duplication.
- 

**RECOMMENDATIONS**

**A. Advisory Group on Nepali Women**

That the AGNW be constituted as a formal part of UMN's structure.

- i) with an annual review of the need for the group;
- ii) reporting to the Executive Director;
- iii) comprising (membership):
  - a) all AGNW Project Representatives (see B. below)
  - b) any other interested UMN Appointees, spouses, family members, or any Nepali staff member (meetings would be open for all to attend);

- iv) meeting three times a year;
- v) having the following functions:
- a) providing consultation to the Coordinating Committee as needed;
  - b) advising the Executive Director in his ongoing response to the Board's request regarding women's concerns;
  - c) suggesting and promoting special projects affecting girls and women;
  - d) advising the ED in:
    - i) determining the job description for the post-holder(s) (see C below);
    - ii) interviewing and appointing post-holder(s);
    - iii) supervising and supporting work of post-holder(s);
  - e) other functions determined in consultation with the ED.

#### B. Project Representatives

that at least one Representative for the Advisory Group for Nepali Women be appointed for each project (including Kathmandu):

- i) to be nominated by the project and formally appointed by headquarters;
- ii) all male or female, Nepali or expatriate, assigned or unassigned project members to be eligible for nomination, but a personal interest in promoting the well-being of Nepali girls and women be required;
- iii) to have an on-going involvement and input in the project planning and evaluation process in relation to women's concerns and to submit an annual report;
- iv) to attend the regular meetings and any extraordinary meetings of the AGNW.

#### C. Women's Interest Officers

That there should be two designated posts of Women's Interest Officer:

- i) filled by an expatriate advisor and a Nepali coordinator;
- ii) with the following functions (detailed job descriptions to be provided later):
  - a) to work at the direction of the Executive Director;
  - b) to conduct research and analysis of Nepali women's situation;
  - c) to devise training material and conduct training sessions;
  - d) to visit projects at their invitation;
  - e) to network within UMN and with relevant groups in HMG and other NGO's;
  - f) to carry out other functions determined by the AGNW and the ED in consultation.



Subject :UMN's Rural Development Work

Date :June 1989

Everything has a history and we in rural development are no exception. We didn't even exist (within the UMN structures, that is) until 3 years ago. Though the Mission has worked with rural people for many years, it has tended to be an off-shoot to the main task of running an institution: for instance a community health outreach programme from a hospital or taking appropriate technologies from a center to the villages. In creating UMN's RD work, the essential shift in thinking was away from offering services at a distance, to a commitment to live in those communities and let the people decide what we are to become involved in. For first and foremost we are committed to PEOPLE, those who live, toil, laugh and dance under the constant demands of this hill environment. We are concerned about the processes by which they are able to survive at all under such hard conditions, and how we can be of assistance to them in improving their own lives.

Over the years we have developed a three tier support system to achieve this. The first tier and front line people have been the field workers. A presence is established in a community with the full consent and support of the respective Government Department. Surkhet and Okhaldhunga are the two defined program areas under RD responsibility. The department also offers professional support to RD workers assigned to six projects under other UMN sectors.

By living "out there" the team, both expatriate and Nepali, begin to experience what is particular to the life of the people who have become our neighbors. We build up friendships and learn their history. Relationships of trust are established. In the meantime a professional assessment is continually being made about how the team can work with the people.

The questions we ask ourselves are these:

- what are the real needs of the people here? What are they talking, complaining and dreaming about?
- how can they be involved in the process of their own development right from the beginning and their full participation assured into the future?
- should we be selecting out groups for special concern: women, low castes, the very poor etc... given that the more vocal can care for themselves anyway?
- what inputs in terms of technology, training, and approaches towards development are appropriate to this environment?
- are we in tune with the rhythms and pace of village life or are we just hurrying along to fulfill our own plans and objectives?
- when we go, will the activities that we have worked on with the people be able to survive without us?

Such questions and many more, mould and shape what then becomes described as UMN's RD field work: people centred, appropriate, sustainable and as far as possible mutually rewarding for all those involved.

To support the field worker is the second tier, namely, the Rural Development Centre located in Pokhara and Tansen. There, a team of professionals (in Animal Husbandary, Forestry, Agriculture, Water Systems, Irrigation and Drinking Water, and Income generating activities) provide support to the projects on subjects that have been raised by the villagers and fields workers. Being located in Nepal's second largest town and having workers in Kathmandu means that they have access to information that the field worker

doesn't. They know what is happening elsewhere and on their regular support visits to the projects, they are able to add another perspective to the situation.

The third element is the RD administration in HQ, Kathmandu. The task facing this team is one of overall coordination, liaison with Government, recruiting personnel, offering personal support and counsel, working out a coherent strategy, monitoring projects' performances, sponsoring professional and other seminars, and representing RD in the corridors of overall decision making within the Mission.

The model then is one of support, each tier reaching out to the other. It is not to be confused with decentralization, because we believe that the power for effective change lies "out there" with the people anyway. Our task is to walk the quiet road, listen to stories of unrealized dreams, suggest a possible future together and see where it leads us. Reaching out is not without its pains, as "the stretched out God" has shown us. But in all that we do, we embrace the task in salutation of the One who is now Risen.

Rural Development Department  
United Mission To Nepal



**UNITED MISSION TO NEPAL**

**ANNUAL PLANS AND BUDGETS**  
**FOR**  
**1988/1989**

(Appendices to April 1988 Executive Committee Meeting)

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# APPENDIX 1

## CONSOLIDATED BUDGET FOR THE YEAR 1988/1989

(All Figures in Nepal Rupees; NRs 22 per US \$1)

	Income	Expenditure	Grants Needed
ADMINISTRATION	5,498,000	15,282,700	9,784,700
LANGUAGE STUDY	108,026	1,515,126	1,407,100
HEALTH SERVICES	23,084,900	53,132,490	30,047,590
EDUCATION	1,372,100	14,286,790	12,914,690
ENG & INDUSTRIAL DEVEL	15,151,300	40,880,100	25,728,800
RURAL DEVELOPMENT	2,264,100	6,002,700	3,738,600
INTEREST INCOME	800,000		(800,000)
GRAND TOTALS	48,278,426	131,099,906	82,821,480

### Breakdown of Grants Needed:

Per capita grants for admin/support budget (US \$950 per B. A.	9,784,700
Fees for language and orientation budget (US \$1,000 per B. A.	1,407,100
Grants for "recurring" budgets	10,468,890
Grants for "capital" budgets	15,901,900
Grants for "program" budgets	46,058,890
	83,621,480
Less interest income	(800,000)
	82,821,480

### Breakdown of Budgeted Income:

Personnel contributed services	12,305,926
Contribution from HMGN and Districts	8,618,000
Interproject income	11,022,100
Interest earned	800,000
Other income generated in Nepal	15,532,400
	48,278,426

### Breakdown of Grants Needed for Recurring Budgets:

Education	264,400
Health Services	9,971,590
Engineering and Industrial Development	232,900
	10,468,890

### Budget Increases Compared With 1987/88:

Total expenditure	28.8%
Total admin/support covered by PCG	5.3%
Total grants needed for recurring budgets	13.6%
Total expenditure for program funded budgets	19.5%
Total personnel contributed services	8.9%

UNITED MISSION TO NEPAL  
CONSOLIDATED BUDGET 1988/89

	Income	Recurring Expenditures	Program Expenditures	Capital Expenditures	Gifts/Grants Needed
=====					
<u>LANGUAGE</u> (to be funded by language fees)					
Language and Orientation	24,300	1,369,300			1,345,000
Language Consultant	48,726	90,326		47,500	89,100
Palpa Language	18,000	3,000			(15,000)
Butwal Language	17,000	5,000			(12,000)
TOTAL LANGUAGE	108,026	1,467,626		47,500	1,407,100

EDUCATION

Development Commun. Prod.	0			279,400	279,400
Jumla Project	690,000		3,385,000		2,695,000
Training and Scholarship	0		4,898,390		4,898,390
Business School	131,200	268,600		70,000	207,400
Teacher Training	116,400	122,400			6,000
Non-formal Education	69,900	190,900		52,500	173,500
Librarian Consultancy	44,300	44,300			0
Gandaki Boarding School	320,300	320,300		4,655,000	4,655,000
TOTAL EDUCATION	1,372,100	946,500	8,283,390	5,056,900	12,914,690

RURAL DEVELOPMENT

RDC Administration	763,300	763,300		975,000	975,000
RDC Income Creation	190,000		486,000		296,000
RDC Farm	306,000	306,000			0
RDC Animal Health	185,600		588,200		402,600
RDC Horticulture & Agronomy	105,200		400,900		295,700
RDC Water Systems	113,000		519,300		406,300
RDC Tree Planting	125,000		411,000		286,000
Surkhnet Project	476,000		1,553,000		1,077,000
TOTAL RURAL DEVELOPMENT	2,264,100	1,069,300	3,958,400	975,000	3,738,600



UNITED MISSION TO NEPAL  
CONSOLIDATED BUDGET 1988/89

	Income	Recurring Expenditures	Program Expenditures	Capital Expenditures	Gifts/Grants Needed
<b>HEALTH SERVICES</b>					
Patan Hospital	1,514,000	4,797,000		4,872,500	8,155,500
Nursing Campus	374,800	1,996,200		197,500	1,818,900
CDHP Lalitpur	742,300		7,617,300		6,875,000
Drug Abuse Prevention	44,300	738,400			694,100
Mental Health	203,000	445,000			242,000
Nutrition Consultancy	88,600	142,290			53,690
Seconded Health Workers	270,000	292,000			22,000
Oral Health	0	22,000			22,000
Medical Supplies Department	7,262,000	7,153,000		85,000	(24,000)
Palpa Hospital	8,571,000	10,736,000		4,171,500	6,336,500
Palpa Workshop	570,000	570,000		120,000	120,000
Palpa Horticulture/Agronomy	112,000	292,800			180,800
Palpa Community Health	330,000		2,258,500		1,928,500
Gorkha Hospital	1,946,200	3,235,000		285,500	1,574,300
Gorkha Community Health	279,800		783,300		503,500
Okhaldunga Dispensary	558,000	1,065,800		120,000	627,800
Okhaldunga Community Health	218,900		1,135,900		917,000
<b>TOTAL HEALTH SERVICES</b>	<b>23,084,900</b>	<b>31,485,490</b>	<b>11,795,000</b>	<b>9,852,000</b>	<b>30,047,590</b>

**ENG & INDRUSTIAL DEV'L**

Butwal Project Admin	14,000	22,500			8,500
Butwal DCS Admin	533,000	533,000			0
Butwal Service Dept	48,000	55,300			7,300
Butwal Rural Electrification	115,000		429,000		314,000
Butwal Roofing Tiles	68,000		156,000		88,000
Butwal Advanced Training	29,000	80,800			51,800
Butwal Design Office	405,000	405,000		15,000	15,000
Butwal Res & Devl Workshop	138,000		302,000		164,000
Butwal Mangmt Consultancy	53,000	113,300		3,000	63,300
Butwal Small Turbines & Mill	2,594,000	2,694,000			100,000
Butwal Indust'l Coordinator	84,000	89,000			5,000
Butwal Poplar Trial	4,000		63,000		59,000
Andhi Khola Hydel	9,220,000		30,000,000		20,780,000
Andhi Khola Drinking Water	0		617,500		617,500
Andhi Khola Irrigation	1,556,800		4,439,700		2,882,900
Andhi Khola Resource Cons.	74,000		479,000		405,000
Andhi Khola Administration	95,500		263,000		167,500
Andhi Khola Vehicles	120,000		120,000		0
<b>TOTAL ENG &amp; INDRUSTIAL DEV</b>	<b>15,151,300</b>	<b>3,992,900</b>	<b>36,869,200</b>	<b>18,000</b>	<b>25,728,800</b>

## APPENDIX 2

### HEADQUARTERS PROJECT

Plans for July 1988 - July 1989

#### Project Description

The Headquarters Project, located in Kathmandu, seeks to provide a coordinating role between various aspects of the Mission's life. Basically it is a service role to the whole of UMN, with outreach to every aspect of its work and life within Nepal and overseas. For real effectiveness this communication needs to be of a two-way nature. It involves the work being done in Nepal in areas of personnel programs, finance and administration, and the role of the member bodies and supporters in home countries who, through the receipt of information, are able to help in providing resources such as personnel and funds, as well as direction through the UMN Board of Directors and the Executive Committee. They have the vital task of encouraging prayer for God's guidance and blessing on the work and workers in Nepal.

It may be noted that since last year the supporting services have been taken care of by a separate unit called the Missionwide Support Project.

#### Project Objectives

- a. To be the administrative arm to carry out the directives of the Board of Directors and the Executive Committee of the UMN.
- b. To be the interpretive body from UMN to:
  - HMG Nepal and its various Ministries under which we work;
  - Functional Boards, and through them to the projects.
- c. Through the Coordinating Committee, to coordinate the work of the four Functional Boards.
- d. To be a channel for communication to:
  - friends and supporters around the world, and UMNers in Nepal;
  - interested people who visit Nepal and the UMN.
- e. To provide a stimulus to assessment of past and present work, and to the planning of future direction and activities of the Mission.

#### Project Activities

- a. Executive Director. The activities of the Executive Director are clearly set out in the UMN Constitution and Bye-laws, and these provide the main areas of his responsibilities. He will be supported by an Assistant to the ED, who will work closely with the ED in preparing information needed for carrying out the duties. Also, day-to-day duties will be delegated, allowing the ED increased time for longer-term issues, external relationships, preparation for and follow up of the meetings of the Board and Executive Committee. The Executive Director will use the services of one personal secretary. Associated with this office is a liaison person, working on a contractual basis, to assist in relating to government offices and local organisations.
- b. Functional Secretaries. The responsibilities of the Functional Secretaries are listed in the UMN Constitution and Bye-laws. There will be four Functional Secretaries: for Engineering and Industrial Development, Rural Development, Education, and Health Services. These officers will care for overall planning, personnel needs, and direction to the projects, and will take up other related matters coming under their Functional Boards. They will stimulate a process of consultation, providing a two-way flow of communication from the grassroots and the centre. Responsibility for



stimulous and initiative lies in both directions. They will be assisted by a staff of Assistant Functional Secretaries, consultants and coordinators, as well as by secretarial and administrative staff. These are listed below.

stimulous and initiative lies in both directions. They will be assisted by a staff of Assistant Functional Secretaries, consultants and coordinators, and by secretarial and administrative staff. These are listed below.

- c. Treasurer. The responsibilities of the Treasurer are listed in the UMN Constitution and Bye-laws. This office maintains overall supervision of the finances of the Mission, assists in budgeting processes by adequate interpretation and communication to the Finance Committee. It also ensure decision making, resulting in a consolidated budget and financial statement for the program-funded, recurring and capital sections of the total mission budget. It is responsible to take the lead in fund-raising for UMN projects. The Treasurer will be assisted by one Assistant. An external auditor will be hired, and will cooperate with (and yet be independent of) the Treasurer office. The Treasurer will continue to carry responsibility as head of the computer section, and will work with the systems analyst, who will carry the main responsibility for the work of computerisation in the Mission.
  - d. Personnel Secretary. The duties of the Personnel Secretary are listed in the UMN Constitution and Bye-laws. Responsibility will be taken for all personnel matters, covering new offers of service, screening of personnel, their arrival, their period spent in LOP, involvement in the assignment process, and during furlough of personnel. The Personnel Secretary will develop policies for personnel - expatriate and Nepali - and will assist in manpower planning, evaluations, counselling, training, job descriptions and employee relationships. While the counselling team members may relate to this department, ultimately they are responsible, not to the administration of UMN, but to the President. The Personnel Secretary will supervise several assistants for matters like correspondence concerning new offers of service, visas, short-term offers of service, unassigned spouses' matters, Nepali employee matters, and management training.
4. Evaluation and Research.

The Coordinating Committee, the Finance and Executive Committees, and the UMN Board provide a critical evaluation of the work of HQ staff. The Human Resources Management Study has provided a most comprehensive and detailed critical evaluation, enabling an ongoing study which will be monitored by the Executive Committee and the Board through Headquarters.

#### 5. Personnel

The following are approved posts for expatriate staff:

##### Office of Executive Director:

Executive Director

Assistant to the ED

Personal secretary

Development Consultant

##### Office of the Treasurer:

Treasurer

Assistant to the Treasurer

Systems Analyst

##### Office of Personnel Secretary:

Personnel Secretary

Assistant to the Personnel Secretary

Management Consultant (temporary)

Personal Counsellor

1.5

3.0

Office of the Health Services Secretary:

Health Services Secretary  
Assistant Health Services Secretary  
Admin. Assistant to the HSS  
Admin. Assistant/Secretary  
Medical Coordinator  
Evaluation Advisor  
Training & Manpower Advisor

Office of Engineering & Industrial Development Secretary:

Engineering & Industrial Development Secretary  
Assistant EIDS  
Admin. Assistant

Office of the Rural Development Secretary:

Rural Development Secretary  
Assistant RDS  
Administrative Assistant

Office of the Education Secretary:

Education Secretary  
Assistant Education Secretary  
Admin. Assistant  
Library Consultant  
Typist/Secretary

Posts for Nepal Staff: 9.



## APPENDIX 3

### MISSIONWIDE SUPPORT PROJECT

#### Summary Annual Plans for July 1988-1989

##### 1. Project Description

The Missionwide Support Project is located in the Headquarters compound and surrounding area of Thapathali in Kathmandu. The project has been established in the past year to bring together administratively the wide range of services already provided. The diversity of services offered by the project is best reflected in the number of activities listed.

##### 2. General Objectives

To provide a network of support services to link UMN projects missionwide by providing accounting, archives, central services for purchasing and transport, guesthouses, library, mailroom, missionwide maintenance, office services, health clinic, publications, public relations, and Kathmandu housing management.

##### 3. Activities

The plan is to continue to improve the support services offered by the project in the following areas:

- a) Accounts Office maintains the accounts and associated records of the MSP, missionwide accounts, staff provident fund, and personal accounts of UMNers located in the Valley.
- b) Archives endeavours to set up an orderly filing system of administrative and personnel files not currently in use from the beginning of the UMN. Also to collect informative material from various sources about the early years from before the inception of UMN in 1954, and following.
- c) Central Services Department is involved with the purchasing and transport of goods, international and domestic travel arrangements, processing of import and export licences, and organising the use of MSP vehicles.
- d) Guesthouses provide accommodation for incoming personnel for the initial five months language study, and for UMN people living outside the Valley when they visit Kathmandu.
- e) Library maintains a wide assortment of information materials, reference books and periodicals to assist Board Appointees in their particular areas of work within the Mission. Supervision of the libraries at Patan Hospital and Nursing Campus is provided.
- f) Mailroom handles all internal and external mail to projects and overseas. It has also become a main source of information as to the whereabouts of personnel, and the current situation of overseas mail coming and going.
- g) Missionwide Maintenance supports projects missionwide with specialised technical assistance on biomedical/x-ray equipment, computer and mechanical maintenance.
- h) Office Services coordinate the clerical activities to enhance the effective and efficient running of the HQ and MSP projects.

- i) Open House Clinic provides clinical services for UMN expatriate personnel through a primary health care unit, which includes maternal and child health facilities and referral access to Patan Hospital.
- j) Publications Office produces and distributes publicity materials to describe the work of UMN in its various projects and programs.
- k) Public Relations Office is to establish and maintain mutual understanding between UMN and its public, and to take steps to achieve goodwill by arousing and maintaining interest in the activities of UMN.
- l) Valley Housing provides management and maintenance of UMN properties and furniture in the Kathmandu Valley.

#### 4. Personnel

##### Posts for expatriate staff:

MSP Director (part-time)  
 MSP Section Leader (part-time)  
 Business Manager  
 Assistant to Business Manager  
 Archives Secretary  
 Guesthouse Co-ordinator (part-time)  
 Hostess x 2  
 Mailroom In-Charge  
 Mailroom Assistant  
 CSD Director  
 Clinic Nurse  
 Publications Secretary  
 Public Relations Secretary  
 Biomedical Technician  
 Computer Technician  
 Mechanical Technician  
 Librarian  
 Office Manager  
 Valley Housing Property Manager

Posts for Nepali staff: 54



EDUCATION BOARDOverall Plans for 1988 - 1989

The plans and the budgets for the coming year have evolved after much discussion at project/programme level, and have then been passed to the Coordinating Committee either via the Education Office, or (in the case of the Business School, Jumla and the LOP) via the Planning and Management Committee. In most cases, as will be seen in the layout, the annual plans have been considered in the context of the overall plans for the next 4 years.

A significant omission in this year's plans is that of seconded workers to village schools (other than in Jumla and Gandaki Boarding School) and Mahendra Bhawan School. Due to change of emphasis, HMG/N no longer wishes us to second workers to these schools. Rather, there is to be a greater emphasis on teacher training. We have withdrawn our teachers from village schools and we are now seeking guidance from HMG/N as to the best way in which these teachers, some of whom have many years experience in education in Nepal, can contribute in this area. We hope to increase our number of personnel in teacher training and to develop a pilot project based on Prithwi Narayan Campus, Pokhara, which will reach out to schools in the area.

It is hoped to continue the development of Gandaki Boarding School as a Regional School of international standard by introducing two sections in each year. This will result in an increase in the number of students, both boys and girls, and of staff, as well as expanding the building programme. More classrooms and staff housing will be needed, as well as upgrading of the science block and making improvements to the existing hostels. The new Girls' Hostel should come into use this year. GBS plans to speed up its training programme for Nepali staff as part of its long-term Nepalisation programme.

The Training & Scholarship Programme has budgeted for expansion in the coming year, at both school and campus levels. The Business School does not plan to increase the number of students in its basic ESL and Secretarial courses, but intends to introduce word-processing as part of the latter course. Once the curriculum has been tested, and if necessary revised, consideration will be given to offering word-processing alone to outside students.

Work in Jumla will continue, both in Karnali Technical School and in the community. Depending on the availability of personnel, this will include agriculture extension, community health and development, appropriate technology, forestry, short-term technical training and the secondment of staff to local schools.

The importance of adequate education for missionaries' children for the stability of the mission is being increasingly recognised. It is expected that in the coming year numbers will continue to rise steadily in the Kathmandu International Study Centre and plans are in hand to cope with the extra students and, if funds are available, improve the facilities of the Centre. At the primary level, Tutorial Groups will continue to operate in 5 rural projects. It is hoped to start a new group in Kathmandu also, as local facilities are now inadequate to meet UMN needs.

HMG is placing increasing emphasis on Non-Formal Education and the NFE Consultant plans to continue maintaining close cooperation with the Adult Education Section of the Ministry of Education, especially in the production of suitable materials for new literates. UMN is now represented on the national literacy co-ordination committee set up recently by the Ministry. We expect to make an increasing contribution in NFE. It is planned to continue a support programme for the projects, and field training of personnel through workshops and seminars. Consultancy services will also be provided in the areas of books needs and library development by the Consultant Librarian. High priority will be given to training Nepalis in project libraries.

Two-5month LOP courses, beginning in August and February, are planned as usual, and a one-year contract for language teaching has been signed with LARC. As follow-up to the Human Resources Management Study which highlighted areas of frustration in language learning, considerable changes are proposed in the new language policy which will be implemented from August 1988. As well as offering greater flexibility in the methods of study available, new materials developed by the Language Consultant and Nepali staff will be tested, and there will be a major revision of examination methods currently in use.

It is hoped to continue seconding workers to the INF materials development programme, DCP, for the production of communication materials - booklets, posters, flashcards, film strips, videos, etc. - in support of UMN & INF programmes. DCP plans to expand the scope of its services in the coming year.

From the Education Office at Headquarters the Education Secretary and Assistant Secretary will provide general oversight and administrative support for UMN's education work and will cooperate with the Personnel Department in seeking suitable workers for specific posts. We continue to believe that workers called by God to UMN are our greatest resource. We believe that God has His overall plan for us, both individually and corporately and we seek to be sensitive and obedient to His leading. May our lives, our service and our fellowship be honouring to Him.



## APPENDIX 5

### ENGINEERING AND INDUSTRIAL DEVELOPMENT BOARD

#### Overall Plan for 1988-1989

Engineering & Industrial Development (EID) is one of four such sections in the UMN. The EID Secretary (EIDS) is responsible to the Executive Director and the Board of Directors for the management of the projects, and personnel allocation for EID work. The EID programs are located in three main geographic locations:

- Kathmandu: EIDS office, as a part of Headquarters;
- Butwal: Site of Development and Consulting Services and of Industrial Development coordination;
- Andhikhola: Site of a rural development project, run in conjunction with the hydropower development projects involving three UMN-related Private Limited Companies.

#### Major Objectives:

##### 1. Office of EIDS: The objectives are:

- To develop parameters and guidelines for the direction of EID work;
- To clarify aims and strategies for EID work;
- To recruit suitable personnel;
- To fulfil responsibilities as stated in the UMN Bye-laws.

Board Appointee posts: 3

##### 2. Butwal:

###### a. Development and Consulting Services. The components are:

- Rural Electrification Program
- Roofing Tiles Program
- Research and Development Workshop
- Advanced Training Program
- Management Consultancy Program
- Small Turbines and Mill Program
- Design Office
- Administration and PCF.

The objectives are:

- To offer consulting services, research and development facilities, and training which will encourage the growth of industry and industrial leadership in the Rupandehi District;
- To assist in economic development of the hills and rural areas of Nepal through the provision of research and development, consulting services and other technical support services.

Board Appointee Posts 16+ FTE.

###### b. Industrial Development. This section is involved in the secondment of Board appointees, and as shareholders, in the following organisations:

- Butwal Technical Institute (BTI)
- Butwal Wood Industries Pvt. Ltd. (BWI)
- Butwal Plywood Factory Pvt. Ltd. (BPF)
- Butwal Power Company Pvt. Ltd. (BPC)
- Himal Hydro and General Construction Company Pvt. Ltd. (HH)
- Nepal Hydro Electric Pvt. Ltd. (NHE)
- Gobar Gas and Agricultural Equipment Development Company Pvt. Ltd. (shareholder only).

The objectives are:

- To help motivate poor people to increase their standard of living and improve their quality of life through:
  - offering employment and training opportunities in industries which encourage import substitution and management of local natural resources;
  - by encouraging the growth of industry and industrial leadership, mainly in the Rupandehi District;
- To demonstrate and encourage the application of Christian values and standards in industry and in the industrial environment of Nepal.

Board Appointee posts: 36+ .

c. Administration/Secondments.

Board Appointee posts: 10.

3. Addhikhola:

a. Hydropower development.

- Andhikhola Hydel and Rural Electrification Program (AHREP). This is a project of three UMN-related companies: BPC, HH and NHE/BEW.

b. Rural Development. The programs are:

- Irrigation Program
- Drinking Water and Sanitation Program
- Resource Conservation Program
- Administration.

The objectives for the total project are:

- To contribute towards full productive employment for all people in the project area;
- To contribute towards energy independence for the project area;
- To encourage optimum conservation of natural resources of the project area;
- To contribute towards improvement in general health and well-being of the people in the project area;
- To contribute towards efficient production of basic goods in the project area;
- To achieve equity in sharing the means of production in the project area.

Board Appointee posts: 11, apart from those in UMN-related companies.

Evaluation

An evaluation of the UMN's involvement<sup>in</sup> industrial development has recently been completed. This will be used as a working document, along with other internal UMN resources, to re-evaluate the role UMN can and should fill in contributing to industrial development in Nepal.



## APPENDIX 6

### HEALTH SERVICES BOARD

#### Overall Plans for 1988 - 1989

Plans, budgets, and personnel needs for the coming year have been worked out in very great detail in all the projects and programmes in the Health Services Department. These were given careful consideration in the meetings of the Project and Management Committees that were held on site in all the projects outside the Kathmandu Valley. There have been no deviations of any significance from the long term plans for all these projects and programmes. Later all the recommendations from the projects and programmes were scrutinised and accepted by the Extended Coordinating Committee.

The four hospitals Tansen, Amp Pipal, Okhaldhunga, and Patan have significantly differing plans. Amp Pipal and Okhaldhunga have predictable pressure upon their facilities and are planning holding operations for the next year with plans for moderate improvement in facilities and systems. No expansion of the bed capacity seems needed. Both these hospitals will require again heavy UMN subsidies to maintain their services. There will be almost total reliance on expatriate staff for doctor posts during the coming year.

In Tansen, however, there is a steadily increasing and heavy pressure on the facilities and capacity of the hospital, particularly the surgical load and ward capacity. During this year it is planned to replace defective equipment and also to add some new equipment and facilities, and ultrasound is one of the pieces of the equipment that is planned to be added as well as some upgrading of laboratory procedures. It is planned to try to recruit an expatriate lab. technician.

It is now accepted policy to restrict the number of outpatients that can be examined, even though this imposes serious difficulties on those involved in the restricting process and the sorting out of those that are serious enough to be seen the same day, or even admitted for treatment. The reorganisation of the operation room and central sterile supply system will continue as a high priority and requirement. Another serious and urgent problem for the coming year is the consideration required as to how the hospital can and should respond to the increasing surgical load and ward occupancy rate. Should the hospital increase in size and expand from its 100 bed capacity to say 150 beds or even more? This question requires urgent and serious consideration.

Patan Hospital is planning to improve its equipment and to introduce some new facilities also, including ultrasound which is now commonly available in the Kathmandu area. It seems to be totally out of place for the hospital to have to send many seriously ill patients down to the Bazaar to obtain ultrasound examination. If more nurses can be recruited, it maybe possible to open the self care wards for patients requiring more active treatment.

Further efforts will be made to reduce the amount of the required UMN subsidy, but no major increase in fees will be made this coming year because of the substantial 20% increase made in the current year.

Community health work is said to continue actively in all the programmes in which UMN are involved. But a lot of uncertainties surround the plans that may be implemented in the coming year. This is especially true in Palpa District and Gorkha District where decisions are awaited at high government level. In Palpa District there is a surfeit of agencies at work and we are anxious to avoid duplication and overlap. In South Lalitpur it seems the CDHP plan to serve the whole hill area will work out in this coming year. It is planned in the coming year to pay special attention to the rural development components of our community health programmes, so that we make the best possible arrangements for our integrated efforts and service.

It is anticipated that the new rules concerning visas will make it difficult to recruit short term doctors and other health workers. We will therefore try to maintain full staffing in all projects so that vacations or at least annual leave periods can be covered from within the staff and resources of each project rather than having to recruit short term people to fill in.

If we are successful in obtaining the health agreement with HMG, we shall endeavour to probe and obtain clarification of HMG attitudes to our proposals for some programmes that have been left in obeyance for a long time, e.g. Jajarkot. It seems very important to dispel the cramping uncertainties that persist in such areas of possible work.

It will be equally important to seek some evidence of government good will and enthusiasm for such possibilities as any expansion in Tansen or the building of staff quarters in Patan.

The policy of allowing and assisting medical and dental students to come and serve in some of our projects will be examined and assessed in the light of increasing difficulties in obtaining visas for students which have to be processed now on the recommendation of the Dean of the Institute of Medicine (IoM).

The contribution of our seconded workers in the Anandaban Research Programme, in the IoM in Tribhuvan University, Teaching Hospital (TUTH) and in the Nursing Campus, Maharajgunj has been greatly appreciated. We intend to work at seeking further opportunities of this nature and it is hoped that the Oral Health Programme maybe able to second a dentist into the teaching programme in TUTH.

The present climate of visa difficulties, delay in obtaining agreements and the insertion into the proposed agreements of increasingly restrictive clauses, suggest that for the time being anyway, we will have little opportunity to expand our programmes, seek new initiatives or opportunities for service in new areas. So the challenge to us is to do well what we are allowed to do and bring a quality of concern and care into all our work that will commend Christ in whose Name and Spirit we serve the people of Nepal.

Personnel:	133.4 Expatriate
	<u>874.35 Nepali</u>
Total	1007.75



## APPENDIX 7

### RURAL DEVELOPMENT Overall Plan 1988/1989

#### 1.0 Description

The Rural Development (RD) functional area is one of four such divisions in the United Mission to Nepal. The Rural Development Secretary (RDS) is responsible to the Executive Director and the Board of Directors for the ongoing management of projects; personnel and allocated resources associated with RD work.

Structurally, the Mission's RD work can be divided into two main areas: projects and programs administratively responsible to the RDS (Rural Development Center and the Surkhet Project); personnel and programs administratively responsible to other functional areas, but linked to the RDS by means of their professional nature (RD work being carried out in 6 other UMN projects/programs).

Professionally, UMN's rural development effort can be described as work in forestry; agriculture/animal health; community motivation; non-formal education; small drinking and irrigation water systems; income generation and some primary health care.

#### 2.0 Major Objectives

Briefly stated, the objective of UMN's rural development work is to enable Nepal's rural peoples to take up their own sustainable development; to work with them in meeting their own basic needs, as they themselves perceive their needs to be. Particular emphasis is laid upon working with more disadvantaged communities and individual social groups such as women.

Primary objectives of RD projects, programs and offices for the planning year 1988/1989 are as follows:

##### 2.1 The Office of the Rural Development Secretary

- Fulfill responsibilities stated in the bye-laws of the UMN constitution.
- Further develop the operation of the RDS office.
- Submit an initial proposal for a new RD project to His Majesty's Government/Nepal (HMG).
- Further develop relationships with UMN projects which have seconded RD personnel and components.
- Further develop the role of professional groups.
- Host at least one RD related conference/seminar.
- Develop close contact with at least two non-UMN RD projects.
- Seek to further understand HMG RD strategy and UMN's potential role in it.

##### 2.2 The Rural Development Center

The Rural Development Center (RDC) is located in Pokhara. It seeks to enhance the success of rural development as a whole through providing technical and professional support to UMN projects/programs and to the UMN Administration. To do this RDC has five specialist programs: The Animal Health Improvement

Program; The Horticulture Agronomy Program; The Rural Income Creation Program; The Tree Planting and Forestry Program; The Water System Consultancy. Objectives:

- To serve UMN RD related projects and programs.
- To represent UMN's RD work to HMG and other organizations.
- To emphasize the needs of women.
- To strengthen and participate in UMN's larger "team" in Pokhara.
- To improve the skills and therefore the contribution of RDC's staff.
- To formulate and present to administration a longterm direction for RDC.

### 2.3 The Surkhet Project

The Surkhet Project is an integrated rural development effort located in the Mid-western region, Surkhet District. This project is attempting to model the community participative approach to development through its various components. Objectives:

- To improve local income earning activities and/or introduce new appropriate technology and skills training.
- To use non-formal education methods as a means to increase community awareness, community participation in general and to conduct literacy programs.
- To assist communities in providing themselves with clean drinking water and feasible irrigation systems.
- To motivate people to be actively concerned about their forest resources.
- To train and support local health volunteers through the operation of a basic health clinic.

### 2.4 Associated Programs and Personnel

The Rural Development Secretary is responsible for the recruitment and placement of expatriate personnel in 19 posts in six projects besides the two administratively responsible to him/her. The activities of such persons are a part of the various projects they are involved in and therefore under other functional divisions. Their objectives are not shown here. The RDS and RDC act in an advisory capacity to seconded personnel and associated programs.

### 3.0 Evaluation

There are no external evaluations planned for 88/89. However, greater emphasis is being given to establishing effective, critical internal/ongoing monitoring and evaluation through the present annual reporting process.

### 4.0 Personnel and Training

A significant number of senior Nepali RD staff are presently on scholarships or will be granted such facilities in the coming year. Greater emphasis is planned in the area of non-institutional upgrading of skills for all staff through seminars/workshops, in-house training programs, counterpart relationships, field trips and other means.



Personnel distribution is as follows:

#### 4.1 Administratively linked posts:

##### -- Rural Development Secretary's office:

Expatriates	: 2
Expatriate/Nepali	: 1
Nepali	: 0.5

##### -- Rural Development Center:

Expatriate	: 15
Expatriate/Nepali	: 1
Nepali	: 29

##### -- Surkhet Project:

Expatriate	: 5 (to be reduced to 4 mid-year)
Nepali	: 14

#### 4.2 Professionally linked, seconded RD expatriate posts:

-- Andhikhola	: 4
-- Palpa Project	: 3
-- Okhaldhunga	: 2
-- CDHP (Lalitpur)	: 5
-- Jumla	: 4
-- Butwal (BPF)	: 1

## APPENDIX 8

### TEACHER TRAINING

#### Plans for UMN involvement from July 1988

#### 1. Description

Because of the rapid growth in the number of schools in Nepal over the past three decades, the provision of adequately trained teaching manpower has always lagged behind. Many schools do not have a full quota of teachers, and those they do have are often not trained. Also HMG has now declared its aim: the provision of universal primary education opportunities in Nepal by the year 2000 AD. This means there will be an even greater demand than before for trained teachers, particularly in the primary sector.

There is not only a quantitative need for more teachers, but a generally recognised need for improvement in quality. The development of a professional attitude to teaching, with the particular serving, caring approach to individual students that Christianity encourages, is an area where UMN teacher educators can make a vital contribution.

Recognising this, the UMN will continue to second experienced teachers or teacher educators to campuses of the Institute of Education, Tribhuvan University. Such personnel will be responsible to the Campus Chief, and, in cooperation with him, seek ways in which their service can be most effective.

#### 2. General Objectives

- a) Improve the quality of future teachers through teaching and example in the campus.
- b) Improve the quality of teacher educators by example, encouragement and sharing skills.
- c) Instill a professional attitude to teaching by example.
- d) Cooperate with HMG and Nepali colleagues in seeking and implementing alternative ways to train primary school teachers.
- e) Continue discussions with HMG to discover how best UMN can be involved in teacher training in Nepal.

#### 3. Activities

	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>
a) Secondment of 2 or 3 teacher educators to PN Campus, Pokhara	XXXX	XXXX	XXXX	XXXX
b) Planning for proposed pilot program based at PN Campus	XXXX			
c) Implementation of this pilot program		XXXX	XXXX	XXXX
d) Secondment of one teacher educator to Butwal Campus	XXXX	?	?	?

#### 4. Personnel

Teacher educator, Pokhara	XXXX	XXXX	XXXX	XXXX
Teacher educator, Pokhara	XXXX	XXXX	XXXX	XXXX
Teacher educator, Pokhara		XXXX	XXXX	XXXX
Teacher educator, Butwal	XXXX			



## APPENDIX 9

### TRAINING AND SCHOLARSHIP PROGRAM

#### Plans for the year 1988 - 1989

##### 1. Program Description

The Training and Scholarship Program helps young people to receive an education who have no other resources to continue their education. Students are selected on the basis of their financial need, the remoteness of their villages, and their social status, with preference going to those from disadvantaged groups, orphans, disabled and girls. It also helps UMN projects in training their staff who need further training.

##### 2. Program Objectives

The objectives of the TSP will continue in 1988-89 to fulfill the need of well trained people in the country for the leadership development in all the professional areas in which UMN is involved.

TSP also trains people within UMN Projects and UMN related Projects for better services in the hospitals, development projects and schools, etc. The training will be sought locally, in the sub-continent and even abroad.

The Program will continue to make education available up to high school level for financially disadvantaged students at schools where UMN personnel can exercise some oversight.

##### 3. Program Activities

###### General Scholarship & In Service Training

During 1988-89 about 160 young people will be given scholarships to take up higher education. 53 will graduate during 1988-89 with degrees and diplomas in various technical fields. Students who continue to receive assistance will be given needed counselling and guidance by the TSP personnel.

###### Advanced Training

2 staff personnel will go on advanced training in different fields to work for the development of the country after the training.

###### School Level Program

The School Level Program has been administered now together with other Programs under the Training and Scholarship Program, and 40 new scholarships will be awarded this year in different locations (including GBS and Mahendra Bhavan). The number of girls assisted under TSP in Mahendra Bhavan will be 31 and at GBS approximately 85 (including 18 girls) plus few students in day school where UMN persons are working.

TSP administration will assist the scholarship graduates to find jobs within UMN Projects and UMN related projects wherever possible and keep good contact with them.

TSP will work out ways to collect brochures, bulletins or booklets/leaflets & other information of various courses in Medical Science, Agriculture Education, Management Education, and Engineering studies etc. for the training of UMN employees. Such training will be sought locally in the sub-continent & overseas preferably in Asia. The support office will be further strengthened by correspondence with the international institutions overseas.

The Administrator will visit the UMN Projects to further the needs of the Projects and discuss matters relating to their training needs.

The scholarship library will have more books to put into the stock of books available at the moment and cataloguing will be completed on all the books.

#### 4. Evaluation:

Evaluation on the scholarship graduates will be further developed to know the usefulness of the training.

#### 5. Personnel/Training:

5 Full time staff are engaged in this work. A half-time Business Manager post will be considered later in the year to take care of the expanded work in the TSP.



## APPENDIX 10

### LANGUAGE AND ORIENTATION PROGRAMME

from July 1988 onwards

#### 1. Description

The full Language and Orientation Programme (LOP) begins with a five-month intensive programme in Kathmandu. This is followed by periods of part-time and full-time language study leading to the first and second examinations as set out in the LOP policy. The programme is self-supporting and intended to be flexible in order to meet individual needs as much as possible. Shorter courses may be provided for those who are not long-term.

UMN has a contract with an independent company, LARC, for provision of teachers and teaching time. UMN monitors its performance to ensure a good standard. In each large Project, a Project Language Supervisor helps to motivate language learners and implement the UMN language policy. This includes conducting six-monthly interviews with learners who have not yet completed their required examinations.

Opportunities for advanced or "refresher" study are also provided to UMN workers. Services to advanced learners include follow-up language study and advice, instruction, examinations, materials, etc. at UMN projects as needed. Assistance with learning additional languages, such as Newari, can also be provided.

#### 2. General Objectives

- i) To motivate learners and teachers towards effectiveness and efficiency in the tasks of language acquisition and cultural adaptation.
- ii) To enable new workers to become increasingly resourceful, independent and on-going learners in order to meet their communication needs.

#### 3. Personnel

	1988	1989	1990	1991
Expatriate:				
Orientation Administrator (half-time)	xxxx	xxxx	xxxx	xxxx
Language Coordinator (part-time)	xxxx	xxxx	xxxx	xxxx
Project Language Supervisors (quarter-time)	xxxx	xxxx	xxxx	xxxx
(Language Consultant (full-time))	xxxx	xxxx	xxxx	xxxx
Nepali staff	2	2	2	2

4 Four year plan

	1988	1989	1990	1991
4.1) Two five-month intensive language and orientation courses per year.	xxxx	xxxx	xxxx	xxxx
4.2) Placement of learners with Nepali host families on request.	xxxx	xxxx	xxxx	xxxx
4.3) Offering of alternative tracks, e.g. LAMP.	xxxx	xxxx	xxxx	xxxx
4.4) Training UMN personnel in on-going language learning techniques.	xxxx	xxxx	xxxx	xxxx
4.5) Services to advanced learners.	xxxx	xxxx	xxxx	xxxx
4.6) Monitoring the performance of LARC according to the contract with UMN.	xxxx	xxxx	xxxx	xxxx
4.7) Evaluation of contractors by their services, not by learners' LPI scores.	xx	xxxx	xxxx	xxxx
4.8) Individually planned short orientation courses to short-termers as time permits.	xxxx	xxxx	xxxx	xxxx
4.9) Opportunity for six-monthly Language Proficiency Interviews in most projects.	xxxx	xxxx	xxxx	xxxx
4.10) Phased implementation of 1988 LOP Policy	xx	xxxx	xxxx	xxxx
4.11 Test new Basic Course materials	xxxx			
4.12 Use new Basic Course materials	xx	xxxx	xxxx	xxxx
4.13 Introduce new exams and professional materials.		xxxx		
4.14 Introduce advanced modules		xx		
4.15 Implement continuous evaluation and revision of language learning materials.			xxxx	xxxx



LANGUAGE CONSULTANT  
Plan from July 1988 onwards

1. Description

The Language Consultant serves as an advocate to improve the effectiveness of communication between the expatriate workers of the United Mission and the people of Nepal. He is available to serve individual UMN workers, individuals and institutions serving UMN workers, and various departments of the UMN in matters relating to language or language and culture learning. This can take the form of consultations about an individual's day-to-day learning, study of the language-related problems of a particular project, advice on language learning policies, or research and development of appropriate learning techniques.

2. General Objectives

- a. Increase effectiveness of UMN expatriates' communication with Nepalis.
- b. Assist individuals in language and culture learning.
- c. Advise UMN and related departments or institutions on language policy.
- d. Design and develop materials and infrastructure to support the above objectives.
- e. Design and carry out research for the above objectives.

3. Four Year Plan

	1988	1989	1990	1991
a. Assist language learners	xxxx	xxxx	xxxx	xxxx
b. Monitor and advise language teachers.	xxxx	xxxx	xxxx	xxxx
c. Direct the design, writing, testing and implementation of the new course.				
1) Complete and test Basic Course.	xxxx			
2) Use new Basic Course materials.	xx	xxxx	xxxx	xxxx
3) Introduce new exams.		xxxx		
4) Introduce new professional materials.		xxxx		
5) Introduce advanced modules		xxxx	xx	
6) Implement continuous evaluation and revision of materials.			xxxx	xxxx
d. Help in implementation of new Language Policy.	xx	xxxx		

4. Personnel

Language Consultant	1
Nepali staff post	1

LIBRARY CONSULTANTAnnual Plans, 1988-89

N.B. The Consultant Librarian will be on furlough for the first half of the period covered by these plans.

1. Description

The Consultant Librarian, in coordination with other UMN Librarians will advise and assist in the provision and organisation of libraries and information resources in UMN and UMN-related projects and institutions. Periods of work will be spent in projects requesting help, and training local staff will be a priority. As time permits the Consultant Librarian will also respond to requests for help in library development from outside UMN.

2. Objectives

- a) To meet book and information needs of UMN personnel, projects and related institutions, in particular in Education Board and Economic Development Board projects.
- b) To seek ways of encouraging initiatives in appropriate library development in the wider community and in institutions with which there is contact.

3. Activities

- a) Contact with and advice and assistance in as many of the following projects as time and resources permit on request from the projects. (Priority to be given to projects where suitable staff are available for training).

Education Board

- Gandaki Boarding School Library, Pokhara.
- Karnali Technical School Library, Jumla.
- Training & Scholarship Office Library, Kathmandu.
- Tutorial Groups.
- Teacher Training Programme.
- NFE Programme.
- Mahendra Bhawan School.

Economic Development Board

- RDC Library, Pokhara.
- Butwal Technical Institute.



Activities in these projects to include as appropriate:

- i) Selection and acquisition of library materials by purchase or gift.
  - ii) Advice on library furniture, stationery and equipment.
  - iii) Organisation of collections, including as appropriate, cataloguing, classification, indexing and processing.
  - iv) Exploitation and distribution of library materials, through loan systems, meeting subject requests, assisting library users, etc.
  - v) Training of others in librarianship skills.
  - vi) Advice on library staff requirements, job descriptions and training opportunities.
- b. Advice or assistance in respect of the above activities to other non-UMN institutions, on request and as time permits.
- c. Liaison with other UMN librarians in the coordination of available UMN library resources, in information sharing, and in future development. Cooperate in setting up an inter-project computer-based documents index. Investigate the compilation of a computerised union list of holdings in UMN libraries.
- d. Contact with aid organisations, the University, Government departments, etc. to make outside library resources more readily available to UMN personnel, and cooperation in the sharing of resources.
- e. Correspondence with book aid services and donor agencies overseas, and distribution of any suitable material received.

#### 4. Evaluation

The Consultant Librarian will report informally to the Assistant Education Secretary on periods of work in projects. Informal feed-back from projects is sought, and on-going contact maintained. Where appropriate, individual libraries are encouraged to keep statistics of library use for comparison and evaluation purposes, and users' opinions noted as an indicator of how effectively information needs are being met.

#### 5. Personnel and Training

Consultant Librarian - 1

Other personnel covering library posts, e.g. in Health Services projects, are listed under the projects concerned.

## APPENDIX 13

### NON-FORMAL EDUCATION SUPPORT PROGRAM

Plans as from July 1988

#### A Introduction:

In the various project sites of the United Mission to Nepal, health, rural and industrial development work is carried out. For this input to have any lasting effect, the Nepali people affected by this development need to understand the factors involved in their present situation and what alternatives are available for the future. They also need to be given the confidence to choose and effect measures which will enhance their individual and community well-being without destroying positive aspects of their existing way of life.

For young people, this knowledge, discernment and confidence may come through the formal education system (schools, colleges and university). However for out-of-school youth and adults, Non-Formal Education, which focuses on immediate functional problem-solving, which is adapted to the local conditions and resources, and which encourages action for positive change, can be an appropriate tool for development.

#### B. Programme Description

The NFE Support Programme will respond to requests for technical support and assistance from UMN and other projects in carrying out educational aspects of their programmes, and will co-operate with HMG's Ministry of Education and Culture for the achievement of the national goal of education for all.

#### C. General Objectives

1. To encourage UMN workers from all projects and disciplines to recognize the potential of NFE for achieving their project objectives, and to help them to use NFE philosophy and techniques more extensively and effectively in their work.
2. To co-operate with the Adult Education Section of HMG's Ministry of Education and Culture and with other NGO's in producing NFE programme materials and methods for use Nepal-wide for post basic literacy learners.
3. To maintain a resource centre from which NFE materials, training and other resources can be made available to workers.
4. To encourage the exchange of information between NFE workers in UMN and other programmes.

#### D. Programme Activities

<u>Activity</u>	<u>Description</u>
1. Project visits	Between them, the NFE Support programme Staff will visit each UMN project at least once per year to advise and support workers in projects, and to facilitate communication between these workers.
2. Training	a) To provide training as requested by projects.



- b) To conduct one major workshop/seminar per year for all LMN NFE personnel.
3. Materials
- a) To produce one major teaching/learning package per year for use in Nepal's post-basic literacy programme.
  - b) To produce a range of simple reading books for new readers.
  - c) To hold stocks of NFE materials that projects can purchase.
  - d) To maintain, augment and circulate a collection of NFE reference material.
4. Liaison
- a) Within LMN:
    - i. To work closely with all functional boards in developing mutually useful educational materials and strategies for integrated development.
    - ii. To produce a NFE newsletter four times a year for distribution to all projects and interested individuals.
  - b) With HMG:
    - To attend all relevant meetings called by the Ministry of Education and Culture, and to maintain contact with the Adult Education Section.
  - c. With other organisations:
    - To seek co-operation and communication with other NFE organisations.

- E. Evaluation
- a) NFE Support Programme Staff will submit reports to the Education Secretary following each major activity.
  - b) Participants in training activities and project visits will be asked to comment on the benefits and shortcomings of these activities.
  - c) All proposals for the development of new materials will be evaluated by a committee of field workers before acceptance: In the course of development, materials will be field-tested by target users in LMN sites.

F. Personnel:

Expatriate post: NFE Support Program Coordinator

Nepali Staff posts: 1.5

BUSINESS SCHOOLPlan for UMN involvement from July 19881. Description

The Business School was started to meet the need for well-trained Nepali secretarial staff within UMN and the wider community. It offers a 7-month Secretarial Science Course, covering the following subjects: short-hand (Forkner method, which is particularly suited to students whose mother tongue is not English), dictaphone, typing (English and Nepali keyboard), advanced English, office procedures (filing, exposure to telephone, telex, duplicating and photocopying machines), as well as an introduction to bookkeeping. The introduction of a word-processing component is also planned.

At the present time, there continues to be a great need for this training, as is evident by the placement within UMN of 17 of the 60 graduates from the last 5 classes, as well as 6 in-service trainees from Kathmandu, Tansen, Pokhara and Butwal. The remainder are working within the public sector. Requests from the business community and frequent advertisements in the "Rising Nepal" also indicate a continuing need for secretaries.

In addition, the Business School offers an English-as-a-Second Language Programme (ESL) at 3 levels. This Programme is offered to approximately 40 students per course and is intended to serve the needs of:

- a) Prospective Secretarial Science students from the lower economic sphere of Nepal,
- b) UMN Nepali staff who require on-the-job English knowledge,
- c) Campus students who need to improve their written and oral comprehension in order to help them in their campus studies.

The school gives priority to needy but suitably qualified candidates. This include candidates from different orphanages such as Bal Mandir and the SOS Village.

2. General Objectives

- i) To provide quality instruction to students in the Secretarial Science and ESL programmes.
- ii) To keep abreast of trends in the business world and adjust the courses as necessary, e.g. introducing computer studies.



### 3. Activities

	1988	1989	1990	1991
1 Offer Secretarial Science courses to suitable students	xxxxx	xxxxx	xxxxx	xxxx
2 Offer ESL courses at 3 levels	xxxxx	xxxxx	xxxxx	xxxxx
3 Offer ESL teaching kits for use within projects of the UMN	xxxxx	xxxxx	xxxxx	xxxxxx
4 Introduce new materials for the ESL courses.	xxxxx			
5 Regular evaluation, updating of the Secretarial Courses at the PMC	xxxxx	xxxxx	xxxxx	xxxxxx
6 In-service training of ESL In-Charge		xx		
7 Train two commercial teachers to instruct students in the "Word Perfect" computer package.	xx			
8 Introduce "Word Perfect" as part of the secretarial course.	xx	xxxxx	xxxxx	xxxxxx

### 4. Personnel

	1988	1989	1990	1991
Nepali:	3½	3	3	3
Expatriate: 1 ESL teacher/ co-ordinator		xxxxx	xxxxx	xxxxxx

## APPENDIX 15

### UMN CHILDREN'S EDUCATION SUPPORT PROGRAMME Annual Plan 1986-89

1. Description. Since UMN Member Bodies have different policies and requirements, concerning the education of children of their personnel, UMN has not sought to establish official policies or programmes. However, UMN has given increasing support to the establishment of Primary Tutorial Groups in projects where there are sufficient children to justify it. These groups are set up by the project and administered by local Management Committees with support and advice from the UMN Education Office. In addition, the Kathmandu International Study Centre (KISC) has been set up as a joint support programme of UMN/INF to meet the educational needs of children of secondary age (11 years and over) through a supported self-study programme. It is run by a Joint Management Committee.

2. Objectives. The Children's Education Support Programme aims to give strong support to the Tutorial Groups and KISC in order to offer as wide as possible a range of educational options for children of UMN personnel.

#### 3. Activities

- a) Continue to assist with the recruitment of staff for the Primary Tutorial Groups and KISC.
- b) Continue to give administrative support and direction to the Tutorial Groups in Jumla, Butwal, Tansen, Andhikhola, Amp Pipal and Kathmandu, and also to KISC through representation on the Management Committee.
- c) Help to organise 2 seminars for Tutorial Group teachers, to give opportunity for professional stimulation and interaction.
- d) Assist with the initial orientation of new teachers.

4. Evaluation. This will be done informally at the twice-yearly seminars and also at the regular personal interviews with UMN workers.

#### 5. Personnel

Tutorial Group teachers	7
KISC Principal	1
KISC Science/Maths tutor	1
KISC Arts tutor	1
KISC Dutch tutor	1
KISC hostel parents	2



## APPENDIX 16

### BUTWAL PROJECT

#### Summary Plans for July 1988-July 1989

The Butwal Project has three sectors:

- a) Development and Consulting Services
- b) Industrial Development (including Technical Training)
- c) Teacher Training in the Butwal Campus
- d) Other work.

Summary plans for a, b and d appear below. Plans for Teacher Training appear under the Education Board.

#### A. DEVELOPMENT AND CONSULTING SERVICES

##### 1. Background

During the last few months we have been able to consolidate our work in almost all departments. This has been especially noticeable in newer programs like the Management Consultancy and Advanced Training. The Research and Development Workshop and Tiles Program are doing well after getting new staff. Only the Design Office still comes out as being low on staff and therefore undergoing difficulties.

We hope that the Agreement with HMGN for the Institute of Technology and Industrial Development will be signed in the near future. In the meantime we continue to work closely with Butwal Technical Institute.

##### 2. Project Description

As part of UMN's vision to serve the rural areas of Nepal on the one hand, and to promote a sound industrial environment on the other hand, DCS has been established to offer research and development services, equipment installation services, technical and managerial consulting services, and training facilities. DCS also serves as an administrative centre for UMN workers in Butwal.

##### 3. Project Objectives

- a. To offer consulting services, research and development facilities, and training which will encourage the growth of industry and industrial leadership in the Rupendehi District.
- b. To assist in the economic development of the hills and rural areas of Nepal through the provision of research and development, consulting services, and other technical support services.

##### 4. Project Activities

- a. Rural Electrification Program. We plan to continue assisting in the installation of village electrification schemes, and to finalise the development of the low wattage cooker. We plan to push forward with development on induction generators and control devices, with special reference to low power pelton turbines.
- b. Roofing Tiles Program. Equipment development for the manufacture of tiles is planned to be ready by July 1988, which will then allow rapid dissemination of this new technology, especially after the monsoon. We plan to put our main efforts into setting up small industries to make tiles.

- c. Research and Development Workshop. We continue to work with the hydraulic ram pump and plan to see its completion within this period. We plan to work on new equipment, especially a Nepali oil expeller, and food drying cabinets. All this is combined with an active training program.
- d. Advanced Training Program. The first group of students will graduate with a Higher Certificate during this planning period. We plan to review the curriculum and consolidate the administration under Butwal Technical Institute.
- e. Management Consultancy Program. We plan to increase our general consultancy work, while maintaining training courses in business and computer studies. We plan to strengthen the program with a Nepali counterpart.
- f. Small Turbines and Mills Program. We plan to continue at our present level of operation and build on recent experiences of introducing electrification installations and hydraulic ram pumps. We will continue to promote installations in remote areas through part subsidy.
- g. Design Office. Following UMN's commitment to keep this office open, we plan to strengthen the staff using Nepali counterparts, and to establish clear leadership. Present projections indicate plenty of work over the next two years, which will also strengthen our training program in this office.
- h. Administration and PCF. Accounting, secretarial, cash office and purchasing services will continue to support all the above DCS programs, other UMN organisations and projects, and the UMN expatriate staff in Butwal.

## 5. Personnel.

Posts for expatriate staff are:

Administration	- Director
Design Office	- Cost Consultant
	Civil Engineer
	Structural Engineer
	Surveyor
	Coordinator (Part-time; one of above)
	Building Materials Technologist
Roofing Tiles Pgm.	- Program In-Charge (P)
Rural Electrification	- Consultant/Electrical engineer
Research & Dev'tment	- Mechanical engineer
	Mechanical engineer
	Instructor/Supervisor
	Coordinator (Part-time; one of above 3)
Advanced Tng. Pgm	- Coordinator (P)
	Curriculum Development Officer (P)
	Various Instructors, part-time
Management Consul'cy-	Management Accounting
	Management Consultant
	Sales/Marketing Consultant
	Coordinator (Part-time; one of above 3).

## B. INDUSTRIAL DEVELOPMENT

### 1. Background

The previous Industrial Development Coordinator has been on furlough since November 1987, and his work has been divided between the Functional Secretary, the DCS Director and the DCS Management Accountant.



During this time, however, there have been major developments in the Plywood Factory, the Wood Industries, and also through the Evaluation of Industrial Work in Butwal. There have also been developments in the hydropower sector which have required close attention.

## 2. Project Description

We are involved in industrial development and training for industry, both at the local level especially in Butwal, and at the national level with our work in hydropower.

## 3. Program Objectives

- a. To help motivated poor people to increase their standard of living, and improve their quality of life through the following means:
  - by offering employment and training opportunities in industries which encourage import substitution and management of local natural resources;
  - by encouraging the growth of industry and industrial leadership, mainly in the Rupendehi District.
- b. To demonstrate and encourage the application of Christian values and standards in industry and the industrial environment of Nepal.

## 4. Activities

- a. Butwal Technical Institute. We plan to strengthen the training program through the newly appointed Industrial Training Consultant, and also to make full use of opportunities for training in the local bazar workshops. The building expansion program should be finished during the year.
- b. Butwal Wood Industries, Pvt. Ltd. The idea of issuing shares to employees has not succeeded. We plan to further strengthen the management and look for ways to establish this company independently.
- c. Butwal Plywood Facotyr, Pvt. Ltd. The company has been hard hit by HMG restrictions on the supply of wood, and has been closed for three months. The company plans to strengthen supply channels and recover from the loss of production.

We also plan to continue the forestry program which will eventually meet the timber needs of the company, and, especially within this next year, to carry out field trials for poplar trees.
- d. Butwal Power Company Pvt. Ltd. As the Andhikhola Project moves toward its final stages of construction, we plan to support the company as it moves and plans for the Jhimruk project which will follow on.
- e. Himal Hydro and General Construction Co. Pvt. Ltd. The company will also plan for the coming Jhimruk project, using its experience in Andhikhola and other areas.
- f. Nepal Hydro-Electric Pvt. Ltd. The major task for this period will be the installation of equipment at the Andhikhola Project. The company will continue to look for suitable orders from HMGN.
- g. Gobar Gas and Agricultural Equipment Development Co. Pvt. Ltd. After the completion of the promotion and extension program, our involvement in the company is now quite limited. We will therefore be planning for full withdrawal from the company.
- h. Butwal Engineering Works Pvt. Ltd. In recent years this company has been almost totally dependent on other UMN companies for orders. The company will therefore be looking for more orders from outside parties to reduce this dependancy.

## 5. Evaluation

Following the Evaluation of Industrial Work in Butwal, we plan to review our long term plans during the first half of this period, and present proposals to the Board Meeting in November 1988.

## 6. Personnel

Posts for expatriate staff are:

General	- Industrial Development Coordinator Various representatives on Institution or Company Boards (Part-time)
BTI	- Industrial Training Consultant Various instructors, part-time
BEW/NHE	- Master Mechanic Production Manager Engineering and Sales Manager (NHE) Electronics Engineer (NHE) Design and Quality Control Engineer (NHE) Electric Department Manager (NHE) Governor and Control Systems Engineer (NHE) Advisor to the General Manager (P) Kathmandu Sales Engineer (NHE) Site Inspection and Commissioning Engineer (NHE)
Himal Hydro	- General Manager Chief Engineer Senior Site Engineer (x2) Quantity Surveyor/Cost Estimator Installation/Maintenance Engineer Project Nurse (P)
BPC	- General Manager (P) Manager of Operation and Distribution Design Engineer/Construction Supervisor Rural Electrification Planning Engineer Linesman Supervisor Electrician Supervisor Manager of BPC Hydroconsult Senior Consultant Engineer Plywood Technician (BPF) Forestry Advisor (BPF) Technical Consultant/Designer (BWI)
BPF/BWI:	Site Engineer (x 5) Senior Site Supervisor Plant Engineer Engineering Geologist Civil Engineer Lift Irrigation Research Engineer

## OTHER AREAS OF WORK

### 1. Background

With about 30 UMN expatriates and up to 25 of their children living in Butwal at any time, there are various support facilities which are ongoing. Many of these people are involved in informal areas of work (e.g. leprosy patient support), which are not indicated in the above plans.

### 2. Personnel

The following expatriate staff are not covered in sections A and B:

Project Director (P)	
Area Services Officer (P)	
Guesthouse Hostess	
Campus Lecturer	) See Education Plans
Tutorial Group Teacher (x 2)	
Project Nurse (P)	
Leprosy patient helper (P)	
Asha Craft worker (P) (x 2)	



## APPENDIX 17

### ANDHIKHOLA PROJECT

Plans for July 1988 - July 1989

#### 1. Project Description

The Andhikhola Project is a rural development project located midway on the motor road between Pokhara and Butwal at Galyang Bazaar. This project is based on Andhikhola Hydel and Rural Electrification Project's (AHREP) agreement between UMN and HMG/N.

- a. AHREP is owned by the Butwal Power Company (BPC), with its civil works contracted to Himal Hydro Construction Company (HH). This includes construction of a 5 megawatt hydroelectric plant and electrification of a rural area encompassing a population of about 250,000 people.
- b. Irrigation Programme seeks to develop local irrigation resources.
- c. Drinking Water and Sanitation Programme. Through this programme the Andhikhola Project facilitates local communities to plan, build and maintain their own drinking water and sanitation systems.
- d. Resource Conservation Programme concentrates on the motivation of local people through non-formal education activities and assists them in better management of vegetative resources by increasing local supplies of fodder, fuel and fruit; and control of soil erosion by appropriate agro-forestry activities.
- e. Administration. UMN involvement in AHREP is accomplished by being shareholders, having board representation and seconding personnel to the two private companies involved in the development of AHREP. Andhikhola Project's rural development activities emphasizing motivational training are coordinated from this section.

#### 2. Project Objectives

Andhikhola Project strives to meet one or more of the following general objectives in its programme activities:

- a. To contribute towards full productive employment for all people in the AKP area.
- b. To contribute towards energy independence for the AKP area.
- c. To achieve equity in sharing of the means of production in the AKP area.
- d. To encourage optimum conservation of natural resources of the AKP area.
- e. To contribute towards improvement in general health and well-being of the people in the AKP area.
- f. To contribute towards efficient production of basic goods in the AKP area.

### 3. Activities

- a. AHREP. With the assistance of up to 300 Nepali workers on site, Himal Hydro plans to complete excavation of all tunnels, a total of about 2,375 meters. The completion of the tunneling will allow access to the power house located about 240 meters below the surface of the ground. Construction will continue on the dam and intake structures. A transmission line to Walling village is expected to be started and completed within this planning period. Galyang Bazaar and nearby pilot village will be wired, electrified and a tariff structure developed. This pilot village will also be a setting for formulating an Electricity User's Association. The impact study of electrification on a local village will continue. Non-formal education activities will stress the safe use of electricity.
- b. Irrigation Programme. Assisting to achieve agreement between UMN and HMG/N for the irrigation programme will be a priority. To achieve benefit, distribution to all willing participants in the defined benefit areas will be sought by overseeing command area land transfers to economically marginal residents and assisting these individuals in the development of their land for viable irrigated agriculture. The local beneficiary water users' group will be assisted to achieve equitable allocation of water rights and in the design and construction of the irrigation canal network. In this construction, labour input to earned water shares will be correlated as well as assistance given in the development of construction labour supervision. Technical advice and minor assistance will be given to improve local petty irrigation systems.
- c. Drinking Water and Sanitation Programme. Drinking water systems will continue to be constructed according to the AKP guidelines. Water source improvement to prevent contamination of village water sources by people or animals, will be carried out by means of sealed collection tanks. Electric and/or hydraulic ram pumps, improved latrine design and other development work will be continue to improve the present water supply and sanitation facilities. The programme will continue to encourage communities to build latrines as a precondition for water system installation and to provide a more durable and sanitary alternative to hardwood in latrine building by using concrete slabs and cement water seal cum bowls. Non-formal education in health as related to sanitation and the social benefits of latrine use will be given in every community in the AKP area.
- d. Resource Conservation Programme. Concentration on motivating local communities and individuals through extension activities and facilitating those motivated to better management of vegetative resources will be done. Supplies of fodder, fuel and fruit will be increased by aiding those motivated to establish and maintain nurseries through training and providing basic appropriate inputs and technical assistance. Contour planting, use of check dams and vegetative plantings will be done to demonstrate techniques for reducing soil erosion. Ten new functional adult literacy classes of six months duration with 250 to 300 participants will be started with follow-up work being done in the previous groups. Conservation extension materials suited to the needs of the project area will be developed.



- e. Administration. Coordination between AHREP-related companies (BPC and HH) and rural development for manpower, financial and activity needs will be continued. Administrative support and services to AKP programmes and personnel for effective implementation of all planned activities will be done.
- f. Evaluation. Individual programmes will utilize various methods in evaluating its activities.

#### 4. Personnel and Training

Training: Opportunities will be sought inside and outside Nepal for deserving personnel in appropriate courses and seminars. A Nepali Agriculturalist on staff has been granted an in-service scholarship for MSc degree from Reading University in England.

#### Posts for Board Appointees:

Project Director  
Rural Development Coordinator/Training  
Irrigation Section Coordinator  
Irrigation Engineer  
Project Support Officer  
Tutorial Group Teacher x 2  
Resource Conservation Section Coordinator  
Rural Development Worker  
Business Manager  
Project Language Supervisor

#### Posts for Nepali Staff: 24

PALPA PROJECTSummary Plans for July 1988-July 1989A. PROJECT ADMINISTRATION1. Project Description

The Palpa Project is geographically located in Tansen, Palpa as a component of the UMN, consisting presently of the following programs:

a. Tansen Hospital

b. Palpa Community Health Program

c. Horticulture & Agronomy Support Program,

the work of which is serviced by the project administration, workshop, and security, and by Board Appointee services: language study, guesthouse and tutorial group for children. The Project will seek, in adherence to the purposes, Constitution and Bye-laws of the UMN:

a. To fulfill the long-term objectives of the Health Services through its various programs;

b. To give adequate care and support of BAs in the project, and in the area of health care to the BAs located within the geographical jurisdiction of the project;

c. To coordinate the various programs and services of the project so that a single project will be functionally maintained.

2. Project Objectives

a. Organisation assessment of the Project, and possible restructuring, with emphasis on the Project Officers' role, the need and function for a Project Director, and the Board Appointee services structure and function.

b. Increased administrative control, evaluation and monitoring of the project's programs and services.

c. Review of the human resources and management studies as they apply to the project, and implementation of the changes accordingly.

d. Seeking means of encouraging continuity of service among project officers, BAs and senior Nepali staff.

3. Personnel and Training

a. See the following separate program plans.

b. In-project training of office staff in accounting procedures and reporting.

c. One senior staff member to start his B.Comm. training.

d. One workshop staff member to go for training in mechanics.

e. One senior staff to start a course in Hospital Administration.

f. In-service training of supervisory staff in basic management skills.

Posts for BAs, other than in the following programs:

Project Director

Project Administrative Officer

Area Services Officer (part-time)

Guesthouse Hostess

Tutorial Group Teacher (Edn. Board)

Posts for Nepali staff: 60.



## B) TANSEN HOSPITAL

### 1. Description

The UMN Hospital in Tansen, Palpa - as one component of the Palpa Project, and in accordance with the purpose, constitution and bye-laws of the UMN and longterm objectives - will, through its 102 beds and 18 departments, seek:

- a) To give quality care of an appropriate level to residents of Palpa and patients referred from West Nepal;
- b) To support HMG and Palpa CHP in delivery of primary health care to Palpa;
- c) To assist HMG by providing various referral services of a secondary and tertiary level of care for the wider area of West Nepal;
- d) To continue to function as a center for the education and training of paramedical personnel;
- e) To limit the overall growth of the hospital under the present management.

### 2. Objectives

These reflect the parameters of the longterm parameters of 1987-1992 of the Tansen Hospital:

- a) To improve the administrative function and control of the hospital;  
To assess and improve the quality of care given in the hospital.
- b) To support primary health care in Palpa;  
To increase cooperation with existing primary health care programs within Palpa.
- c) To develop 2<sup>o</sup> and 3<sup>o</sup> level referral systems, and to increase cooperation with other regional hospitals;  
To seek to integrate the hospital's programs into existing health care programs.
- d) To establish a purpose-orientated in-service education program;  
To continue to support the ongoing training of staff, and to support training programs of medical and paramedical personnel.
- e) To limit the growth of the staff and facilities of the hospital under its present management.

### 3. Activities

#### a) Administration:

- To develop a middle-management structure, altering job descriptions and committees accordingly.
- To finalise phase II of the building program, and complete the OR/surgical wing renovation in the fiscal year.
- To assess the feasibility of obtaining/training a candidate for the post of Hospital Director.

#### b) Out-patient Department:

- To evaluate and continue limitation system and methods of handling excessive patients through a triage system.
- To continue sorter education program; to add methods of evaluating quality of care and patient education, i.e. exit station, disease coding.

#### c) Laboratory:

- To restart culture and sensitivity (bacteriology); to seek an expatriate lab. technician, and train staff accordingly.
- Trial use and evaluation of fluorescent TB staining technique.

#### d) Radiology: To seek to obtain a real-time ultrasound unit and, via a foreign consultant, seek to initiate doctor and technician ultrasonographic training.

- e) Leprosy: To second an expatriate nurse to Ghorahi (INF) for ten months, and then have possible involvement with Terai mobile clinic.
- f) TB: To replace expatriate in-charge with the TB sorter in-charge. Study the feasibility of establishing a TB control program to Palpa.
- g) Nursing Department:
- To revise administration and senior staff job descriptions.
  - To establish in-service education program for nursing staff.
- h) Operating room/CSSD/minor operating room/emergency room:
- To evaluate and restructure administration of these areas with appropriate in-charges.
  - In this fiscal year, to complete renovation of these areas with the department temporarily moved to paediatric/medical ward.
  - To seek methods of realistically limiting surgical load, or to seek limited expansion of facilities to handle the load.
- i) Dental: To continue to train staff, and, following fee increase, to seek to have the department run at cost.
- j) Social services/education:
- To continue present chartiy monitoring, and seek to place education under the specific in-charge in 1989-90.
  - To use education staff to evaluate and educate patients following examination at the exit station.
- k) Food Services: The department has been opened, and assessment will be made to see if it can operate at cost while delivering quality, clean food to patients and staff.
- l) Physiotherapy: To add a junior assistant, and transfer department under the Hospital Director. To evaluate the department, i.e. load, fee schedule, etc.

#### 4. Personnel.

##### Expatriate posts:

GP/Surgeon x 4 (or Nepali)  
 GP/ OPD director  
 GP/paediatrician  
 GP/internist  
 GP/obs.-gynaecologist  
 GP/OPD-PHC x 3 (or Nepali)  
 GP/ TB-leprosy  
 GP/ anaesthetist  
 GP/ radiologist  
 Ward sister/Nurse educator x 2  
 OR ward sister  
 Nurse anaesthetist  
 Staff nurse x 3  
 Laboratory technician  
 Pharmacist  
 Leprosy in-charge  
 TB in-charge  
 Dental surgeon  
 Staff nurse/patient advocate  
 Medical Director  
 Hospital Director  
 Nutritionist.

Nepali staff posts: 205



## C) PALPA COMMUNITY HEALTH PROGRAM

### 1. Description

Palpa CHP is a program of Palpa Project, working in accordance with the purpose and Constitution of the UMN. It works together with selected communities to enable them to bring about planned, controlled development of primary health care in Palpa District.

Palpa CHP is a limited component, multi-disciplinary community health program involved in preventive and curative medical care, human and animal health volunteer training, agricultural development, drinking water systems, and literacy programs. It provides models of such development programs in seven selected panchayats, working through the elected Panchayat Committees. It works together with HMG District Health Office through ten health posts in primary health care, and also conducts mid-wifery, maternal and child health, antenatal and postnatal programs, and family planning in Tansen.

### 2. Objectives and Activities

- a) Together with communities, to facilitate the process of multi-disciplinary development:
  - To support the functioning of Panchayat Health Committees in eight panchayats (B.Goumba, B.Pokharatok, Chirtungdara, Pokharatok, Rupse, Mashyam, Ringneraha, and one other selected panchayat), to offer technical help in the fields of medicine, agriculture, drinking water, literacy and administration, and to assist communities in development work.
  - To make available resource personnel in these fields to assist communities in developing such programs.
  - To help provide models of community development in eight panchayats.
  - To encourage communities to utilise locally available resources to the best possible extent.
- b) To decrease mortality and morbidity in selected communities:
  - To have a regular house visiting program of every home in eight panchayats (25,000 population), with health education, motivation, and follow-up of malnourished children, TB, leprosy and mental health patients.
  - To ensure adequate immunisation coverage (80%) of target population in eight panchayats, as requested by EPI.
  - To obtain by motivation 50% latrine coverage, in eight panchayats, together with sanitation health education.
  - To continue supervision and training of Community Health Leaders (CHL) and Midwife Volunteers (ML) in each ward of eight panchayats.
  - To train two volunteers to run a community-funded clinic in one selected panchayat.
  - To provide volunteer midwife help for 30% of women during delivery in their homes, in each of eight panchayats.
  - To conduct feasibility and socio-economic surveys on water sources in response to up to ten requests.
  - To design and implement drinking water programs (five), together with local communities.
  - To conduct water source surveys in up to eight panchayats.
  - To have trained, and to follow-up, five animal health volunteers in each of eight panchayats.
  - To provide demonstrations of agriculture in selected communities.
  - To work together with DADO and local JTAs to encourage extension work.
  - To work together with DFO to encourage afforestation in selected communities.

- To promote and help implement adult literacy programs in two-three selected panchayats by means of training facilitators and supervising classes.
- To publish literacy materials for follow-up classes.
- To establish a community library in one panchayat.

c) To work together with UMN and HMG Tansen hospitals and the District Health Office:

- To provide inservice teaching for health post staff by means of regular doctors' visits.
- To train and equip HP staff to carry out primary dental health care in ten Health Posts by means of dental camps and follow-up visits.
- To supervise and support MCH clinics in four health posts.
- To strengthen a two-way referral system between HP volunteers and health workers in Palpa and the Tansen hospitals.
- To provide MCH, antenatal, postnatal and midwifery care in Tansen through the HMG hospital and the town clinic.
- To implement a pilot study aimed at identifying and improving immunisation uptake in one or two wards of the Nagar Panchayat.
- To work together with DHO in the proposed HMG/WHO primary health care initiative by offering staff as resource personnel in health post-based CHL training programs.

d) To train all levels of nationals:

- To continuously train CHP staff in leadership, decision-making and professional competence.
- To arrange biannual seminars for all levels for HMG health post staff.
- To include Expanded Program of Immunisation (EPI) staff in immunisation refresher training.
- To offer field training to the students of the FNM and CMA campuses.

#### 4. Evaluation

- Baseline and continuing data will be completed using family folders (3,500 houses). This data will be used to monitor changes and in program planning.
- Infant mortality and maternal mortality studies will be carried out.
- Latrine evaluation studies will be carried out.
- MCH and midwifery statistics will be collected and analysed.
- Health Post statistics will be collected and analysed.
- Drinking water systems (14) will be evaluated.
- Evaluation of volunteers will continue, and their impact on the community.

#### 5. Personnel and Training

- Continual in-service training will be carried out for all levels of CHP staff in administration and other professionally-related subjects through classes and short trainings.
- Regular teaching will be conducted, based on the Town Clinic program.
- "In-service" training will be arranged for: 2 CMAs for HA/RN; two ANMs for RN training; one VHW for CMA training, and one Senior AHW for Diploma in Community Health Management.

Expatriate posts:

Program Director  
Medical Officer  
Community Health Nurse  
Midwifery tutor  
Senior Agricultural Officer  
Dentist

Nepali staff posts: 42.5



## D) HORTICULTURE AGRONOMY SUPPORT PROGRAM

### Description

- a. From the HASP office we can see a range of eroding hillsides. From observation in 1987, the annual soil erosion is between  $\frac{1}{2}$ " and 2" (7mm-50 mm), not counting landslides. This equivalent to 162-1,300 years of soil development from basic rocks, lost in one year. There is no future for food production if this trend cannot be stopped.
- b. From our experience in HASP, where our own land is much poorer than most of that which we can see from the office, it is clear that that land could be transformed into fruitful, improving land, i.e. bamboo forest, nut tree groves, fruit orchards, and terraces for the sustainable production of fruit and vegetables.
- c. HASP seeks to help UMN projects assist farmers in the hilly regions to find new appropriate systems of horticulture and agronomy which will result in the maximum sustainable production from the land; the findings to be shared with all interested workers in UMN, and others. We are taking the results of experience to farmers and groups of people in order to learn together with them, and to find what adaptations will be needed. However, we are very aware that even when farmers can use the evolved techniques, unless the results are economically credible, little will have been achieved. We must also look at how to secure reasonable prices for the products.

### Objectives

- a. In order to help change methods which are inappropriate, the key factors are motivation and credibility. Motivation alone is not enough. We need to take out as much risk as possible from the alternative methods before they are tried by poor farmers. One of the needs is careful trials over at least two years. Another is supplying inputs, such as good seeds. The last two needs we have been providing, and will continue to do so. However, now we must consider economics and credibility. Without these, nothing will change.
- b. There is need to show how to minimize dependence on imported chemicals.
- c. Traditional values and practices should be considered carefully, and helpful ones encouraged.

### Activities

- a. Research and development work to continue.
- b. To work with farmers and committees on the establishment of minibamboo plantations, and of blocks of terraced land alternating with normal slope cultivation.
- c. To visit other projects more frequently.
- d. To continue to produce seeds for other projects.
- e. To produce a vegetable booklet.

### Personnel.

Expatriate posts: Agriculturalists x 2

## APPENDIX 19

### GORKHA PROJECT

#### Summary Annual Plan for July 1988-89

##### A. AREA SERVICES

Gorkha Project support activities consists of three parts, providing services to the hospital and community health program. These are: The Business Office, the Maintenance Department, and Area Services including guesthouse and tutorial group.

1. Business Office. The Business Office serves and supports the project in its various components, controlling all financial matters.
2. Maintenance Department. The Maintenance Department provides maintenance services to the hospital and Area Services.
- c. Area Services. The AS Officer is involved with the task of maintaining the affairs of non- work-related project life. The plans for the coming year therefore mainly lie in the area of keeping pre-existing systems running properly. The spiritual well-being, comfort and safety of the team members are all ongoing goals, as is the provision of the mail and other information networks.

##### B. AMP PIPAL HOSPITAL

###### 1. Project Objectives

- Continued improvement in quality of patient care
- Continued improvement in accessibility of care to all in need
- Continued provision of appropriate care at current levels
- A unified health project consisting of static (hospital-based) and mobile (village-based) components
- Continued improvement in efficiency of drug supply and dispensing system
- Continued improvement in staff training
- Continued improvement in BR and leprosy treatment
- Program of maintenance and renovation sufficient to maintain our present level of activities.

###### 2. Project Activities

- a) Business Office/Administration: To improve BO staff and job satisfaction; review of budgeting system, and three monthly review of hospital finances.
- b) Medical Staff: To maintain present staffing levels and medical standards; to ensure safe appropriate care; to explore possibilities of offering training for Nepali doctors wanting to work in rural areas.
- c) Maintenance: To continue maintenance program; to undertake special projects such as the provision of hot air and water to the laundry, to overhaul drainage and septic tank systems, and to extend the pharmacy.
- d) OPD: To improve dental care through further training of staff; to perform minor modifications to improve patients' facilities in structure and staffing; to improve effectiveness and morale in MCH.
- e) X-ray: To request consultant visit in order to review techniques and equipment.



- f) Pharmacy: To extend the pharmacy and restart IV production locally.
- g) OR/CSD: To undertake a review of CSD work and practices; to improve service by using OPD for minor procedures.
- h) Nursing Staff: To continue emphasis on team nursing and training.
- i) Education: To seek assignment of a Nurse Educator in order to -  
  - i) Improve staff skill, experience and morale; ii) Develop their potential as health educators.
- j) Housekeeping/garden: Through rotation of staff and education, to improve patient comfort and develop their potential as health facilitators.
- k) Medical Administration: To act on behalf of the hospital departments to ensure provision of personnel, supplies, information, etc.
- l) Laboratory: To improve reliability of results through internal and external quality control; to establish store inventory system..
- m) TB/Leprosy: To seek to maintain supplies of govt. TB medicines; To improve service to leprosy patients.

## C. COMMUNITY HEALTH PROGRAM

### 1. Program Description:

The program is now based at Amp Pipal Hospital, and serves a population of 25,000 in five panchayats. The vast majority of the people are subsistence farmers, with a significant number of men working away from home in the terai, in India, and in the army, which brings valuable cash into the area where there is an overall deficit of cereal crops.

The mode of action of the CHP is primarily motivational, assisting communities to take responsibility for their own health care systems, and working closely with a limited number of health care agencies in the area.

The proposed integration of health care services over the next year may be an opportunity for closer cooperation, and recognition of UMN health activities in Gorkha District.

### 2. Goals:

- a) In participation with local communities and their leaders, to give people an opportunity for learning together to take responsibility for establishing health care systems within their own resources, to effect a reduction in disease, and to bring about beneficial changes in their environment.
- b) To develop close working relationships with other health care services in the area.
- c) To have a well-motivated, appropriately trained staff.

### 3. Objectives:

- a) To help establish health committees at panchayat and ward level in the five target areas.
- b) To provide training and follow-up for the 2-4 volunteers per ward, in each of the nine wards in the panchayats, chosen and supervised by the health committees.
- c) To assist communities in the running of mobile and static MCH clinics.

- d) To vaccinate 20% of children under one year against the six EPI diseases in the area.
- e) To have 20% of households using a suitable latrine, and to encourage the making of smokeless stoves.
- f) To have previously installed drinking water systems repaired and maintained by the users.
- g) To continue and further extend non-formal education work in the area of adult literacy, numeracy and income-generation.
- h) To maintain close working relationships with the hospital in areas of mutual benefit, and with government and non-government health services in the area.
- i) To provide both in-service and appropriate further training for CHP staff.

#### 4. Activities

- a) To meet regularly with panchayat and ward leaders to fulfil the goals and objectives as stated in areas of health volunteer training and follow-up. Vaccination coverage and disease surveillance, encouraging the use of latrines and smokeless stoves, non-formal education, and the repair and maintenance of drinking water systems.
- b) To work closely with the hospital in the exchange of staff, and to share expertise and facilities.
- c) To visit regularly, and cooperate with government and non-government health care services, e.g. medical halls, district health office, and district hospital.
- d) To arrange an agreement with the Gorkha District Health Office defining the responsibilities of the CHP within the target area.
- e) To have regular in-service training for CHP staff, and send various grades of staff for further training when appropriate and available.

#### 5. Evaluation

- a) Using appropriate "measurable indicators", ongoing and comparable statistics will be recorded for the following areas: vaccination, program, non-formal education, volunteering training, MCH clinics, and the water program.
- b) A survey of the target area will be carried out to gain basic demographic and other information.
- c) Yearly staff evaluation and review of job descriptions and responsibilities will take place.

#### Approved posts for Project

Area:	Business Manager	Hostess
	Secretary	Tutorial Group Teacher
	Maintenance Supervisor	Posts for Nepal staff: 11.85
Hospital:	Hospital Director	.5
	GP/surgeon	2.0
	GP	2.0
	Intern/GP	1.0
	GP/psychiatrist	.5
	Nurse supervisor	1.0
	Senior staff nurse/education supr.	1.0
	Posts for Nepali staff:	67
CHP:	Director/doctor	1.0
	Community workers	5.0
	Posts for Nepali staff:	12.5



OKHALDHUNGA PROJECTAnnual Plan July 1988 - July 1989A) DISPENSARY1. Programme Description

The Okhaldhunga Dispensary is a health service provision of the United Mission to Nepal with the approval from the Ministry of Health, HMG-Nepal.

It is the only curative medical service with admission capacity (20 beds) for the approx. 155,000 population in Okhaldhunga District. It seeks to provide general medical care, limited surgical services and basic laboratory and X-ray facilities. The Dispensary seeks to work closely with the UMN Community Health Programme (CHP).

In view of the fact that Okhaldhunga District as yet has no other health care facility with inpatient capacity, the need remains for the UMN Dispensary to continue in that role.

2. General Objectives

I. That Okhaldhunga District will continue to have an appropriate curative medical care service with admission capacity, which will:

- i) Include limited surgical care.
- ii) Employ well-trained and motivated Nepali staff.
- iii) Be accessible to the poor.
- iv) Include patient education.
- v) Have a greater knowledge than at present of the community's health and health care delivery usage.

II. That Okhaldhunga Dispensary (in conjunction with CHP) will be part of the HMG/N health care delivery programme in Okhaldhunga District.

- i) Having good relationships with the local community and government officials.
- ii) Being involved in the planning for a government District Hospital in Okhaldhunga District.
- iii) Being involved in upgarding the skills and knowledge of HMG/N health workers.

3. Activities

The numbering in this section corresponds to the numbering in section 2. above.

I. To continue the OPD and IPD activities at the present level.

- i) To revise our surgical equipment and update it as necessary in accordance with the list of recommended surgical procedures for Okhaldhunga. To continue to have a surgical camp once a year. To offer our facilities to the Lahan Eye Hospital for their yearly eyecamp.

To make sure that new doctors assigned to the Dispensary have sufficient training to be able to carry out the procedures mentioned in the Surgical Report.

- ii) The assumption is, that our staff will be well trained and motivated when they receive regular on the job training, as well as in-services training elsewhere in selected cases.

We will aim to send one of our nurse-aides for ANM training even though we have not been successful in doing so over the past few years.

We will aim to have a small workshop for all our hospital staff, covering issues such as: leadership, personality types, communication skills etc.

We will enhance the on the job training of all our staff by regular visits of a nurse tutor, nutritionist, physiotherapist, dentist and possibly others.

We will aim to have regular classes for our nursing staff.

Married hospital staff find it hard to find family quarters in the vicinity of the hospital. We plan to stimulate local, private initiative to build and rent-out quarters. This may involve an interest free loan given under certain strict conditions.

- iii) Fees will be revised regularly on a departmentalized basis. In view of the poorness of the area it seems likely however, that a subsidy level of  $\pm 45\%$  will be needed in the coming years, as it has been in the past.

- iv) Continue the formal patient education each morning in OPD. Stimulating all of our staff to be involved in informal patient education.

- v) We plan to be involved in the survey about smoking and its effects on health that CHP will do.

- II.
  - i) The assumption is: that good relationships depend on knowing each other and meeting regularly. We therefore plan to maintain regular personal contacts with the community and relevant HMG officers, meet twice yearly in the External Advisory Committee and send yearly a written report of the Dispensary Activities to relevant government offices.

- ii) Initiative in this area cannot come from us. We will however, be ready and prepared to take part in any planning and discussion that may take place in the coming year.

- iii) Although we are having regular seminars with Health Post staff, we find it hard to know if and how this benefits the people concerned. We plan to discuss this with the District Public Health Officer and find out whether there are other ways in which we could help and encourage Health Post staff in the district. Visits to HPs by hospital staff may be useful.

#### 4. Personnel

We propose two changes in our postlist compared to last year.

- The expatriate post of Maintenance Supervisor FTE 0.5 to be deleted. Our tradesman is capable to do all the day to day maintenance. For his regular technical supervision we rely on the newly appointed Mechanical Technician under MSP whom we



expect to visit Okhaldhunga twice a year.

- A new post for a Nepali "Office Assistant" has been added, resulting from recommendations in the most recent auditor's report.

Posts for expatriate staff:

General Practitioner x 2  
Business Manager

Posts for Nepali staff: 23.5

B) COMMUNITY HEALTH PROGRAM

See Long Term Plan.

Personnel:

Expatriate posts -

Director  
Health Coordinator  
Educator  
Agriculturalist  
Forestry motivator  
Business Manager

Nepali staff posts - 17.5

NURSING CAMPUS, UMN PROGRAMAnnual Plan for July 1988-July 19891. Description

The Nursing Campus is a UMN-funded campus of Tribhuvan University (TU), Institute of Medicine (IOM) which educates Nepali men and women in basic nursing. The training period for students is three years in this Certificate level program.

In accordance with the curriculum changes made by IOM, the new Certificate nurse curriculum is being implemented this academic year. The emphasis is on primary health care, introducing students to the community health area much earlier in the program than previously; then progressing to midwifery, with disease processes coming at the end of the course.

At present there are 101 students: 89 female and 12 male; with 18.5 full-time teachers (two on study leave) and 6.75 administrative staff; also 18 ancillary staff at the campus.

Much of the renovation and building work of the campus is nearing completion. These improvements have greatly assisted in the ongoing and overall management of the campus.

Progress is being made in the application to the Dean's office, IOM for independent status of the UMN Nursing Campus.

2. General Objectives

The overall aim is to educate Nepali men and women to be beginning practitioners in nursing in the hospital and community. Objectives are:

- a) To continue certificate level nurse education for Nepali men and women.
- b) To facilitate the continuing education for teachers.
- c) To meet the shortage of national health manpower by increasing the intake number of students from 35 to 40.
- d) To increase the faculty from 18.5 to 22.3 tutors.
- e) To maintain and improve relationships with the hospital, community and the University.
- f) To continue offering the use of teaching personnel to assist in the development of nursing programs at various levels.
- g) To improve and maintain the campus premises and building structure in a satisfactory condition.
- h) To continue the process of seeking independent status for the Nursing Campus, UMN Program from the Dean's office, IOM.

3. Activities

- a) To increase the intake of students from 35 to 40.
- b) To increase the fulltime teaching staff from 18.5 to 22.5 tutors, in order to accommodate the increased number of students and maintain the TU requirements for a teacher/student ratio of 1:5/1:6. Also to adequately meet the increased teaching input in the clinical field created by the implementation of the new curriculum.
- c) To send staff for higher education as previously planned, as well as those who have applied for this type of study.
- d) To complete the continuing renovations of the campus building. To build the already approved and planned new dining and kitchen complex.
- e) To finish the incompleeted well drilling.
- f) To continue the process of seeking independent status for the UMN



Nursing Campus from the Dean's office, IOM.

#### 4. Personnel

##### Posts for expatriate staff:

Senior tutors	3.
Tutors	4.
Non-nursing tutor, English	1.
Non-nursing tutor	1.

##### Posts for Nepal staff:

38.5

LALITPUR COMMUNITY DEVELOPMENT AND HEALTH PROJECTSummary Annual Plan for 1988/891. Project Description

Lalitpur District consists of 41 panchayats, with an approximate population of 220,000, with the urban area known as Patan. The urban area of Kathmandu/Patan is like a magnet drawing resources and educated people towards it, and leaving a poor semi-remote hilly area in the south of the district. Thus CDHP is seeking to improve its service to the life of many of these residents by means of comprehensive development and health work. At present CDHP runs five health centres and MCH clinics in 26 panchayats, while the development activities cover eight panchayats, mostly in the southern hilly area.

2. Purpose

CDHP seeks to encourage and assist persons and communities to take increasingly more responsibility for their own health and development needs by stimulating community participation, providing technical assistance, and encouraging the use of local resources within an affordable framework. CDHP also seeks, where appropriate, to hand over some activities to relevant HMGN offices or projects.

3. Objectives

- a) To bring awareness and assist the people in the project area to identify their own health and development needs, and so to encourage the defining of solutions in order to bring consciously planned continuous and measurable progress in the wellbeing of each.
- b) To increase training activities at ward/village level in cooperation and coordination with concerned local communities and committees.
- c) To shift the focus of the health-related work out of the Kathmandu Valley to the more remote and less-served hilly areas of Lalitpur.
- d) To provide effective community health care services in the hilly region of Lalitpur at appropriate costs, including support supervision and the provision of referral services.
- e) To experiment, build models and share field experience that assists in continuing development of an adequate, as well as adjustable and adaptable, community health care and development system for Lalitpur.
- f) To assist HMG, IOM, UMN and other community development-related programs by providing field training experience and other training, according to the principles which will be mutually agreed upon by the administration of the project.
- g) To maintain and build up close cooperation and collaboration with Patan Hospital through the FCC; and mutual support and health activities in Lalitpur District where it will include an efficient and effective two-way referral system,
- h) To bring in the participatory approach to each health post's committee, encouraging it to meet regularly at least three times per year, so that it becomes more involved in the planning for and operation of its health post, and may operate a health insurance scheme which raises sufficient funds to pay for health post drugs.
- i) In consultation with the UMN psychiatrists and dentists, to expand the community mental health and dental health programs into the CDHP normal activities.
- j) To motivate and stimulate community participation; to train local leadership to mobilise local resources; to assist social and economic development; to plan and identify progressive activities;



and to provide services as close to the people within an economic frame as the community and country can afford, in order to assure continuity and on-going family benefits.

#### 4. Activities

- a) Discussions with local leaders and district officers, offering guidance to continue the present activities at Lubhu and Chitapoul in HMG health posts (HP). Report to Ministry of Health, Public Health Division in handing over work of Lubhu and Chitapoul to Elaka HPs to prevent duplication. Discussion with MOH, PHD about channelling the HMG contribution to Lalitpur Health Care. Discussion with Mental Hospital doctors about handing mental cases from Lubhu subcentre.
- b) Training and supporting panchayat-based workers, local TBAs and volunteers.
  - Operate a system of fully-integrated HPs and MCH clinics, including simple curative care, health education, nutrition teaching and rehabilitation, TB and leprosy case-finding, and follow-up immunizations, family planning, domiciliary ante- and post-natal care through TBAs, home visiting, and referral to the district hospital.
  - Cooperate with Patan Hospital by regular meetings, a referral system, outpatient doctor visits, and combined training activities.
  - Stimulating health post committee activities: CDHP staff will invite members to become involved in their health post activities, report regularly on the state of the insurance scheme, and insist on the payment of drug bills.
  - Training activities and follow-up supervision of staff for community dental and mental health programs.
  - CDHP will work with ward health committees and community leaders in the targeted wards of the urban panchayat to develop appropriate maternal and child health services.
  - Monitoring nutritional changes in communities, and the activities of the nutrition rehabilitation centre. Continue health education activities.
  - Forestry expansion; seedling production in 20 contract nurseries; discussions re forestry committees; cooperating with district forest office; fruit tree management training; establishing two-three erosion control demonstration areas.
  - Agriculture: Demonstration in sustainable agriculture and silage-making; motivating farmers to plant fodder trees, improve grasses and store grain efficiently; following up and supervising all VAHWs' bee-keepers; training ten farmers in the safe use of agro-chemicals; assisting non-formal education work with kitchen garden lessons, and assisting the setting up of panchayat-based agriculture supply stores.
  - Non-Formal Education: 40 adult literacy classes (500 participants) in three panchayats; various practical activities; facilitator training; hand-sewing training; and developing NFE materials. The active program in Gimdi will terminate by July 1989.
  - Rural Industries: Helping the established Asrang cooperative mill; assistance in roofing tile and soap-making (4-5 person groups); helping to test agricultural and grain-processing equipment, and an improved method of rapeseed extraction; motivating women to improve their home science techniques.
  - In Asrang to establish a system for dealing with rural development for women.
  - Water: Complete installation of Dalchoki/Chaughare system, and finish maintenance systems in the southern five panchayats.
- c) Carry out miscellaneous evaluations, research, and community

involvement activities, with the purpose of further development of the community health and development system at the Lalitpur District in line with CDHP parameters.

- d) Build up a strong relationship with District Offices in line with Decentralisation Committees about the concerned activities of CDHP.
- e) Longterm planning: In light of a request from the district that CDHP remain an integrated development and health project when the present three year plan finishes, work will be needed to start evaluating possible changes to the parameters.

## 5. Personnel

Due to the shortfall that exists in the supply of suitable qualified health and development professionals at all levels in Nepal, CDHP will maintain its active training program and strive to maintain full staffing levels, and provide regular supervision of all field activities. The shortfall of supervisory people is to be filled in part by staff returning from in-service training (e.g. health supervisors, and health post In-charges). The total number of posts will be reduced from 161 to 148.5, also alleviating some of the pressure of empty posts. The training plans include In-service scholarships for:

- a) Development section: Work-related short in-service training will be provided for all level of staff as they are available and appropriate. One person continues his BSc. Agric. study, while scholarships for one BSc Forestry and one leadership in-service training will be reserved.
- b) Health Section: Longterm courses are planned for each of the following: CMA, Staff Nurse, HA, MBBS, HE, MSc. Nutrition.

Posts for the different sections are:

Administration: Expatriate posts - Business Manager

Nepali staff posts- 19.5

Development: Expatriate posts - Development Manager

Agriculturalist

Horticulturalist/forester

Non-formal Educator

Motivator (male)

Motivator (female)

Nepali staff posts - 23

Health: Expatriate posts - Community Medical Officer x 2

Dentist

Community Health Nurse

Nepali staff posts:- 107.5



PATAN HOSPITAL1. Summary

Patan Hospital does not have a long-term plan yet. A long-term plan can be worked out only after we know our real position from the signed agreement by HMGN. Until then we continue the present services of the hospital through the OPD and inpatient departments, and modify them according to the felt need.

Some urgent structural work requires to be done this year, including a major effort to repair some of the roof which was leaking since the hospital was built. Other work includes minor improvements in the wards, toilets, sinks and washing areas, to make them suitable for proper function.

The large fund requested for this work and all our other needs must be made to UMN, because this hospital is totally dependent upon the support of UMN. HMGN has been unable to increase its subsidy over the last five years, and the hospital has also the additional great problem of having to pay all the customs duties since 1984 because of having no agreement.

The capital budget has included customs duty for non-hospital equipment like a vehicle. If a vehicle is not purchased this year, we may come to the point of having to close the inpatient services because of nurses being unable to reach the hospital without transport. The need of this hospital is justified as the needy people of Nepal look to the hospital for relief, just as the rich man from hell was lifting up his eyes to Lazarus in Abraham's bosom for a drop of cool water from the tip of his finger.

2. Activities

- a) Continue coordination with other hospitals in Kathmandu Valley, and work with CDHP Lalitpur.
- b) Continue to provide, as we are able, in-service training programs for hospital staff, as well as for other UMN projects, INF, and Leprosy Mission staff according to their need.
- c) According to the supply of nursing staff, seek to use hospital bed capacity at maximum efficiency.
- d) Build staff quarters, and provide accommodation to more technical staff to retain them. At the same time, release the ward space of the top floor of the hospital.
- e) Build a fenced area in the grounds for staff sitting eating their lunch.
- f) Request HMGN to increase the HMG subsidy from Rs.600,000. granted for the budget figure of Rs.7,652,572. in the fiscal year 1983/84 to Rs.1,200,000: against the proposed budget figure of Rs.17,562,000. for 1988/89.
- g) Continue to utilise funds and staff as efficiently as possible.

3. Personnel/Training

- a) Seek ways and means to retain trained staff:
  - give them in-service training and upgrade them;
  - send staff for appropriate training through in-service scholarships to IOM and India for post basic nursing training.

- b) As required by the MOH, make a full listing of expatriate staff who are required to maintain the full service of the hospital.
- c) Continue to recruit Nepali staff suitable for the requirements of the hospital.
- d) Some additional staff need to be recruited in security services, and other specialists such as ultrasound technician, ultrasound doctor, and doctor anaesthetist.
- e) As there is need for a nurse counsellor to assist in the welfare of the patients, this post is added.

Posts for expatriate staff:

Doctors	11
Nurses	8
Laboratory technicians	4
Pharmacist	1
Physiotherapist	1
Dentist	1
Social services worker	.5
Administrators	1.5

Posts for Nepali staff: 292



HS PLANNING & EVALUATION SECTIONPlans for 1988/89Description

The planning & evaluation section of Health Services Office exists to facilitate the implementation of planning, monitoring and evaluating methods and systems in and for the UMN health service projects/programmes. It was established by the Health Services Board upon the recommendation of the HSB Evaluation Study (HSB 15/86(12)).

General Objectives

- I. A formal evaluation of this section's activities and goal-attainment by representatives of participating programmes in order to determine the appropriate scope of its activities and requisite personnel.
- II. Provision of advice and assistance for project managers and HSO/UMN management in various aspects of planning, monitoring and reporting/evaluating.
- III. Provision of a central 'clearing-house' in the area of HMG-required health service data.
- IV. Coordination and maintenance of central computer-based health service information systems.
- V. Provision of assistance in UMN-wide computer systems analysis.

Plan (Activities indexed to General Objectives above)

- I. A formal evaluation of this section will include:
  - A. project-site consultations with senior staff of all participating programmes;
  - B. circulation of concerns and opinions expressed at each consultation to senior staff of all participating programmes with opportunity for written feedback;
  - C. circulation of subsequent proposals/plans which seek to satisfy the concerns and opinions which have been expressed, with opportunity for feedback, until adequate consensus is reached (in the opinion of the representatives of the participating programmes; and

- D. presentation of a final report and proposal to the Health Services Secretary which is acceptable to all participating programmes.

II. Provision of advice and assistance:

- A. for project managers in
1. writing and summarizing plans, defining goals and objectives, etc.;
  2. the design of task schedules, surveys, needs assessments and other monitoring and evaluation tools;
  3. writing and summarizing reports;
  4. refining present project-level information systems; and
  5. designing and developing new project-level information systems.
- B. for HSD/UMN management in
1. further development of the planning and reporting process and format(s); and
  2. producing documents to explain/interpret new or current planning and reporting terminology and methodology.
- C. for planners and managers by reviewing plans and reports, and providing constructive comments.

III. Provision of a central 'clearing-house' in the area of HMG-required health service data by:

- A. liaising with HMG/N Ministry of Health offices to insure that Health Service projects have the latest HMG/N MOH-required forms and instructions;
- B. forwarding data from projects to HMG in a timely manner; and
- C. collating much of this information on computer spreadsheets so as to be available for reporting and feed-back by
1. - discussing with project and HSD management regarding which data are appropriate to be collated in this manner,
  2. - creating, up-dating and/or redesigning the appropriate spreadsheets, and
  3. - providing requisite reports and feedback.



VI. Coordination and maintenance of central computer-based health service information systems by:

A. Hospital Inpatient Information System

1. - supervising the input of data and forwarding of reports to HMG/N MOH;
2. - working with hospital Medical Directors to determine appropriate formats for feeding-back information to hospitals, and then implementing these to complete this system;
3. - maintaining and refining the computer programme; and
4. - extracting information from the central database for special studies at the request of hospital or HSD managements.

B. Hospital Uniform Report System

1. - working with hospital and HSD management to refine/revise/simplify this system so that it can be useful, primarily to hospital management in their regular responsibilities, and also useful to provide information for reporting purposes at all levels
  - a. - redefining purpose and process for this system
  - b. - redefining information to be gathered
  - c. - redefining indicators to be calculated
2. - providing assistance to design the necessary paper forms and computer programme

C. Coordinating the design and implementation of additional computer-based information systems

VII. Provision of assistance in UMN-wide computer systems analysis: activities to be determined through on-going cooperation with the Systems Analyst and the I.P.C..

Personnel

Expatriate posts:

Evaluation Advisor  
Data Coordinator

Nepali staff post 1.0

## APPENDIX 25

### MEDICAL SUPPLIES DEPARTMENT

Annual Plan July 1988 - July 1989

#### 1. Description

Medical Supplies Department is a combined programme serving both UMN and INF projects, administered by UMN. It purchases, stocks and distributes drugs and medical supplies to all UMN/INF projects requiring them, being specifically responsible for the import of these items as necessary.

Oversight of MSD is provided by Management Advisory Committee (MAC) consisting of both UMN and INF representation. The MSD Director reports on a daily basis to UMN Health Services Secretary.

#### 2. General Objectives

These are detailed in the Statement of Position attached to the Letter of Understanding between UMN and INF. No changes in these are contemplated at this time.

- a. To provide a reliable supply of good quality generic drugs at the lowest reasonable prices to all UMN and INF programmes needing them.
- b. To supply only those drugs contained in a joint UMN/INF Formulary as approved and modified by the Pharmaceutical Advisory Group (PAG).
- c. To procure for UMN and INF programmes medical and laboratory supplies and equipment according to an agreed list.
- d. To procure such TB, Leprosy and other drugs and vaccines as are available from government sources for use in UMN and INF programmes.
- e. To supply vaccines etc. for UMN and INF personnel, both Nepali and expatriate, according to officially recommended requirements.
- f. To act as handling agent for INF duty-free supplies.
- g. To make available a pocket formulary which gives prescribing information for each formulary drug, as well as basic reference material on drug interactions, advice to patients, dosing in medical conditions which affect pharmacokinetics, etc.
- h. To make available a price list of formulary drugs and medical and laboratory supplies and equipment which may be ordered through MSD.



- i. To serve as a drug information centre, answering questions from any medical or paramedical professional, utilising local resources, including information on Ayurvedic and other traditional medicines, as well as mail contacts with foreign information sources.
- j. To provide consultant pharmacy services to UMN and INF programmes not having a pharmacist by visiting such programmes as necessary.
- k. To search actively for new methods to improve the quality and efficacy of service at all times.

### 3. Activities

The planning period selected in one fiscal year (Shrawan 2045 - Asar 2046). With the lability of our situation, a longer period does not seem wise at this time. Specific Objectives for this year are:

- a. To establish a smoothly flowing import system in which all foreign generic suppliers are providing all documents needed for clearance by Dept. of Drug Administration on a routine basis. The measurable objective is zero delay in import clearance caused by lack of available documents as required by Nepal drug laws.
- b. To supply to projects only those drugs listed on the formulary, and to modify the formulary as needed to serve all projects efficiently. To issue a formulary book with reference information for prescribers. (Note: Due to their special status, it has been agreed that Patan and Western Regional Hospitals will not be bound by this list.)
- c. To generate an agreed stock list for medical supplies non-pharmaceutical items.
- d. To computerize the routine stock record and invoice generating functions of MSD, thus producing better stock control.
- e. To develop a more formalized Drug Information system operated by the Director.
- f. To begin Consultant Pharmacist visits to projects.
- g. To recruit and prepare a candidate to take over as MSD Director in June/July, 1989.

### 4. Personnel

Expatriate posts:

Director .

Consultant Pharmacist

Nepali staff posts: 3.

## APPENDIX 26

### ORAL HEALTH PROGRAMME

Plans for 88/89 (89/90 90/91)

#### Description

The UMN Oral Health Programme is under the Health Services Office and is aimed at providing appropriate oral health input into UMN and non-UMN programmes. The emphasis of the programme is to provide teaching in primary oral health care, develop teaching materials, undertake relevant research and provide appropriate levels of treatment. Dentists are assigned to Patan Hospital, CDHP, Tansen Hospital, Palpa CHP and other programmes while also being involved in the wider aspects of the Oral Health Programme.

#### General Objectives

1. To facilitate the provision of appropriate oral health care to the people of Nepal.
2. To look for opportunities to train personnel in all aspects of oral health care services.
3. To seek to educate the community in oral health care and to motivate individuals to undertake appropriate health care procedures.
4. To follow up areas of research which are appropriate and likely to benefit the people of Nepal.
5. To keep in touch with general developments within the land, to encourage other groups involved in oral health care, and to offer assistance to other non-UMN bodies where this is thought to be appropriate.
6. The development of teaching material for the purposes of training health workers and educating the public.

#### Activities

##### Plan for 1988/89:

1. To maintain the input into Patan Hospital, CDHP, Tansen Hospital and Palpa CHP in accordance with the approved plans of these programmes. Proposed WHO schools component to be added to Lalitpur CDHP Oral Health Plan with projected commencement March 1989.
2. To work in conjunction with the Institute of Medicine in a training programme for dental primary health care workers.
3. To continue to develop and improve appropriate teaching materials.
4. Visits to the following projects/programmes:
  - a) Amp Pipal
  - b) Okhaldhunga
  - c) Paimey
  - d) Jumla
  - e) Burtibang (INF)
  - f) Others as resources allow.



Plan 89/90, 90/91

1. To maintain input into Patan Hospital, CDHP, Tansen Hospital and Palpa CHP in accordance with the approved plans of these programmes.
2. To maintain and possibly increase input into the IOM training programme.
3. To continue to develop and improve appropriate teaching materials.
4. Visits to projects/programmes. Follow up visits will be made to those projects previously visited where appropriate. Requests for visits to other areas will be considered and visits made as resources allow.
5. To respond to requests and opportunities for involvement in other areas as resources allow.

#### Personnel

Present approved posts for expatriate staff:

Dentists, Total	x 5
Research and relief etc.	x 1.5
Patan Hospital	( ) Counted
CDHP	( ) in
Tansen Hospital	( ) project
Palpa CHP	( ) lists

MENTAL HEALTH PROGRAMMEAnnual Plans, July 1988 - July 1989A) GENERAL1. Programme Description

The only community based study of mental illness in Nepal (Shrestha et al 1984) reported community rates of significant psychiatric and psychological disorder of 14.6% and as in many other countries severe mental illness rates of around 2% - the vast majority of these illnesses being amenable to treatment. The last few years have seen growth in the mental health services existing in Nepal, although these remain as an early stage of development. Hospital facilities remain at the Government Mental Hospital and the Tribhuvan University Teaching Hospital, but there is a severe shortage in psychiatric services in other areas of Nepal and Kathmandu.

The UMN Mental Health Programme seeks to support the development of HMG and IOM mental health services wherever possible, but also to provide a model of community mental health services that maybe instigated in other areas of the country also. In order to cater for the rural populations and to be mindful of the financial resource limitations, this programme constantly emphasises the need to integrate mental health care into already existing community health structures. This needs to include many different levels from mental health programmes integrated at the health posts and community health level to training for district level medical staff, to involvement in the Institute of Medicine in its health worker training activities, with the concrete needs for training materials and staffing.

In planning for the coming 2 years, it is important to note the changes that have taken place within Nepali psychiatric services during the past year, and that form the climate in which UMN's Programme exists; namely, the change in leadership of HMG's Mental Hospital; the extension of HMG's services to a Community Mental Health Programme in the Bhaktapur District; and the growing number of IOM's health courses into which mental health is being incorporated.

2. Objectives

1. An increase in awareness of mental health issues in the communities of Nepal and in the medical community and health planners in particular.
2. A model of integration of mental health care within the existing health services at all levels.
3. The establishment of mental health training for community health workers already working in the field.
4. The introduction of mental health training into the curriculae of all levels of community health workers.
5. The encouragement of research into mental health issues in Nepal.
6. The support and encouragement of psychiatric services in Nepal by any means possible.



7. Evaluation and research into the programme functioning of Lalitpur Pilot Community Mental Health Programme.
8. To continue to provide and develop programme patterns for community mental health services.

### 3. Plan

#### Activities

	1988/89	1989/90
a) To continue operation of the community mental health programme in CDHP Lalitpur.	----- -----	
b) To maintain a role in the Tribhuvan University Teaching Hospital, with clinical and teaching responsibilities.	----- -----	
c) To support, wherever possible, the activities of the Institute of Medicine that relate to mental health: in particular through completion of the Mental Health Manual for community health workers and the Mental Health Training Programme for health worker campus tutors (15 mos)	----- -----	
d) To remain in close liaison with HMG Mental Health Services and to cooperate and collaborate with them in their programmes, and in ours, where appropriate.	----- -----	
e) To continue to seek agreement with HMG Home Ministry on the Dhulikhel Jail Programme proposal: and to implement the same (1 yr).	----- -----	
f) To complete the research projects already underway: to evaluate the CDHP Community Mental Health Programme and to collaborate with further research as deemed useful.	----- -----	
g) To continue a limited commitment to expatriate mental health needs.	----- -----	
h) To support and extend mental health work in UMN projects as staff are available.	----- -----	
i) To meet regularly with the Mental Health Advisory Group to reflect on and evaluate the Programme.	----- -----	

### 4. Personnel

Expatriate posts:

Psychiatrist

Psychiatric nurse

Nepali staff posts: Part-time, on contract basis as required.

## B) DRUG ABUSE PREVENTION PROGRAM

### DESCRIPTION

The Programme is entirely community based, therefore, all activities are dependent on

- a) The community's resources and needs.
- b) The community's ability to respond to self-help, participation and involvement.

The Programme's activities are only then executed when, a indigenous Nepali structure; youth-club local organisation, individuals etc are willing to bear the ownership of a particular activity or programme.

The Programme also provides resources especially in "know-how" as well as material to the above mentioned structures, in order to enable the same.

### OBJECTIVES

- a) Continued language acquisition.
- b) To continue awareness of Drug Abuse and its effects in the community.
- c) To prevent Drug Abuse in the community.
- d) To motivate development of Drug rehabilitation services.
- e) Continued acquisition or production of education material, appropriate within the Nepal context.
- f) Establishment of national groups, organizations capable of responding long-term to Drug Abuse prevention.
- g) Acquisition of understanding over the nation-wide development in Drug Abuse.

### PLAN

It is felt by the Programme that the above mentioned objectives are in the process of being reached.

A national response towards Drug Abuse is "well on the way". What remains now is to establish these "Responses" into sound ongoing programmes and activities in order to facilitate a reasonable "Head start" thus creating scope for Nepal to cope with the growing problems that face her youth today. The Programme hopes to provide sufficient stimulation to widen the overall response in Nepal "against Drug Abuse" towards YOUTH DEVELOPMENT, particularly URBAN YOUTH DEVELOPMENT, as it is strongly felt, as well as seen by this Programme that: "in the absense of YOUTH DEVELOPMENT one cannot realistically hope for successfull Drug Abuse Prevention among the young generation (especially in developing countries).



It is important to note that the Programme does not seek to engage in urban youth development itself, rather seeks to provide stimulates for other Nepali structures to that end.

The time schedule for the completion of the UMN Drug Abuse Prevention Programme is set for the end of 1989 or at the outside mid 1990. This is a realistic estimate, as it is believed that the contribution this Programme can make to Nepal will be exhausted within that time span, in a positive way.

Therefore the plans and activities for 1988-89 and 1989-90 will be geared towards

- a) Establishing of the "Responses" within the Nepal society.
- b) Providing of stimulates for a widening of these "Responses" to ongoing Development for the general youth but particularly the URBAN YOUTH.

#### ACTIVITIES

- a) Continuation of relationships within the local community.
- b) Continuation of contacting or further development of existing contacts with campuses, schools, youth clubs, and local communities and their authorities.
- c) Continuation of cooperation with existing and developing structures of local community engaged in Drug prevention as well as rehabilitation.
- d) Continually assessing of the potential within the community to self-help and where possible assisting in the initiation of such structures.
- e) Continuation of involvement in the production of suitable education material.
- f) Developing a communication and collaboration network with the different organization involved in Drug prevention work.
- \* g) Visiting different cities within Nepal to assess the situation "on Site" and its development.
- \*\* h) Attending the IFNGO (International Federation of Non-Governmental Organisations for the Prevention of Drug Abuse) meeting in Malaysia.
- i) Providing material and input which would generate a widening of the Community's Response towards URBAN YOUTH DEVELOPMENT. This would include an invitation of two persons from overseas for a short period of time; 1 person to help develop audio visual materials, 1 person from Kaleidoscope Project LONDON to survey possibilities for URBAN YOUTH DEVELOPMENT and exchange with the various Nepali structures.

#### EVALUATION

- a) To complete the first formal survey on Drugs and Drug use Valley wide.

- b) Continuation of assessment of community's response to Drug Abuse prevention in particular assessing the effectiveness of the different efforts undertaken by the various groups within the community.
- c) At the end of the Programme to conduct a follow up survey to assess change.

## PERSONNEL

Since the death of the Programme's counterpart it is felt that because of near completion of Programme, the contracting of a full time counterpart would not be beneficial; rather it would be helpful to contract persons on a short-time basis from the various Nepali organisations for a) help b) training.

\* The visits of the various cities within Nepal will be carried out by the Programme and one counterpart from a national body (DAPAN = Drug Abuse Prevention Association Nepal) who can facilitate ongoing activities and programmes.

\*\* The UMN Drug Abuse Programme has established a good relationship with the IFNGO and is now in a position to make valuable contributions through personal contacts as well as papers which is hoped to have a positive effect for the further development of drug abuse prevention. At the forthcoming meeting UMN DAPP would like to make a presentation on AIDs and the likely impact it may have on NGOs involved in the area of rehabilitation.



## NUTRITION CONSULTANT

Annual Plans - 1988-89, 1989-90, 1990-91

### 1. Description

The Nutrition Consultant is involved in maintaining or improving nutritional status in UMN-related population groups, contact or target groups by increasing awareness and knowledge of nutrition, increasing knowledge and understanding of nutrition-related behaviours, maximizing positive attitudes toward nutrition and nutrition education among personnel in health and other disciplines, and assisting in the integration of nutrition into other programme disciplines such as agriculture, NFE, sanitation, appropriate home and village technology, etc. Similarly, assistance do extended to HMG/N-related programmes, NGOs, and other projects when there is opportunity and when schedule permits.

### 2. General Objectives

1. To assist in recruitment and/or training of nutrition personnel.
2. To provide opportunities for orientation and continuing education of UMN personnel, and others as feasible.
3. To do nutrition writing for the benefit of UMN and others.
4. To produce or assist in the production of nutrition and health education materials.
5. To encourage and assist in the integration of nutrition into other disciplines, for the welfare of individuals and communities.
6. To obtain and share practical and up-to-date food and nutrition information through every feasible method.
7. To provide guidance in nutrition and nutrition-related planning and assessment.
8. To research into the knowledge of practical nutrition, the effects of nutrition on health status, nutrition-related behaviors and behavioral change.

There is nutrition material from the Asrang survey which was ready to be put on computer (or is on disks) but this work somehow was not done and therefore certain sections are not included in the survey report. This work needs to be completed. The Nutrition Rehabilitation Center and the Home-based Nutrition Rehabilitation Programme have valuable information/data which should be studied as soon as possible.

Activities	N.C-1 1988-89	N.C-1 1989-90	N.C-1 1990-91	N.C. + Assist. 1988-91	Resources needed 1988-91
1. Project visits, as time permits. May include the following: 2)3) 4)7)8)9)11)12)	C	C	C	S	Strong secretarial assistance (SSA) before and after visits.

2. Consultation, oral and correspondence.	C	C	C	S,I	SA
3. Orientations in food and nutrition, both formal and informal.	C	C	C	S,I	SSA before and after Nutrition Week for LOP, plus additional helper (occasional)
4. Seminars and workshops when possible.	I	C	C	S,I	SSA
5. Writing, for UMN and wider circulation.	C	C	C	S,I	SSA, translation services
6. Production of nutrition materials, mainly done in cooperation with UMN projects/programmes, HMG/N- or U.N.-related programmes or NGOs.	C	C	C	S,I	SSA, NFE, DCP
7. Research Surveys will be carried out (implemented by projects). Data collection and analysis will be done mainly in collaboration with projects, with the technical assistance of P. & E. Department.	C (A s r a n g s. n u t r.)	C (C D H P N R C.)	C	S,I	SSA, Planning and Evaluation Dept., translation services.
8. Evaluation will be done through use of feedback from projects, requests for information and materials, survey, diaries, interviewing, observation, photography, stories, etc.	C	C	C	S,I	SSA
9. Initiation of responses/activities in line with UMN and national needs.	C	C	C	S,I	SA



10. Personal professional education, as possible. May include reading, field trips, seminars, workshops, clubs, associations, congresses, etc.	C,I	C,I	C,I	S,I	SA
11. Liaison, non-UMN assignments (in-country). Includes maintaining contact, sharing of information and coordination with HMG Nutrition Cells, Joint Nutrition Support Project, IOM, and other agencies and professional groups or individuals with nutrition interests.	C,I	C,I	C,I	S,I	SSA
12. Nutrition integration efforts within UMN (HSO, EO, EID/RD, MSP etc).	O,I	I	I	S,I	SA
13. Non-UMN assignments (out of country)	O	O	O	O	

Code: C=continue; I=increase; S=shared; O=open to opportunity; SSA= strong secretarial assistance; SA= secretarial assistance.

#### 4. Personnel

Expatriate post:

Nutritionist

1988-1991

Nepali posts: 1

Other assistance as needed

## APPENDIX 29

### SECONDED WORKERS

Annual Plan July 1988 - July 1989

#### General objectives

1. To second health workers to the Institute of Medicine (IOM) for the training of Nepali health manpower.
2. To second staff to related Medical Institutions for service, training and research.

#### Plan 1988-89

##### 1. Nursing Secondments

To second senior Nursing staff to IOM Maharajgunj Nursing Campus for involvement in the basic Certificate level course and the post-basic Bachelor of Nursing Course. After the retirement of two UMN nurses in 1987, there will only be one in this position in 1988-89. There are more opportunities in similar positions and UMN should seek to recruit senior experienced nurses for teaching in the IOM.

##### 2. Other Secondments

- 2.1 MBBS Course, teaching Physiology and Immunology. This will continue until at least the end of 1989.
- 2.2 Psychiatry teaching and service. (See Plan for Mental Health Programme).
- 2.3 Training of Dental Health Workers. (See Plan for Oral Health Programme).

##### 3. Leprosy Research

To second a **doctor** and a **laboratory scientist** to Anandaban Leprosy Hospital as the Director and Senior Laboratory Scientist for the Mycobacterial Research Laboratory. This is fully supported by the Leprosy Mission to provide a referral laboratory in leprosy and undertake research in leprosy. The Leprosy Serology Survey supported by UMN in 1987-88 will be taken up by the MRL, and does not require its projected budget for the second year.

#### Personnel

##### Expatriate posts:

Nursing secondments	x 3
Physiology, doctor	1
Psychiatry, doctor	1
Psychiatry, nurse	x 2
Dentist	1
Leprosy research, doctor	1
Do. laboratory scientist	1
MCH advisor, Nursing Program	1



MEDICAL COORDINATORAnnual Plan July 1988 - July 1989

It was resolved that the Medical Screening of candidates be undertaken by Member Bodies according to UMN Medical Criteria and that this be given a two year trial period and the new system is to be reassessed at the end of that period.

In the last 12 months about 1 person a month has been repatriated for medical reasons. Of those repatriated for medical reasons 3 had insufficient psychosocial information in their medical selection papers which may have influenced their selection or assignment. Also there have been a number of incidences of significant psychosocial maladjustment or illness that could have been predicted preselection if more information had been available.

Two surveys have been carried out in the last 12 months:

1. Hepatitis Survey as the occurrence of Hepatitis among those who had regular 4-6 monthly Gamma Globulin is low. There is no indication to change the current policy of Gamma Globulin 6 monthly.
2. Nutrition Survey - Carolyn Gallagher surveyed all children under 7 years for their Heights and Weights as some mothers were concerned that UMN children are underweight. Though numbers are small and information is incomplete there appears to be a tendency for children between 6 months and 4 years to fall below the standards - though at birth and above 5 years they fit more within the normal range (Graph included).

Proposals

Increase in Health Surveillance of Board Appointees.

1. By changing Annual Questionnaire so that the doctor reviewing questionnaires will supply some general information to the Medical Coordinator and report the incidences of disorders such as Hepatitis, Typhoid, Meningitis, Encephalitis and Stress Related Symptoms requiring 2 or more weeks off work.
2. Add an Annual Questionnaire for all children, which will require regular height and weight measurements. Reporting all occurrences of infectious disease amongst children.

## APPENDIX 31

### RURAL DEVELOPMENT CENTRE, POKHARA

#### Annual Plans for 1988-1989

#### 1. Description:

The RDC, as a part of the UMN administration, is a service to the UMN rural development related projects/programmes. Its main task is to further integrated rural development work in the UMN in Nepal according to the needs of the rural people.

RDC seeks to do so by providing technical and professional support at the

- project implementation level
- UMN central administration level

To help to do this RDC has five specialist programmes:

- 1.1 The Animal Health Improvement Program (AHIP) aims to assist farmers to improve their animal husbandry and disease prevention techniques, using local resources as much as possible. This assistance is to enable them to treat common animal diseases with medicines available within the country, and to relate to their local government veterinary post. It provides training to farmers in courses at the RDC Farm (Pokhara) and maintains an extension service for follow-up through out the rest of the year. The RDC Farm is under the programme's responsibility and is also used as a practical demonstration area for different rural development activities related to other RDC programmes.
- 1.2 The Horticulture Agronomy Program (HAP) aims to help farmers to increase their production independently in UMN project areas according to their needs. It assists to increase the knowledge and skills of local farmers (e.g. grain storage, compost making, vegetable and fruit tree propagation), and of UMN agricultural staff in applied research and extension with special consideration to bio-ecological farming by organizing appropriate training courses.
- 1.3 The Rural Income Creation Program (RICP) aims to promote and support the establishment of income generation activities. This is done by providing specialist services to UMN projects and target groups (preferably communities) as feasibility studies, assistance in the planning of new programmes and technical, mercantile and marketing support to these activities. Expertises are provided in appropriate technology and food technology in context with rural industries. A marketing section is maintained in Kathmandu. Training courses for entrepreneurship development are to be established.
- 1.4 The Tree Planting and Forestry Program (TREES) provides support services to the UMN's forestry programs and seeks to coordinate the work with the aim of fulfilling UMN's Forestry Policy. Major activities are: providing a flow of technical information and material needed for the work; assisting extension service to spread awareness about forestry activities; organizing technical training courses for all level of people involved in forestry work; coordinating the research work of UMN's projects to avoid duplication. The role of women in forestry is being explored and from that appropriate suggestions for UMN's forestry work will be developed.
- 1.5 The Water System Consultancy (WSC) aims to assist UMN projects/programmes in the establishment and maintenance of water systems for communities in their areas. In doing that, the program provides support in undertaking surveys, design and installations of water systems. It organizes technical and maintenance training for local people and teams.



All programs are supported by the Administration Section, which maintains the RDC Library.

Staff from RDC programs visits projects, represent UMN rural development work generally, liaise with non-UMN projects and professional departments of HMG/N and provide various services necessary for the proper development and functioning of the work in the projects.

RDC also is able to second personnel to UMN projects for a limited time, helping to overcome man power problems.

## 2. Longterm Objectives

The Rural Development Centre, through its services as requested, seeks to enable:

- 2.1 That integrated rural development work be furthered in the UMN.
- 2.2 That UMN rural development projects be able to achieve their objectives through training, administrative assistance, information dissemination, technical advice and assistance, evaluation, research, liaison with other projects and institutions, studies, and encouragement.
- 2.3 That UMN administration in its rural development work be professionally and technically assisted in its long term planning and budgetting, policy formulation and implementation; and with the personnel recruitment and orientation.

## 3. Annual Objectives for FY 1988

All the RDC specialist programs have its own annual objectives. RDC in general seeks to enable:

- 3.1 That UMN rural development related projects through RDC being adequately served in their activities. (2.1, 2.2.)
- 3.2 That non-UMN organizations/projects and HMG/N agencies related to RD work getting to know and aware of UMN's RD activities. (2.3)
- 3.3 That the needs of women in rural Nepal receive special attention and equal consideration.
- 3.4 That the various RDC programs and the Pokhara area projects, and their work being supported and represented. (2.2, 2.3)
- 3.5 That the RDC staff improve their skill to be able to fulfill the given tasks. (2.2)
- 3.6 A longterm direction for RDC programs and RDC as a whole will be submitted to the UMN administration.

## 4. Activities for FY 1988

Beside the activities of the RDC specialist programs, RDC is:

### 4.1. UMN-related

- 4.1.1 Maintaining relations with the UMN Projects through the facilitators. (3.1)
- 4.1.2 Representing the UMN rural development related projects' activities wherever appropriate and desirable. (3.1)

- 4.1.3 Identifying training opportunities for the UMN project staff and providing support to attend those. (3.1. 3.5)
- 4.1.4 Providing advice to the UMN administration in the field of RD activities. (3.1. 3.6)
- 4.1.5 Producing "RD Resources". A Publication of the RDC as an information to all RD related projects and persons. (3.1. 3.2. 3.3. 3.4)
- 4.1.6 Serve as catalyst to aid projects in analyse and evaluate programs and activities on request (3.1. 3.4)
- 4.1.7 Serve members of the UMN Pokhara project area and others. (3.4)

#### 4.2 Non UMN-related

- 4.2.1 Establishing and maintaining liaison with non-UMN organizations/projects and HMG/N agencies. (3.2)

#### 4.3 Program-related

- 4.3.1 Providing support and representation to the RDC specialist programmes in carrying out their plans wheresoever appropriate though administrative and business services. (3.2)
- 4.3.2 Maintaining the RDC Library including dissemination of information on new publications and circulation of periodicals. (3.1. 3.4, 3.5)
- 4.3.3 Continuing to encourage the use of the Library by personnel in the UMN who are working mainly in rural development. (3.1. 3.4, 3.5)
- 4.3.4 Taking the recommendations of the Women Interest group and seek to implement them in the RDC Programs and activities. (3.3)
- 4.3.5 To fulfill the set targets within the projects necessary research work will be carried out through the various RDC programs and RDC adm. will give assistance in writing/editing reports or other technical communications.
- 4.3.6 Organizing planning sessions internally and with input from UMN projects and Administration in order to develop a proposal for long term direction of RDC. (3.6)

#### 4.4 In-house training

- 4.4.1 Providing on the job training to RDC staff to improve their skill necessary to fulfill the given tasks. (3.5)
- 4.4.2 Staff training is foreseen in participation of appropriate courses, seminar/workshops in and outside Nepals. The Expatriate staff will be encouraged to attend at least one seminar annually. Lessons in English will be provided for the Nepali staff.

### 5. Evaluation

A evaluation of the RDC programs will be done informally and the results included in the annual reports.



## 6. Personnel and Training

6.1 The following posts have been approved for UMN Board Appointees:

RDC Director  
Technical Writer Assistant to the Director  
Business Manager  
Animal Husbandry Specialist (AHIP in-charge)  
Veterinary Doctor (2)  
Agriculturalist (2)  
Product Development Consultant  
Marketing Consultant  
Food Technologist  
TREES In-charge  
Silvicultural Advisor  
Water System Consultant  
Asst. Water System Consultant

In addition to the above list of UMN Board Appointees 29 Nepalese are expected to fill positions in RDC.

SURKHET PROJECTSummary Annual Plan for 1988/891. Description

This project is located in Kunathari Panchayat (approx. 3,500 population) in Surkhet District, mid-western region. Coming from Surkhet, it is a one day walk west in a hilly area in the inner terai, with elevations between 400m and 900m. The project is working in the area of cottage industries, and at the same time it responds as much as possible to the felt needs of the people as they see their priorities. This is a process of learning from one another, arising awareness, changing values, creating a sense of service, caring for natural resources. The project is best described as an integrated rural development project.

2. Programs and objectivesAdministration

The administrative centre of the Project is in Badichaur, a village situated in the middle of the project area. There is a Liaison Office in Birendranagar which aims to service the project by having contacts with suppliers, government officials, UMN Headquarters and in arranging for the passage of visitors to and from the project.

Objectives

- A. To carry out the routine annual cycle of planning and reporting for programme activities and for the use of money in accordance with UMN regulations and as laid out in the agreement with the Department of Cottage and Village Industries.
- B. To liaise with the Rural Development Secretary, other UMN rural development related projects, HMG and interested visitors.
- C. To coordinate and facilitate the activities of different programmes, so that they can meet their objectives as well as carrying out ongoing evaluations of work done.
- D. To recruit staff, develop their skills and encourage greater team spirit and awareness of development issues.

Income Generation

The project will try to improve selected income earning activities based on local resources and skills, as well as, be to prepared to introduce new skills and technologies where deemed feasible.

Objectives

- A. The project will survey and test with a small scale trial at least one new technology or improve one locally available skill.
- B. The efforts of this programme should improve the skills and productive capacity of people in general. However, it will be the specific concern of the project that disadvantaged groups such as women and low castes will be included in the work.



## Non - Formal Education

The inclusion of this programme within the project activities is a recognition of the importance attached to meeting people in their own situation, creating forums of learning (on both sides) in which motivational and awareness raising work can be engaged in as well as where basic skills such as literacy can be taught. This programme aims to have a close ear to the pulse of the community, informing the project of areas of interest where the people are ready to move into, especially disadvantaged groups. The Non Formal Education Section will be seen increasingly as the vanguard of other programmes, preparing people for the implementation of activities of their choice.

### Objectives:

- A. To respond to requests from communities to conduct literacy classes.
- B. To provide follow up opportunities for those who have attended literacy classes in order for them to maintain and practice their skills.
- C. To use non formal education methods to enable communities to become more aware of their situation in order to help solve their problems.

## Water Systems

HMG has declared that clean drinking water is one of the basic needs of the people of Nepal to be met by the year 2000. The majority of the people in the project and have also voiced this to be their need. So the project wants to respond to this since such systems contribute positively to the quality of life in the hills and benefit women especially.

Looking at agriculture in Kunathari Panchayat, it is recognized that the greatest single impact which can be made on the incomes of people in the area is to irrigate their land. Therefore the project will continue to respond to requests for small scale and technically feasible irrigation proposals as set forward by the people.

### Objectives

- A. Drinking Water  
To assist communities with the necessary technical and other resources to enable as many to have fresh clean water as close to their homes as possible.
- B. Irrigation  
To respond to peoples' requests for irrigation that are within the competence of the project to assist in and within the peoples' abilities to maintain them into the future, so as to increase income generating opportunities.
- C. Peoples' Participation  
To involve the people in all aspects of the planning and implementation of these systems so that in doing so their self confidence and awareness grows when seeing an initiative taken up and successfully completed.

## Erosion Control

The project area is still covered by large tracts of forest. There is however, a gradual and inevitable trend towards deforestation as the pressure on land increases with population growth. Also uncontrolled grazing by animals is adding to the process of deforestation.

The project understands its work as mainly motivating people to recognize the forest as an invaluable resource to be protected and utilized in a controlled way.

### Objectives

- A. To support HMG's policy of establishing panchayat forests.
- B. To raise awareness among people of the need to effectively manage and care for their forest resource.
- C. To work on systems and methods of erosion control.

### Health

The people of the panchayat area have from the beginning identified the lack of health facilities in their panchayat as a major concern of theirs. The project believes that a greater long term contribution can be made by health education through local practitioners. It will also run a small clinic twice per week as long as its presence enhances and does not threaten to overtake the preventive thrust of the work.

### Objectives

- A. To train and support local health volunteers in their service to the community.
- B. To run a basic health clinic.
- C. To offer a health input into Non Formal Education classes.

## 3.3. Evaluation

An informal programme evaluation will take place during the regular annual reporting process.

## 4. Personnel and Training

### 1. B.A. posts:

Team Leader  
Nurse  
Non - Formal Educator  
Water Systems Engineer  
Cottage Industries Coordinator

There are a total of 14 Nepali staff posts.

### Training:

One staff member is presently taking Msc studies. Other staff training will be of a non-formal nature.



LONG TERM PLAN

UMN involvement in:

GANDAKI BOARDING SCHOOL, POKHARA

March, 1988.

1. Description

The overall purpose of the school is to provide both boys and girls from different areas of the country and from all social and economic backgrounds with a high quality, all-round education of an international standard. Students work towards the Cambridge International Examination (GCE "O" level) as well as the National School Leaving Certificate (S.L.C.). English is increasingly being used as the medium of instruction. (In 1988, 8 out of 10 classes are in English medium).

UMN recognises the need to train high quality graduates who can compete nationally and internationally, and also recognises that this is better done inside Nepal than in other countries. The Regional School, along with the National School, seeks to meet this need. UMN believes it is able to make a positive contribution to the shaping of the first regional school, the prototype for the other four regional schools planned for Nepal. From the Christian standpoint, it has a particular desire to make it possible for poor students (many from remote areas) to attend the Regional School, and also it desires to be involved in character formation, leadership training and the fostering of a spirit of service, which are central aims of this school. At the invitation of HMG, the UMN, since the Regional School began in 1985, has been participating in this venture by sending personnel to help in teaching, training and administration, and also through its training and scholarship programme. In addition, UMN has assisted financially with certain approved projects.

2. General Objectives

UMN plans to continue involvement in the school by:

- a) Strengthening specific areas of school life by supplying UMN personnel to help in teaching, curriculum planning, training and administration, as per the agreement with HMG and outlined in the "Project Proposal for Regional Schools" (N.E.C., 1983);
- b) Assisting in the establishment of an English-medium school which will be entering all its students for S.L.C. in Grade 10 and selected students for the Cambridge Certificate in Grade 11;
- c) Assisting with the on-going training of Nepali academic staff, in preparation for English-medium Cambridge International "O" level examinations, and also the training of administrative (non-academic) staff;
- d) Helping needy boys and girls, including many from remote areas, to have a good quality education, through scholarship assistance;
- e) Encouraging and participating in, through its UMN personnel, activities which are directed to the fulfilment of the particular aims of character formation, leadership training and the fostering of a spirit of service;
- f) Seeking to help the school in any way possible, consistent with its aims and purposes. (UMN will speak to issues of policy and practice through its representative on the School Management Committee).

### 3. Plan

a) Personnel (See 2 (a) and (b) above and time projection chart at (d) below). (As at March, 1988)

#### i) Approved Posts

Headmaster .....filled  
Administrator/Bursar .....filled  
Junior School Supervisor .....filled (until July, 1988.)  
Science Department Head .....vacant (offer)  
English Department Head .....vacant (offer)  
Mathematics Department Head .....filled  
Physical Education Department  
Head/Extra-Curricular Activities .....vacant (required immediately)  
Scholarship Officer/Extra-Curricular Activities (awaiting approval  
from HMG as an Approved Post) .....filled

#### ii) Request for 5 additional Approved Posts (Required immediately)

1. Co-ordinator of "O" level Curriculum Development.
2. Science teacher.
3. Mathematics teacher
4. Teacher of English as a Second Language.
5. Building Supervisor.

#### iii) Long-term Plan

Where suitable Nepali staff can be employed to fill expatriate posts, the UMN will offer counterparts in the first case, planning to withdraw these workers whenever it is judged that the school is mature and ready to continue without their aid. In any case, it is planned to withdraw UMN personnel from these leadership posts 5 years after the first students sit their "O" level examinations. After this, UMN will consider further assistance if requested by HMG, and will continue to offer scholarship support.

b. Teacher Training (See 2(c) above)  
(as already resolved - refer ECC-9/87)

UMN will continue to assist in the training of GBS academic staff (Separate plans for training of Administrative staff are attached).

Current plans are as follows:

#### Academic staff

##### 1988

One History teacher (B.A. Madras).

One Maths. Teacher (M.Ed. Kathmandu).

##### 1989

One History teacher (cont.).

One Science teacher (teaching in the U.K. or Australia).

##### 1990

One English teacher (teaching in the U.K. or Australia).

One Nepali teacher (course in Nepali literature).



Note: The training requested for the Science and English teachers involves experience in "O" level boarding schools in Western countries. No appropriate training experience for them is available in Nepal. This could well be the pattern to be followed in the future.

The training plans outlined above are a minimum. If it is possible to fill quickly the UMN posts, other Nepali teachers could be released for training. There will also continue to be other "on-the-job" training opportunities for staff at GBS and Budhanilkantha Schools.

c) Scholarship Assistance (See 2(d) above)

There are currently 88 boys and girls on scholarships at GBS -- some 22% of the school enrolment. UMN will seek to increase the number and proportion over the coming years.

d) Other needs (including personnel)

The school plans (a) to offer its first group of Class 11 students for the Cambridge International Examination in 1991, (b) to continue its present policy of a 2-stream intake (by 1992 there will be 2 streams in all classes, except Class 11, the "O" level class), and (c) to continue its present policy of admitting girls (by 1993 there will be girls in all classes, 4-11).

Rationale for two streams in Classes 4 to 10  
(Currently there are two streams in Classes 4-6)

1. It will be possible to have a larger "O" level class of suitable students, otherwise Class 11 will be non-viably small.
2. It will be possible to have two parallel (S.L.C. and "O" level) classes in each year group.
3. It will be possible to reduce class size (currently there are 40 plus in several classes).
4. It will be possible to make better use of boys' boarding facilities, otherwise by 1991 the boys' hostels will be about 25% empty.
5. It will redress the current school imbalance (half single-stream and half double-stream), and be possible to make fuller use of existing educational resources (books, science materials, etc.).
6. It will more adequately meet the heavy demand for places in the Regional School.
7. It will make possible a stable staffing situation.
8. It will be more cost efficient.

It is planned to increase the numbers of students and staff, as follows:

ITEM	1988	1989	1990	1991
i) <u>Students</u>				
<u>Total</u>	395	430	465	500
Boys	335	348	360	373
Girls	60	82	105	127
Boarders	325	360	392	424
Day students	70	70	73	76
ii) <u>No. of classes*</u>	10	11	12	14 inc. 11th
English -medium	8	10	12	14
classes (classes 4-8)		(classes 4-9)		
Nepali-medium	2	1	NIL	NIL
classes (classes 9-10)		(class 10)		
iii) <u>No. of Teachers**</u>				
<u>Total</u>	24	27(34 needed)	36 needed	38 needed
UMN	4	5(12 needed)	12 needed	12 needed
Salaried (Nepali)	20	22	24	26
iv) <u>Pupil - Teacher</u>				
Ratio	16.5:1	16.5:1	16:1	15.5:1
v) <u>No. of Support Staff</u>				
<u>Total</u>	48	49	50	52
UMN	2	2	2	2
Salaried (Nepali)	46	47	48	50
	(Review	(Review H.M.		
	Jun. Sch.	& Bursar		
	Sprvsr. Post	Posts?)		

\* In 1992 there will be 2 streams in all classes, requiring 15 classrooms.

\*\* Two more Nepali teachers will be needed in 1992.



To fulfil the above plan, the following UMN assistance is requested:

- i) Financial assistance with capital projects - additional classrooms and living accommodation, etc. (See attached time projection chart).
- ii) Additional personnel (see above).
- iii) Ongoing assistance with training (see 3(b) above, and attached details for Administrative Staff training).

#### Training of Administrative Staff 1988-90

##### 1. Courses

To help in the development of the staff in the administrative department, it is proposed that the following plans are followed:

1. Miss Joshu Gurung	1988/89	Secretarial Course UMN Business School
2. Mr. Shanka Shrestha	1988	Management Course Admin. Staff College
3. Mr. Nanda Prasad Gurung	1989	Management Course Admin. Staff College
4. Mr. Krishna Bahadur Thapa	1989	Supply Management Course ??
5. Maintenance Department (3 people)	1989	Refresher Course BTI plumbing, welding, electrical
6. Catering Department Head cook and one other	1989	Catering Course ??
7. Mr. Kapil Prasad Siwal	1990	Financial Accounting ??

In addition to the above, the following will be pursued:

2. In-service training: Where appropriate staff will be encouraged to widen their knowledge beyond the limits of their actual job, and to deepen their knowledge of their work, through in-service training by members of staff.
3. Short Courses: Staff will be encouraged to attend short courses and seminars where they are appropriate to their work.
4. External trainers: If the need is identified, and suitable trainers are available, the possibility of inviting external trainers to the school will be pursued.

The above is subject to finances being available.

-CAPITAL EXPENDITURE PLANS 1988 - 92

S.No. Name of Project	1988--- Feb. 1989	1989--- Feb.1990	1990--- Feb.1991	1991--- Feb.1992
<b>A NEW BUILD</b>				
1.Build/install water tank	2,00,000			
2.Staff Housing				
Phase 1 (4 Units)	7,80,000			
Phase 2 (3 Units)		6,60,000		
Phase 3 (3 Units)			6,60,000	
Phase 4 (3 Units)				6,60,000
3.Hostel for class 11			12,00,000	
4.Classroom block				
Phase I	12,00,000			
Phase II			24,00,000	
<b>B. IMPROVEMENTS/REPAIRS</b>				
1.Gymnasium floor/stage /ball court	2,50,000			
2.Junior staff housing				
Phase I	2,50,000			
Phase II		2,50,000		
3.Science block upgrading	2,00,000	2,00,000		
4.Boys hostel improvements	2,25,000	3,00,000	1,50,000	75,000
5.Electrical Refurbishment		3,00,000	3,00,000	
6.Sewerage Improvements				3,00,000
<b>C. EQUIPMENT</b>				
1. Science "O" level	10,00,000			
2. Kitchen Modernisation			1,50,000	
3. Office Equipment	1,50,000	2,00,000		
4.Library Resources	2,00,000	2,00,000	4,00,000	
5.Tools for maintenance department and Industrial Education	2,00,000			
<b>TOTALS</b>	<b>46,05,000</b>	<b>21,10,000</b>	<b>52,60,000</b>	<b>10,35,000</b>

Grand Total = 1,30,10,000

N.B. The costs quoted are estimates at current (1987/88) prices. It is probable therefore that all the costs will increase with inflation.



# Notes on capital expenditure plans 1988-92

## General:

These plans have been drawn up after carefully considering the implications of the two stream system and the introduction of "O" level courses, as outlined on page 3 above. The costs of training have not been included.

## Notes on specific items:

A1: The main water tank was removed 2 years ago due to disrepair. A new tank is considered essential to give adequate pressure to the hostels.

A2: Housing - Housing in the village is becoming increasingly expensive, and the policy of the school is to house teachers and certain other staff on the campus. Over the next 4 years the increased needs are as follows:

<u>Needs:</u> Staff currently living outside school	5 units
Additional Senior Administrative staff	2 "
Additional teaching staff (2 per year for 4 years)	8 "
Replacement of UMN staff	1 "
	<u>16</u> "

## To be met by:

Feb. '89:	Girls' hostel	2 units
	New block of	4 "
Feb. '90:	New block of	3 "
Feb. '91:	Class 11 hostel	1 "
	New block of	3 "
Feb. '92:	New block of	3 "
		<u>16</u> "

Estimated costs quoted include furnishings.

Proposed UMN staff will still need to be housed outside the campus.

A3: Class 11 hostel - to be completed in time for the first "O" level class in 1991.

A4: Classroom blocks - to introduce the two stream system throughout the school, one more classroom per year is required over 4 years; in addition, a room for class 11 in 1991. Other necessary additions included are optional room, library extension, tutorial English room, Home Science room, offices for Nepali, Social Studies, Junior Departments. Due to the layout of the school, it is proposed that these additional rooms are built in 2 separate extensions.

TOTALS

Grand Total = 1,30,10,000

N.B. The costs quoted are estimates at current (1987/88) prices. It is probable therefore that all the costs will increase with inflation.

LONG TERM PLANJUMLA PROJECTJuly 1988 - July 19913 Years1. Project Description

The UMN is assisting HMG/N in the establishment and successful operation of the Karnali Technical School (KTS), including construction, equipping, developing and implementing of three practical courses offered in construction, health and agriculture; the training of staff, and all aspects of administration and support facilities. In support of the KTS program, UMN is involved in agriculture extension, community health and development, appropriate technology, forestry, and short-term technical training. Non-KTS-related UMN work includes forestry extension and seconding staff to local schools including a UMN tutorial group.

The purpose of the programme is to assist in the development of the Karnali zone of Nepal. The key to the project is taking local students, training them in the local setting with locally needed skills and then HMG/N employing them (or private enterprise) in their home areas.

Any of the three practical courses offered by KTS could be modified or new courses substituted, including Primary School Teachers or Forestry Workers, if found necessary or appropriate. This is part of the reason for the non-KTS related work. Other reasons include getting good practical opportunities for students and assisting in the general development in the subjects of expertise the project can offer. With Forestry there is also the intention that UMN would plant trees in excess of those cut for KTS construction and firewood purposes as well as assisting others in forestry work.

The work is covered by an agreement between HMG/N Ministry of Education and Culture and UMN. This five year agreement expires on 4 May, 1991.

2. General Objectives1. Karnali Technical School

- a) Construct and equip the physical facilities of KTS.
- b) Develop the instructional materials and administrative systems, including the structure for work involvement for training students in the work situations.
- c) Train up to 192 students (including 4th year on-the-job trainees) at a time in a 4 year programme. Each student will study in one of three practical courses.
- d) Organise long term (more than 6 months) higher training at institutions for selected staff.
- e) Train local persons both formally and informally in useful skills, and follow up on training given. (Courses 1 week to 3 months duration).



## 2. Other Educational Work

- a) Assist in non-KTS educational institutions.
- b) Run a Tutorial group for UMN children.

## 3. Community Health

- a) Assist in the operation of MCH and antenatal clinics, and maintain relationships with other Jumla-based health agencies.
- b) Plan and implement other community health activities to meet existing needs and which are appropriate for the KTS Programme.

## 4. Reforestation

- a) Develop and manage KTS forest, and assist others in forestry.

## 5. Other agencies

- a) Relate to other development activities in Jumla, to co-ordinate UMN activities and facilitate other's programmes as possible.

## 6. Community Development

- a) Encourage KTS students and graduates in the field, and offer help in implementating what they have learned.
- b) Assist with or run courses for local people to meet their needs principally in areas where KTS and JUMP have programmes.
- c) Study UMN proposals for Rural Development work to see if it is possible to implement such a programme under the next agreement with HMG and using KTS/JUMP as a base.

### Geographical Spread

UMN workers homes all within a maximum of 1 1/2 hours walk apart.  
Most work is undertaken locally or within a 1/2 days walk of KTS.

Community activities e.g. Health, Forestry and Planning for a future agreement are restricted to the Jumla district. In special cases, where it seems desirable, on a case by case basis, in order to maintain and support other desirable relationships, (e.g. KTS graduates) work may come outside this area.

Recruitment and follow-up of KTS students: This covers the whole of Karnali zone plus the districts of Bajura, Dailekh and Jajarkot.

### Budget

Total budget	1980 - 1991	=	Rs.37,711,000
Amount spent up to	14/1/88	=	Rs.24,171,000
Amount remaining (for 3 1/2 yrs.)			Rs.13,540,000

(i.e. approx. Rs.4,000,000 per year.)

The total budget should be about sufficient, but there will need to be changes for individually budgeted items.

Staff	1988/89	1989/90	1990/91	1990/92
UMN	18	18	16	16
Nepali				
Salaried staff	18	18	18	?
Daily wage workers	70-170	70-170	70-170	?



### 3. ACTIVITIES

	1988/1989	1989/1990	1990/1991	1991/1992 Projection
1. <u>Karnali Technical School</u>				
a) Construction	2 1/2 buildings & minor works	3 1/2 buildings & minor works	2 buildings & minor works	None
b) Equipping	On going			None
2. Instructional materials etc	Original manuscripts		Revisions	?
3. Student body size	140 students	increasing	increasing	192 maximum
4. Higher staff training	4 staff	4 staff	4 staff	?
5. Short courses	3 courses	3 courses	3 courses	?
2. <u>Other Educational Works</u>				
1. Non-KTS Educational Institutions	1 primary school teacher	2 primary school teachers	2 primary school teachers	continue or alter to teacher training
2. Tutorial group	1 teacher			continue
3. <u>Community Health</u>				
1. MCH & other clinics	1 MCH nurse midwife			?
2. CH extension with KTS	1 worker			continue or work at least partially independently
4. <u>Reforestation</u>				
a) KTS forestry )	1 UMN forester			?
b) non KTS forestry )				Continue
5. <u>Other Agencies</u> Interaction	Informal and ongoing			continue
6. <u>Community Development</u>				
1. Encourage KTS students/graduates	Ongoing			continues either formally or informally
2. Short courses for local people's needs	Ongoing with KTS (refer to 1.5 above)			"
3. Prepare for new agreement	Prepare draft plan	Study plan and see if realistic	Negotiate agree ment with HMG	Implement

#### 4. PERSONNEL

<u>UNN Posts</u>	<u>Per agreement with HMG</u>	<u>1988/89</u>	<u>(currently expected)</u>	<u>1989/90</u>	<u>1990/91</u>	<u>1991/92</u>
KTS Posts	11	10	(7)	9	6	13 (extension posts)
Other education	3	3	(1)	3	3	3
Community Health	1	1	(1)	1	1	1
Reforestation	1	1	(1)	1	1	1
Building	3	3	(1)	3	3	1
Project Management	2	2	(2)	2	2	2
<u>Total</u>	<u>21</u>	<u>20</u>	<u>(13)</u>	<u>19</u>	<u>16</u>	<u>10</u>
Maximum to be posts filled		18		18	16	16 (i.e. 6 new posts could be made and filled)
<u>Nepali Salaried Staff</u>						
Business Office incl. Stores		5		5	5	
Building Department		8		8	8	
Forestry		5		5	5	
<u>Total</u>		<u>18</u>		<u>18</u>	<u>18</u>	
<u>Daily wage workers</u>						
Some work is seasonal. Expected lower & upper limits given						
Building site		40 - 120		40 - 120	40 - 120	
Sawmill		10 - 20		10 - 20	10 - 20	
Forestry		20 - 30		20 - 30	20 - 30	
<u>Total</u>		<u>70 - 170</u>		<u>70 - 170</u>	<u>70 - 170</u>	





## THE UNITED MISSION TO NEPAL

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Treasurer : Mr. E. Wennemyr

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To: Members of the UMN Board, 1988

21st December, 1988

Dear Friends,

Please find enclosed a copy of the Minutes of the meetings of Board, Executive Committee and Finance Committee held last month. We will hold up the final binding of these into a booklet until you have had an opportunity to comment, and we will welcome any suggestions you may have to make concerning corrections in the minutes of the meetings which you attended.

We do again thank you warmly for coming to be with us in November, and for your participation and fellowship through these meetings. It will mean a lot to us through the months ahead to know of that continued partnership and prayer, not only in the opportunities of each day, but as we seek to discover the Lord's will and plan for the future.

May 1989 be filled with God's joy and blessing for each of us.

With sincere greetings,

Betty Young  
Secretary

UMN BOARD OF DIRECTORS

Minutes of the Meeting held in Kathmandu

19-21 November, 1988

The Annual Meeting of the Board of Directors of the UMN was held at the Blue Star Hotel, Kathmandu. Sessions began at 7 p.m. on Saturday, 19th November, and continued through to 5 p.m. on Monday 21st November.

Dr. Leon Morris led the Bible studies on the first evening and the two successive mornings, and his ministry was greatly appreciated.

BD-1/88. Schedule of Membership and Roll Call. The schedule of membership of the meeting was as follows, with delegates present as indicated:

A) Member Bodies and their delegates:

Assemblies of God - Rev. Andrew McCabe  
Baptist Missionary Society - Miss Joy Knapman  
Christian Church (Disciples) - Dr. Ruth Catton (absent)  
Church Missionary Society, Australia - Rev. David Claydon  
Church Missionary Society, UK - Mr. Malcolm Warner  
Church of North India - none  
Church of South India - Bishop M.C. Mani  
Committee for Service Overseas, Germany - Mr. Christoph Dehn  
Church of Scotland - Bishop John Ghose (absent)  
Danish Santal Mission - Mr. Jorgen Pedersen  
Evangelical Free Church of Finland - Miss Riitta Siikanen  
Evangelical Lutheran Church in America - Rev. Warner Luoma  
Finnish Evangelical Lutheran Mission - Rev. Paavo Kilpi  
Gossner Mission - Mrs. Barbel Barteczko-Schwedler  
Interserve - Mr. Richard Clark  
Japan Antioch Mission - Rev. Minoru Okuyama (absent)  
Japan Overseas Christian Medical Cooperative Service -  
Dr. Kozo Tamura  
Korea Christian Medico-Evangelical Association - Mr. Hong Bom Kim  
Mennonite Board of Missions - Mr. Ronald Yoder  
Mennonite Central Committee - Mr. Paul Myers  
Methodist Church, UK - Rev. Swaminathen Jacob  
Norwegian Himal-Asia Mission - Mr. Einar Kippenes  
Orebro Mission - Mr. Erling Wennemyr  
Presbyterian Church in Canada - Mr. Glen Davis  
Presbyterian Church in Ireland - Rev. Terry McMullan  
Presbyterian Church Synod, Mizoram - Rev. Lalpianga (absent)  
Presbyterian Church, USA - Dr. Carl Friedericks  
Regions Beyond Missionary Union - Rev. Geoff Larcombe  
Swedish Free Mission - Mr. Billy Johansson  
Swiss Friends for Missions in India & Nepal - Mr. Fredi Grob  
Tear Fund, UK - Rev. David Applin  
United Church of Canada - Mr. Jack Lakavich (absent)  
United Church of Christ in Japan - Rev. Yozaburo Kimijima (absent)  
United Methodist Church, USA - Miss Marge Mayer  
Wesleyan Church, Dr. Earle Wilson (absent)  
World Concern - Mr. Paul Kennel  
World Mission Prayer League - Mr. Bob Andrews

B) Christian Church in Nepal representatives:

Dr. Rajendra Rongong  
Mrs. Mannu Rongong



C) Co-opted members:

International Nepal Fellowship - Dr. Bill Hawes  
Leprosy Mission - Dr. Wim Theuvenet

D) Ex-officio members:

Executive Director - Mr. Howard Barclay  
Treasurer - Mr. Lynn Miller  
Personnel Secretary - Mr. Graeme Guger  
Education Secretary - Mr. David McConkey  
Asst. Education Secretary - Mr. Ryohei Takatsu  
Engineering & Industrial Development Secretary - Mr. Lionel Mackay  
Asst. Engineering & Industrial Dev. Secretary - Mr. Wynn Flaten  
Health Services Secretary - Dr. Trevor Strong  
Asst. Health Services Secretary - Dr. Ken Snider  
Rural Development Secretary - Mr. Jim Alexander  
  
Education Department representative - Mr. Mark Keller  
Engineering & Industrial Department representative -  
Mr. Gordon McConkey  
Health Services Department Srepresentative - Dr. Graham Toohill  
Rural Development Department representative - Mr. Henk Ymker  
Annual Conference representative - Mr. Peter Quesenberry.

E) Observers:

Committee for Service Overseas, Germany - Mr. Hermann Luehrs  
Church World Service - Dr. David Barnhart  
Evangelical Lutheran Church of America - Dr. Jerry Yovonie.

BD-2/88. Agenda. The Agenda was adopted as presented by the Executive Director.

BD-3/88. Confirmation of Minutes. The Minutes of the Board of Directors meeting held 24-26 November, 1987 had been circulated to all members present at that meeting. It was RESOLVED to accept these, and to affirm them as a correct record of proceedings.

BD-4/88. Orientation Session. On the opening evening session of the Board, slides illustrating the work of the mission were presented, and explanatory commentaries given by the Executive Director, Treasurer, Personnel Secretary and the four Department Secretaries.

BD-5/88. Tribute to Gordon Ruff. Gordon Ruff made a significant contribution in the life of the UMN, especially in the years 1966 to 1979. His first involvement was as a Board member, representing the UPC, USA from 1966 to 1975. During that whole time, he was a member of the Executive Committee. One of his special contributions was on the Finance Committee for six years, both as a member and as its Chairman. Gordon was Vice President of the Board for three years, and President for two years: a very significant achievement.

Following his service at this level, Gordon was appointed Executive Secretary (Director), and after regular language study he took up his appointment in June 1976, serving a three-year term in this position. He concluded this service to UMN, and accepted the position of Acting Treasurer from June to October 1979, before retirement. At Board level and in administration, Gordon exhibited strong and valuable leadership ability from which the UMN has greatly benefitted. He was one of God's good gifts to the Mission.

Gordon was born in September 1914 in California, and, after completing a Masters Degree in Divinity at Princeton Theological Seminary, was ordained into the ministry in May 1943. Gordon served as a missionary to India from 1947 till his transfer to Nepal in 1976: in

all a total of 32 years in overseas ministry. Following his retirement he continued an active interest in the work of UMN, and led groups of interested friends to visit India and Nepal, thus enlarging the vision of many Christians to the work of God's kingdom overseas.

News was received in May 1988 of Gordon's sudden collapse and death while playing golf. We remember the faithful support of his wife Peggie through all the years overseas, and her ministry among us. May the God of comfort give her and the members of the family His peace and strength at this time of loss.

BD-6/88. Changes in Schedule of Membership.

- a) Church of Scotland: It was noted that the member body formerly listed as the Darjeeling Diocesan Council & Church of Scotland will now be known as the Church of Scotland, with the understanding that the Darjeeling Diocesan Council is a part of the Church of North India.
- b) Methodist Church in India: It was RESOLVED to accept the Methodist Church in India into the membership of the UMN, with gratitude to God for their interest and participation.
- c) Presbyterian Church in Korea: The Executive Director was encouraged to continue negotiation with the PCK with a view to possible membership next year.

BD-7/88. Moratorium on membership of new non-Asian member bodies. After a very full discussion, the following decisions were taken:

- a) It was RESOLVED to continue the moratorium on the membership of new non-Asian member bodies. However, in view of differing opinions, the Executive Committee is requested to take up the matter for further discussion in April, and to bring back a report to the next meeting of the Board.
- b) In view of UMN's desire to demonstrate the universality of the Gospel by increasing the participation of Asian appointees, it was RESOLVED:
  - i) To encourage applications from Asian organisations for membership in UMN;
  - ii) To encourage member bodies to send Asian representatives to the Board where appropriate and possible;
  - iii) To encourage member bodies to recruit Asians for service in the UMN.
- c) Individuals with concerns in relation to the size of the Board meeting were requested to correspond directly with the Executive Director.

BD-8/88. Annual Reports and Financial Statements for the year 1987/88. The written annual reports and statements from the Executive Director, Treasurer and Department Secretaries were noted. Important items were high-lighted, and the Executive Director reported on current developments in the country. Of special note was the signing of four agreements within the past six months:

- Health Services agreement and Patan Hospital agreement;
- Andhikhola Project Irrigation Program agreement;
- Institute of Technology and Industrial Development, Butwal agreement;
- Surkhet Project agreement.

It was RESOLVED to receive the annual reports as follows:



- Appendix A - Executive Director's Report
- Appendix B - Treasurer's Consolidated Statement
- Appendix C - Headquarters Project Report
- Appendix D - Missionwide Support Project Report
- Appendix E - Education Department Report
- Appendix F - Engineering & Industrial Development Dept. Report
- Appendix G - Health Services Department Report
- Appendix H - Rural Development Department Report.

The project summary annual reports were also available for Board members who wished to take them.

- BD-9/88. North American Consultation. The Executive Director reported on consultation visits to the home offices of member bodies in North America in April/May of this year, which had proved to be very helpful. A one-day consultation was also held in London with a number of UK member bodies.
- BD-10/88. 35th Anniversary. It was noted that the UMN will celebrate its 35th anniversary in March 1989, and encouragement was given for the preparation of a special publication to mark the event.
- BD-11/88. Report from Selection Committee. The Convenor of the Selection Committee appointed in EC(1)-10/88 reported on progress made. The member body delegates were challenged to consider their responsibility in the suggesting of names of suitable candidates for the post of Executive Director.
- BD-12/88. Relationship with the Church. A number of Church representatives shared discussion with the Board for part of one session, and their input was received with deep interest. It was noted that expressed areas of needed assistance include leadership training, adult literacy, and skill-development and income-generating programs.
- BD-13/88. Personnel Report. The Personnel Secretary presented a written report, and encouraged member bodies to continue to seek suitable, competent people for service with the UMN. Improvements made in personnel administration have been appreciated by member bodies, and further suggestions were submitted.
- BD-14/88. Human Resources Management report. Ref. BD-14/87. A follow-up report was received and noted. Appreciation was expressed for this report, and for the way administration has worked to meet the needs high-lighted in the original evaluation. It was agreed to accept the proposal of the Executive Committee in EC(2)-11/88 that this be regarded as the final report.
- BD-15/88. System of Planning and Reporting. The initial document was noted, and it was agreed to endorse the action of the Executive Committee in EC(2)-14/88.
- BD-16/88. Long Term Plans. A verbal report was received, and it was noted that a study of the subject is being continued. The formation of Long Term Plans will be dependent on the outcome of the study of the revised system referred to in BD-15/88. A paper on growing urbanisation was also received, and noted with interest.
- BD-17/88. Industrial Development Evaluation. The action of the Executive Committee found in EC(2)-30/88 was noted, and affirmed.

BD-18/88. Small group discussions. The Board divided into five small groups for discussion in one session, and concerns were brought back to the plenary session of the Board by the Rural Development group, these concerns centering on the importance of forestry programs and the need for emphasis on women's affairs in the country. After discussion it was RESOLVED to accept this report, and to approve the following resolution:

- Women's Affairs. The Executive Director is requested to formulate goals, strategies, policies and administrative structure for the handling of women's affairs within the UMN program, for review and approval by the Executive Committee, and for subsequent adoption by the Board of Directors at the November 1989 meeting.

BD-19/88. Nepaliation. A number of papers written by senior UMN administrative staff were presented to the Board, and note was taken of the action in EC(2)-29/88. It was RESOLVED to receive the papers; to welcome the Executive Committee action; and to request the EC to appoint three members to work with the Executive Director and Erling Wennemyr as a Working Committee appointed by the Board to study further the issues of Nepaliation raised in the papers presented. The Working Committee is requested to report back to the Board, and contributions from each Board member are invited in the light of current discussions. Specific issues addressed should include:

- Why is the UMN here?
- What is the permanence of the UMN?
- What is its relationship to the Church?

The object of the study should be to consolidate existing material and pinpoint issues, rather than to make a definitive statement.

BD-20/88. Annual Conference, 1988. The Annual Conference representative, Peter Quesenberry, presented an interesting report on the Conference, held in May this year. The spiritual ministry of Dr. Gottfried Osei-Mensah was greatly appreciated by the large number of UMN Appointees gathered.

BD-21/88. UMN Constitution. Ref. BD-12/87,a. The Constitution had been amended to include the changes requested by the Board in 1987, and the newly revised version had been circulated to members two months before this meeting. It was RESOLVED to accept and approve the amendments, and to ratify the action of the Board in 1987, adopting this Constitution as valid from the date of this present meeting. The revised Constitution is found in Appendix J to these Minutes.

BD-22/88. UMN Bye-laws. Further to BD-12/87,b, study and correspondence had continued throughout the year on the revised Bye-laws, and an amended version had been circulated to member bodies and Board members two months prior to the present meeting. Further minor amendments were also forwarded by the Executive Committee, largely of an editorial nature, and it was agreed to include these changes also.

It was RESOLVED to approve the finally amended Bye-laws as found in Appendix J, valid from the time of this meeting. Sincere appreciation was expressed for the detailed work carried out on this document by administration.

BD-23/88. Proposed amendments to Bye-laws. It was RESOLVED to recommend to the Board meeting of 1989 that the following further sections be included in the Bye-laws:

- a) 6.4.9. The concerned Heads of Institutions, Project Directors and Department Representatives shall be invited to



Extended Coordinating Committee sessions to deal with the following:

- Recommend medium/longterm and summary annual project plans and budgets;
- Monitor annual plans, reports and financial statements against the approved medium/longterm plans.

b) 9.2. new 6. To report to Finance Committee any supplementary budget actions taken by Coordinating Committee.  
(Renumber following clauses in 9.2.)

BD-24/88. Nominating Committee. A Nominating Committee had been appointed early in the meeting to bring to the Board recommendations for the appointment of Executive and Finance Committee members for the coming year. This committee was comprised of: Marge Mayer (Convenor), Riitta Siikanen, Geoff Larcombe, David McConkey and Paul Myers.

BD-25/88. Executive and Finance Committees. On the recommendation of the Nominating Committee, it was RESOLVED to appoint the following persons to serve on these committees for the year 1988/89:

a) Executive Committee:

President: Richard Clark  
Vice President: Jorgen Pedersen  
Other members: David Applin  
Barbel Barteczko-Schwedler  
Billy Johansson  
Paavo Kilpi  
Mannu Rongong  
Rajendra Rongong  
Malcolm Warner  
Ron Yoder

b) Finance Committee:

Chairman of Finance Committee: Billy Johansson  
Chairman of the Board: Richard Clark  
Other member of Finance Committee: Ron Yoder.

BD-26/88. Dates of coming meetings. It was agreed to set these as follows:

Finance Committee:	24 April, 1989
Executive Committee:	26-27 April, 1989
Finance Committee:	17 November, 1989
Executive Committee:	19-20 November, 1989
Board of Directors:	21-23 November, 1989
Finance Committee:	24 April, 1990
Executive Committee:	26-27 April, 1990
Finance Committee:	13 November, 1990
Executive Committee:	15-16 November, 1990
Board of Directors:	18-20 November, 1990.

It was requested that policy papers to be discussed at the Board be forwarded to members several months in advance so that they may have the benefit of input from the member body home staff.

BD-27/88. Vote of thanks. Sincere appreciation was expressed to the Chairman for his able and competent leadership of the meeting, and also to UMN staff members for much detailed work in the preparation of papers.

There being no further business, the meeting was closed with prayer.

## UMN EXECUTIVE COMMITTEE

Minutes of the Meeting held in Kathmandu,

16-18 November, 1988

The Executive Committee meeting lasted for two and a half days, starting at 1.30 p.m. on 16th November, and was held at UMN Headquarters, Thapathali. Each day's sessions were opened with devotions, led by Richard Clark, Marge Mayer, and Paavo Kilpi.

Roll Call. Members were present except as indicated:

President: Richard Clark  
Vice President: Jorgen Pedersen  
Other members: David Applin  
Pauline Brown (absent)  
Billy Johansson  
Paavo Kilpi  
Rev. Lalpianga (absent)  
Marge Mayer  
Paul Myers  
Rajendra Rongong

Ex-officio: Howard Barclay, Executive Director  
Lynn Miller, Treasurer  
Graeme Guger, Personnel Secretary  
David McConkey, Education Secretary  
Lionel Mackay, Engineering & Industrial Development Secy.  
Trevor Strong, Health Services Secretary  
Jim Alexander, Rural Development Secretary  
Mark Keller, Education Department representative  
Gordon McConkey, Engineering & Industrial Development  
Department representative  
Graham Toohill, Health Services Department representative  
Henk Ymker, Rural Development representative

Co-opted for particular sessions:

Wynn Flaten, Assistant EID Secretary  
Odd Hoftun, Industrial Development resource person  
Ken Snider, Assistant Health Services Secretary  
Gareth Wardell, Asst. to Personnel Secretary.

Agenda. The agenda was accepted as presented by the Executive Director.

EC(2)-1/88. Confirmation of Minutes. The Minutes of the meeting held on 24-25 April, 1988 had been circulated to members. These were accepted and confirmed as a correct record.

EC(2)-2/88. Executive Director's Overview. The Executive Director reported on the major areas of development and the current situation in the country and mission. This report was helpful and appreciated.

EC(2)-3/88. Annual Reports and Financial Statements for the year 1987/88. The annual reports from Administration and the Departmental Secretaries, together with the Treasurer's Consolidated Statements, for the year 1987/88 were received, and the main highlights were noted. It was RESOLVED to accept and approve these, found as appendices to these minutes as listed in BD-8/88. Copies of the project annual summary reports were also circulated to EC members for background information, and are printed as appendices.



EC(2)-14/88. Revised system of planning and reporting. An initial document outlining a revised system of planning and reporting was received. It was RESOLVED to receive this, and to encourage that the material be further developed for detailed consideration at the next meeting of the EC. The financial implications should also be included in the system in terms of initial planning and funding, and long-term effects.

EC(2)-15/88. New Appointees accepted. The acceptance of the following new personnel for service with the UMN was affirmed, with thanks-giving:

Jane Andrews, administrative secretary, BMS  
Larry and Phyl Asher, teacher and nurse, UMC  
Graham and Debbie Atkinson, teacher and nurse, BMS  
Brend and Marita Augustin, community motivator and homemaker, OM  
Hubert and Nan Budding, engineering technician and homemaker, PCC  
Linda Christie, nurse, CMSA  
Sally Cripps, teacher, RBMU  
Richard and Suzanne Friedericks, communications developer and teacher, PC, USA  
Frank and Val Garlick, doctors, Interserve  
David and Cathy Grosz, forester and homemaker, WMPL  
Mike and Diane Heindl, engineer and doctor, WMPL  
Caroline Hinchcliffe, teacher, Interserve  
Kuni Itoh, doctor, JOCMCS  
Leif and Karin Loerum, engineering hydrologist and secretary, BUN  
Andrew and Linda Mason, biomedical technician and doctor, BMS  
Irmeli Merilainen, dentist, FELM  
Helen McClure, administrative secretary, CC(Disc)  
Eija Pohjosenpera, nurse, FELM  
Michael and Lynden Prince, training consultant and homemaker, Interserve  
Joy Ransom, teacher, BMS  
Richard Rasmussen, teacher, WMPL  
Alec and Diane Street, building manager and homemaker, BMS  
Valerie Tuffin, nurse, Interserve  
Arjen and Marjo van Essen, engineer and homemaker, TF Holland  
Adrie and Randa Verweij, nurse and homemaker, Interserve  
Asbjorn and Mia Voreland, personal counsellors, NHAM  
Graham and Isobel Weller, engineer and homemaker, Interserve  
Dean and Brenda Wyse, agriculturalist and homemaker, MBM.

EC(2)-6/88. Appointees leaving Nepal. The Executive Committee expressed sincere gratitude for the past term of service to the following UMN personnel who will be leaving Nepal in the near future, or have left recently, on furlough, sick leave, or indefinitely; and affirmed the relevant CC actions taken:

Jim and Karen Allen, development administrator, Interserve  
Jean Baird, teacher, Interserve  
Maj Bokinge, nurse, SFM  
Malcolm and Shiobhan Brook, doctor, Interserve  
Kerry Brown, nurse, Interserve  
Roydon Chesswas, food technologist, Interserve  
Henk and Elly Chevalking, nurse tutor, Interserve  
Paul and Sue Collier, anaesthetist, CMSA  
Dave and Rosemary Cooke, development worker, Interserve  
Mary Cundy, social worker, Interserve (after 31 years of service in Nepal with UMN)  
Thomas and Karin Doehne, teacher and nurse, CSO

Jim Dunn, doctor, Interserve  
 Trevor and Janet Durston, engineer, MC,UK  
 Alison Garrett, engineer, independent  
 Bob and Sharon Gsellman, doctor, ELCA  
 Seija Hjelt, community worker, EFCF  
 Finlay and Rachel Hodge, agriculturalist, MC,UK  
 Stuart and Janet Kidd, doctor, Interserve  
 Vuokko Konola, dentist, FELM  
 Winnie Lau, business manager, Interserve  
 Nick Linton, engineer, independent  
 Stuart and Pirjo Little, dentist, BMS  
 Tove Madsen, teacher, DSM  
 Gordon McConkey, administrator, UCC  
 David and Ann McConkey, teacher, Interserve  
 Linda McKee, nurse, PCI  
 Richard Poole, engineer, independent  
 Ray and Barbara Reeves, maintenance worker, PCI  
 Silvia Scholz, doctor, CSO  
 Ryohei and Taeko Takatsu, teacher, UCCJ  
 Margaret Thoday, teacher, independent  
 Winnie Thuma, marketing consultant, Interserve  
 Kima and Vani Tochhawng, health educator, PSCM  
 Aino Tuppurainen, nurse, EFCF  
 Klas and Maria Ulenius, dentist, OM  
 Maarten van den Dool, agriculturalist, Interserve  
 Willem and Mieke van Dis, agriculturalist, Interserve  
 Magne and Dorothea Vestol, engineer, BUN  
 Kathy Witherington, doctor, WCon.  
 Henk and Gerrie Ymker, agriculturalist, Interserve  
 Mark Zimmerman, doctor, independent/UMC.

EC(2)-7/88. Resignations. The Executive Committee noted with regret that resignations had been received from the following former UMN Appointees:

Ken and Jill Anderson, surgeon, RBMU  
 Katie Dick, communications developer, C of S  
 Carolyn Gallagher, nutritionist, MC,UK  
 Kevin and Becky Kose, nurse, Interserve  
 Brian and Olivia Little, development worker, PC,USA  
 Helen Matthews, nurse, Interserve  
 Ginger Stokely, nurse, Interserve  
 Shwu Eng Tan, administrative secretary, Interserve  
 Tom and Moira Wilson, construction supervisor, C of S.

EC(2)-8/88. Personnel applications. The need was expressed for more detailed information about professional training and experience to be submitted in order to assess a candidate's suitability; and also the need for more detailed job descriptions to be supplied to sending bodies.

EC(2)-9/88. Selection Committee Report. The Convenor of the Selection Committee gave a brief report of progress to date, and thanks was expressed to the Committee for their work. A further report will be made to the Board.

EC(2)-10/88. Management Training. It was RESOLVED to request administration to look at the area of mid-level management training for proven and promising Nepali employees in UMN administration, other projects and related organisations, with the intent of increasing local capability at this level. An initial progress report outlining the exploration of these needs and the possibilities for meeting them would be welcome at the next EC meeting.



- EC(2)-11/88. Human Resources Management Report. An annual follow-up report was received, further to BD-14/87, and special note was taken of current concerns: counselling provision, work loads, and the re-assignment process. Appreciation was expressed to administration for the follow-up work done over the past few years, and support expressed for the suggestion that this be the last annual review of the initial issues raised, while certain aspects will be worked on further. The idea of an evaluation to be made on present progress in the light of the original survey made in 1985/86 was encouraged.
- EC(2)-12/88. Finance Committee Minutes. The Minutes of the Finance Committee meeting held on 15 November, 1988 were received and noted in detail. It was RESOLVED to accept and approve these actions, with gratitude to the Finance Committee for the good assistance given in the financial aspects of the work.
- EC(2)-13/88. Provident Fund. It was RESOLVED to approve that the 1988 interest payout rate for the Provident Fund be set at 13%. Further that any surplus over the 13% be distributed as a bonus payout in the same year.
- EC(2)-14/88. Long Term Plans and Budgets.
- a) Missionwide Support Project. It was RESOLVED to approve the LTP for this project, noting the strong move towards Nepalisation of posts. Appendix 31 to these Minutes.
  - b) Gandaki Boarding School. It was RESOLVED to approve the revised LTP to include an extra class, pending final approval of this by the Education Ministry. Appendix 32 to these Minutes.
  - c) Lalitpur CDHP. A Statement of Direction for the project was received and noted. A detailed LTP will be expected at the next meeting of EC.
  - d) Okhaldhunga CHP. An outline of the revised planning for the project was noted, dividing administrative responsibility for the rural development and health services aspects of the CHP. This paper was accepted, and full LTPs anticipated at the April meeting of EC.
- EC(2)-15/88. Rural Development work. The news of the signing of the Surkhet Project agreement was received with thanksgiving. Administration was encouraged to use the potential of this small rural development project, to develop it, and to research and take up other new similar opportunities as it is possible.
- EC(2)-16/88. Jhimruk Hydel Project. The draft agreements with HMG and NHAM were received, together with other information clarifying the legal status of the project and the liability of UMN. It was requested that the clause on BPC Board representation in the agreement with NHAM be reviewed; also that the need for the training of engineers and management as outlined in EC(1)-26/88 be kept in mind. This information was received with gratitude, and a further outline of planning requested for the April meeting.
- EC(2)-17/88. Minutes of Coordinating Committee and Extended Coor. Comm. The Minutes of the regular meetings held had been circulated to EC members, and these were received and noted with appreciation. Specific issues raised in the ECC Minutes are recorded in the following Minutes.

- EC(2)-18/88. Teacher Training Program. Ref. EC(1)-16/88. A Letter of Understanding is being negotiated with the Education Ministry to cover the establishment of resource centres similar to one set up in Pokhara. It is planned to begin these in five campuses, and to second up to ten Appointees to train teachers.
- EC(2)-19/88. Training and Scholarship Program. Ref. EC(1)-16/88. The results of a survey carried out amongst former students were noted with interest. The effectiveness of scholarships awarded will continue to be monitored. It is hoped that more applications will be received from women, and for JTA training.
- EC(2)-20/88. GBS, Pokhara. Ref. EC(1)-21/88. It was noted that the long term expectancy of involvement in the school beyond 1992 would include the secondment of teachers in English and Science, the training of staff and continuation of the scholarship program, but not administration.
- EC(2)-21/88. Report on Education work. At this time when there is a distinct change in emphasis in education work, the EC received with interest a report summarising the earlier involvement in the secondment of teachers to village schools, and the initial establishment of Mahendra Bhawan and GBS, etc.
- EC(2)-22/88. Language Program.
- a) New study system. Ref. EC(1)-24/88. The new system of study, including new materials and some of the LAMP method, is still being tried out and adapted, and results are encouraging.
  - b) Cost of LOP. The fee for the initial five month course has been increased this year, but because the number of students has been lower than usual and a number of expenses are fixed, the program is running at a deficit.
- EC(2)-23/88. New Technical Education Council. The EC heard with interest that the Technical Education and Vocational Training Council has approached the UMN for assistance in a pilot program promoting apprenticeship training. The UMN has had much experience in this area, and is concerned to contribute to this program. Administration was requested to follow up the negotiations, and to assess the needs and the resources required and available.
- EC(2)-24/88. Tansen Hospital future. Ref. EC(1)-21/88,f. The HSS reported that the long term planning is still in process, and no final decisions have been made. It is hoped to bring recommendations to the EC in April.
- EC(2)-25/88. Okhaldhunga Hospital. Reports on the effects of the earthquake in August had been circulated, indicating that the hospital and most residences were badly affected and would need to be rebuilt. The HSS reported on progress made in planning and negotiations with HMG. It was RESOLVED to approve the rebuilding in principle, and to request further planning and a report in April, if possible with the assurance of government approval.
- EC(2)-26/88. Rural Development Centre, Pokhara. It was RESOLVED to approve the following revised plans and budgets for the year 1988/89:
- a) Horticulture and Agronomy Support Program, Ref. EC(1)-17/88. This is found as Appendix 33 to these Minutes.



b) TREES Program, found in Appendix 33 to these Minutes.

EC(2)-27/88. Surkhet Project evaluation. The report of the evaluation was received with interest, including the specific information on the development of income-generation.

EC(2)-28/88. Women's Interest Group. The involvement of UMN in the upgrading of the status of women in Nepal is a matter of ongoing concern, and a progress report was received with appreciation.

EC(2)-29/88. Nepalisedation and UMN's involvement in institutions. A full discussion took place, noting the papers presented to the Board, and it was emphasised that specific issues need to be faced rather than the seeking of definitions.

The EC recognised the importance of the issues regarding Nepalisedation and UMN's ongoing role in its institutions. It also recognised the efforts of administration to contribute to the ongoing discussion of these matters. And yet, major concerns remain which need to be addressed. Therefore it was suggested that the Board consider setting up its own Working Group to address these issues, and to formulate questions or recommendations to which the EC and/or administration can clearly respond. It was assumed that this Group would work by correspondence, or in conjunction with other meetings.

EC(2)-30/88. Industrial Development Evaluation. Further to EC(1)-20/88, the EC received a very full response from UMN administration to the "Grierson Report". This obviously represented hard and detailed study and work on the part of administration, and particularly the EID Secretary, over the past six months. Sincere appreciation was expressed for this, and for the active way in which the administration had taken up seriously the challenges and issues raised in the Grierson report. It was recognised that in re-assessing policies and work developments, in the Nepal situation some of the matters challenged could be reaffirmed as they stand, while other criticisms have alerted UMN personnel to areas where further study and improvement needs to be pursued. It is the concern of the UMN that these particular issues, and the policies and purposes of each part of EID work, be kept under review and up-to-date in the future.

Almost a full day of the EC meeting was given to study and discussion of the Grierson report and the UMN response, and certain amendments and additions were requested in the wording of the latter to reflect EC concerns. It was RESOLVED to receive the response with gratitude; and to accept the amended Recommendations in principle as a Working Paper in terms of general strategy for EID work, to be reflected in developing policy and practice, and in the Long Term Plans which should be revised where necessary. The initial summary and the Working Paper are to be presented to the Board for information. Copies of the Grierson Report will be made available to Board members desiring to have it, together with the full UMN response. These will also be made available on request to UMN Appointees and senior Nepali staff members in or related to EID. The two documents should be read together, and it is requested that the report be treated as confidential.

Administration is requested to continue working on the issues raised as set out in the Working Paper, and is encouraged to arrange seminars for appropriate professional groups so as to obtain input and advice in further developing specific plans. Administration is also encouraged to develop wider contact with

HMG and other Nepali organisations as so to be aware of wider perspectives. The EC requested a report of ongoing progress in dealing with the issues raised, to be given at the April meeting.

- EC(2)-31/88. Proposed Constitution and Bye-laws. The EC considered questions raised and proposed further changes in the revised Constitution and Bye-laws being presented to the Board, and forwarded its own recommendations on these items.
- EC(2)-32/88. Appointees' Manual. The new Manual, as called for in the Bye-laws, was presented, and new policies which had been included were brought to the attention of EC. It was requested that Bye-law changes made at the Board should be rationalised in the Manual, and the use of the masculine gender throughout the Manual was referred back to administration for further consideration.
- Warm appreciation was expressed to administration for the work done on this document, which was approved in amended form. This is found in Appendix K to these Minutes, printed on this occasion as a reference to the former Bye-laws.
- EC(2)-33/88. Videos. It was noted that videos have been made locally on the work carried out in DCS, Butwal and in Tansen. Encouragement was expressed for other projects to make videos of their areas of work, and administration to seek the necessary funding.
- EC(2)-34/88. Vote of thanks. Sincere appreciation was expressed to the Chairman and all members of EC for their contribution to the meeting; also to administration and secretaries for the preparation of material.

There being no further business, the meeting was closed with prayer.



Minutes of the

UMN FINANCE COMMITTEE MEETING

held in Kathmandu, on November 15, 1988

The meeting of the Finance Committee was held at UMN Headquarters, and was opened with devotions led by Lynn Miller.

Roll Call. Members were present as follows

Chairman of the Finance Committee	Jorgen Pedersen
Chairman of the Board	Richard Clark
Other member of Finance Committee	Paul Myers
Executive Director	Howard Barclay
Treasurer	Lynn Miller
Ex-officio members, part time	Lionel Mackay, Engineering & Industrial Development Secretary
	Trevor Strong, Health Services Secretary
	David McConkey, Education Secretary

Agenda. The agenda was adopted as presented by the Treasurer, with appreciation expressed for its helpful outlay and explanations.

FC(2)-1/88 Confirmation of Minutes. The Minutes of the meeting held on April 22, 1988 were accepted and confirmed as correct.

FC(2)-2/88 Financial Report for 1987/1988. The Treasurer presented the financial statements for the year 1987/1988, and pointed out significant items in the consolidated statements. Matters of particular note included:

- a) The Consolidated Balance Sheet only includes the UMN share of joint programmes (such as Patan Hospital, GBS, the Companies etc).
- b) Per Capita Grant receipts includes some payments for the previous year which were received late.
- c) The Language fund ended the year with a deficit. Fees have been raised in 1988/1989, as many expenses are fixed, and the number of students fewer.
- d) Training & Scholarship Programme: The policy of putting aside full funding for each scholarship granted was queried. It was requested that the matter be reviewed and alternatives presented to the next meeting of the FC for consideration.

It was RESOLVED to recommend to the Executive Committee that the financial statements for 1987/1988 be accepted with gratitude.

FC(2)-3/88 Allocation of 1987/1988 surplus. After discussion, it was RESOLVED to recommend to the Executive Committee that the year-end surplus of NRs 4,487,731 be distributed as follows:

Investment Fund	NRs 1,475,000
Gratuity Fund	3,000,000
Undesignated Fund	12,731

FC(2)-4/88 Supplementary budgets for 1988/1989. Minor supplementary budget approvals given by Coordinating Committee were confirmed, and are listed in FC(2)-21/88. Larger items were brought to the Finance Committee for consideration, and it was RESOLVED to recommend to the Executive Committee approval of the following:

- a) Nursing Campus: Kitchen/Dining Room block, additional NRs 400,000
- b) Okhaldhunga: Revised budget (App ), additional 545,000
- c) Area Services (App ), additional 34,300
- d) KISC: Building 500,000  
Vehicle 450,000
- e) Butwal Area Services: Air conditioners 200,000
- f) BPF: Poplar trials, revised budget (App 66,000
- g) RDC: TREES, revised budget (App ), additional 39,000
- h) HASP, revised budget (App ), decrease (69,500)

FC(2)-5/88 GBS Girls' Hostel. Further to FC(1)-6/88, c, it was reported that the Coordinating Committee had approved the budget of NRs 350,000, with the assurance that the furnishings were of an appropriate standard, and recognising that the matter of the surrounding wall had been questioned.

It was RESOLVED to confirm this action, with the expectation of a full report at the next Finance Committee meeting.

FC(2)-6/88 Equipment in isolated areas. It was requested that serious consideration be given to the practicality of placing equipment such as photocopiers (needing specialised and often frequent maintenance) in isolated areas, and that administration report back to the next Finance Committee meeting.

FC(2)-7/88 Nursing Campus painting. It was requested that a total budget for the entire work be brought to the Finance Committee in April, so that one action may be taken for the whole project.

FC(2)-8/88 Policy of supplementary budgets. Concern was again expressed about the continued requests for supplementary budgets as a result of incomplete budgeting. Administration was requested to ensure the inclusion of all items in the initial budget as far as possible.

FC(2)-9/88 GBS long term budget. A revised Long Term plan and budget were presented for GBS on receiving indications from HMG to add a further grade to the school. It was RESOLVED to recommend to the Executive Committee approval of the revised budget of NRs 740,000 additional (new total of NRs 13,800,000 App ), provided that a final decision is made to revise the Plan.

FC(2)-10/88 UMN Children's Education. Further to EC(1)-18/88 and FC(1)-7/88, it was noted that the recommendation of the Coordinating Committee to the Executive Committee is the following policy:

- a) All students should pay a capital fund fee on joining any Tutorial Group or KISC.
- b) Normally the capital needs of the group will be supplied from this fund. (The Education Secretary is requested to draw up the rules of the capital fund, to be submitted and presented to the Coordinating Committee.)



- c) For special capital items outside the scope of such funds, requests may be submitted in the normal way to the Coordinating Committee in consultation with the Education Secretary.
- d) Funding for such approved items will be sought by the Treasurer from donor agencies, excluding member bodies who do not use these facilities.

It was requested that the rules in b) above be submitted to the Finance Committee and Executive Committee, making clear the type of capital funding covered, the maximum amount, etc, in the event a budget is brought for approval to FC/EC.

FC(2)-11/88 UMN Companies and related matters.

- a) Legal aspects: The legal status of liability has been clearly defined, and this report was reviewed by the Finance Committee. It was recognised that the UMN must be very careful in making minuted statements or agreements with the Companies, and in ensuring that the liability is clearly stated.

It was further requested that a record be set up and maintained clearly identifying the authorised, subscribed, and paid up capital for each Company.

- b) Board representation: Ref FC(1)-9/88. It was recognised that the Directors appointed to Company Boards are a very important link between the Companies and the FC/EC. It is essential that there be continuity in the service of such Directors, and that they are fully acquainted with UMN policies concerning finances, etc, while recognising the need for individual judgment on certain issues.

- c) Routing of funds for BTI expansion programme: The following options for the routing of NORAD funds have been suggested. Administration is requested to explore these and to assess which is the most appropriate:

- i) That BTI/UMN request HMG to arrange for clearance retroactively for NHE to serve as a channel for the NORAD grant money.
- ii) That a new agreement be made with NORAD by NHAM for the remaining part of the funding for BTI.
- iii) That the remaining portion of the grant for the support of BTI training not be accepted. (It is possible that NHE may be able to request NORAD to use some of this money for training within NHE.)

- d) Jhimruk Project: Ref FC(1)-10/88. The report on UMN liabilities in undertaking the Jhimruk Project was accepted with thanks. The matter of Board representation is referred to the EC for consideration.

- e) Working Capital Fund: It was RESOLVED to approve the recommendation of Extended Coordinating Committee as follows:

As the Tax Office has refused to allow interest payments as deductible expenses.

- i) No interest will be levied on Working Capital Fund loans with effect from 1 Shrawan 2045 (July 16, 1988);
  - ii) With effect from 1 Poush 2045 (December 15, 1988), all normal Working Capital Fund loans will be cancelled, and the Working Capital Fund be used for the following
    - a) To provide security for bank loans to UMN-related companies;
    - b) To provide, in special cases, interest-free loans to UMN-related Companies.
  - iii) Companies will be encouraged to develop relationships with banks so that they will in future have access to such loans without dependence on UMN for guarantees. UMN will assist in gathering information on the availability of loans through established banks.
- f) Gobar Gas Co: A very encouraging report was received on the progress of the Company, in which the ADB is the largest shareholder and is taking an active lead. UMN is encouraged to pursue the possibility of handing over its shares in the Company to HMG.
- g) BWI: The Company has made a loss, and changes need to be made. Options being considered are a joint operation with BPF, or the transfer of shares to management. It was RESOLVED to encourage administration to pursue these, and to report back to the next Finance Committee meeting. In the event that a decision needs to be made before the Finance Committee meeting in April, the matter should be referred to the Finance Committee Chairman.

FC(2)-12/88 Tansen Hospital. Ref EC(1)-21/88. f. The Health Services Secretary outlined reasons why the present renovation programme has been delayed, and no decision has been made concerning the future expansion of the hospital. Meanwhile, it was RESOLVED to authorise that the provision for the option of minor expansion be included in the renovation programme which should be carried out next year.

FC(2)-13/88 Earthquake damage. A report was received, noting that the Okhaldhunga Hospital and some residences will need to be re-built. Grants of NRs 2,127,369 have been received or committed to date for the Earthquake Fund, and payments totalling NRs 542,006 have been authorised. These include:

- a) A grant of NRs 100,000 to the HMG Central Relief Fund;
- b) An approved amount of NRs 130,000 for a foot bridge near Okhaldhunga hospital, which is also a development aid project.

FC(2)-14/88 Investments. The Treasurer reported on the present situation. Appreciation was expressed for the careful management and close control of investments by the Treasurer and Finance Committee Chairman.

FC(2)-15/88 Audit Committee Report. Audit reports have been received for five projects for the year 1987/1988 so far. A full report will be submitted to the Finance Committee in April when all audits have been completed.



FC(2)-16/88 Salary Matters.

- a) It was reported that salaries were raised by 16 % in 1988, to match Government increases over a two-year period.
- b) It was RESOLVED that for 1989/1990 budget purposes, a 15 % increase in salary (including adjustments and increments) be authorised.
- c) It was noted that an overall assessment of the salary scale is being made, considering salary and allowances.
- d) It was requested that in connection with the Gratuity Fund,
  - i) consideration be given to the question of whether the liability should be funded in full or in part;
  - ii) beginning with the year 1989/1990, provision for gratuity fund liability be incorporated into the budget of each project/programme of the mission.

FC(2)-17/88 Provident Fund. It was RESOLVED to recommend to the Executive Committee that the 1988 payout rate for the Provident Fund be set at 13 %. Further it was RESOLVED to recommend that any surplus above the 13 % be distributed as a bonus payout in the same year.

FC(2)-18/88 Proposed Revised Bye-Laws.

- a) It was noted that the authority given in 6.4.7 and 9.2.8 appear to be in conflict.
- b) It was recommended that 5.1 be amended to read: "To be a sub-committee of the Board to review financial matters of the mission, and to report directly to the Executive Committee."

FC(2)-19/88 MSP statement. A year-to-date financial statement for the Missionwide Support Project was received and noted.

FC(2)-20/88 Vote of thanks. Sincere appreciation was expressed to the Treasurer for his work and implementation of procedures; also to Paul Myers for his valued contribution to the Finance Committee over the past two years, and to the Chairman for his conscientious and thorough work and leadership of the Finance Committee.

FC(2)-21/88 Coordinating Committee actions. The Coordinating Committee actions regarding financial matters taken since the last meeting of the Finance Committee were accepted and confirmed, and are appended for record:

Coordinating Committee Executive actions

1) BANK ACCOUNTS

- a) Bank Signatory for Andhikhola. It was agreed that David Cooke's name be added as an additional signature on the Andhikhola Project's Galyang bank account, and that the name of Arjun Dhital be deleted from the same account. (CC-76/88).
- b) Bank signatories for Jumla and TSP. It was agreed to approve the following signatories:
  - Jumla Project account: Project Director, Business Manager, UMN Co-Head Const. Course, UMN representative to KTS, ASO, UMN Treasurer.
  - Training & Scholarship Program: UMN Treasurer, TSP Business Manager, TSP Administrator, Education Secretary, H Business Manager.

2) SUPPLEMENTARY BUDGETS. The following supplementary budget items were approved:

CC-84/88:	GBS, Pokhara, girls' hostel	350,000.
CC-90/88:	Nursing Campus, photocopier	30,000.
CC-107.1/88:	Amp Pipal, generator parts	12,500.
CC-129/88:	Okhaldhunga, renovation to AN building	20,000.
	fuel storage building	20,000.
	MSP, addnl. for computer in lieu of electronic typewriter previously budgetted	5,000.
CC-144/88:	Business School, Fees, ESL Program	2,400.
	Textbooks/training supplies	5,400.
	Earthquake Fund, Central Earthquake Disaster Relief	100,000.
CC-165/88:	Okhaldhunga, bridge near hospital	130,000.
CC-177/88:	Business School, video equipment	72,000.
	TSP, photocopier	80,000.
ECC-46.4/88:	TSP, office equipment and safe	27,000.
ECC-51.3/88:	Teacher Training, 3 Walkman playbacks	6,000.
	Display board, ELRC	1,000.
	Material for Science RC	5,000.
ECC-61.5/88:	CDHP, Majkunda Agric. centre roof repair	15,000.
	Asrang Health Post fridge	12,000.
	Asrang HP microscope (solar panel)	35,000.
	Computer printer	25,000.
ECC-61.6/88:	Earthquake Fund, Lalitpur Dist. (pending approval)	90,000.
ECC-62.3/88:	Palpa, workshop bench drill	10,000.
	canteen cash register	25,000.
ECC-66.5/88:	Andhikhola, increase office and store space	25,000.
ECC-67.4/88:	Butwal, turbine model for 200th inst. celebration	20,000.
	computer	60,000.
ECC-72.4/88:	Surkhet, increase in salaries	100,000.
	decrease in water systems	(100,000.)
ECC-78.3/88:	MSP, insurance	14,000.
	computer hard disc and software	28,000.
CC-191/88:	Earthquake Fund, aid to CDHP staff house repair	20,000.
	loan to CDHP staff house repair	80,000.
	Gorkha, additional chowkidhars' salaries	25,000.

3) EMPLOYMENT AND SALARY MATTERS

- a) CC-96/88. Amendments to Promotion Criteria. It was RESOLVED to approve changes to criteria for Agriculture and Forestry workers and Hospital workers as per the recommendations of PCC.
- b) CC-132/88. Cost of living increase. It was RESOLVED to approve a 16% salary increase and the allowance schedules as presented, subject to consultation with the Chairman of the Finance Committee; effective 1st Shrawan 2045 (July 1988).

4) BOARD APPOINTEE MATTERS

- a) CC-133/88: Rent allowances. It was RESOLVED to approve the following rent allowances for the year 1988/89:

Okhaldhunga:	Single/couple with no children	200.
	Couple with one child	380.
Andhikhola:	Single	100.
	Couple with 3 or more children	300.
Butwal:	Single	700.
	Couple with no children	1000.
	Couple with one child	1200.
	Couple with two children	1400.
Gorkha:	Couple with one child	270.



	Couple with children	1,550.
Pokhara:	Single person	1,000.
	Couple with no children	1,200.
	Couple with one child	1,400.
	Couple with two children	1,600.
Surkhet:	Single person/couple	265.
	Couple with two children	385.
Kathmandu:	Single person	2,000.
	Couple with one child	2,300.
	Couple with two children	2,750.
	Couple with four or more chn.	3,500.

- c) Loss/Damage of Personal Property. It was RESOLVED to approve the policy regarding responsibility for loss/damage of personal property, to be included in the Appointees' Manual. (CC-143/80).

4) GENERAL.

CC-125/88. Hospitality Fund. The UMN Hq. Hospitality Fund may be used at the discretion of the Executive Director, either by himself or by any of the CC members, for contacts and relation-building on behalf of UMN with HMG/N and NGO officials and UMN guests. This fund may also be used for certain celebrations, like signing of agreements with HMG/N. Any spending to be approved by the ED or his designate."

There being no further business, the meeting was closed with prayer.

# **UNITED MISSION TO NEPAL**

## **ANNUAL REPORTS FOR THE YEAR 1987/88**

(Appendices to November 1988 Board Minutes)



## C O N T E N T S

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## APPENDIX A

### UMN EXECUTIVE DIRECTOR

#### ANNUAL REPORT 1987/1988

In presenting a report of the United Mission to Nepal we need to recall the extent of our Mission, not only in Nepal, but as it stretches throughout the whole world. We continue to be a large family in Nepal in 12 locations, and a total of 23 programmes. However, we also recognise the worldwide relationship of member/sending organisations, funding and supporting agencies, families, churches, friends, adding up to thousands of very important people. For all of these we thank God, assure you of our appreciation, and want to encourage you that this support is very meaningful. We believe God is not only with us, but has been our strength and help in more ways than it is possible to recount.

Here are some of the past year's highlights.

#### 1 Nepal, the country

On the surface it remains fairly stable. There continues a strong movement for a broader base of politics on party lines, rather than the present non-party system. I believe the struggle will continue.

Nepal hosted two large conferences: first the SAARC (South Asia Area Regional Conference) attended by the heads of seven nearby nations, and secondly the World Hindu Conference. Nepal continues to struggle with its very low Per Capita Income, and seems to make little or no headway in lifting itself from one of the lowest in the world. We still have a part to play in this.

There also appears to be a tightening attitude towards the Nepali Church and its activities, which has become evident in some areas where UMN Projects are located as well as a number of other locations.

#### 2 Basic Needs for All by 2000 AD

This programme has been initiated by His Majesty King Birendra, and is being given very strong support. The Cabinet of HMGN has been considerably enlarged, mostly to strengthen the activities of this programme. UMN has already expressed its openness for involvement as this would certainly be a major emphasis in our work and indeed already is. We are perhaps uniquely prepared for involvement in such a programme. The concept is good. There is motivation; however, it is an enormous challenge and task to fulfil. We believe deeply in seeking to meet the basic needs of all.

#### 3 Agreements

We have had great encouragement in the past six months. We signed our General Health Agreement and the Letter of Intent for Patan Hospital in May. In August, after many years of negotiations came the ITID (Institute of Technology and Industrial Development) Agreement with the Department of Village and Cottage Industries. This Agreement covers our activities in this field, mainly based in Butwal. This was followed by the Irrigation Agreement of Andhi Khola in September with the Department of Irrigation. We understand that the Agreement for our Surkhet Project is also making good progress and has reached Cabinet level. These Agreements are elaborated in the Department reports.



We have not been so encouraged in Education. We have received permission for Non-Formal Education work in a number of locations. However, permission to place teachers in village High Schools has been refused, which necessitated the withdrawal of seven personnel working in such locations. They have been either relocated or have returned home on leave.

4 UMN General Agreement, May 1990

While no official representation has been made, there have been a number of unofficial meetings with HMGN people. The first responses indicated that UMN, as for all NGOs (Non-Government Organisations), would be under the direct responsibility of the SSNCC (Social Service National Coordination Council). There are some of our programmes that might fit there, however, it is also clear that a number of our programmes, because of their nature and size, would not meet the criteria of the Council. We hear of other NGOs being dealt with in other ways. We continue our work on this very important matter.

5 UMN Constitution Revision

We have continued to work hard on this revision and especially the Bye-Laws, which we bring to this meeting of the Board of Directors for their action. This also includes the ratifying of the Constitution which was approved at the Board Meeting in November 1987. We believe that the dealing of these two documents at this Meeting will be most helpful in providing a good basis of operation for the coming years.

6 Finances

Again, as is evident in all of our statements, God has provided what was needed. I believe also there has been good faithful stewardship of these resources. We are all grateful for the smooth handing over of our financial responsibility from our past Treasurer and the good continuity through our present Treasurer.

7 Personnel

We have slightly reduced our overall number to 392. It does not include 38 who are on extended leave and uncertain about their return. It includes about 40 on regular home leave and over 100, who are without UMN assignment. While this helps our overall image to the Government, those without Assignment provide a most valuable source of manpower, which can find a most useful contribution.

The January 1988 language group was full, while the following July 1988 group is very small. The January 1989 group appears to be returning to full numbers.

There are some key posts which remain unfilled. This will be highlighted by the Personnel Secretary. However, I also wish to underline this and emphasise the stress this lack of personnel gives to our people in our Projects. For some it leaves them with an impossible task as well as becoming victims to strain, tension, and if not collapse, a decision not to return after leave. I do request you to treat this matter as important and urgent.

Last year I reported on a very serious health record. We are grateful that although there have been some health problems, both physical and emotional, it was nothing like the record of the previous year. We are grateful for this improvement.

#### 8 Coordinating Committee

The Coordinating Committee has met regularly and carries a strong role in leadership and administration. I am grateful for the exceptionally fine team in this supporting group. Their input into the overall work of UMN is immeasurable. Being in one building makes possible not only monthly regular meetings, but also weekly informal reporting sessions. This is over and above the daily regular interaction.

A sincere word of thanks to the Acting Executive Director, during my extended time absent from Nepal, and for the sense of everything being in good hands during my absence.

I must also mention the relief in having an Assistant to the Executive Director. The filling of that post has lifted loads and brings a feeling that at last matters are being covered in a more satisfactory manner.

#### 9 Earthquake

On August 21, 5 am, an earthquake measuring 6.7 on the Richter scale shook the central and eastern parts of Nepal, as well as India. The epicentre was located in Udaypur, about 160 km southeast of Kathmandu. While the worst affected areas seemed to be in Dharan, East Nepal, for us, the Okhaldunga hospital, 60 km north of the epicentre, was badly hit. We are thankful there was no loss of life at the hospital. However, the hospital and almost all the dwelling houses are damaged beyond repair and will need to be rebuilt. The reported number of fatalities due to the earthquake exceeded 700.

#### 10 North American Consultation

Between April 27 and May 20 visits were made by the Executive Director to UK (1 day) as well as to USA and Canada. The itinerary was extremely demanding, but the visits were to me of real value. There were a number of expressions of help received. I contacted six of our supporting groups, the one day in London. In North America, I contacted every office of our supporting agencies and was able to have good indepth discussion with most. I believe it was a really valuable time.

#### Conclusion

There are many uncertainties about the future. We do not know what it holds. We plan as best we can. We work hard, seeking to ensure a future and an ongoing contribution to this country. Beyond that, it is in God's hands.

J Howard Barclay  
Executive Director



# APPENDIX B

## UMN TREASURER'S CONSOLIDATED STATEMENT

### UNITED MISSION TO NEPAL Consolidated Balance Sheet 15th July 1988

(all figures are in NRs., \$1 U.S. = NRs. 23.50)

16/7/87

86,642,277	Fixed and Other Assets	128,878,298
62,513,723	Current Assets	68,130,620
(9,518,839)	Current Liabilities	(11,514,648)
139,637,161	Net Assets	185,494,270
=====		=====

#### Represented by:

1,403,719	Gratuity Fund	1,240,346
3,007,031	Undesignated Fund	3,123,927
16,129,414	Other Funds	12,442,194
-	Endowment Fund	43,800
2,008,887	Unspent gifts for capital items	3,400,415
3,582,031	Unallocated current year surplus	4,487,731
17,041,829	Programme Funds	16,771,426
3,840,761	UMN related companies working capital	4,341,753
92,623,489	Accumulated Capital	139,642,678
139,637,161		185,494,270
=====		=====

Note:

- Guarantees by UMN, issued and outstanding at 15th July 1988:
  - BWI, Rs. 58,280 Expires 5th January 1989
  - NHE, Rs. 25,000 Expires 21st July 1988

UNITED MISSION TO NEPAL  
SUMMARY STATEMENT OF INCOME AND EXPENDITURES  
For the Year Ended 15 July 1988

	Revenue	Expenditures	Incr (Decr)
GENERAL ADMIN & BA SUPPORT	15,091,542	14,516,059	575,483
LANGUAGE LEARNING	1,171,778	1,288,367	(116,589)
EDUCATION	11,722,643	13,000,358	(1,277,715)
HEALTH SERVICES	42,972,145	39,806,768	3,065,377
ENGINEERING & INDUSTRIAL DEV'L	32,877,105	32,435,384	441,721
RURAL DEVELOPMENT	5,438,643	3,841,770	1,596,873
TOTAL	109,273,855	104,988,706	4,285,150
UNALLOCATED 1987-88 SURPLUS	4,487,731		4,487,731
GRAND TOTALS	113,761,586	104,988,706	8,772,881

Notes:

1. Revenue and expenditures include recurring, capital, and programme budgets. Amounts needed to balance recurring budget expenditures are included as revenue. Capital funds carried forward from preceding years are included as revenue.
2. Total revenue includes 8,268,829 as Personnel Contributed Services (PCS) and 25,424,479 of other income generated in Nepal.
3. Expenditures include 38,107,880 of recurring expenditures, 6,898,434 of capital expenditures, and 59,982,392 of programme expenditures.

DETAIL OF UNALLOCATED 1987-88 SURPLUS

Grants Received For Recurring Budget	6,442,413
Foreign Currency Exchange Rate Gain	4,544,757
Interest Income	1,647,458
	12,634,628
Funds Allocated To Recurring Budgets	
General Admin and BA Support	430,483
Education	161,695
Health Services	7,482,357
Engineering & Industrial Dev'l	72,363
	8,146,897
Unallocated 1987-88 Surplus	4,487,731



# PER CAPITA GRANTS

Grants From Member Bodies	17,440
Assemblies of God, USA	322,069
Baptist Missionary Society, UK	-
Christian Church (Disciples), USA	319,680
Church Missionary Society, Australia	227,760
Church Missionary Society, UK	12,096
Church of North India	16,800
Church of South India	69,440
Committee for Service Overseas, West Germany	146,701
Danish Santal Mission	104,649
Darjeeling Diocesan Council & Church of Scotland	104,840
Evangelical Free Church of Finland	139,360
Evangelical Lutheran Church in America	235,941
Finnish Evangelical Lutheran Mission	34,662
Gossner Mission, West Germany	2,353,406
Interserve (BMMF International)	34,880
Japan Antioch Mission	17,600
Japan Overseas Christian Medical Cooperative Service	200,584
Mennonite Board of Missions, USA	183,480
Mennonite Central Committee, USA	191,840
Methodist Church, UK	209,800
Norwegian Himal-Asia Mission	355,880
Orebro Mission, Sweden	64,929
Presbyterian Church in Canada	75,180
Presbyterian Church Synod, Mizoram	82,282
Presbyterian Church in Ireland	166,440
Presbyterian Church, USA	171,275
Regions Beyond Missionary Union	34,880
Swedish Free Mission	21,500
Swiss Friends For Nepal	173,290
Tear Fund, UK	135,975
United Church of Canada	34,400
United Church of Christ, Japan	105,120
United Methodist Church, USA	17,440
Wesleyan Church, USA	192,172
World Concern, USA	250,504
World Missionary Prayer League, USA	10,205
Korea Christian Medico-Evangelical Association	716,497
Other Per Capita Grants	-----
TOTAL PER CAPITA GRANTS RECEIVED FOR 1987-88	7,550,997
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# SOURCE OF GIFTS/GRANTS (other than per capita grants)

## From Member Bodies

Assemblies of God, USA	1,968
Baptist Missionary Society, UK	376,859
Christian Church (Disciples), USA	21,868
Danish Santal Mission	327,734
Darjeeling Docean Council & Church of Scotland	97,837
Evangelical Free Church of Finland	400
Finnish Evangelical Lutheran Mission	5,185,300
Gossner Mission, West Germany	645,723
Interserve (BMMF International)	93,824
Evangelical Lutheran Church in America	54,587
Mennonite Board of Missions, USA	138,833
Norwegian Himal-Asia Mission	25,585,778
Orebro Mission, Sweden	5,398,695
Presbyterian Church in Canada	88,153
Presbyterian Church in Ireland	2,379,112
Presbyterian Church, USA	641,931
Swedish Free Mission	9,405
Swiss Friends For Nepal	65,300
Tear Fund, UK	180,165
United Church of Canada	1,053,698
United Methodist Church, USA	2,094,472
World Missionary Prayer League, USA	19,206

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44,460,848  
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## From Other Donors

Australian Embassy	111,849
Barnabas Trust, UK	396,828
Bread For The World, West Germany	1,725,396
Christoffel Blinden Mission, West Germany	590,682
Church World Service, USA	579,367
C C Marshall Ltd, UK	351,233
Dartmouth College Church, USA	218,286
Fairlie, Lillian H. Estate, USA	232,533
ICCO, Holland	3,338,992
International Ministries, American Baptist Churches	987,000
Leprosy Mission International	686,727
Norwegian Church Aid	1,644,538
Tear Fund, Australia	1,653,269
Union Biblical School, Holland	401,494
World Council of Churches	137,848
Other Donors	2,544,231

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15,600,272  
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TOTAL GIFTS/GRANTS RECEIVED

60,061,120  
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# DISTRIBUTION OF GIFTS/GRANTS

Headquarters & Missionwide Support Projects	36,657
Mental Health & Drug Abuse Prevention Programme	8,552
Forestry Programmes	2,625,116
Palpa Hospital	1,577,781
Palpa Horticulture & Agronomy Support Programme	121,000
Palpa Community Health Programme	1,314,000
Gorkha Hospital	361,468
Gorkha Community Health Programme	70,910
Okhaldunga Hospital	82,588
Okhaldunga Community Health Programme	500,876
Nursing Campus	2,203,730
Patan Hospital	1,138,841
Lalitpur Community Development & Health Programme	5,910,793
Jumla Project	1,154,444
Training & Scholarship Programme	1,684,331
Student Financial Assistance Programme	1,623,953
Business School	86,116
Gandaki Boarding School	2,073,143
Development & Consulting Services, Butwal	7,856
Butwal Technical Institute Expansion Programme	339,567
DCS Rural Electrification Programme	6,372
Evaluation of Industrial Work in Butwal	74,367
Rural Development Center Administration	26,174
RDC Animal Health Improvement Programme	566,800
RDC Agronomy & Horticulture Programme	396,190
RDC Income Creation Programme	61,992
RDC Water Systems Programme	328,500
Andhi Khola Hydel and Rural Electrification Programme	25,003,000
Andhi Khola Irrigation Programme	411,428
Surkhet Project	1,669,724
Endowment Fund	43,800
Recurring Budget in General	314,541
Other funds including undesignated gifts	1,924,466
Medical Assistance Fund, General	1,469,801
Medical Assistance Fund, Patan Hospital	1,965,725
Medical Assistance Fund, Palpa Hospital	1,771,084
Medical Assistance Fund, Gorkha Hospital	584,069
Medical Assistance Fund, Okhaldunga Hospital	523,367
TOTAL DISTRIBUTION	60,061,120

87-88 Actual					Recurring Unspent Program Fund Program			
PCS & Local Gifts/Grants	Recurring	Capital	Program	Budget	Capital Gifts	1987-88	Fund Balance	
Income	Rec'd/Applied	Expenditure	Expenditure	Expenditure	Incr(Decr)	15 July 1988	Incr(Decr)	15 July 1988

# GENERAL ADMINISTRATION AND BA SUPPORT (funded by PCS)

Missionwide Support Project	2,374,849	2,089,059	6,465,987	1,445,652	(6,091,138)	643,407		
M S P Salyan Guesthouse	449,571		436,203		13,368			
M S P Prea Sadan Guesthouse	668,201		697,023		(28,822)			
Fleeing House								
M S P Maintenance	99,501		83,025		16,476			
M S P Health Care Unit	260,745		206,957		(6,212)			
M S P Small Truck	28,765		45,184		(16,419)			
M S P Toyotas & Minibus	116,887		115,195		1,692			
M S P Big Truck	196,098		168,485		27,613			
Seconded School Workers			13,325		(13,325)			
Jumla Area Services		5,042	193,779	19,414	(193,779)	(14,372)		
Pokhara Area Services	31,766	35,000	342,989	6,023	(311,223)	28,977		
Seconded EID Workers			25,500		(25,500)			
Surkhet Area Services	4,432		25,292		(20,860)			
Lalitpur Area Services		20,000	54,691	16,882	(54,691)	3,118		
Palpa Area Services			407,548		(407,548)			
Palpa Guesthouse	242,606	13,000	218,244	17,017	24,362	(4,017)		
Gorkha Area Services	90,942	26,557	190,783	12,861	(99,841)	13,696		
Gorkha Guesthouse	52,037	3,963	47,479	75	4,558	3,888		
Okhaldunga Area Services	18,531		71,693		(53,162)			
Butwal Area Services	13,440		236,781	5,775	(223,341)	(5,775)		
Butwal Guesthouse	175,389	114,000	207,713	221,563	(32,324)	(107,563)		
Andhi Khola Area Services	19,681	20,000	113,138	5,876	(93,457)	14,124		
Per Capita Grants		7,550,997			7,550,997			
Allocation for Capital Items			397,907		(397,907)			
TOTAL GEN ADMIN & BA SUPPORT	4,783,441	9,877,618	12,764,921	1,751,138	(430,483)	575,483	0	0

# LANGUAGE LEARNING (funded by language fees)

Language and Orientation			1,184,568		(1,184,568)			
Language Consultant	42,669		61,950		(19,281)			
Palpa Language	13,089		1,777		11,312			
Jumla Language	7,740				7,740			
Gorkha Language	48,435		37,865		10,570			
Pokhara	8,178				8,178			
Okhaldunga Language	2,630				2,630			
Butwal Language	9,580		2,207		7,373			
LCP Per Capita Grants		1,039,457			1,039,457			
TOTAL LANGUAGE	132,321	1,039,457	1,288,367	0	(116,589)	0	0	0

# EDUCATION

GCP (Joint INF/UMN Project)		300,000		304,198		(4,198)		
Materials Development			865		(865)			
Jumla Project	1,086,960	2,291,803		5,349,059		(1,970,296)	3,576,111	
Training and Scholarship		2,431,390		2,692,046		(260,656)	3,556,445	
Student Fin Assist Program		1,579,719		1,542,022		37,697	701,884	
Business School	107,742	93,115	199,855	83,654	(92,113)	9,461		
Seconded Teachers	387,375		411,370		(24,003)			
Non-formal Education	59,702		104,416		(44,714)			
Gandaki Boarding School		3,223,142		1,150,000	1,162,865		910,277	910,277
TOTAL EDUCATION	1,641,779	9,919,169	716,514	1,537,852	10,745,992	(161,695)	5,263	(1,282,978)



87-88 Actual					Recurring	Unspent	Program Fund	Program
PCS & Local Gifts/Grants	Recurring	Capital	Program	Budget	Capital Gifts	1987-88	Fund Balance	
Income	Rec'd/Applied	Expenditure	Expenditure	Incr(Decr)	15 July 1988	Incr(Decr)	15 July 1988	
HEALTH SERVICES								
Fatan Hospital	923,382	1,701,000	3,435,776	1,095,078	(2,512,393)	605,922		
Nursing Campus	247,843	1,272,081	1,385,597	1,077,925	(1,137,754)	194,156		
CDMP Lalitpur	378,504	6,842,970			5,800,623		1,220,851	4,288,814
Mental Hlth & Drug Abuse Prev	89,217	13,084			303,611		(201,310)	424,759
Leprosy Serology		118,685			118,685			
Seconded Health Workers Equip			534		(534)			
Oral Health	19,738		45,262		(25,524)			
Medical Supplies Department	7,113,345	457,211	0	457,211	7,255,378	0	(142,033)	(142,033)
Palpa Hospital	7,609,092	1,954,728	9,723,173	508,203	(2,094,200)	1,426,644		
Palpa Workshop	586,857	103,506	593,304	64,749	(6,447)	38,757		
Palpa Horticulture/Agronomy	44,316	124,929	181,308		(12,063)		(225,703)	(22,015)
Palpa Community Health	324,869	1,324,816			1,875,388			
Gorkha Hospital	1,767,865	512,977	2,826,331	167,130	(1,057,282)	344,663	169,719	855,842
Gorkha Community Health	230,202	563,496			623,979			
Okhaldunga Hospital	533,292	148,215	1,169,451	124,822	(636,159)	23,393	(389,682)	(19,158)
Okhaldunga Community Health	182,692	500,876			1,073,250			
TOTAL HEALTH SERVICES	20,051,214	15,438,574	19,360,736	3,495,118	17,050,914	(7,482,357)	2,633,535	431,842
ENG & INDUSTRIAL DEV'L								
Butwal Project Admin	8,780		16,134		(7,354)			
Butwal DCS Administration	370,639	300,460	465,269	114,326	(94,630)	186,134		
Butwal DCS Service Dept	45,251		49,940		(4,689)			
Butwal DCS Rural Electr	110,099	6,372			579,523		(463,052)	(203,913)
Butwal DCS Roofing Tiles	83,931	177,496			194,797		66,630	(22,866)
Butwal DCS Advanced Training	16,200	40,118			56,669		(351)	(5,242)
Butwal DCS Design Office	231,487		237,386		(5,899)			
Butwal DCS R & D Workshop	98,611	271,953			350,087		20,477	41,824
Butwal DCS Mgt Consultancy	24,960				36,557		(11,597)	(11,597)
Butwal DCS Small Turbines	3,242,132		3,192,530		49,602		(76,892)	8,647
Butwal Evaluation	13,300	74,367			164,559			
Butwal Indust'l Coordinator	6,690		14,379		(7,689)		4,381	4,381
Butwal Asha Craft		5,000			619			
Promotion Apprenticeship Trng			1,704		(1,704)			
Andhi Khola Hydel	520,000	25,003,000			25,523,000		0	0
Andhi Khola Drinking Water	21,810	839,455			323,329		537,936	537,936
Andhi Khola Co-op Society	30,000				114,025		(84,025)	(51,368)
Andhi Khola Irrigation	103,961	411,428			252,300		263,089	224,716
Andhi Khola Resource Cons.	68,161	353,015			393,677		27,499	52,871
Andhi Khola Administration	33,744	114,000			155,840		(8,096)	(8,096)
Andhi Khola Vehicles	178,322				198,734		(20,412)	(12,779)
TOTAL ENG & INDUSTRIAL DEV'L	5,208,078	27,596,664	3,977,342	114,326	28,343,716	(72,363)	186,134	255,587
RURAL DEVELOPMENT								
RDC Administration	609,457	68,350			677,807		0	0
RDC Studies and Evaluation	8,989	60,000			75,699		(6,710)	10,599
RDC Income Creation	174,208	161,992			329,986		6,214	421,055
RDC Farm	187,752	117,000			297,691		7,061	7,061
RDC Animal Health	196,123	289,800			487,334		(1,411)	387,191
RDC Horticulture & Agronomy	86,044	396,190			365,944		96,290	171,752
RDC Water Systems	73,500	328,500			206,776		195,224	221,281
RDC Tree Planting	133,825	470,116			306,322		297,619	434,377
Surkhet Project	406,577	1,670,220			1,074,211		1,002,586	432,670
TOTAL RURAL DEVELOPMENT	1,876,475	3,562,168	0	0	3,841,770	0	0	1,596,873
1987-88 Totals	33,693,308	67,433,650	38,107,880	6,898,434	59,982,392	(8,263,486)	3,400,415	1,001,324
								16,771,426

## APPENDIX C

### HEADQUARTERS PROJECT

#### ANNUAL REPORT 1987-1988

##### Summary

This past 12 months has been the consolidation of changes in the HQ, particularly the separation of the Missionwide Support Project from the main administrative activities. This is now fully operational. This has been consolidated in the use of the various buildings on the Thapathali compound. A good working relationship has developed between the two sections of work.

##### Project Description

HQ brings together the activities of the members of the Coordinating Committee and their supporting personnel. It includes the overall leadership role of the Executive Director and the specific areas of finance (Treasurer), personnel (Personnel Secretary) and the four areas of work, now defines as departments (Department Secretaries).

##### General Activities

- a) Meetings of the CC regularly co-ordinating the overall work of the UMN.
- b) Communication with Member Bodies, funding agencies and general supporters in matters of finance, personnel, information and prayer.
- c) Liaison with HMG for agreements, visas and generally to build and strengthen relationships.
- d) Serving the Projects, by visits, advise, consultation, arranging of seminars and overall communication.

##### Project Activities

###### 1. Executive Director's Office

The activities have been greatly strengthened with the appointment of an Assistant to the Executive Director. The CC has met regularly, at least monthly and when needed more frequently, to give co-ordination for the overall work of the UMN.

Many visits have been made to Government Officials to discuss matters relating to UMN and its projects. This work has been strengthened through the appointment of a Nepali liaison person.

Contact through correspondance and other ways of communication with our constituency outside Nepal has continued. The ED made a visit in May to North America (including London on the way) & visited all Member Bodies Offices in USA and Canada. Mission representatives visit HQ for discussions.

Visits to Projects and the keeping of communication flowing to projects has been one of the main emphacies.



## 2. Treasurer's Office

The main tasks of this office include: funding, consolidated budgeting and reporting, managing cash flow, ongoing contact with the various projects and programs over business matters, chairing the Information Processing Committee( re use of computers), and acting as an advisor to the Department Secretaries and Executive Director in the Mission's financial affairs. With the physical move of Department personnel into the new Headquarters building, many of the smaller Kathmandu-based programs have been incorporated into the activities of the central Accounts Office during the 1987-88 fiscal year.

In November 1987 a new Treasurer was appointed and consequently took over the responsibilities.

During the year, a systems analyst was appointed on a one-half time basis to provide guidance and support to UMN's further development in the use of computers. During 1987/88, Butwal, Palpa, and Surkhet each installed their first computer. Support for the effective and efficient use of these and other computers in the Mission creates heavy demands on the systems analyst's time.

## 3. Personnel Department

This department has continued to offer advice and to give in-put where necessary on personnel matters involving both expatriate appointees and UMN employees.

The office handles all new offers of service for both short-term and long-term work, ammounting to over 600 enquires per year. In addition, the Visa Section continued to process all Residence Visas, Re-entry Visas, and Trekking Permits, as well as Tourist Visas for visiting personnel on UMN business. This exceeds 2,000 visas/permits per annum.

A Management Consultant was in post until March 1988, giving management advice, when requested, in a variety of locations missionwide.

During the past year we have continued to receive assistance from one full-time and one part time counsellors based in Kathmandu. A programme of project visits has been undertaken and most mission locations have received at least one visit during the year.

We continue to be grateful for the valuable assistance given by our Consultant Psychiatrist and her short-term replacement.

## 4. Department Secretaries

They have well carried the responsibilities for projects within their departments and the activities are reported in each departments report.

## 5. Staffing

F.T.E. 24  
Nepali 6.5

## APPENDIX D

### MISSIONWIDE SUPPORT PROJECT

Annual Report 1987/1988

#### Project Description

The Missionwide Support Project is located in the Headquarters compound and surrounding area of Thapathali in Kathmandu. The project was started in July 1987 to bring together administratively the wide range of services already provided. The diversity of services offered by the project is best reflected in the number of activities listed.

#### Project Activities.

The project has continued to provide a network of support services to link up UMN projects/programs missionwide in the following departments:

- a) Accounts office has kept the financial records for the MSP, 150 personal accounts, 12 bank accounts, 420 other accounts, individual records for the staff Provident Fund's 650 members, as well as other business office related work, such as monthly statements, travellers' cheques, etc.
- b) Archives Department has spent the past year doing the initial sorting and re-filing on about 180 large files and 500 smaller Nepali files of materials, official minutes and documents, and correspondence.
- c) Central Services Department has provided support by purchasing 1000 air/bus tickets, over Rs.4,300,000. of goods for projects, carrying approximately 130,000 kg. of freight on trucks and charter flights, travelling a total of close to 50,000 km in four vehicles, and arranging import licences.
- d) Guesthouses had a total bed occupancy of 16000, including LOP students for their initial five months language course, people from projects outside Kathmandu in the city for business or holiday, and visitors to UMN from overseas.
- e) Library has handled a total of 130 requests for books and other materials from projects in and outside Kathmandu; and some 5,000 new books have been classified, catalogued and processed for the central library.
- f) Mailroom continued to sort a steady flow of 216,538 pieces of outgoing and incoming overseas mail, and an ever increasing amount of internal correspondence between the projects and their personnel.
- g) Missionwide Maintenance has been busy in three areas: setting up and maintaining the computers in Kathmandu and outlying projects; working on biomedical equipment in the various UMN hospitals; and starting in a new area of mechanical maintenance since January.
- h) Office services has provided support to the various offices in HQ and MSP in terms of stationery, photocopying, duplicating, telephone, and other secretarial needs as required.
- i) Open House Clinic continued to operate five mornings a week, averaging 156 patients, 65 injections and 16 home visits per month; and also provided post-natal care for 14 mothers, and valuable health information to new and old personnel.
- j) Publications Office produced several new booklets on various aspects of the work done by UMN, updated personnel deployment maps, and provided a personnel directory and prayer calendar.



- k) Public Relations Office, while continuing to work on the coordination of the public relations activities, has done considerable work on the slide library, meeting official UMN visitors, and meeting people returning from furlough.
- l) Valley Housing has maintained the negotiation and re-negotiation of the renting of, at present, 104 houses. A Nepali maintenance team of three has started, and has developed into a cohesive team handling their work efficiently.

FTE expatriate staff: 18.5  
Nepali staff posts: 57.

### Evaluation

The project was established from the existing activities; therefore the main objective this year was to build a team. This is an ongoing task being accomplished by supporting one another and having a better understanding of each other's particular area of work. As we look at our long term plans of Nepalisation, where possible, and the concentration on the quality of service, we can see that the groundwork has begun. Constant evaluation of the work has been done, mainly from feedback from the people using the services.

## APPENDIX E

### EDUCATION DEPARTMENT

#### Annual Report for 1987-88

#### 1. Summary

Missionwide, during the past year, we have noticed the tightening up by HMG on the activities of foreigners in Nepal. In the Education Department it has caused some frustration and disappointment, but this has been mirrored by remarkable flexibility and patience shown by many in very uncertain circumstances.

Most programmes continued as before.

New Activities:- Kathmandu Tutorial Group  
Jumla Liaison Officer

Activities ended:- Seconded workers in schools

Mainly because of the removal of the seconded school workers, the overall number of approved posts under the Education Department dropped by 10 to 64.

#### 2. Brief Report of Projects/Programmes

##### Gandaki Boarding School

The English medium section of the school now covers classes 4-8. Student figures (1987 values in brackets) are: total no. 385(370), girls 56(37), scholarship students 88(71). One student came out no. 1, nationwide, in the SLC examination. With the HMG decision to introduce a "10+2" system in secondary schools, it has been suggested that GBS also adopt this rather than O-level. Discussions were held with HMG officials but no definite answer was given regarding HMG's plans for Regional Schools. UMN assisted in the training of 5 staff and financed the girls' hostel (partially completed at the year end) plus library and science equipment. 4 of the 7 expatriate posts were filled for the whole year and 3 for part of it.

##### Jumla

Staff shortages, both UMN and HMG, caused workload stresses and meant curtailed programmes in KTS. In the last quarter, a good Nepali builder was employed and overall the building programme went ahead of schedule. More work was done on materials development and a seminar helped to coordinate this with other technical schools. Work in the community was restricted, as far as possible, to that which related to the KTS students' practical curricula. 6 staff members were on UMN scholarship-assisted trainings during the year and the Nepali Principal returned from his training to give strong and active leadership. The forestry programme targets were slightly exceeded.



### Seconded School Workers

UMN staff were involved in 5 different schools but this programme had to be terminated in March 1988 because the Ministry of Education finally refused to approve the agreement which we had been trying for for 2 years. They do not want foreigners involved in direct teaching in school. This marks the end of over 30 years of UMN school work.

### Teacher Training

Three Teacher Educators have worked in Pokhara and Butwal campuses, teaching different levels of in-service teachers. On encouragement from HMG officials, we began negotiations with Tribhuvan University to permit involvement of UMN in the needy area of primary teacher training. Discussions are continuing.

### UMN Children's Education Support Programme

Primary Tutorial groups have operated in Butwal, Tansen, Amp Pipal and Jumla. The AndhiKhola group was closed and a new one opened in Kathmandu because certain nationalities were finding difficulty in getting admission in other schools there. Recruitment of teachers is finally getting a bit better.

KISC has grown in numbers and facilities have improved. The novel educational method is proving popular.

### Education Service Office

The Jumla Liaison Officer post was approved and he has been helping mainly in coordinating materials development and further staff training for Jumla staff which are priorities.

The Consultant Librarian was only here for half of the year but gave advice and on the spot training to Nepali staff in Pokhara, Jumla and Kathmandu. She organised mini-libraries for some village schools.

The Language consultant completed the Language Review and on the basis of that began work on a new language curricula. He has been a technical resource for UMN language learners missionwide.

The NFE Consultants (1 expat. and 1 Nepali) have built up a strong and active resource base for the increased interest in NFE throughout the mission. The Nepali consultant completed 6 months training in Canada. Many project visits were made for advice and short-term training. Some post-literacy reading material has been prepared and tested.

### Language & Orientation Programme

Two 5-month LOP groups, totaling 50 people, were held during the year. Implementation of the new language policy was begun and new materials prepared and tested. One aim of these is to enable UMN personnel to become on-going, independent language learners. 44 personnel took oral proficiency interviews in the projects - a new facility. 38 BA's passed the complete 1st year exam and 13 the 2nd. 58 and 28 passed the oral sections only. The Orientation Programme was continued as before.

### Business School

The Secretarial and ESL courses were conducted as before. It is of interest that 20 of the 72 graduates from the last 4 courses have been employed within the UMN. All graduates found employment easily. A computer was purchased and staff given training in order to introduce word processing as part of the course in August 1986.

### Training & Scholarship Programme

The School level Scholarship programme (previously the Student Financial Assistance Programme) was brought administratively under the TSP. This programme has expanded mainly in Gandaki Boarding School and Mahendra Bhawan. 54 General Scholarship awards were made and 36 additional in-service awards. 58 in-service and general students graduated this year.

One Nepali staff member was added to the TSP office and work begun on building up a resource of information on trainings available in Nepal and beyond. The library has now 1517 volumes.

### Secondment to INF Programme

UMN continued secondment of one Graphic Arts Coordinator to the Development Communication Productions, based in Kathmandu. This group has produced printed and AV development material on the request of projects. UMN has assisted financially and in membership on the Management Committee.

## 3. Agreements

As reported above, the Letter of Understanding covering secondment of UMN people to village schools was rejected by the Ministry of Education.

Work was begun on a Letter of Understanding between UMN and the University under which UMN people could work at campuses where primary teacher training programmes were conducted.



4. Personnel

The Tutorial Teacher recruitment situation is much better than a year ago.

There are still needs in Jumla which has caused stress and extra workload for others.

A new Assistant Education Secretary has been appointed.

5. Finance

I am happy that, as before, income has exceeded budget in the Scholarship programmes.

In April, the EC approved a large financial input into GBS to make it possible to have double sections throughout the school. Funding is still needed for the Jumla project.

6. Looking Ahead

Although the door has been closed in one area for us during the past year, I believe we should not be discouraged. Rather we need to look creatively for other ways that God can use the UMN in education in Nepal.

In coming months we need to look at:

- teacher training agreement follow up
- expansion of training & scholarship work
- possible secondments to GO/NGO programmes
- look at UMN involvement in Jumla, post-1991
- evaluate effectiveness of new language material
- HMG's request for UMN to be involved more in technical education.

ENGINEERING AND INDUSTRIAL DEVELOPMENT DEPARTMENT

Annual Overall Report: 1987/88

## 1. Summary

The Engineering and Industrial Development (EID) department is responsible to direct and oversee UMN's involvement in industrial development, as well as to recruit personnel for secondment to other departments as requested. Activities are carried out on four levels: establishing and running private limited companies that expand Nepal's ability to pursue a policy of import substitution and indigenous development of natural resources; developing and transferring technology which may be appropriate for use in Nepal; training individuals who will have skill and confidence to contribute to industrial development; and seconding expatriates from the EID professional area to work in other department administered projects as requested.

## 2. Report of Projects

Rural Project - Development and Consulting Services (DCS)Technology

Development of tiles for roofing, ram pumps for water supply, and technology for rural electrification have continued. Results are encouraging, although there are also problems in the initial stages of transferring those technologies from the workshop to the villages. The coming year should see some of the problems solved as the products become ready for widespread use. The Small Turbine and Mills Programme will shortly celebrate its 200th installation.

Consultancy/Training

The consultancy component early in the year participated in an ongoing and extensive evaluation of UMN work in industrial development. Demand for the consultancy service has increased both within UMN and also in the local bazaar. In addition, the Advanced Training Programme to upgrade those tradesman level graduates of BTI has had nine different study units run in different subjects. Thus far, students have come exclusively for within UMN institutions.

Industrial Development Coordinator (IDC)Wood-based Industries

Both BPF and BWI have had a very difficult year. Shortages of raw materials and rapid increases in raw material costs have resulted in no profits, or even losses. The problem of raw material supply appears to be long-term. BPF is trying to respond with its plantation, and poplar trials but use of that will be years away. BWI continues under an extremely high burden of debt.

Energy-based Industries

The Gobar Gas company has gotten strong leadership at present from the Agriculture Development Bank/Nepal, and prospects for the future are bright. Hinal Hydro has become a strong contractor in smaller hydel development, and is being stretched to the limit in terms of personnel and equipment. NHE has yet to secure a major contract other than Andhikhola, although it has been given work in repair of some machinery. BPC continues to own and manage AHRIP, and made significant progress in the rural electrification component, which seeks to show that electricity generating capacity in Nepal can be better utilized by increasing off-peak use.



Butwal Technical Institute (BTI)

Butwal Technical Institute has made good progress in its expansion programme which will enable it to take more students into the four year programme. A two-year in-service training has been implemented which seeks to improve skills of worker in bazaar shops.

Andhi Khola ProjectAHREP

A major milestone was the completion of the transmission line, connecting the project to the national grid. This was connected at the end of the year, bringing power to site, and this will speed up work on the dropshaft. The tailrace tunnel is complete and construction for the powerhouse continues. The headrace is not yet complete, but progress on that was stopped when personnel were pulled out to work on another project in West Nepal. The damsite progress is now ahead of schedule. Rural electrification made good progress in planning, but equipment was not installed due to illness of the electrician.

Rural Development

Although survey work for the Irrigation Programme made good progress delay in approving the Agreement by HMG/N has led to discouragement among local people and staff. The drinking water and sanitation programme has seen strong demand for concrete latrine pit covering slabs. Drinking water systems to 393 households have been complete. The hydraulic ram pump performance has improved, although it is still not considered proven technology by villagers.

The Forestry Department refused permission to implement the proposed project involvement in forestry. Therefore, plans were revised and resource conservation became the emphasis of the programme. Non-formal education and literacy classes have been a tool to implement the awareness building part of resource conservation activities in the community.

3. Status of Agreements for Projects

The Institute for Technology and Industrial Development (ITID) covering UMN work in Butwal was signed on July 22, 1988. ITID provides for the establishment of a joint HMG/N - UMN management board directing their activities. Preliminary discussion with HMG have shown their enthusiasm for ITID to serve as centre for development of appropriate technology produced in Nepal.

The Andhi Khola Irrigation Agreement has not yet been signed but it is in the final stages of consideration by HMG. This proposed programme is seen by the government as a model for other future programmes in Nepal, so deliberations are taking longer than anticipated. (The agreement was signed on September 22nd.)

The proposed agreement for forestry work in Andhi Khola was rejected by the Government. This resulted in rethinking the proposed work so that it could be justified in relation to the AHREP agreement. The Irrigation Agreement also makes provision for conservation work.

4. Overview of Personnel

The post for Assistant Engineering and Industrial Secretary has been filled. On the industrial side, the number of engineers are up and most of the posts for expatriate civil and electrical engineers were filled by the end of the year. However, work loads remain heavy. We continue to have a severe shortage of mechanical engineers for the companies. The mechanical engineer posts for appropriate technology were all filled by the end of the year.

In the area of secondments to other departments, a shortage of builders resulted in projects using Nepali builders, with encouraging results. Still needed are building trade instructors for Jumla. It has become a high priority to recruit civil engineers for work in irrigation and drinking water programmes.

Recruiting and keeping highly skilled Nepali staff has continued to be a problem. In spite of that, a number of Nepali staff have been promoted to fill senior positions. Substantial progress toward Nepalization is being made.

#### 5. Overviewing of Finance

Donors committed to OMN involvement in industrial development in Nepal have continued their strong support. Financing for all projects has been sufficient. Lack of an agreement for the Andhi Khola Irrigation Programme meant that funding will have to be re-applied for, as previous commitments were not used.

#### 6. Looking Ahead

The following are priorities for the coming year:

- Planning format has been implemented, and we are now looking to improve the reporting process. Our hope is to integrate the two processes.
- An extensive evaluation of OMN industrial development work has been completed. Project groups are now working through the long-term implications of the finding.
- We will explore how to strengthen our work in appropriate technology and entrepreneurial development.
- Continued consideration of possible involvement in the proposed Jhimruk Khola Hydel Project.
- Begin implementation of the new ITID Agreements for DCS and BTI.
- Explore new opportunities offered to OMN in the area of apprenticeship training.



## APPENDIX G

### HEALTH SERVICES DEPARTMENT

Annual Overall Report July 1987 - July 1988

#### SUMMARY

The Health Services Department is responsible for the involvement of UMN in health and health-related programmes and projects, both in the Kathmandu Valley and in the mountain areas. There have been no major changes in the activities undertaken. Shortage of much needed and key UMN personnel has been causing real problems. A steady and strong policy of moving Nepali staff up into more senior and responsible positions has continued with a significant emphasis on training at all levels. A lot of uncertainty surrounds the future planning of some programmes, because it has proved impossible to ascertain government intentions and plans for the areas concerned. The signing of the Health Agreement during the year has given official sanction to our health and health-related work across the Mission.

#### PROJECT/PROGRAM REPORTS

- 2.1. Nursing Campus, UMN Programme. This Programme has continued to operate as a 3 year certificate programme, for both Nepali men and women. The new certificate nursing curriculum has been introduced and implemented during the past academic year. The annual admission numbers have been increased and this year 35 students were admitted for the new curriculum. This included 4 men and 31 women. The second and third year classes working under the old curriculum have continued with 37 students in the 2nd year, 8 of whom are male, and in the 3rd year 30 female students, giving us a total Campus number of 102 students in training.

The main practical training ground for the students is provided at Patan Hospital and CDHP, in addition some other hospitals and agencies are used for this purpose. Building renovations have continued throughout the year and have provided a more functional premises. The plan to build a new kitchen and dining room complex has been carried on during the year and should soon be completed and this will add a much needed facility to the Campus. Negotiations have taken place during the year to seek independence status for this Campus, so that it can relate directly to the Dean's Office, Institute of Medicine, rather than serve as an extension Campus of Maharajgunj Campus. The UMN Programme has continued to seek good working relationships within the TU, Institute of Medicine and different related departments.

#### 2.2. Community Health Programmes

- a) Lalitpur Community Development and Health Project. This combined programme is operating in the Lalitpur District which has a population of approx. 210,000 in 41 panchayats including one town panchayat. The Health Section has been working in 33 panchayats, as well as 2 panchayats of Bhaktapur and one panchayat in Kathmandu.

Overall there has been positive progress during this past year. The policy to place greater emphasis on the hilly area of South Lalitpur has continued during the year and the Valley centres have been retained mainly for teaching purposes. The Development Section of CDHP has implemented comprehensive activities in 6 panchayats in the south hilly remote area, serving a population of approx. 10-16,000 as a model for wholeness (i.e. mental, social, economic).

b) Palpa Community Health Programme. This multidisciplinary programme is working in selected panchayats in Palpa District. During the past year the programme has been involved:

i) In supporting village panchayats in their own development efforts by providing advice and expertise in the areas of agriculture, drinking water, non-formal education, and medicine.

ii) Supporting the HMG primary health care programme by helping the HMG HP staff, such as training in dentistry and regular doctors' visits to teach and to train.

iii) Running in the Tansen bazaar area the MCH clinic and Domiciliary Midwifery Programme, both as a service to the local people and as a training centre for a ANM/DMA students.

c) Gorkha Community Health Programme. This programme now based at Amp Pipal Hospital has continued its work in 5 panchayats to the north of the hospital amongst a total population of 52,000 people.

Over the past year the emphasis of the programme has been to facilitate improvement of health through working with interested communities in the target area, in raising health awareness, motivation and training of local people, and in further developing working relationships with panchayat leaders and government officials.

d) Okhaldhunga Community Health Programme. Work has continued in this poor and underdeveloped area in east Nepal. Travelling is difficult and the nearest motorable road is 3 days walk away. The programme serves 14 surrounding panchayats in close operation with the hospital. In the District, HMG has 9 health posts, and 1 health centre for curative service. There is also an education office, an agricultural office, a forestry office, and an animal hospital. There are 10 highschools in the District. CHP has continued to work through a multistructure of health, agriculture, water and sanitation, adult literacy, animal health, and forestry. School education work was maintained for only part of the year, when the government ordered our withdrawal from that programme.

### 2.3. Hospitals

a) Tansen Hosnital. The 100 beds of the hospital, the recently renovated out-patient department and the other departments of the hospital have all been under heavy demand during the past year. Patients come from the local community, from Palpa District and from a wide sector of West Nepal and also Northern India. In spite of the



great distances involved, personal hardships and expense, people desperate for honest and concerned care continued to "vote with their feet". During the past year the hospital has reached its maximum capacity for dealing with the heavy load of patient care. A programme of limitation of OPD registrations was instituted during the year and this has caused some strained relationships with the local community.

Without making major increases in fees the hospital has remained below the 20% UMN subsidy level. In-patient care remains predominantly surgical with 4,229 operation procedures having been performed. Hospital bed occupancy was over 82% on average. In OPD, in spite of limitation on registration over 91,000 patients were examined and treated.

The staff has to cope with leaking roofs, and many other inconveniences during yet another year, because of the delay in the renovation programme.

- b) Amp Pipal Hospital. The hospital continued to serve primarily patients drawn from a radius of 4 hours walking. This area includes the OHP target panchayats, but also includes adjacent parts of Lamjung. A proportion of patients come from much further afield. During the year there was an overall drop in OPD attendances and this was particularly marked in the first 6 months of the year. And the greatest drop was in the mother/child health MCH clinic. It may be that patients are now obtaining primary health care nearer their homes.

A closer relationship between the hospital and OHP has been developed during the year. The effort to improve the quality of in-patient care has proceeded with doctors working as generalists, and with a team nursing system. Some physical facilities have also been improved including overnight electricity provision and the improvement of toilet facilities.

Concern has continued through the year in certain, very important areas: the conflicting aims of collecting revenue and at the same time ensuring the poor are not excluded: finding a consensus among the doctors in agreeing to medical care are at an appropriate level for a mountain hospital: the effort to improve the training of the whole staff through the nurse educator: the need for more efficient drug supply and dispensing systems and the need for preventive maintenance and repair systems.

- c) Okhaldhunga Hospital. This 20 bed hospital serves a population of over 150,000 people in the Okhaldhunga District. Increased numbers of patients have been seen in the OPD and over 1,000 in-patients have been treated. In addition to the normal daily running of the hospital and OPD, an eye camp was held during the year in co-operation with HMG Lahan Hospital, and a successful surgical camp was also held, because a visiting surgeon was available to give this assistance. There was general stimulation of the work of the hospital through visits from a dentist, physiotherapist, nutritionist and maintenance staff from other UMN programmes.

- d) Patan Hospital. At the time of the signing of the UMN Health Agreement with His Majesty's Government, a Letter of Intent for Patan Hospital was also signed. With the legal status of the hospital now confirmed it is possible to go ahead and buy urgently needed equipment for the hospital and to import it under duty free arrangements.

Patient numbers continue to increase and in the closing months of this year pressure in several departments has been mounting very rapidly and staff are finding it quite difficult to cope with the pressure of work. In the busy season it is not unusual to have between 800 and 900 patients coming to the out-patient department per day. An average bed occupancy of about 80% has moved up to as much as 97% at busy times. Surgical operating has also increased by more than 30% during some of the busy months. All this demands serious thought and planning for the future.

The Dasrath Stadium Disaster on 12th March, 1988 brought many patients to the Hospital and the hospital disaster plan which had been formulated previously, was brought into effect. The hospital staff responded admirably to the challenge of some 52 people being brought to the hospital following the accident. Their Majesties, the King and Queen of Nepal, visited the Hospital on the day of the disaster, and His Majesty talked with senior staff about the capacity of the hospital to handle patients during a time of disaster.

#### 2.4. Other Programmes

- a) Medical Supplies Department. This combined programme serves UMN and INF projects and is administered by UMN. It purchases and distributes drugs and medical supplies to all UMN/INF projects importing items as necessary. The health agreement between UMN and HMG/Nepal Ministry of Health provides UMN the same duty free status as INF. The detailed process for UMN importing of drugs and medicines is still being worked out. This has been a difficult and very frustrating procedure. Because of these delays, some drug shortages are still occurring.

MSD premises have been remodelled and improved facilities have been provided. The joined drug formulary with INF has been approved by the Pharmaceutical Advisory Group. The computer hardware for MSD's IBM-compatible systems has been installed.

- b) Mental Health Programme, UMN. This programme has continued to promote the integration of mental health care into the existing primary health care structure at health post level. And the programme was consolidated throughout the year in CDHP and it has been used as a training base for medical students from the Institute of Medicine as part of their training in community psychiatry. UMN's consultant psychiatrist has continued a secondment to the Institute of Medicine including a teaching and clinical role which now involves out-patients and also a responsibility for in-patients in the newly opened psychiatric ward.



The English version of a new teaching manual has been produced and the Nepali version will appear shortly. Expatriate consultations have continued when necessary, and an opportunity to participate in the LOP is seen as a preventive aspect of this work.

- c) Drug Abuse Prevention Programme (DAPP). DAPP is a community based programme active within Nepali society. It has now completed its 3rd year of activities. The programme has been primarily seeking out Nepali agencies in order to develop a partnership with the objective of enhancing the capacity of the partner (or counterpart agency) to become effective in the area of prevention and rehabilitation. This relationship has developed well during the year, and it is expected that this will continue until the phasing out of DAPP from its activities.

Contacts with schools/campuses has been gradually taken over by Nepali agencies that are engaged in prevention/rehabilitation. DAPP has maintained good rapport with various educational institutions.

One major achievement during the year was the production and use of a 30 minute feature movie/video dealing with the "denial issue" of the drug problem.

- d) UMN Oral Health Programme. This programme has continued to make every effort to provide teaching in primary oral health care, develop teaching materials, and provide appropriate levels of treatment, and also undertake relevant research. The major achievement of the year was the production of the teaching manual in Nepali which has been printed and is now in use. Other teaching materials could not be produced because of the shortage of dentists. We have had only 4 out of 7 that are needed.

Contacts have been established with the Institute of Medicine where a course of dental training for health assistants is to be started and UMN has been asked to provide input. If we are unable to recruit more dentists, we shall miss this opportunity of partnership in this programme.

## 2.5. Health Services Seconded Workers

- a) Nursing Campus, Maharajgunj. During the year two UMN staff retired from the Nursing Campus after many years of service which was greatly valued at the Institute of Medicine. The remaining UMN worker has been appointed Visiting Professor of Nursing where she is on the faculty board and is the chairperson of one curriculum committee.
- b) Psychiatric Department, TU Teaching Hospital. Our UMN Psychiatrist is involved in clinical work and in teaching responsibility in the hospital.

- c) MBBS course, Institute of Medicine. A UMN doctor was appointed Visiting Professor of Clinical Physiology at the Institute of Medicine in April and is involved in teaching part-time in physiology and immunology as part of the pathology course. He is also involved in assessing research proposals for the IOM.
- d) Leprosy Research, Anandaban Hospital. A UMN doctor has been appointed Director of the Mycobacterial Research Laboratory (MRL), and another UMN worker, the Senior Research Scientist at Anandaban Leprosy Hospital.
- e) The Division of Nursing, Ministry of Health. The UMN nurse seconded to this division was out of the country on sick leave for the last year.

## 2.6. Training and Manpower Section, Medical Coordinator, Nutrition Consultant, HSO Planning and Evaluation Section

### a) Training and Manpower Section

#### Manpower

- i) Various Campuses of Institute of Medicine have been contacted and informed of vacant posts occurring in UMN health projects, prior to graduating exams.
- ii) Record has been kept of vacant posts at UMN health projects.
- iii) Employment inquiries have been referred to projects, if staff needed.
- iv) Quarterly reports regarding employment of new staff resignations, transfer, and study leaves have been received
- v) Biodata forms from technical staff have been received and processed.

#### Training

- i) Public Health Division. Central Office has been contacted and negotiation made to procure places for UMN employees at Regional Training Centres in Pathlaiya, Pokhara, and Dhankuta. Categories receiving integration training are: HA, PHN, CMA, ANM, and VHW.

### b) Medical Coordinator

Important tasks have included:

- i) The screening of the medical papers and psychological assessments of new workers in UMN.
- ii) The coordinating of medical opinion and arrangements for those UMN staff that have required repatriation.



iii) The preparation of medical protocols for member bodies concerning recruits.

c) Nutrition Consultant

A busy programme has included:

i) Project visits to Okhaldhunga, Butwal, Palpa, Andhikhola, and Lalitpur.

ii) Consultations in the projects and in the Nutrition Office with the expatriate and national colleagues.

iii) Organization of an extensive programme in nutrition week.

iv) Participation in HMG-N/UNICEF/NGO/UMN sponsored workshops and seminars.

v) Dealing with requests for nutrition materials/teaching aids/information.

d) Planning and Evaluation Section

This section has been facilitating the use of planning, monitoring, and evaluating methods and systems in and for UMN health service projects and programmes. However, some of these activities were curtailed because of organisational developments and because of limited personnel resources.

AGREEMENTS

On 11th May, 1988 the Health Services Agreement between Ministry of Health HMG/N and UMN was signed following more than 4 years of negotiations. At the same time a Letter of Intent between Patan Hospital and (MoH) HMG/N was also signed. These documents are important as visible government sanction of our work in various projects and programmes. They also allow us certain privileges, such as customs duty exceptions for the import of hospital equipment, medicines and drugs, and also of necessary vehicles. Under the terms of the Health Agreement UMN now must obtain HMG approval for all posts in the health services area and we are required to submit details of all expatriate and Nepali staff holding these posts. In addition new medical workers coming to Nepal must obtain through (MoH) HMG/N prior approval of their entry to this country.

OVERVIEW OF PERSONNEL

The recruitment of suitably qualified and experienced people for many posts remains a very serious problem. At the end of this year there were 45 vacancies out of a post list of 144 expatriates. The non-filling of some major/key positions is causing serious difficulties in our work and is also a matter of very grave concern as regards our planning for the future.

ADMINISTRATIVE REPORT

OVERVIEW OF FINANCE

We are profoundly thankful to God and to the member bodies and other donor agencies who have made it possible to meet the very large financial commitment that is necessary to maintain the work of the health services department.

LOOKING AHEAD

Amidst many uncertainties we feel, it is important to 1) clarify with (McH) HMG/N the issue of entry of medical workers for short-term assignments, mainly to cover vacations as was discussed in the negotiations leading to the signing of the Health Agreement. 2) Seek real assurance of the ongoing UMN commitment in finance and personnel to our hospitals and community health programmes in view of escalating recurring and capital costs. 3) Recruit and prepare staff suitable for important seconded roles and explore possibilities for other secondments. 4) Pray more fervently and request member bodies and sending agencies to recruit staff for the many vacancies. 5) Evaluate the roles being played by our hospitals, so that future planning is appropriate.

Work has continued in the implementation process for a new R.D. programme approved in December 1987 by the Board of Directors. It was decided to offer an expansion to already existing R.D. programmes in various districts. This has been considered in a risk context, with the result that more have been prepared to accept the proposed model for their location. We are now seeking the appropriate R.D. to negotiate an early new agreement for the approved activities.

Initial Development needs continue to express their dissatisfaction for the situation of ERB has positively affected them and helped them in their work.

Over the past year, major emphasis has been given to the work of Health workers. A working group has been established to review current status for training and research for this disadvantaged part of health society into the future.

In the past year, five HMG programmes achieved work of their objectives. They had contact with all HMG projects with 20 communities. Leading support in planning, assessment and project implementation. The project also acts in an advisory capacity to assist in R.D. development. Secretary and others in central administration.

Along with this has been discussed and a strong work group of planning. In all professional areas has emerged. The target group will be village level targets. The role HMG can play as a resource center at a national level is also being considered.

A very successful workshop was held in the second half of 1987 and such findings will be expanded over time in the future.

A matter of technical concern in the need for higher level qualified health staff. A task committee to review this issue has been set up. The study should be carried out in the project level market.

The institutional and financial system has been discussed by setting up the Executive Committee. The system is active and resources are being directed into the institutional system. The system will be based in the future.





## APPENDIX H

### RURAL DEVELOPMENT DEPARTMENT

Annual Overall Report, 1987/1988

#### 1. SUMMARY AND OVERVIEW

The Rural Development Secretary is responsible to the Executive Director to represent the concerns of rural development missionwide. As head of department he is to oversee the administration of two projects: the Rural Development Center; and the Surkhet Project for Income Generation and the Development of Cottage Industries.

The Secretary is professionally linked to all rural development personnel and programs throughout the Mission. He is responsible for recruitment for all RD posts and has advisory input to all RD programs. Rural Development has had seconded people in 6 UMN projects throughout the year.

In general, the past year has been spent regularizing administrative structures and systems for RD projects; building personnel support and a sense of identity for RD people. Much effort has been put into developing the role of professional groups and the result has been very encouraging.

Work has continued on the implementing process for a new R.D. effort approved in November 1987 by the Board of Directors. It was decided to offer any expansion to already existing R.D. programmes in various projects. It has been considered in 4 such contexts, with the result that none have felt prepared to adopt the proposed model for their location. We are now considering approaching HMG to negotiate an entirely new agreement for the approved venture.

Rural Development people continue to express their appreciation for how the division of EDB has positively affected them and helped them in their work.

Over the past year, major emphasis has been given to the needs of Nepali women. A working group has been established to pursue concrete means for transforming concern for this disadvantaged part of Nepali society into firm action throughout UMN.

#### 2. PROJECT REPORTS

##### RURAL DEVELOPMENT CENTRE

In the past year the five RDC programmes achieved most of their objectives. They had contact with all UMN projects with RD components, lending support in planning, assessment and program implementation. The project also acts in an advisory capacity to assist the Rural Development Secretary and others in central administration.

Long term vision has been addressed and a strong move toward offering training in all professional areas has emerged. The target group will predominately be village level farmers. The role RDC can play as a resource center on a national scale is also being considered.

A very successful workshop was held for missionwide R.D. personnel and such gatherings will be emphasised even more in the future.

A matter of particular concern is the need for higher level, qualified Nepali staff. A major hindrance to pursuing this development has been that UMN salary scales and benefits do not compete well in the professional market place.

The Horticulture and Agronomy Program has been discontinued by action of the Executive Committee. The section's activities and resources are being incorporated into the Horticulture Agronomy Support Program which has been based in Tansen. HASP will become the official agricultural program of RDC,

pending Executive approval in November, 1988. This move is seen in a very positive light.

#### **SURKHET PROJECT**

Major emphasis has been placed on consolidating the administrative support side of the project. This has done much to facilitate the smooth running of the programs.

The project strategy has been refined, based on the experience gained over the past five years. It has emerged as 6 points: (1) meeting the real needs of the people (2) seeking a substantial contribution by the people (3) aiming efforts toward the poor, women and low castes (4) seeking to be appropriate with technical, training and financial inputs (5) moving at the people's pace (6) aiming for community sustainable development.

The results from textile training continue to be encouraging. Non formal education remains a major emphasis, and in the local political leader's estimate, the most important contribution the project is making.

Concern has been expressed about the lack of technical input into the water systems program. The negative consequences of this have at times been alarming and a challenge to the project's credibility. An expatriate engineer has been requested from UMN and a tentative offer made.

The health and conservation programs are in need of assessment and there is some question of their future role. Professional assistance from those RD sectors has been asked to lend advisory support.

#### **3. STATE OF AGREEMENTS**

The Surkhet agreement has received a lot of attention over the past year. At the time of this writing it is before cabinet, having been approved by all Ministries concerned.

#### **4. OVERVIEW OF PERSONNEL**

In general, the personnel situation for RD is stable. However, certain positions are in critical need and have been for some time. This reflects upon the need for a serious look at how UMN approaches the recruitment process. We are faced with the need and desire to increase our numbers of qualified Nepali professionals; however, it would appear that UMN's salary and benefits package is not attractive enough for us to compete in the open job market.

#### **5. OVERVIEW OF FINANCE**

The financial situation for RD work is quite favorable. We receive strong support from Member Bodies and various other Donors. Gratitude is expressed for this commitment to our work.

#### **6. LOOKING FORWARD**

The RD Department will continue to pursue starting a new venture as approved by the Board of Directors.

Professional groups, in-house training and personnel development will receive further attention.

The recruitment of qualified Nepali professionals will be pursued with particular emphasis.

The potential of RDC will be further considered and perhaps a separate agreement for it negotiated.

We need to follow closely the King's determination to focus development efforts on meeting the basic needs of all Nepali citizens. We see great opportunity for UMN's rural development effort to ride on the wave of this enthusiasm.



*B. Schw-Hlaedle*

*2/40<sup>A</sup>*

UMN BOARD OF DIRECTORS  
November 19 - 21, 1988

S C H E D U L E

Location: Blue Star Hotel, Kathmandu

Saturday, November 19

6.00 pm Dinner at Blue Star Hotel  
7.00 pm Orientation and Bible Study

Sunday, November 20

8.30 am Bible Study  
9.15 am Plenary Session  
10.30 am Coffee Break  
11.00 am Plenary Session  
1.00 pm Lunch at Blue Star Hotel  
2.00 pm Small Group Discussion  
3.30 pm Coffee Break and Walk to Headquarters  
4.00 pm Special Session with Church Leaders at Headquarters  
6.00 pm Board Meeting Adjourns

Monday, November 21

8.30 am Bible Study  
9.15 am Plenary Session  
10.30 am Coffee Break  
11.00 am Plenary Session  
1.00 pm Lunch at Blue Star Hotel  
2.00 pm Plenary Session  
4.00 pm Coffee Break  
4.15 pm Plenary Session  
6.00 pm Meeting Closes

INFORMATION to DELEGATES of  
THE UMN BOARD OF DIRECTORS, 1988

We warmly welcome your participation in this Board Meeting, and your interest and fellowship with us in the work of the United Mission to Nepal.

Enclosed you will find a schedule of meetings. Your host/hostess and Anna-Karin Eriksson, secretary to Howard Barclay, will be able to help you with matters concerning meal times, transportation to the meetings, etc. Please do not hesitate to ask.

TIMING AT MEETINGS

We would request all delegates to be prompt, and to try to arrive at the meeting hall 5 minutes ahead of the scheduled times for meetings to begin. Please also make an effort to move without delay to the coffee table and back to the next session.

NEPALI CURRENCY

Travellers cheques may be cashed legally at the Blue Star Hotel office. The UMN office is not allowed to cash any personal or travellers cheques for you personally.

OUTWARD AND DOMESTIC BOOKINGS

If you have requested the purchase of any tickets, please pick them up from Anna-Karin Eriksson at the Blue Star Hotel at the coffee breaks.

If you have not paid for them earlier, payment for tickets ordered by UMN may be made to Anita Younkin from our Accounts Office at the coffee break at 10.30 on Monday 21/11.

Confirmation of flights booked outside Nepal cannot be done without the ticket in hand. This matter should be taken care of as soon after your arrival in Nepal as possible.

MEALS AND CHARGES

For those staying in the UMN guesthouses or private homes, there will be a flat rate charge of Rs. 75/- per day, applicable during the period 19-22 November (and appropriate earlier dates for members of Executive and Finance Committees.) We would request you to kindly remit the total amount to your host/hostess before you leave. There will be no reduction for any meals eaten elsewhere.

If you are staying Kathmandu before or after this period, the charge will be Rs. 195/- per day per person. This is the normal rate, and the reduced amount only applies to Board members during the period of the official meetings.

On Saturday evening, 19th November, dinner will be provided at the Blue Star Hotel, and also lunch on Sunday and Monday for Board members.

(P.T.O.)



#### PRACTICAL MATTERS

If you have questions about practical matters or things you wish to do, particularly during the days of the Board, please ask any on the UMN personnel at the meetings, who will refer you to someone who can give assistance.

#### NAME TAGS

It would be appreciated if you would please wear your name tag during the meetings. It helps our new members and all of us to get to know one another more easily if this identification is readily seen.

#### TRANSPORTATION

This will be arranged for those in the Patan area at the beginning and end of each day's session. Please ask Anna-Karin Eriksson for details, and be sure to give notification if you do not wish to take advantage of the transportation arranged.

M E M B E R S H I P

A) Member Body delegates:

Assemblies of God:	Rev Andrew McCabe
Baptist Missionary Society:	Miss Joy Knapman
Christian Church (Disciples):	Dr Ruth Catton
Church Missionary Society, Australia:	Rev David Claydon
Church Missionary Society, U.K.:	Mr Malcolm Warner
Church of North India:	-
Church of South India:	Bishop M.C. Mani
Committee for Service Overseas, Germany:	Mr Christoph Dehn
Darjeeling Dicoesan Council & Church of Scotland:	Bishop John Ghose (Absent)
Danish Santal Mission:	Mr Jorgen Norgaard Pedersen
Evangelical Lutheran Church of America:	Rev Warner Luoma
Evangelical Free Church of Finland:	Miss Riitta Siikanen
Finnish Evangelical Lutheran Mission:	Rev Paavo Kilpi
Gossner Mission:	Mrs Barbel Barteczko-Schwedler
Interserve:	Mr Richard Clark
Japan Antioch Mission:	Rev Minoru Okuyama (Absent)
Japan Overseas Christian Medical Cooperative Service:	Dr Kozo Tamura
Korea Christian Medico-Evangelical Association:	Rev Hong Bom Kim (Absent)
Mennonite Board of Missions:	Mr Ronald Yoder
Mennonite Central Committee:	Mr Paul Myers
Methodist Church, U.K.:	Rev Swaminathen Jacob
Norwegian Himal-Asia Mission:	Mr Einar Kippenes
Orebro Mission:	Mr Erling Wennemyr
Presbyterian Church in Canada:	Miss Pauline Brown
Presbyterian Church in Ireland:	Rev Terry McMullan
Presbyterian Church Synod, Mizoram:	Rev Lalpianga
Presbyterian Church, USA:	Dr Carl Friedericks
Regions Beyond Missionary Union:	Rev Geoff Larcombe
Swedish Free Mission:	Mr Billy Johansson
Swiss Friends for Missions in India & Nepal:	Mr Fredi Grob
Tear Fund U.K.:	Rev David Applin
United Church of Canada:	Mr Jack Lakavich (Absent)
United Church of Christ in Japan:	Rev Yozaburo Kimijima (Absent)
United Methodist Church:	Miss Marge Mayer
Wesleyan Church:	Dr Earle Wilson (Absent)
World Concern:	Mr Paul Kennel
World Mission Prayer League:	Mr Bob Andrews

B) Representatives of the Christian Church in Nepal:

Dr Rajendra Rongong  
Mrs Mannu Rongong



C) Co-opted members:

International Nepal Fellowship:	Dr	Bill Hawes
Leprosy Mission:	Dr	Wim Theuvenet /
	Mr	Pradip Failbus

D) Ex-officio members:

Executive Director:	Mr	Howard Barclay
Treasurer:	Mr	Lynn Miller
Personal Secretary:	Mr	Graeme Gugerl
Education Secretary:	Mr	David McConkey
Assistant Education Secretary:	Mr	Ryohei Takatsu
Engineering & Industrial Dev. Secretary:	Mr	Lionel Mackay
Asst. Eng. & Industrial Dev. Secreatry:	Mr	Wynn Flaten
Health Services Secretary:	Dr	Trevor Strong
Assistant Health Services Secretary:	Dr	Ken Snider
Rural Development Secretary:	Mr	Jim Alexander
Education Department Representative:	Mr	Mark Keller
Eng. & Industrial Dev. Department Rep.:	Mr	Gordon McConkey
Health Services Department Rep.:	Dr	Warwick Britton
Rural Development Department Rep.:	Mr	Henk Ymker
Annual Conference Rep.:	Mr	Pete Quesenberry

E) Observers:

Committee for Service Overseas:	Mr	Hermann Luehrs
Church World Service:	Dr	David A. Barnhart
Evangelical Lutheran Church of America:	Dr	Jeremiah Yovonie
Presbyterian Church of Canada:	Mr	Glen Davies
Presbyterian Church in Korea:	Rev	Si Hong Rew.

F) Others (Staff):

Recording Secretary:	Miss	Betty Young
Asst to Executive Director:	Mr	Anders Kammensjö
Secretary to Executive Director:	Miss	Anna-Karin Eriksson

[UMN Board Membership Nov 88].

# UMN BOARD OF DIRECTORS

19th - 21st November, 1988

## A G E N D A

Saturday evening, November 19

**1. Schedule of Membership and Roll Call**

The UMN Board of Directors includes the following categories of Members:

- a) Appointed Representatives of Member Bodies (with voice and vote)
- b) Two Representatives of the Nepali Christian Church (with voice and vote)
- c) Ex-Officio Members (with voice but no vote)
- d) Co-Opted Members (with voice but no vote)
- e) Observers (with no voice or vote)

**2. Orientation**

An Overview of the Mission by:

- a) Education Secretary: David McConkey
- b) Health Services Secretary: Trevor Strong
- c) Eng. & Industrial Dev. Secr.: Lionel Mackay
- d) Rural Development Secretary: Jim Alexander
- e) Treasurer: Lynn Miller
- f) Personnel Secretary: Graeme Gugerl
- g) Executive Director: Howard Barclay

**3. Appointment of Nominating Committee**

**4. Tribute to former Executive Secretary Gordon Ruff.**

**5. Presentation of Bible Reader Rev Dr Leon Morris**

Sunday and Monday

**6. Adoption of Agenda**

**7. Confirmation of Minutes of the UMN Board Meetings held on November 24 - 26, 1987**

**8. Membership matters**

- a) Applications for Membership:
  - Presbyterian Church of Korea
  - Methodist Church in India (BD-2/87)
- c) Change of name:
  - Church of Scotland

**9. Report from Executive Director**



10. Presentation of 1987/88 **Annual Reports and Financial Statements** (1 - 28 )
11. Matters from **Executive Committee Meeting** (29-34; 35-43)
12. Constitutional Matters (45 and separate papers)
- a) **Ratification** of New Constitution, BD-12/87, EC(1)-30/88
- b) Proposed New **Bye-Laws**, BD-12/87, EC(1)-30/88
13. **Personnel Matters**
14. **Long Term Plans and Policy**, BD-8/87
- a) Progress Report
- b) Report on "The growing urbanisation and the economy in the hills" EC(2)-6/87 (47 - 52)
15. **Nepalisation**, BD-18/87 (53 -72 )
16. **Relationship with the Church**, BD-13/86, BD-15/87
17. **Moratorium** on New Non-Asia Member Bodies
18. Report on 1988 **Annual Conference** - Pete Quesenberry
19. **Appointment of Executive Committee and Finance Committee** for 1988/89
20. **Dates of Future Meetings:**
- Confirmed for 1989 (BD-27/88): *25. 4. blends: Dinner*
- FC: 24 April, 17 Nov 1989
- EC: 26-27 April, 19-20 Nov 1989 (Easter Day 26 March, 89)
- BD: 21-23 Nov 1989 (Thanksgiving Day 23 Nov, 89)
- Proposal for 1990:
- |                  | <u>Alt 1</u> | <u>Alt 2</u>   |
|------------------|--------------|----------------|
| FC: 24 April,    | 13 Nov       | 23 Nov. 1990   |
| EC: 26-27 April, | 15-16 Nov    | 25-26 Nov 1990 |
| BD:              | 17-19 Nov    | 27-29 Nov 1990 |
- (Easter Day: 15 April, 90) (Thanksgiving Day: 22 Nov 1990)
- Thanksgiving Day to be avoided every second year, BD-27/87
21. **Any Other Business**

## SMALL GROUPS

during UMN Board Meeting Nov 1988

Sunday 20 Nov at 2.00 - 3.30 p.m.

### Administration:

David Claydon  
Jorgen Pedersen  
Richard Clark  
Billy Johansson  
David Applin  
Bill Hawes  
Glen Davies  
Howard Barclay  
Lynn Miller  
Graeme Guger

### Education:

Andrew McCabe  
Malcolm Warner  
Bishop Mani  
Fredri Grob  
Terry McMullan  
Rajendra Rongong  
Mannu Rongong  
David McConkey  
Ryohei Takatsu  
Mark Keller

### Health Services:

Joy Knapman  
Ruth Catton  
Kozo Tamura  
Pauline Brown  
Rev Lalpianga  
Carl Friedericks  
Marge Mayer  
Theuvenet/Failbus  
Herman Luehrs  
Trevor Strong  
Ken Snider  
Warwick Britton

### Rural Development:

Cristoph Dehn  
Warner Luoma  
Riitta Siikanen  
Paavo Kilpi  
Barbel B-Schwedler  
Ronald Yoder  
Paul Kennel  
David Barnhart  
Jim Alexander  
Henk Ymker  
Pete Quesenberry

### Engineering & Ind Dev:

Paul Myers  
Swam Jacob  
Einar Kippenes  
Erling Wennemyr  
Geoff Larcombe  
Bob Andrews  
Si Hong Rew  
Lionel Mackay  
Wynn Flaten  
Gordon McConkey



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UMN BOARD OF DIRECTORS 1988

Annual Reports 1987/88

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## EXECUTIVE DIRECTOR'S REPORT 1987/1988

In presenting a report of the United Mission to Nepal we need to recall the extent of our Mission, not only in Nepal, but as it stretches throughout the whole world. We continue to be a large family in Nepal in 12 locations, and a total of 23 programmes. However, we also recognise the worldwide relationship of member/sending organisations, funding and supporting agencies, families, churches, friends, adding up to thousands of very important people. For all of these we thank God, assure you of our appreciation, and want to encourage you that this support is very meaningful. We believe God is not only with us, but has been our strength and help in more ways than it is possible to recount.

Here are some of the past year's highlights.

1 Nepal, the country

On the surface it remains fairly stable. There continues a strong movement for a broader base of politics on party lines, rather than the present non-party system. I believe the struggle will continue.

Nepal hosted two large conferences: first the SAARC (South Asia Area Regional Conference) attended by the heads of seven nearby nations, and secondly the World Hindu Conference. Nepal continues to struggle with its very low Per Capita Income, and seems to make little or no headway in lifting itself from one of the lowest in the world. We still have a part to play in this.

There also appears to be a tightening attitude towards the Nepali Church and its activities, which has become evident in some areas where UMN Projects are located as well as a number of other locations.

2 Basic Needs for All by 2000 AD

This programme has been initiated by His Majesty King Birendra, and is being given very strong support. The Cabinet of HMGN has been considerably enlarged, mostly to strengthen the activities of this programme. UMN has already expressed its openness for involvement as this would certainly be a major emphasis in our work and indeed already is. We are perhaps uniquely prepared for involvement in such a programme. The concept is good. There is motivation; however, it is an enormous challenge and task to fulfil. We believe deeply in seeking to meet the basic needs of all.

3 Agreements

We have had great encouragement in the past six months. We signed our General Health Agreement and the Letter of Intent for Patan Hospital in May. In August, after many years of negotiations came the ITID (Institute of Technology and Industrial Development) Agreement with the Department of Village and Cottage Industries. This Agreement covers our activities in this field, mainly based in Butwal. This was followed by the Irrigation Agreement of Andhi Khola in September with the Department of Irrigation. We understand that the Agreement for our Surkhet Project is also making good progress and has reached Cabinet level. These Agreements are elaborated in the Department reports.



We have not been so encouraged in Education. We have received permission for Non-Formal Education work in a number of locations. However, permission to place teachers in village High Schools has been refused, which necessitated the withdrawal of seven personnel working in such locations. They have been either relocated or have returned home on leave.

4 UMN General Agreement, May 1990

While no official representation has been made, there have been a number of unofficial meetings with HMGN people. The first responses indicated that UMN, as for all NGOs (Non-Government Organisations), would be under the direct responsibility of the SSNCC (Social Service National Coordination Council). There are some of our programmes that might fit there, however, it is also clear that a number of our programmes, because of their nature and size, would not meet the criteria of the Council. We hear of other NGOs being dealt with in other ways. We continue our work on this very important matter.

5 UMN Constitution Revision

We have continued to work hard on this revision and especially the Bye-Laws, which we bring to this meeting of the Board of Directors for their action. This also includes the ratifying of the Constitution which was approved at the Board Meeting in November 1987. We believe that the dealing of these two documents at this Meeting will be most helpful in providing a good basis of operation for the coming years.

6 Finances

Again, as is evident in all of our statements, God has provided what was needed. I believe also there has been good faithful stewardship of these resources. We are all grateful for the smooth handing over of our financial responsibility from our past Treasurer and the good continuity through our present Treasurer.

7 Personnel

We have slightly reduced our overall number to 392. It does not include 38 who are on extended leave and uncertain about their return. It includes about 40 on regular home leave and over 100, who are without UMN assignment. While this helps our overall image to the Government, those without Assignment provide a most valuable source of manpower, which can find a most useful contribution.

The January 1988 language group was full, while the following July 1988 group is very small. The January 1989 group appears to be returning to full numbers.

There are some key posts which remain unfilled. This will be highlighted by the Personnel Secretary. However, I also wish to underline this and emphasise the stress this lack of personnel gives to our people in our Projects. For some it leaves them with an impossible task as well as becoming victims to strain, tension, and if not collapse, a decision not to return after leave. I do request you to treat this matter as important and urgent.

Last year I reported on a very serious health record. We are grateful that although there have been some health problems, both physical and emotional, it was nothing like the record of the previous year. We are grateful for this improvement.

#### 8 Coordinating Committee

The Coordinating Committee has met regularly and carries a strong role in leadership and administration. I am grateful for the exceptionally fine team in this supporting group. Their input into the overall work of UMN is immeasurable. Being in one building makes possible not only monthly regular meetings, but also weekly informal reporting sessions. This is over and above the daily regular interaction.

A sincere word of thanks to the Acting Executive Director, during my extended time absent from Nepal, and for the sense of everything being in good hands during my absence.

I must also mention the relief in having an Assistant to the Executive Director. The filling of that post has lifted loads and brings a feeling that at last matters are being covered in a more satisfactory manner.

#### 9 Earthquake

On August 21, 5 am, an earthquake measuring 6.7 on the Richter scale shook the central and eastern parts of Nepal, as well as India. The epicentre was located in Udaypur, about 160 km southeast of Kathmandu. While the worst affected areas seemed to be in Dharan, East Nepal, for us, the Okhaldunga hospital, 60 km north of the epicentre, was badly hit. We are thankful there was no loss of life at the hospital. However, the hospital and almost all the dwelling houses are damaged beyond repair and will need to be rebuilt. The reported number of fatalities due to the earthquake exceeded 700.

#### 10 North American Consultation

Between April 27 and May 20 visits were made by the Executive Director to UK (1 day) as well as to USA and Canada. The itinerary was extremely demanding, but the visits were to me of real value. There were a number of expressions of help received. I contacted six of our supporting groups, the one day in London. In North America, I contacted every office of our supporting agencies and was able to have good indepth discussion with most. I believe it was a really valuable time.

#### Conclusion

There are many uncertainties about the future. We do not know what it holds. We plan as best we can. We work hard, seeking to ensure a future and an ongoing contribution to this country. Beyond that, it is in God's hands.

J Howard Barclay  
Executive Director