

# Archiv der Gossner Mission

im Evangelischen Landeskirchlichen Archiv in Berlin



Signatur

**Gossner\_G 1\_0852**

Aktenzeichen

2/40

## **Titel**

UMN - United Mission to Nepal. Protokolle Board Meetings

Band

1

Laufzeit

1985 - 1987

## **Enthält**

Unterlagen der UMN-Board of Directors Meetings 1985 -1987, Protokolle; Berichte, Jahresberichte; Health Service Board, Economic Development Board usw., Finanzen; Mitgliedsorganisationen

Board of Directors Meeting, Nov.1987S C H E D U L ETuesday, 24th November

6.00 p.m. Dinner at Blue Star Hotel  
7.00 p.m. Board Meeting begins (see Agenda)  
8.15 p.m. Bible Study, Mr. Theodore Manaen

Wednesday, 25th November

8.30 a.m. Bible Study  
9.15 a.m. Plenary session  
10.30 a.m. Coffee break  
10.45 a.m. Small group discussion  
1.00 p.m. Lunch at Blue Star Hotel  
2.00 p.m. Plenary session  
3.30 p.m. Coffee break, and walk to Headquarters  
4.00 p.m. Dedication service at new Headquarters building  
4.30 p.m. Special session with Church leaders at Headquarters  
6.00 p.m. Meeting adjourns

Thursday, 26th November

8.30 a.m. Bible study  
9.15 a.m. Plenary session, with coffee break at 10.30 a.m.  
1.00 p.m. Lunch at Blue Star Hotel  
2.00 p.m. Plenary session, with coffee break at 4.00 p.m.  
6.00 p.m. Meeting adjourns

Friday, 27th November (if needed)

8.30 a.m. Bible study  
9.15 a.m. Plenary session, with coffee break at 10.15 a.m.  
1.00 p.m. Meeting closes  
Lunch at Blue Star Hotel

To: DELEGATES TO THE UMN BOARD OF DIRECTORS, 1987

B

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, Tony McGall and others 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 five 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. Also, payment for tickets ordered by UMN may be made to a UMN representative at the coffee breaks. The UMN office is not allowed to cash any personal or travellers cheques for you personally.

#### OUTWARD BOOKINGS

If you have requested the purchase of any tickets, please pick them up from Tony McGall at the Blue Star Hotel at the coffee breaks, and pay for them, if you have not done so earlier.

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.60/- per day, applicable during the period 24-28 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 in Kathmandu before or after this period, the charge will be Rs.160/- 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, 24th November, dinner will be provided at the Blue Star Hotel, and also lunch on Wednesday, Thursday and Friday for Board members.

#### 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 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 Tony McGall for details, and be sure to give notification if you do not wish to take advantage of the transportation arranged.

C

UMN BOARD OF DIRECTORS MEMBERSHIP

November 1987

**A) Member Body delegates:**

American Lutheran Church: Rev. Warner Luoma  
Assemblies of God: Rev. Ronald Peck  
Baptist Missionary Society: Rev. Neil McVicar  
Christian Church (Disciples): Dr. Raj Arole  
Church Missionary Society, Australia: Dr. Alan Cole  
Church Missionary Society, UK: Mr. Malcolm Warner  
Church of North India: -  
Church of South India: -  
Committee for Service Overseas, Germany: Mr. Christoph Dehn  
Darjeeling Diocesan Council & Church of Scotland: Rev. Bill Murison  
Danish Santal Mission: Mr. Jorgen Pedersen  
Evangelical Free Church of Finland: Miss Riitta Siikanen  
Finnish Evangelical Lutheran Mission: Rev. Paavo Kilpi  
Gossner Mission: Dr. Hanns-Uwe Schwedler  
Interserve: Mr. Richard Clark  
Japan Antioch Mission: -  
Japan Overseas Christian Medical Cooperative Service: Dr. Kuniyuki Itoh  
Lutheran Church in America: Rev. Warner Luoma  
Mennonite Board of Missions: Mr. Paul Myers  
Mennonite Central Committee: Mr. Paul Myers  
Methodist Church, UK: Rev. Swaminathan Jacob  
Norwegian Himal-Asia Mission: Mr. Asbjorn Voreland  
Orebro Mission: Rev. Ingemar Berndtson  
Presbyterian Church in Canada: Miss Pauline Brown  
Presbyterian Church in Ireland: Rev. Terry McMullan  
Presbyterian Church Synod, Mizoram: Rev. Lalpianga  
Presbyterian Church, USA: Rev. Newton Thurber  
Regions Beyond Missionary Union: Miss Judith Hymer  
Swedish Free Mission: Mr. Billy Johansson  
Swiss Friends for Missions in India and Nepal: Mr. Fredi Grob  
Tear Fund: Rev. David Applin  
United Church of Canada: Miss Rhea Whitehead  
United Church of Christ in Japan: (Rev. Yozaburo Kimijima)  
United Methodist Church: Miss Marge Mayer  
Wesleyan Church: Dr. Virgil Mitchell  
World Concern: Mr. Paul Kennel  
World Mission Prayer League: Mr. Theodore Manaen

**B) Representatives of the Christian Church in Nepal:**

Dr. Rajendra Rongong  
Mr. Om Prakash Subba

**C) Ex-officio members:**

Executive Director: Mr. Howard Barclay  
Treasurer: Mr. Erling Wennemyr  
Education Secretary: Mr. David McConkey  
Acting Health Services Secretary: Dr. Trevor Strong  
Engineering and Industrial Development Secretary: Mr. Lionel Mackay  
Acting Rural Development Secretary: Mr. Jim Alexander  
Asst. Education Secretary: Miss Ann Lycett  
Acting Asst. Health Services Secretary: Mr. David Williams

D) Co-opted members:

International Nepal Fellowship: Dr. Bill Hawes  
Leprosy Mission: Dr. W.J. Theuvenet  
UMN Personnel Secretary: Mr. Graeme Gugeri

### E) Observers

Baptist Union of Norway: Rev. Per Rise  
Gossner Mission: Mr. Joachim von Falck  
Presbyterian Church Synod, Mizoram: Rev. Rokhuma  
UMN Treasurer nominee: Mr. Lynn Miller  
CMS Australia: Mr. Ross Hall

24-27 November, 1987A G E N D ATUESDAY, 24th November evening:1. Schedule of Membership and Roll Call. (See page C)

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:

Education Secretary - David McConkey

Acting Health Services Secretary - Trevor Strong

Engineering & Industrial Development Secretary - Lionel Mackay

Acting Rural Development Secretary - Jim Alexander

Treasurer - Erling Wennemyr

Personnel Secretary - Graeme Gugeri

Executive Director - Howard Barclay

3. Appointment of Nominating Committee4. Tribute to Dr. Bob FlemingWEDNESDAY, THURSDAY AND FRIDAY

## 5. Confirmation of Minutes of meeting of 18th-21st November, 1986

## 6. Membership changes and applications:

ALC and LCA amalgamating to form the Evangelical Lutheran Church in America

Other enquiries/applications for membership KCNEA aufgenommen (Cyl. S. 0)

## 7. Report from Executive Director

## 8. Appointment of Treasurer (EC(1)-12/87) (Lynn Joseph Miller, S. &amp; Q)

## 9. Appointment of Selection Committee for nomination of Executive Director

## 10. Presentation and acceptance of 1986/87 Annual Reports and Financial Statements

## 11. Constitutional matters:

Amendments to the Constitution and Bye-laws (page J)

Proposed new Constitution (pages K,L,M) mit 2 Annual reports (Workers 3.2)

Recommendations on return from furlough, etc. (EC(1)-5/87)

## 12. Human Resources Management Study (BD-8/86)

## 13. UMN Management Study (BD-10/86)

- including composition of Executive and Coordinating Committees

(EC(1)-19/87)

## 14. Relationship with the Church (BD-13/86)

15. Observers at the Board (EC(1)-18/87) ✓ (finanzielle Organisation kann bei einer Bedrohung eintreten)

16. Moratorium on new Member Bodies (BD-27/86) (nicht aufrecht) ✓

17. Nepalisation (BD-22/86) (nicht weiter berichtet)

18. Long Term Plans and Policy (BD-7/86) ✓

19. Report on 1987 Annual Conference ✓

20. Appreciation to: Al Schlorholtz  
Jeanette Hyland  
Erling Wennemyr ✓

21. Appointment of Executive Committee and Finance Committee for the year 1987/88

22. Dates of meetings in 1988 and 1989 ✓ Board: Ex Nov 13/14

~~Rec. Com~~

P. Clark  
Joyce Peterson

Paul Meier  
Bille Johnson  
David Aar  
Nord Meier  
Law Ping

Ragnar

1988

Board Nov. ~~14~~

19-21. Nov.

1989

Ex: 19-20 Nov  
Board: Nov. 21-23

~~(Nov. 18-20)~~

SMALL GROUP DISCUSSIONS

E

*(neben Pappran)*

ADMINISTRATION GROUP

<u>1st hour</u>	<u>2nd hour</u>
J.Pedersen	A.Cole
R.Clark	H.Schwedler
Rev.Lalpianga	A.Voreland
D.Applin	J.Hymer
R.Whitehead	B.Hawes
P.Kennel	V.Mitchell
W.Theuvenet	T.McMullen
P.Rise	Rev.Rokhuma

HEALTH SERVICES GROUP

<u>1st hour</u>	<u>2nd hour</u>
A.Cole	P.Kilpi
C.Dehn	P.Myers
J.Hymer	K.Itoh
S.Jacob	I.Berndtson
B.Johansson	P.Brown
B.Hawes	M.Mayer
R.Arole	W.Theuvenet
R.Peck	R.Hall

EDUCATION GROUP

<u>1st hour</u>	<u>2nd hour</u>
R.Siikanen	M.Warner
K.Itoh	J.Pedersen
A.Voreland	S.Jacob
Y.Kimijima	Rev.Lalpianga
M.Mayer	R.Whitehead
T.Manaen	R.Rongong
W.Luoma	N.Thurber
O.P.Subba	J.von Falck

*1. floor*  
RURAL DEVELOPMENT GROUP

<u>1st hour</u>	<u>2nd hour</u>
M.Warner	O.P.Subba
B.Murison	C.Dehn
P.Kilpi	R.Siikanen
H.Schwedler	R.Clark
P.Myers	B.Johansson
P.Brown	Y.Kimijima
F.Grob	P.Kennel
N.Vickers	T.Manaen

ENGINEERING & INDUSTRIAL DEVELOPMENT GROUP

<u>1st hour</u>	<u>2nd hour</u>
I.Berndtson	B.Murison
V.Mitchell	F.Grob
T.McMullan	D.Applin
N.Thurber	W.Luoma
R.Rongong	R.Arole
J.von Falck	P.Rise
Rev.Rokhuma	N.Vickers
R.Hall	R.Peck

**JUMLA:** Karnali Technical School (KTS), teaching agriculture, building construction and health; teachers seconded to government schools; forestry; community development; community health; expatriate children's tutorial group — 22

**TATO PANI:** 1,000 kilo-watt hydro-electric project — 6

**POKHARA:** Gandaki Boarding School (GBS); teachers seconded for teacher training in Pokhara and teaching in village high school, Ryalchaur; Rural Development Centre (RDC), including library and farm — 32

**GORKHA DISTRICT:** 40-bed hospital at Amp Pipal; Community Health Program (CHP) in 5 panchayats of Gorkha District; seconded teachers in Namjung and Thalajung village schools; expatriate children's tutorial group; guesthouse — 30

**SURKHET:** Groundwork for small-scale technical, agricultural and health development projects — 4

**ANDHIKHLA:** 5,000 kilo-watt hydroelectric project; irrigation, drinking water and sanitation, and community forest programs; expatriate children's tutorial group — 27

**TANSEN/PALPA:** 102-bed hospital; Community Health Program (CHP) for Palpa District; Horticulture & Agronomy Support Program (HASP); expatriate children's tutorial group; guesthouse — 34

**BUTWAL:** Butwal Technical Institute (BTI); private limited companies; Development & Consulting Services (DCS); teacher training; expatriate children's tutorial group; guesthouse — 27

**PAIMEY:** Clinic — 2

**PATAN/LALITPUR:** 138-bed hospital in Patan City; Community Development & Health Project (CDHP) for Lalitpur District; Nursing Campus (NC, IOM) — 51

**OKHALDHUNGA:** 20-bed dispensary; Community Health Program (CHP); teacher seconded to village high school, Umbu; Rural Development Program (RD) — 13



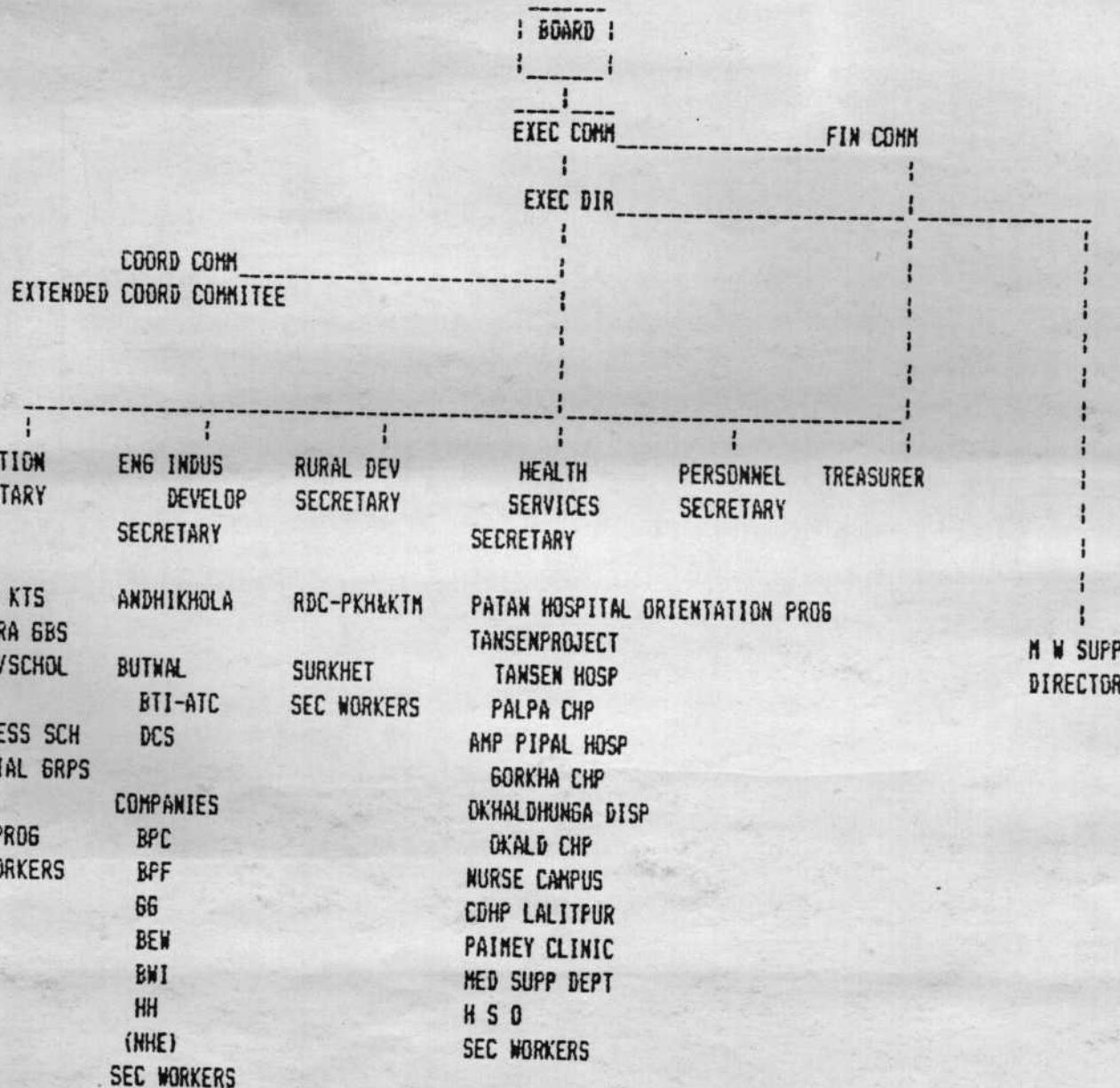
### UMN EXPATRIATE WORKERS DEPLOYMENT MAP

Updated to June 1987

#### S U M M A R Y

Location	Persons	Percent
Kathmandu:	82	20.5
HQ	28	
MS	20	
Others	34	
+ Language study	21	5.2
Patan/Lalitpur	51	12.7
Tansen/Palpa	34	8.5
Pokhara	32	8.0
Gorkha District	30	7.5
Andhikhola	27	6.7
Butwal	27	6.7
Jumla	22	5.5
Okhaldhunga	13	3.2
Tato Pani	6	1.5
Surkhet	4	1.0
Paimay	2	.5
On furlough	50	12.5
Total	401	100.0

UMN Publications Office



As of Nov. 1987

H

UMN CONSOLIDATED BALANCE SHEET AS AT 16TH JULY 1987

(All figures are in N.Rs. - 1 US \$ = 21.80)

15/7 1986:

70,746,354	Fixed Assets	86,642,277
70,741,285	Current Assets	62,513,723
(22,867,604)	Current Liabilities	( 9,518,839)
<u>118,620,035</u>		<u>139,637,161</u>

Represented by:

1,191,958	Gratuity Fund	1,403,719
2,705,509	Undesignated Fund	3,007,031
9,999,665	Other Funds	16,129,414
2,529,336	Unspent gifts for capital items	4,136,711
15,912,770	Surplus for 1986/87	18,454,794
(7,110,427)	- Recurring deficits	(14,872,763)
13,630,107	Programme Funds	3,582,031
1,585,441	UMN related companies Working Capital	17,041,829
<u>78,175,676</u>	Ackumulated Capital	<u>1,712,937</u>
<u>118,620,035</u>		<u>92,623,489</u>
		<u>139,637,161</u>

Notes:

1. Guarantees given by UMN as at 16th July:

- a) BWI, Rs. 137,248.- Expires 1/10 1987.
- b) BWI, Rs. 91,640.- Expires 20/8 1987.
- c) BWI, Rs. 58,280.- Expires 6/7 1988.
- d) BWI, Rs. 174,835.- Expires 6/7 1988.
- e) NHE, Rs. 232,500.- Expires 15/1 1988.
- f) NHE, Rs. 212,500.- Expires 15/1 1988.
- g) NHE, Rs. 205,000.- Expires 15/1 1988.

TOTAL N.Rs. 1112,003.-.

2. Recurring deficits consists of:

ASO capital (paid during 1986/87)	1,105,664.-
General Administration MW, Expenditure	7,088,474.-
General Fund Statement, Expenditure	6,678,625.-
(of which 2,280,000.- for PH was paid during 1986/87).	<u>14,872,763.-</u>

INCOME AND EXPENDITURE SUMMARYFINANCIAL YEAR 1986/87

	<u>Income</u>	<u>Expenditure</u>	<u>Balance</u>
GENERAL ADMINISTRATION MW	7,383,262	8,194,138	( 810,876)
HEALTH SERVICES FUNCTION	29,413,728	32,701,371	( 3,287,643)
EDUCATION FUNCTION	11,971,767	9,338,833	2,632,934
RURAL DEVELOPMENT FUNCTION	4,366,364	4,045,967	320,397
ENGINEERING AND INDUSTRIAL DEVELOPMENT FUNCTION	<u>33,796,113</u>	<u>25,185,644</u>	<u>8,610,469</u>
	<u>86,931,234</u>	<u>79,465,953</u>	<u>7,465,281</u>

Notes:

1. The amounts for Health Services function etc. include recurring, capital and programme statements.
2. The General Administration MW Expenditure consists of Recurring 7,088,474 plus paid ASO capital during 1986/87 1,195,664.
3. The total Personnel Contributed Services (PCS) amounts to around 6,900,000 for the year.
4. Income generated in Nepal (apart from PCS) amounts to around 19,200,000 for the year. Some internal transfers are included in this amount.



Executive Director : Mr. J. H. Barclay  
Treasurer : Mr. B. Wennemyr

Telephone : 212179, 215573, 212668.  
Telex : 2315 UMNEPA  
Telegram : UMNEPAL  
Location : K - I-325 Thapathali  
Mailing address :  
POST BOX 126  
KATHMANDU, NEPAL

To members of UMN Board.

24th September 1987

Dear Friends,

Enclosed you will find the details of a major revision of the UMN Constitution, which will later also cover the Bye-laws.

In addition to this, the Board took certain actions last year which need to be followed up this year in relation to the present Constitution and Bye-laws. The reference is BD-12/86, and the details are as follows:

1) Representation on the Board

a) Const. V, B, 1: Ratify the amendment -

"There will be two voting members appointed annually by the Executive Committee from the Christian Church in Nepal."

b) Bye-law II, C: Amend to read -

"There will be two voting members appointed annually by the Executive Committee from among the Christian Church in Nepal."

2) Workers' Conference

a) Const. V, B, 2: Ratify the amendment -

"Workers' Conference" to be changed to "Annual Conference".

b) Bye-law XII: Amend to read -

"Annual Conference.

There will be an Annual Conference attended by Board Appointees.

....

D. The Annual Conference Committee, ...."

I am hereby sending you the required two months' notice of proposed amendment.

We will be forwarding annual reports soon, and look forward very much to your fellowship with us at the time of the Board Meeting in November.

Yours sincerely,

*J. Howard* By  
J. Howard Barclay  
Executive Director

To: Members of the UMN Board  
From: J. Howard Barclay, Executive Director  
Date: 24 September 1987

In preparation for the November Board Meeting the administration has been preparing a presentation of Constitution and Bye-Law changes, most of which came out of your positive response in November 1986 to the management study in addition to other current changes. As revisions came to the Coordinating Committee it became evident that there were some more basic matters and especially in the Constitution itself that were needing revision. There were some matters of detail in the Constitution which more correctly should have rested in the Bye-Laws.

The Coordinating Committee decided we should look more carefully first at the Constitution before we look at the Bye-Laws. Assistance was sought for this task from appropriate people outside the administration who were available to give time to this task. It was realized that if for this Board Meeting, November 1987 we could propose a draft of changes to the Constitution on which the Board could act, this would then enable ratification in November 1988 as well as action on the Bye-Laws at the same meeting. To have delayed dealing with the Constitution at this meeting would delay this whole process another 12 months.

Perry Hendricks, short term Management Consultant of UMN, with undoubtedly skills in this area, and Board Appointee Peter Price, with legal training and able to be released for his last four months in Nepal before returning to UK, were committed to prepare a draft for CC. They did considerable consultation as well as much hard work to prepare a draft. This was reviewed and with some minor changes over the first draft now comes to you for consideration at our Board Meeting, November 1987. I am also including with the proposed draft a summary of the changes which have been made with some explanations. The CC would feel much more comfortable working on the Bye-Laws having first of all dealt with constitutional changes. A rough draft of Bye-Laws on which our subcommittee will continue to work is not ready now but we hope to have that available at the time of our meeting in November.

Would you note particularly this presentation commences with a definition of terms which is new from the previous document. The sections I, II and III remain unchanged except for the inclusion of the word "India", in para I. Article VII is unchanged in content but has been changed editorially.

This presentation to you is, to my understanding, in accordance with the rules for amendment and fulfills Article VII (or new 7.1 and 7.2).

Respectfully submitted,

Yours sincerely,



J. Howard Barclay  
Executive Director

CONSTITUTION AND BYE-LAWS

of

THE UNITED MISSION TO NEPAL

1987 Revision

CONSTITUTION

1 Definitions

In this Constitution:

1.1 "UMN" means The United Mission to Nepal

1.2 "Member Bodies" means Church, Mission and other Christian Groups named as members in UMN's Register of Membership

1.3 "Workers" means personnel (not UMN employees), accepted by UMN, either by assignment by Member Bodies or otherwise, to work under UMN auspices

1.4 "Bye-Laws" means Bye-Laws made in accordance with this Constitution

1.5 "Board" means the Board of Directors of UMN.

2 Foundation

Believing that God, in response to the fellowship and prayers of His people, has indicated it to be His will, UMN was established on an interdenominational basis under the auspices of the National Christian Council of India & Pakistan at a meeting held in Nagpur, India, on March 5th, 1954.

3 Purpose

3.1 The purpose of UMN is to minister to the needs of the people in Nepal in the Name and Spirit of Christ, and to make Christ known by word and life, thereby strengthening the universal Church in its total ministry.

3.2 In doing so, it will be the purpose of UMN to undertake the proper care and treatment of the sick, the prevention of disease, the education of children and adults, the development of agriculture and industry, and such other activities as are conducive to the fulfilment of the purposes of UMN.

3.3 It will be a fundamental principle of UMN to train the people of Nepal in professional skills and in leadership.

#### 4 Basis of Faith

UMN:

4.1 Holds the faith which the Church has ever held in Jesus Christ, the Redeemer of the world, in Whom people are saved by grace through faith, and, in accordance with the revelation of God which He made, being Himself God incarnate, worships one God, Father, Son and Holy Spirit.

4.2 Accepts the Holy Scriptures of the Old Testament and the New Testament as the inspired Word of God, as containing all things necessary to salvation, and as the ultimate standard of faith.

4.3 Accepts the creeds commonly called the Apostles' and Nicene as witnessing to and guarding that faith, which is continuously confirmed in the spiritual experience of the Church of Christ.

Note In adopting the foregoing basis of faith, UMN recognises that this does not fully express the doctrinal standards of all Member Bodies, nor does it expect Member Bodies, in accepting this brief statement of our common faith, to reject any of their doctrinal beliefs. Workers will be free to observe the sacraments and other ordinances of the Church in accordance with their own usages.

#### 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 by 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.

#### 6 Organisation

6.1 The Board is the controlling body of UMN.

6.2 The Board shall hold an Annual Meeting.

6.3 The Board consists of:

6.3.1 Representatives appointed by the Member Bodies.

6.3.2 Representatives appointed from the Christian church in Nepal.

6.3.3 Ex-officio and Co-opted members: Such officers of UMN, representatives of the Workers and co-opted members as specified from time to time in the Bye-Laws, who have voice but no vote.

6.4 The Board is responsible for:

6.4.1 Formulating and establishing policies for the operation of UMN.

6.4.2 Making Bye-Laws to regulate the membership of UMN, the conduct of meetings of the Board, ex-officio and co-opted representation on the Board, the administration of UMN, and such other matters as shall from time to time seem appropriate to the Board.

6.4.3 Ensuring that funds are available for the work of UMN by obtaining contributions from Member Bodies, Church and Mission groups, and other sources.

6.4.4 Determining the location of the Headquarters of UMN.

6.4.5 Selecting an ex. Com. to act for the Board between board meetings and to ensure that Board's policies

7 Amendments are implemented.

7.1 Notice of proposed amendments to this Constitution, together with the wording, will be given to UMN's Executive Director at least two months before the Annual Meeting of the Board.

7.2 The Executive Director will immediately circulate the proposed amendments to the Member Bodies.

7.3 To be adopted, proposed amendments must be approved by at least two-thirds of the Member Bodies present and voting at the ensuing Annual Meeting and be ratified at the succeeding Annual Meeting by an affirmative vote of at least two-thirds of the Member Bodies present and voting.

7.4 The amendments, if so approved and ratified, will take effect from the date of ratification.

## UMN CONSTITUTION

### COMPARATIVE TABLE OF CLAUSES

<u>PRESENT</u> (Nov. 1986) <u>CONSTITUTION</u>	<u>REVISED</u> (1987) <u>CONSTITUTION</u>	<u>NOTES</u>
I.	2	Definition of UMN - 1.1 "India" <u>added</u>
II.A	3.1	
B	3.2	
C	3.3	
III.A	4.1	
B	4.2	
C	4.3	
Note	Note	
IV.A	1.2 & 5.1	
B	5.2	"recruitment" <u>added</u> "financial" <u>changed to</u> "personal" "covenanting" <u>changed to</u> "payment"
C	1.2	
V.A	6.4.4	Location of HQ to be determined by the Board
B	6.4.1	Definition of Board - 1.5 "establishing" <u>added</u> "administration" <u>changed to</u> "operation"
1	6.3.1. & 6.3.2	"elected" <u>changed to</u> "appointed"
2	6.3.3	Ex-officio representation - DEAL WITH IN BYE-LAWS
3	6.3.3	Co-opted representation - DEAL WITH IN BYE-LAWS
C	6.1	"will be" <u>changed to</u> "is"
D	3	
E	3	
F	3	
G	3	
H	3	DEAL WITH IN BYE-LAWS
I	3	
J	3	
K	6.3	Acceptance of Workers and seconded Workers - DEAL WITH IN BYE-LAWS Basis for withdrawal of Workers to be mutual agreement

<u>PRESENT</u> (Nov. 1966)	<u>REVISED</u> (1967)	<u>NOTES</u>
<u>CONSTITUTION</u>	<u>CONSTITUTION</u>	
VI.A	6.4.3	"the maintenance of" <u>deleted</u> "contributions to be invited" <u>changed to</u> "obtaining contributions"
B	5.2	Amount of PCG - DEAL WITH IN BYE-LAWS
C		DEAL WITH IN BYE-LAWS
VI.I.	7.1, 7.2, 7.3, & 7.4	

*Worke manual 2 GM*BYE-LAWSINDEX

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PART A - INTRODUCTORY AND MEMBERSHIP1 DEFINITIONS AND INTERPRETATION2 UMN MEMBERSHIPPART B - BOARD AND COMMITTEES3 BOARD4 EXECUTIVE COMMITTEE5 FINANCE COMMITTEE6 CO-ORDINATING COMMITTEEPART C - OFFICERS7 PRESIDENT AND VICE PRESIDENT8 EXECUTIVE DIRECTOR9 TREASURER10 PERSONNEL SECRETARY11 FUNCTIONAL SECRETARIESPART D - MEMBER BODIES12 MEMBER BODIESPART E - FINANCE13 FINANCEPART F - MISCELLANEOUS14 ANNUAL CONFERENCE15 AMENDMENTS

PART A - INTRODUCTORY AND MEMBERSHIP1 DEFINITIONS AND INTERPRETATION

In these Bye-Laws:

- 1.1 "UMN" means The United Mission to Nepal.
- 1.2 "Member Bodies" means Church, Mission and other Christian Groups named as members in UMN's Register of Membership.
- 1.3 "Workers" means personnel (not UMN employees), accepted by UMN, either by assignment by Member Bodies or otherwise, to work under UMN auspices.
- 1.4 "Board" means the Board of Directors of UMN.
- 1.5 "Board Members" means persons appointed to the Board either by Member Bodies to represent them or by the UMN President to represent the Christian church in Nepal.
- 1.6 "Function" means one of UMN's areas of professional activity, such as Health, Education, Engineering and Industrial Development and Rural Development.
- 1.7 Words importing masculine gender include, where applicable, feminine gender.
- 1.8 Words importing the singular include, where applicable, the plural, and vice-versa.

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 Workers, with their full personal support, or paid annual grants for two successive years, will normally be removed from UMN's Register of Membership.

PART B - BOARD AND COMMITTEES3 BOARD

## 3.1 Membership

- 3.1.1 Each Member Body is entitled to appoint one Board Member, who shall not be a Worker.
- 3.1.2 Two Board Members will be appointed annually for one year by the UMN President from the Christian church in Nepal.
- 3.1.3 Ex-officio representatives, with voice but no vote:

Executive Director.  
Treasurer.  
Personnel Secretary.  
Functional Secretaries.  
Assistant Functional Secretaries.  
The Representative elected for each Function.  
The Representative elected by the Annual Conference.

- 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.

## 3.2 Meetings

- 3.2.1 Two months written notice will be given.
- 3.2.2 A quorum exists when the number of Board Members present equals half the number of Member Bodies.

## 3.3 Voting

- 3.3.1 Each Board Member has one vote.
- 3.3.2 The President may vote on each motion.
- 3.3.3 In a tie, the motion is lost.
- 3.3.4 There is no voting by proxy.

4 EXECUTIVE COMMITTEE

## 4.1 Purpose

Act for the Board between Board Meetings and ensure that Board policies are implemented. *This mean, that the Ex. Com. is not able to decide matter of our policies*

## 4.2 Membership

## 4.2.1 Members elected by the Board:

President.  
Vice President.  
Six to eight Board Members elected annually by the Board; no member to serve more than four consecutive years. Vacancies occurring between Board Meetings may be filled by the Executive Committee from Board Members.

## 4.2.2 Ex-officio members, with voice but no vote:

Executive Director.  
Treasurer.  
Personnel Secretary.  
Functional Secretaries and the Representative elected for each Function, for business relating to their Function.

## 4.3 Meetings

- 4.3.1 At least twice a year.
- 4.3.2 Two months written notice will be given. In emergency, the Executive Director may, with authority of the President, call a meeting at shorter notice.
- 4.3.3 The quorum is four voting members.

## 4.4 Duties

- 4.4.1 Direct the Executive Director, in accordance with Board policies, and report to the Board on significant issues.
- 4.4.2 Recommend annually to the President two representatives from the Christian church in Nepal to serve on the Board.
- 4.4.3 Nominate to the Board persons for appointment as Executive Director and Treasurer, and approve the Executive Director's appointment of the Personnel Secretary, Functional Secretaries, and Personal Counsellors.
- 4.4.4 Be Trustees of the UMN Provident Fund and other funds entrusted to UMN.
- 4.4.5 Recommend to the Board each year the amount of Per Capita Grant.

5 FINANCE COMMITTEE

## 5.1 Purpose

Be a review body for the Executive Committee in financial matters.

## 5.2 Membership

President.  
Two Board Members appointed annually by the Board; no member to serve more than four consecutive years. In the absence of a Board Member, the President may appoint an alternative Board Member for that meeting.  
Executive Director.  
Treasurer.  
Functional Secretaries, for business relating to their Function.

## 5.3 Meetings

Normally before each Executive Committee meeting.

## 5.4 Duties

- 5.4.1 Receive from the Executive Director, upon recommendation of the Treasurer and with comments of the Co-ordinating Committee, Annual Budgets, Financial Statements, Audit Reports and Per Capita Grant proposals, and present them to the Executive Committee with their recommendations.
- 5.4.2 Review sources from which grants to UMN may be available.
- 5.4.3 Advise the Executive Committee regarding investments, endowments and reserves.
- 5.4.4 Advise on other financial and business matters.

## 6 CO-ORDINATING COMMITTEE

### 6.1 Purpose

Be an advisory body to the Executive Director.

### 6.2 Membership

Executive Director.  
Treasurer.  
Personnel Secretary.  
Functional Secretaries.  
Heads of Institutions, Project Directors and the  
Representative elected for each Function, for business  
relating to their areas of responsibility.

### 6.3 Meetings

As needed.

### 6.4 Duties

- 6.4.1 Advise on personnel posts and service of Workers.
- 6.4.2 Advise on rules for Workers and UMN employees.
- 6.4.3 Consider Plans and Budgets, Annual Reports, Annual Financial Statements, Audit Reports and Long-term Plans and make comments to the Executive Committee and, where appropriate, the Finance Committee.
- 6.4.4 Appoint an Audit Committee, of one representative from each Function, to study and report on Annual Financial and Audit Reports.
- 6.4.5 Advise on professional and technical policy for each Function.
- 6.4.6 Advise on acquisition, use and disposal of properties.
- 6.4.7 Perform other duties assigned by the Executive Director.

## PART C - OFFICERS

## 7 PRESIDENT AND VICE PRESIDENT

### 7.1 Appointment

Elected at each Annual Board Meeting, for one year.

### 7.2 Duties

- 7.2.1 The President will preside at Board, Executive and Finance Committee meetings.
- 7.2.2 The President may authorise the Executive Director to call an emergency meeting of the Executive Committee.
- 7.2.3 The President will appoint annually two representatives from the Christian church in Nepal to serve on the Board.
- 7.2.4 The Vice President will act in the absence of the President.

## 8 EXECUTIVE DIRECTOR

### 8.1 Appointment

8.1.1 Three years.

8.1.2 The Executive Committee will appoint a Selection Committee of five members, one of whom will be designated Convenor, including:

One voting member and one ex-officio member of the Executive Committee.

Two Board Members who are not members of the Executive Committee.

One Worker who holds no UMN administrative post.

8.1.3. The Convenor will, by communicating with Member Bodies, Workers and others, seek candidates and obtain for each a dossier of training, qualifications and administrative, Christian and missionary experience, a statement of Christian convictions, and medical reports.

8.1.4 The Selection Committee will present two or three candidates to the Executive Committee.

8.1.5 The Executive Committee will nominate one candidate for Board consideration.

### 8.2 Duties

8.2.1 Be responsible to the Board and Executive Committee, as UMN's chief executive officer, for implementing their policies.

8.2.2 Maintain UMN's Register of Membership.

8.2.3 Be ex-officio member of all UMN committees.

8.2.4 Issue notices and agenda and record and distribute minutes of Board and Executive Committee meetings.

8.2.5 Be UMN's representative to His Majesty's Government of Nepal, agencies of other governments and societies, and Member Bodies.

8.2.6 Appoint the Personnel Secretary, Functional Secretaries and Personal Counsellors, subject to approval of the Executive Committee.

8.2.7 Appoint the Director of Missionwide Support Project and, where necessary, Area Services Officers for geographical areas.

8.2.8 Direct the work of the Treasurer, Personnel Secretary, Functional Secretaries, Director of Missionwide Support Project and Area Services Officers.

8.2.9 Be responsible for assignment and service of Workers.

8.2.10 Be responsible for planning and budgeting.

8.2.11 Submit an annual report to the Board and Executive Committee.

8.2.12 Arrange annual auditing of UMN accounts and report to the Finance Committee.

8.2.13 Designate a Co-ordinating Committee member to act in his absence.

## 9 TREASURER

### 9.1 Appointment

Three years, by the Board upon recommendation of the Executive Committee.

### 9.2 Duties

9.2.1 Be UMN's chief financial officer.

9.2.2 Receive and account for monies.

9.2.3 Co-ordinate funding requests and communicate with funding agencies.

- 9.2.4 Maintain accounts and prepare Annual Financial Statements.
- 9.2.5 Issue notices and agenda and record and distribute minutes of Finance Committee meetings.
- 9.2.6 Be responsible for UMN bank accounts and investments.
- 9.2.7 Be a signatory on all UMN bank accounts and authorise other signatories.
- 9.2.8 Recommend proposed Budgets and Per Capita Grant amount.
- 9.2.9 Recommend persons for business management posts.
- 9.2.10 Perform other duties assigned by the Executive Director.

## 10 PERSONNEL SECRETARY

### 10.1 Appointment

Three years, by the Executive Director. (Approval by Gx. Com. v. 1.2.6)

### 10.2 Duties

- 10.2.1 Be UMN's chief personnel officer.
- 10.2.2 Consult with Functional Secretaries and communicate with Member Bodies regarding service of Workers.
- 10.2.3 Keep a file on each Worker.
- 10.2.4 Be responsible for language acquisition and orientation of Workers.
- 10.2.5 Issue rules for Workers and UMN employees.
- 10.2.6 Perform other duties assigned by the Executive Director.

## 11 FUNCTIONAL SECRETARIES

### 11.1 Appointment

Three years, by the Executive Director.

### 11.2 Duties

- 11.2.1 Be the executive officers for the Function.
- 11.2.2 Advise the Executive Director on service of Workers.
- 11.2.3 Provide direction and assistance to Heads of Institutions and Project Directors.
- 11.2.4 Conduct an annual election for the Representative for their Function to the Board, Executive and Co-ordinating Committees.
- 11.2.5 Prepare Annual Plans, Budgets and Reports and Long-term Plans for their Function.
- 11.2.6 Perform other duties assigned by the Executive Director.

## PART D - MEMBER BODIES

## 12 MEMBER BODIES

- 12.1 Member Bodies will process applications for Workers in accordance with their own rules and regulations.
- 12.2 Except in emergency (the emergency to be judged by the Executive Director), six months notice of withdrawal of a Worker by a Member Body will be given.
- 12.3 If the service of a Worker is no longer required the Executive Director will normally give six months notice to his Member Body.
- 12.4 Member Bodies will decide furlough dates for Workers provided by them.
- 12.5 Leave and Furlough are the financial responsibility of Member Bodies.
- 12.6 Member Bodies may appeal to the Executive Committee in matters affecting them or Workers provided by them. Appeal will be in writing to the Executive Director.

PART E - FINANCE13 FINANCE

- 13.1 Accounts will be maintained according to Nepali calendar months.
- 13.2 The fiscal year will begin and end in mid-July, running from the beginning of Shrawan to the end of Asar.
- 13.3 Heads of Institutions, Project Directors and Area Services Officers will, in consultation with their Functional Secretary, prepare Annual Budgets in the form and at the time prescribed, and submit them to the Executive Director, Treasurer, and Functional Secretary.
- 13.4 Heads of Institutions, Project Directors and Area Services Officers will submit monthly and annual statements of accounts to the Executive Director, Treasurer and their Functional Secretary.
- 13.5 An annual Per Capita Grant covering Workers' housing and UMN supplied services will be assessed for payment by Member Bodies.

PART F - MISCELLANEOUS14 ANNUAL CONFERENCE

There will be an Annual Conference for Workers.

14.1 Purpose

- 14.1.1 Spiritual refreshment of Workers.
- 14.1.2 Discussion about the work of UMN.
- 14.1.3 Unity among Workers through fellowship and recreation.

14.2 Representative to the Board

A Worker elected by each Annual Conference.

15 AMENDMENTS

- 15.1 Notice of proposed amendments to these Bye-Laws, together with the wording, will be given to the Executive Director at least two months before the Annual Meeting of the Board.
- 15.2 The Executive Director will immediately circulate the proposed amendments to the Member Bodies.
- 15.3 To be adopted, proposed amendments must be approved by at least two-thirds of the Member Bodies present and voting at the Annual Meeting.
- 15.4 The amendments, if so approved, will take effect from the date of the Annual Meeting.

## UMN BYE-LAWS

### REPORT OF PETER PRICE AND PERRY HENDRICKS TO THE CO-ORDINATING COMMITTEE

#### 1. INTRODUCTION

This Report follows our Report dated 16th September 1987, relating to the revision of the UMN Constitution.

#### 2. REVISED BYE-LAWS

A revision of the UMN Bye-Laws has been completed and the new draft circulated. The Bye-Laws have been restructured, reorganised and indexed to produce a streamlined and modernised version which hopefully will be easier to work with.

The substance of the present Bye-Laws has not been changed, but much duplication has been eliminated. An attempt has been made to deal with primary authority and reduce procedural detail.

The accompanying Table of Clauses will help in comparing the present Bye-Laws with the draft of the revised Bye-Laws.

It is intended that there will be a Workers Manual to deal, among other things, with some of the matters in the present Bye-Laws which have not been covered in the revised version.

#### 3. SUMMARY

If the Co-ordinating Committee concurs, they may wish to make the revised Bye-Laws available to the Executive Committee later this month when the revised Constitution is being considered.

Peter Price

Perry Hendricks

5th November 1987

UMN BYE-LAWS

COMPARATIVE TABLE OF CLAUSES

PRESENT (Nov. 1986) BYE-LAWS	CLAUSE HEADING OR DESCRIPTION	REVISED (1987) BYE-LAWS	NOTES
(* = NOT INCLUDED)			
I.	<u>Application for membership</u>		
A.	Application	2.2	"received" changed to "submitted". Provision added for Board consideration.
B.	Acceptance	2.3	
C.	Suspension	2.4	
II.	<u>Basis of representation on the Board of Directors</u>		
A.	Representatives of Member Bodies	3.1.1	
B.	Continuity of representation -	-	* Reasonable but optional.
	Change in representation -	-	* See under Observers.
C.	Representatives of Christian fellowship in Nepal	3.1.2	"Christian fellowship" changed to "Christian church". UMN President to make appointment.
D.	Observers	-	* The President, as Board Chairman, decides who may be observers.
III.	<u>The Board of Directors</u>		
A.	<u>Meetings</u>		
	Annually	-	Clause 6.2 of Revised Constitution.
	Quorum	3.2.2	
	Notice	3.2.1	
B.	<u>Voting</u>		
1.	Each member has one vote	3.3.1	
	Chairman entitled to vote	3.3.2	
	In a tie, motion lost	3.3.3	
2.	No voting by proxy	3.3.4	
3.	Ex-officio members	3.1.3	(Also clause 6.3.3 of Revised Constitution.
4.	Co-opted members	3.1.4	
C.	Voting on major policy matters	-	* Appears superfluous. Not used for many years.
IV.	<u>Proceedings</u>	-	* No copy of Roberts Rules of Order at UMN HQ. The Rules have not been referred to for many years (if ever). Therefore not needed by UMN.
V.	<u>Election, appointment and length of term of Officers</u>		
A.	<u>Officers of the Board</u>		
1.	President & Vice President	7.1	

2. Executive Director

a.	Appointment for three year term	8.1.1	
	Termination on leaving Nepal for three months	-	* Rigidity is impractical - circumstances will determine appropriate action.
	Acting appointment	-	*{
	Re-appointment	-	*{(Authority to do these things is implicit.
	Presentation to Board Appointees	-	*{
	Termination	-	*{
b.	Procedure for election of new Executive Director		
i.	Selection Committee	8.1.2	
ii.	Convenor's duties	8.1.3	
iii.	Dossiers on all candidates	8.1.3	Presentation to Board Appointees and Member Bodies before presentation to Executive Committee not included. Desirable practice, but does not need a Bye-Law.
	Names for presentation to Executive Committee	8.1.3	
iv.	Nomination to Board	8.1.5	
c.	Acting Executive Director		
	Appointment by Executive Director up to three months	-	*{
	Appointment by Board or Executive Committee for three to twelve months	-	*{
	Appointment longer than six months consultation with Board Appointees	-	(Authority to appoint is implicit. See also *{(Bye-Law 8.2.13
	Termination by Executive Committee	-	*{
	Confirmation by Board	-	*{
3.	Treasurer		
a.	Appointment for three year term	9.1	
	Termination on leaving Nepal for three months	-	* Rigidity is impractical - circumstances will determine appropriate action.
	Interim acting appointment	-	*{(Authority to do this is implicit.
	Termination by Executive Committee	-	*{
	Nomination by Executive Committee to Board	9.1	
	Consultation with Board Appointees	-	* Desirable practice but not need a Bye-Law.

PRESENT (Nov. 1986) BYE-LAWS	CLAUSE HEADING OR DESCRIPTION	REVISED (1987) BYE-LAWS	NOTES (* = NOT INCLUDED)
b.	Acting Treasurer		
	Appointment by Executive Director for up to three months	-	*{ { { {
	Appointment by Board or Executive Committee for three to twelve months	-	*{ (Authority to do these things is implicit. { {
	Appointment longer than six months consultation with Board Appointees	-	*{ { {
	Termination by Executive Committee	-	*{ {
	Confirmation by Board	-	* Not a matter for the Board.
B.	Officers of Coordinating Committee, Institutions & Projects		
1.	Functional Secretary	11.1	Consultative procedure not included. Desirable practice but does not need to be a Bye-Law.
2.	Acting Functional Secretary	-	*{ (Authority to appoint is implicit. {
3.	Assistant Functional Secretary	-	*{ {
VI.	Executive Committee		
A.	Membership		
1.	Members elected by Board	4.2.1	
2.	Ex-officio members	4.2.2	Functional Secretaries and Functional Representatives limited to business relating to their Function.
B.	Meetings		
1.	Frequency	4.3.1	
2.	Notice	4.3.2	
3.	Quorum	4.3.3	
	Absence of quorum	-	*{Authority to communicate with
4.	Correspondence vote	-	*{Executive Committee members is implicit. {
C.	Duties		
1.	Direct UMN (through Executive Director)	4.4.1	
	Report to the Board	4.4.1	
2.	Acceptance etc. of Board Appointees	-	* To be dealt with by Executive Director.
3.	Nominate Executive Director (& Acting), Treasurer (& Acting), Appoint Functional Secretaries (& Acting)	4.4.3	Acting appointments not included.
4.	Policy Matter from Finance Committee	-	* Implicit.

PRESENT (Nov. 1986)	CLAUSE HEADING OR DESCRIPTION	REVISED (1987)	NOTES
BYE-LAWS	BYE-LAWS	(* = NOT INCLUDED)	
5.	Long-term Planning	-	(
6.	Annual Plans & Budgets	-	(* To be reported by Executive Director.)
7.	Annual Reports	-	(
8.	Annual Financial Statements	-	(
9.	Trustee of Provident Fund	4.4.4	
10.	Other matters from Executive Director	-	* Implicit
11.	Call emergency Board Meeting	-	* As Executive Committee acts between Board Meetings this is not necessary.
<i>Certain matters only the board is able to decide. Shouldn't the Ex. Director get the opportunity to get a decision to be the point of a</i>			
12.	Appoint Personnel Secretary	4.4.3	(Approve Executive Director's appointment. <i>write down in the bye-laws?</i>
13.	Appoint Personal Counsellors	4.4.3	( <i>They feel, that we should anticipate this situation, that might occur, in the bye-laws</i>
VII.	<u>Duties of Officers, Board Appointees, Representatives and others</u>		
A.	<u>President</u>		
1.	Preside at Board and Executive Committee	7.2.1	Finance Committee added.
2.	Authorise emergency Executive Committee	7.2.2	
B.	<u>Vice President</u>		
	Preside when President absent	7.2.4	
C.	<u>Executive Director</u>		
1.	Responsible to Board and Executive Committee	8.2.1	
2.	Notices - Board and Executive Committee meetings	8.2.4	
3.	Emergency meeting of Executive Committee	7.2.2	Executive Director acts on authority of President
4.	Minutes of Executive Committee	8.2.4	
5.	Correspond with Government	8.2.5	
6.	Application for UMN membership	-	Covered by 2.1
7.	Index of Board Appointees	-	Duty of the Personnel Secretary - 10.2.3
8.	Appoint Acting Executive Director, Acting Treasurer Acting Functional Secretaries and Assistant Functional Secretaries	-	* Implicit.
9.	Authorise Area Services Officers	8.2.7	

PRESENT (Nov. 1986) BYE-LAWS	CLAUSE HEADING OR DESCRIPTION	REVISED (1987) BYE-LAWS	NOTES (* = NOT INCLUDED)
10.	Appoint Area Services Officers and Central Services Director	8.2.7	
	Direct Functional Secretaries, Personnel Secretary, Area Services Officers and Central Services Director	8.2.8	
	Provide facilities for Personal Counsellors	-	* Implicit.
11.	Acceptance etc. of Board Appointees	8.2.9	
12.	Assignment of Board Appointees	8.2.9	
13.	Short and long-term planning	8.2.10	
14.	Publicity material	-	* Implicit.
15.	Annual Report	8.2.11	
16.	Annual Auditing	8.2.12	
17.	Acting Executive Director	8.2.13	
D.	<u>Treasurer</u>		
1.	Receive monies	9.2.2	
	Co-ordinate funding requests	9.2.3	
2.	Maintain accounts	9.2.4	
	Annual Financial Statements	9.2.4	
3.	Disperse Grants	-	* Implicit.
4.	Monthly Financial Statements	13.4	
5.	Bank Accounts	9.2.7	
6.	Annual Budgets	9.2.8	
7.	Annual Audit Reports	-	* Duty of Executive Director - 8.2.12
8.	Annual Financial Reports	9.2.4	
9.	Business Management Posts	9.2.9	
10.	Business Management Training	-	* Implicit.
E.	<u>Functional Secretary</u>		
1.	Executive Officer of Functional Board	11.2.1	
2.	Recruitment - Board Appointees	11.2.2	
3.	Board Appointees - assignment, etc.	11.2.2	
4.	Recruitment - Nepali personnel	-	* Implicit, but see clause 3.3 of revised Constitution.
5.	Board Appointees - assignment, etc.	11.2.2	
6.	Professional orientation	-	* Implicit.
7.	Appointment of Heads of Institutions/Project Directors	-	* Implicit in Executive Director's duties - 8.2.9

PRESENT (Nov. 1986) BYE-LAWS	CLAUSE HEADING OR DESCRIPTION	REVISED (1987) BYE-LAWS	NOTES (* = NOT INCLUDED)
8.	Direction to Heads of Institutions/Project Directors	11.2.3	
9.	Visit Projects	-	* Implicit.
10.	Long-term plans	11.2.5	
11.	Agenda for Functional Boards	-	*{ { (Reorganisation has removed the need for these clauses. {
12.	Material for Functional Boards	-	*{ (removed the need for these clauses. {
13.	Minutes of Functional Boards	-	*{ {
14.	Liaison with Government	-	* Duty of Executive Director - 8.2.5
15.	Communication	-	* Implicit.
16.	Board Appointees Representatives	11.2.4	
17.	Annual Reports, Annual Financial Statements, Audit Reports and Supplementary Budget Requests	-	* Implicit - but see 6.4.3
18.	Summary Annual Plans and Long-term plans	11.2.5	
19.	Summary Annual Reports & Review of Long-term Plans	11.2.5	
20.	Long-term Plans & Annual Plans	11.2.5	
21.	Other Duties	11.2.6	
F.	Assistant Functional Secretary	-	* Authority of Functional Secretary also covers Assistant.
1.	As delegated by Functional Secretary		
2.	Member of Functional Board		
G.	Personnel Secretary		
1.	Accountable to Executive Director	-	* Implicit - see 8.2.8
2.	Correspond with Member Bodies	10.2.2	
3.	Personnel requirements	-	* Implicit.
4.	File of Board Appointees	10.2.3	
5.	LOP orientation	10.2.4	
6.	Member of Coordinating Committee	-	* Covered by 6.2
7.	Other duties	10.2.6	
H.	Area Services Officer		
1.	Accountable to Executive Director	-	* See 8.2.8. Duties will be covered in a job description.
	Arrange allotment of time		
2.	Convene meetings of Board Appointees		
3.	Chair Area Housing Committee		
4.	Provision to Board Appointees		
5.	Guest housing		

PRESENT (Nov. 1986) BYE-LAWS	CLAUSE HEADING OR DESCRIPTION	REVISED (1987) BYE-LAWS	NOTES (* = NOT INCLUDED)
6.	Area Services Budget		
7.	Support to Board Appointees		
8.	Emergency Decisions		
9.	Standards of cooperation		
10.	Acting Area Services Officer		
11.	Other duties		
I.	Board Appointees Representative to Functional Board		Covered by 11.2.4.
1.	Elected for two year term to attend Board & Executive Committee meetings		
2.	Report back		
3.	Attend Coordinating Committee		
4.	Link for Board Appointees		
5.	Proposals to Coordinating Committee		
6.	Report back		
7.	Keep abreast of developments		
J.	Head of Institution and- Project Director	-	* Duties will be covered in a job description.
1.	Duties outlined in Constitution and Bye-Laws or SOWR's		
	Accountable to Functional Secretary		
a.	Project management		
b.	Plans and Budgets, Annual Reports and Monthly and Annual Statements		
c.	Personnel reports and recommendations to Functional Secretary		
2.	Emergency Decisions		
3.	Submit items to Coordinating Committee		
K.	Personal Counsellor	-	* Duties will be covered in a job description - See also 8.2.6
1.	Accountable to Chairman		
2.	Available for counselling		
3.	Visit Board Appointees		
4.	Available to preach, etc.		
5.	Give pastoral care		

VIII. Rules governing acceptance  
of United Mission workers

A. Workers accepted by the  
Executive Committee

1.	Board Appointees	-	* Covered by 1.3
2.	Commitment	-	* Workers Manual
3.	Procedure for appointment		
a.	Personnel Secretary circulates needs	-	* Implicit.
b.	Member Body processes application	12.1	
c.	Offer to UMN	-	* Implicit.
d.	Application considered	-	* Implicit.
e.	Executive Director recommends	-	* (Executive Director (accepts on (recommendation of *(Co-ordinating (Committee - 8.2.9. (6.4.1
f.	Executive Committee decides	-	
g.	Personnel Secretary advises	-	* Implicit.
h.	Member Body informs UMN of arrival	-	* Implicit.

B. Workers appointed by the  
United Mission institutions  
and projects (Direct  
Appointees)

1.	Heads of Institutions and Project Directors may appoint		
2.	UMN administration responsible for processing		
3.	Assignment to non-UMN posts		

IX. Rules governing Board  
Appointees

A.	Representation in projects	-	* Workers Manual
B.	Right of Appeal	12.6	Member Bodies only - and Workers Manual
C.	Return after furlough	-	* See 6.4.1. 8.2.9
D.	Seconded workers	-	* See 6.4.1. 8.2.9 and Workers Manual
1.	Kinds of work		
2.	Qualifications		
a.	Board Appointees		
b.	Project experience		
c.	Language ability		
d.	Relaxation of rules		
3.	Administration		
a.	Approved post		
b.	Terms of secondment		
c.	Terms of work, etc.		
d.	Area Services Officer		
e.	Finance		
f.	Functional Secretary		

PRESENT (Nov. 1986) BYE-LAWS	CLAUSE HEADING OR DESCRIPTION	REVISED (1987) BYE-LAWS	NOTES (* = NOT INCLUDED)
E.	Resignations	12.2	Withdrawl by Member Body only - and Workers Manual
F.	Suspension	-	* 6.4.1 & 8.2.9 and Workers Manual
G.	Terminations and dismissals	12.3	
H.	Married Couples	-	* Workers Manual
1.	One spouse to have full-time assignment		
2.	Unassigned spouses		
3.	Potential of unassigned spouse		
I.	Vacations		
1.	Leaves	-	* Workers Manual
a.	Workers under UMN authority		
b.	Amount of leave		
c.	Unassigned spouses		
d.	Consent of Head of Institution or Project Director		
e.	Additional leave		
f.	Leave register		
g.	Leave within full year		
2.	Furlough	12.4	
3.	Financial responsibility of Member Bodies	12.5	
J.	Replacement of disabled Board Appointees	-	* See 6.4.1 & 8.2.9 and Workers Manual.
K.	Relationship to Functional Boards	-	* Workers Manual
X.	Coordinating Committee		
A.	Membership	6.2	Heads of Institutions added and Project Directors and Functional Representatives limited to their areas of responsibility.
B.	Meetings	6.3	"monthly" changed to "as needed"
C.	Duties	6.4	
1.	Acceptance etc. of Board Appointees	6.4.1	
2.	Direct work of UMN	-	* The Executive Director directs the work of UMN.
	Report to Executive Committee	-	* The Executive Director reports to the Executive Committee
3.	Missionwide/ interfunctional rules	6.4.2	
4.	Annual Plans & Budgets (HQ/Missionwide)	6.4.3	
5.	Annual Plans & Budgets (Functional Areas)	6.4.3	
6.	Co-ordinate Plans & Budgets	6.4.3	
7.	Approve personnel posts	6.4.1	

PRES	CLAUSE HEADING OR DESCRIPTION	REVISED (1987) BYE-LAWS	NOTES (* = NOT INCLUDED)
PRESENT (Nov. 1986)			
BYE-LAWS			
8.	Annual Financial Reports & Audit Statements (HQ/Missionwide)	6.4.3	
9.	Annual Financial Reports & Audit Statements (Functional Areas)	6.4.3	
10.	Annual Reports	6.4.3	
11.	Audit Committee	6.4.4	
12.	Recommendations from Functional Secretaries	-	* Implicit.
13.	Business procedures/ Banking arrangements	-	* This is a matter for the Finance Committee and the Treasurer - see 5.4.4, 9.2.6 & 9.2.7
14.	Supplementary Budgets and Funding	-	* Implicit.
15.	Properties	6.4.6	
16.	Nominate Functional Secretaries	-	{ (*Duties of Executive Director - 8.2.9 {
17.	Nominate Acting Functional Secretaries	-	{ (*Duties of Executive Director - 8.2.9 {
18.	Nominate Assistant Functional Secretaries	-	{ {
19.	Functional Board SOWR's	-	* Covered by 6.4.7
20.	Long-term planning	6.4.3	
21.	Appoint Heads of Institutions/Project Directors	-	* Duty of Executive Director - 8.2.7
22.	Other responsibilities	6.4.7	
XI.	Area Committee	-	* Workers Manual
A.	Membership		
B.	Meetings		
C.	Duties		
1.	Nominate Area Services Officer		
2.	Elect Area Housing Committee		
3.	Other responsibilities		
XII.	Annual Conference		
A.	Purpose	14.1	
B.	Elect Committee	-	* Workers Manual
	Elect representative to Board	14.2	
C.	Plan next Conference	-	* { {
D.	Minutes	-	* (Workers Manual { {
E.	Nominating Committee	-	* { {
XIII.	Finance		
A.	Nepali calendar month	13.1	
B.	Fiscal year	13.2	
C.	Preparation of Budgets	13.3	
D.	Consideration of Budgets	-	* See 5.4.1 & 6.4.3

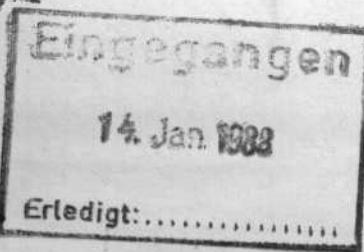
PRESENT (Nov. 1986)	CLAUSE HEADING OR DESCRIPTION	REVISED (1987)	NOTES
BYE-LAWS	BYE-LAWS	(* = NOT INCLUDED)	

E.	Monthly and annual statements	13.4	
F.	Bank Accounts	-	* See 9.2.6 & 9.2.7
XIV.	<u>Finance Committee</u>		
A.	<u>Membership</u>		
1.	Sub-committee of Board	-	* Implicit.
2.	Members	5.2	
B.	<u>Meetings</u>	5.3	
C.	<u>Duties</u>		
1.	Annual Budgets	5.4.1	
2.	Annual Financial Statements & Audit Reports	5.4.1	
3.	Terms of employment and business procedures	5.4.4	
4.	Sources for grants	5.4.2	
5.	Investments	5.4.3	
6.	Financial & business matters	5.4.4	
XV.	<u>Functional Boards</u>	-	* Implicit from reorganisation.
A.	<u>Membership</u>		
1.	From UMN personnel		
2.	Agreed between Functional Secretary and Project Directors		
B.	<u>Meetings</u>		
C.	<u>Duties</u>		
1.	Consultation		
2.	Definitions, policy & guidelines		
3.	Recommendations & comments		
XVI.	<u>Project Management</u>	-	* See 8.2.8 & 11.2.3
1.	According to SOWR's or Constitution and Bye-Laws		
2.	SOWR's or Constitution and Bye-Laws to include:		
a.	Philosophy & objectives		
b.	Duties of director, etc.		
c.	Relationship with Functional Secretary		
d.	Management structure		
XVII.	<u>Amendments</u>		
	Notice	15.1	
	Circulation	15.2	
	Approval	15.3	
	Effective	15.4	



# THE UNITED MISSION TO NEPAL

Executive Director: Mr. J. H. Barclay  
Treasurer: Mr. E. Wennemyr



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KATHMANDU, NEPAL

30th December, 1987

To: Members of UMN Board, 1987

Dear Friends,

Enclosed you will find a copy of the Minutes of the Board Meeting held last month. Before we make up the final copies of these, we would be grateful to have your input and any suggestions for amendments, so that we may be sure that the Minutes in the official book form will be correct. We would appreciate having any such comments as soon as is possible for you.

Would the members of the Executive Committee and Finance Committee similarly please check the Minutes of those meetings. Thank you to all of you for your good help in this matter.

Once again we do want to say how much we appreciated having you at the November meetings, and also your ongoing sharing with us in concern and prayer, in seeking personnel and gifts, etc. We pray for God's blessing on you through this coming year, in your sharing with us in Nepal and your ministry in other parts of the world also.

With sincere greetings,

Betty Young  
(on Howard's behalf)

UMN BOARD OF DIRECTORS

Minutes of the Meeting held in Kathmandu  
24-26 November, 1987

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 Tuesday, 24 November, and continued until 3.30 p.m. on Thursday, 26 November, 1987.

The Bible studies led by Mr. Theodore Manaen on Tuesday evening and on Wednesday and Thursday mornings were much appreciated.

A number of church representatives spent part of one session with the Board, and this sharing of news was greatly valued by the delegates.

Greetings and a brief report were also received from Dr. Cho, Asia Secretary for the United Bible Societies.

On Wednesday afternoon a brief ceremony was held at Headquarters to open the new Prem Niketan building.

BD-1/87. 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:

American Lutheran Church: Rev. Warner Luoma  
Assemblies of God: Rev. Ronald Peck  
Baptist Missionary Society: Rev. Neil McVicar  
Christian Church (Disciples): Dr. Raj Arole (absent)  
Church Missionary Society, Australia: Dr. Alan Cole  
Church Missionary Society, UK: Mr. Malcolm Warner  
Church of North India: None  
Church of South India: None  
Committee for Service Overseas, Germany: Mr. Christoph Dehn  
Darjeeling Diocesan Council & Church of Scotland: Rev. Bill Murison  
Danish Santal Mission: Mr. Jorgen Pedersen  
Evangelical Free Church of Finland: Miss Riitta Siikanen  
Finnish Evangelical Lutheran Mission: Rev. Paavo Kilpi  
Gossner Mission: Dr. Hanns-Uve Schwedler  
Interserve: Mr. Richard Clark  
Japan Antioch Mission: None  
Japan Overseas Christian Medical Cooperative Service: Dr. Kuniyuki Itoh  
Lutheran Church in America: Rev. Warner Luoma  
Mennonite Board of Missions: Mr. Paul Myers  
Mennonite Central Committee: Mr. Paul Myers  
Methodist Church, UK: Rev. Swaminathan Jacob  
Norwegian Himal-Asia Mission: Mr. Asbjorn Voreland  
Orebro Mission: Rev. Ingemar Berndtson  
Presbyterian Church in Canada: Miss Pauline Brown  
Presbyterian Church in Ireland: Rev. Terry McMullan  
Presbyterian Church Synod, Mizoram: Rev. Lalpianga  
Presbyterian Church, USA: Rev. Newton Thurber  
Regions Beyond Missionary Union: Miss Judith Hymer  
Swedish Free Mission: Mr. Billy Johansson  
Swiss Friends for Missions in India and Nepal: Mr. Fredi Grob  
Tear Fund: Rev. David Applin  
United Church of Canada: Mrs. Rhea Whitehead  
United Church of Christ in Japan: Rev. Yozabruo Kimijima  
United Methodist Church: Miss Marge Mayer  
Wesleyan Church: Dr. Virgil Mitchell (absent)  
World Concern: Mr. Paul Kennel  
World Mission Prayer League: Mr. Theodore Manaen

B) Representatives of the Christian Church in Nepal:

Dr. Rajendra Rongong  
Mr. Om Prakash Subba

c) Ex-officio members:

D) Co-opted members:

International Nepal Fellowship: Dr. Bill Hawes  
Leprosy Mission: Dr. Willem Theuvenet and Mr. Pradeep Failbus  
UNN Personnel Secretary: Mr. Graeme Gugeri

### E) Observers

Baptist Union of Norway: Rev. Per Rise  
Gossner Mission: Mr. Joachim von Falck  
Church Missionary Society, Australia: Mr. Ross Hall  
Church World Service: Rev. Lonnie Turnipseed  
Presbyterian Church Synod, Mizoram: Rev. Rokhuma  
UMN Treasurer nominee: Mr. Lynn Miller

BD-2/37. Changes in Membership of UMN.

- a) Evangelical Lutheran Church in America: It was noted that the ALC and the LCA have amalgamated to form the ELCA. It was RESOLVED to approve that the American Lutheran Church and the Lutheran Church in America be officially deleted from the membership of the UMN, and that the Evangelical Lutheran Church in America be accepted in their place. The UMN looks forward to ongoing partnership with these friends.
- b) Korea Christian Medico-Evangelical Association Inc: It was RESOLVED to receive the Korea Christian Medico-Evangelical Association into membership of the UMN, with gratitude to God for its present participation in the work, and with welcome anticipation that this partnership may increase in the future.
- c) Methodist Church in India: The Executive Director reported that an enquiry from this body is being followed up.

BD-3/87. Agenda. The Agenda was adopted as presented by the Executive Director.

BD-4/87. Confirmation of Minutes. The Minutes of the Board of Directors meeting held on 18-21 November, 1986 had been circulated to all members present at that meeting. It was RESOLVED to accept these, and to affirm them as correct.

BD-5/87. Orientation Session. At the Tuesday evening opening meeting of the Board, the Executive Director, Treasurer, Personnel Secretary and Functional

Secretaries each spoke briefly of the main items of interest and concern within their areas of responsibility and work.

BD-6/87. Tribute to Drs. Bob and Bethel Fleming. The Board received with sorrow the news of Dr. Bob Fleming's death earlier this year, and RESOLVED to record the following tribute of appreciation:

Robert (Bob) Fleming will always be remembered in both the founding and the establishing of the United Mission to Nepal. Dr. Bob had so many gifts, all freely and totally offered to God and in His service.

Dr. Bob came to India as a missionary in 1928, and taught at the Woodstock School for 25 years. In 1934 he married Dr. Bethel, also a missionary in India, and they served together for 36 years in India and Nepal. Dr. Bob was a world famous ornithologist, and probably the foremost in his field of natural science in this part of the world. It was this which led him to obtain permission to visit Nepal, first in October-December 1949, and again with his family and the Friedericks family in December-January, 1951/52. It was out of this visit the seeds were sown which led to the UMN being established. He again visited West Nepal in November- December, 1952.

Dr. Bob did the initial negotiations with HMGN leading to the establishment of medical work, in which Dr. Bethel very ably led. They each carried leadership roles during their whole time with UMN: Dr. Bethel was the first Director of Shanta Bhawan Hospital, and then in 1963 became Director of the Kathmandu Valley District Clinics, always her first vision. Dr. Bob, in the formation of UMN, was appointed Kathmandu Area Superintendent, which post he ably filled till he and Bethel retired from UMN in 1970. Their contribution through those formative years was immeasurable. We are deeply thankful to God for them.

Dr. Bethel's untimely death in November 1972 was a great shock to us all. The Grand Lady of UMN had passed on, but the fruit of her labour will remain for ever.

Dr. Bob re-married and continued a vigorous life of activity in USA, always with his thoughts and interest towards Nepal. His last two years were marked with deteriorating health, and he quietly passed from us this year on April 28th, in his 82nd year. As a devoted family man, he was also missionary, doctor, naturalist, pioneer, leader. Dr. Bob loved singing as an expression of God's joy. He loved nature, sharing it with thousands.

Drs. Bob and Bethel will ever be remembered as God's agents to bring into being the work of the United Mission to Nepal.

BD-7/87. Annual Reports and Financial Statements for the year 1986/87. The Reports and Statements from the Executive Director, Treasurer and Functional Secretaries were noted, and important items high-lighted and up-dated news given by the appropriate personnel. It was RESOLVED to receive these, as follows:

- Appendix A - Executive Director's Report
- Appendix B - Treasurer's Consolidated Statements
- Appendix C - Headquarters Project Report
- Appendix D - Education Secretary's Report
- Appendix E - Health Services Secretary's Report
- Appendix F - Engineering & Industrial Development Secretary's Report
- Appendix G - Rural Development Secretary's Report

The project summary annual reports were also available for Board members as desired. The Board noted with encouragement the progress in rural development over the years.

Further, the Board noted the recommendation of the Executive Committee concerning the consideration and approval of annual plans and reports,

budgets and financial statements, and RESOLVED to endorse this for inclusion into the Bye-laws as appropriate. (Ref. EC(2)-4/87 and 5/87).

BD-8/87. Long Term Plans and Policy.

- a) Policy. Ref. BD-7/86. The Executive Director reported that a study of this matter is continuing, but that standardisation across the mission would be difficult. It was also noted that the growing urbanisation of Nepal may well affect the Long Term Plans, and the UMN should be prepared for this major change in the country. It was requested that an overview be brought to the next Board Meeting outlining the situation, and the prognosis for the economy in the hills; also suggesting ways in which the Mission should plan to meet the new challenges.
- b) Plans. It was noted that the revised Long Term Plan for the Gorkha CHP has been accepted, and that a number of other projects will submit their revised plans in 1988.

BD-9/87. Appointment of Treasurer. Noting the recommendation of the Executive Committee (EC(1)-12/87) and the favourable response from the Board Appointees, it was RESOLVED to appoint Lynn Miller to the post of UMN Treasurer for a three year term from the time of this meeting.

BD-10/87. Selection Committee. The Executive Director gave notice that on the expiry of his present term of office, in a little over two years time, he will not be available for re-appointment. It was therefore RESOLVED to refer to the Executive Committee the matter of setting up a Selection Committee for the nomination of a new Executive Director; further to appoint Malcolm Warner and Paul Kennel as the two representatives to this Committee who are on the Board but are not on the Executive Committee.

BD-11/87. Amendments to the Constitution and Bye-laws. Ref. BD-12/86. It was RESOLVED:

- a) To ratify the following amendments to the Constitution which were approved by the Board in 1986:
  - i) Art. V,B,1 to read: "There will be two voting members appointed annually by the Executive Committee from the Christian Church in Nepal."
  - ii) Art. V,B,2; the words "the elected representative of the Workers' Conference" to read, "the elected representative of the Annual Conference."
- b) To approve the following amendments to the Bye-laws:
  - i) Bye-law II,C, to read: "There will be two voting members appointed annually by the Executive Committee from the Christian Church in Nepal."
  - ii) Bye-law XII, to read:  
"Annual Conference. There will be an Annual Conference attended by Board Appointees.  
.....  
D. The Annual Conference Committee, in consultation...."

BD-12/87. Proposed new Constitution and Bye-laws.

- a) Constitution. A major revision of the content of the Constitution had been circulated to Board members two months before the date of this meeting. This was discussed, and suggestions made concerning further changes in wording.

It was RESOLVED to approve the format and content of the proposed revision of the UMN Constitution, for ratification by the Board in 1988. Further, that editorial changes be approved by the Executive Committee for presentation to the Board concerning the following:

- i) A term to replace the present "Board Appointees"; either "Appointees" or "Personnel" was recommended rather than "Workers".
- ii) Art. 2, "Foundation": to be worded more succinctly.
- iii) Art. 3, "Purpose": The use and meaning of "purpose" and "purposes" in this context to be clarified, and amended as appropriate. Also that the inclusion of agriculture but not other aspects of development be reconsidered.

- b) Bye-laws. An initial draft copy of the proposed revised Bye-laws was also presented, and member bodies were asked to report back to the Executive Director as to their approval or opinions of the newly suggested format. It was noted that much further study needs to be done on the actual content, and this will be prepared for presentation to the Board in 1988.

BD-13/87. Recommendations on returns from furlough, etc. Ref. EC(1)-5/87. It was RESOLVED to approve that the authority given to the Coordinating Committee to approve the acceptance of personnel on behalf of the Executive Committee be extended to include actions on the return of Board Appointees from furlough, resignations, suspension and dismissal of personnel.

BD-14/87. Human Resources Management Study (BD-8/86) and UMN Management Study (BD-10/86). The Board noted reports submitted on the follow-up work being done and still to be done on the decisions and recommendations of the Board in 1986. The Personnel Secretary also emphasised the openings and opportunities in the industrial field, for which agreements can be negotiated, and the problem of lack of agreements for rural development work; also the value of teaching and training carried out through all the functional boards and projects.

It was RESOLVED to receive and accept the reports with gratitude, expressing appreciation for the hard work put into the study and implementation of the Board's directives concerning the two studies, and anticipating continued dealing with the issues raised.

BD-15/87. Relationship with the Church. Ref. BD-13/86. The Executive Director reported that as yet the committee suggested by the Board had not met, but that this will be followed through. Meanwhile strong links with the church have continued and will continue on a more informal basis.

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.

BD-17/87. Moratorium on new member bodies. It was RESOLVED to continue the moratorium on acceptance of new non-Asian member bodies; also to continue to encourage the participation of Asian churches and missions.

BD-18/87. Nepalisation. The Executive Director presented a paper reviewing the definition of Nepalisation formerly accepted by the Board, and also taking into account a number of views expressed within the mission on this issue. This report was received with much gratitude, and administration was requested to continue working on this study and to bring back a further report to the Board next year. Member bodies were also encouraged to participate and give their input. Emphasis was placed on the need for a

continuing Christian presence in UMN work at appropriate levels.

Further, it was RESOLVED to accept the following statement as a summary of the issue under study:

"Nepalisation may be seen in a number of ways, of which the following are some:

- a) Bringing able and qualified Nepali staff into leadership positions.
- b) Seeking to integrate projects into the institutional framework of Nepal.
- c) Seeking to impart attitudes in people which will develop justice, dedication and uprightness in work situations.
- d) Developing a greater sense of self-motivation in work to be undertaken.
- e) Recognising that this will also call for a greater sense of awareness in expatriate members of UMN to understand the environment in which they live, and be better prepared to bring about communities of people who have learned principles of self-help and independence.
- f) Extending the scholarship program to bring about an increase in the number of people able to take leadership in the community, recognising that this is often seen as a spring-broad to increase the number of trained people in the community."

BD-19/87. Tutorial Teachers. The Board RESOLVED to accept and endorse the recommendation of the Executive Committee (EC(2)-11/87, a) concerning the vital need for primary and secondary teachers for UMN tutorial groups, and the urgency of seeking suitable personnel for these posts. At the same time note was taken of urgent needs for secretaries and hostesses, and the importance of these support personnel within the framework of the Mission was stressed.

BD-20/87. Training and Scholarships. The Board also received the report from the Executive Committee found in EC(2)-11/87, b, underlining the importance of training Nepali nationals at many levels, and the need for further funding for the expansion of the Training and Scholarship Program.

BD-21/87. Proposed Jhimruk Project. Ref. EC(2)-14/87. The Board received a brief verbal report on the proposed Jhimruk project, and noted that the suggested method of handling funding for this project had been altered since the time of the Executive Committee meeting. The Board affirmed the policy that the UMN should support the Companies, and commended the Jhimruk project to the BPC, HH and NHE for continued consideration and planning. It is understood that only if the Boards of these Companies feel that further advice and action should be sought from UMN, the matter should be referred back to the Executive Committee.

BD-22/87. Assistant to Executive Director. It was noted with gratitude that this post will be filled from January 1988. It was requested that the post be reviewed by the Executive Committee in April, and a job description submitted.

BD-23/87. Report of Annual Conference. The Conference representative, Nora Vickers, reported on the Annual Conference held in May 1987, attended by a large number of UMN personnel and children. The speakers, Ranald and Susan McCauley, led in both Bible studies and talks on practical issues.

BD-24/87. Expressions of appreciation. On the departure of three members of the Coordinating Committee from their respective posts, and in some cases from the UMN, it was RESOLVED to record the following expressions of appreciation for their service in the Mission:

a) Al Schlorholtz. Al and Peggy Schlorholtz came to Nepal in 1978 after 23 years missionary service in Pakistan. Al's hope was to use his sociological training in development work in Nepal after his administrative responsibilities in Pakistan.

In 1980 Al was asked to take over the responsibilities of Economic Development Secretary. He carried this increasingly big responsibility graciously for six years; he brought a concern that projects should be more involved in their own management, and a concern for a strong overall vision.

Al has prepared for the division of the EDB and has given every encouragement to his successors. He and Peggy are seeking to spend their remaining years in Nepal sharing their development vision and pastoral concern. The Board records its warm appreciation to Al and Peggy for their contribution during these years.

b) Jeanette Hyland. From 1 March 1983 Jeanette served as Health Services Secretary of the UMN, having been with the INF from 1969 where she worked in teaching, curriculum development and school establishment. She brought with her to this challenging and demanding administrative job numerous professional and personal gifts, which she generously shared.

Jeanette conscientiously fulfilled her responsibilities with enthusiasm and innovative expertise, contributing at all levels her measured opinions, ideas and values. "The Way Ahead" is an example of her dedicated foresight in planning. The seemingly constant changes of leaders in projects and programs, the strenuous follow-up on agreement proposals, the shift towards more adequate management patterns, and the heavy day-to-day administrative tasks, were a constant spur to her.

We will miss this devoted colleague and friend, and pray that the Lord will continue to bless in her recuperation and further studies. We are grateful for all that she has given us, and record our appreciation in loving recognition of one who has done her job well and for His praise.

c) Erling Wennemyr. It is with deep gratitude to God that we express our sincere thanks and appreciation to Erling Wennemyr for his dedicated service as Treasurer of the UMN over the past seven years.

Erling has in a very special way combined authority with humility, and professionalism with sensitivity, flavoured with very warm friendliness. Erling's gifts, spiritual insight, and humour will be greatly missed. We wish Erling God's richest blessings as he takes up his new ministry as Asia Secretary of the Orebro Mission.

BD-25/87. Nominating Committee. Early in the meeting a Nominating Committee had been appointed to bring to the Board recommendations for the appointment of Executive and Finance Committee members for the coming year. This committee was comprised of the following: Neil McVicar, Alan Cole, Paavo Kilpi, Erling Wennemyr and Newton Thurber.

BD-26/87. Executive and Finance Committees. On receiving the recommendations of the Nominating Committee, it was RESOLVED to appoint the following persons to serve on these Committees for the year 1987/88:

a) Executive Committee:

President:	Richard Clark
Vice President:	Jorgen Pederson
Other members:	Paul Myers Billy Johansson David Applin Paavo Kilpi Marge Mayer Rev. Lalpianga Rajendra Rongong Pauline Brown

b) Finance Committee:

Chairman of the Finance Committee:	Jorgen Pedersen
Chairman of the Board:	Richard Clark
Other Member:	Paul Myers

BD-27/87. Dates of coming meetings. It was agreed to set these as follows:

Finance Committee:	22 April, 1988
Executive Committee:	24-25 April, 1988
Finance Committee:	15 November, 1988
Executive Committee:	17-18 November, 1988
Board of Directors:	19-21 November
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.

The matter of the November meetings falling on Thanksgiving Day was discussed. It was suggested that it would be appreciated if this day were avoided at least every second year.

BD-28/87. Votes of thanks. Sincere appreciation was expressed to the retiring members of the present Executive Committee, especially those who had served for a full four years. The partnership and contribution of each one has been much appreciated.

This group includes Neil McVicar, who has also served as President of the Mission for the past two years, and whose wise and able leadership of the UMN has been greatly valued.

The Board also expressed appreciation to Howard Barclay and his staff for their good work and assistance in the meeting, praying for God's continued blessing on the Mission and the church in the coming days.

There being no further business, the meeting was closed with prayer led by the Chairman.

UMN EXECUTIVE COMMITTEE

Minutes of the Meeting held in Kathmandu  
22-23 November, 1987

The Executive Committee meeting lasted for two days, and was held at UMN Headquarters, Thapathali. Opening devotions each morning were led by Alan and Cole and David Applin.

Roll Call. Members were present except as indicated:

President: Neil McVicar  
Vice President: John Ghose (absent)  
Other members: David Applin  
Alan Cole  
Else Furthmuller-Meyer (absent)  
Billy Johansson  
Paul Myers  
Jorgen Pedersen  
Newton Thurber

Ex-officio: Howard Barclay, Executive Director  
Erling Wennemyr, Treasurer  
Graeme Gugeri, Personnel Secretary  
David McConkey, Education Secretary  
Lionel Mackay, Engineering & Industrial Development Secretary  
Trevor Strong, Acting Health Services Secretary  
Jim Alexander, Acting Rural Development Secretary  
Warwick Britton HSB representative (absent)  
Norman Holbrook, EB representative  
Gerhard Honold, RDB representative  
Gordon McConkey, EIDB representative

Observer: Lynn Miller, Treasurer nominee.

Agenda. The agenda was accepted as presented by the Executive Director, with a couple of additions.

EC(2)-1/87. Confirmation of Minutes. The Minutes of the Executive Committee meeting held on 27-28 April, 1987 had been circulated to members. These were accepted and approved as correct, with one amendment: Minute EC(1)-19/87, a: under "Enlarged CC meetings", the bracket following "One Nepali member" should be deleted.

EC(2)-2/87. Executive Director's overview. The Executive Director high-lighted some of the items covered in his written report, with particular emphasis on the selection and health of personnel, and the status of visas.

The Executive Director was encouraged to visit USA and Canada to meet with member body officials for consultation and discussion.

EC(2)-3/87. Annual Reports and Statements for the year 1986/87. The annual reports from Administration and the Functional Secretaries, and the Treasurer's Consolidated statements, were received, and the reports noted in some detail. It was RESOLVED to endorse the approval given to these by the CC. They are found as appendices as listed in BD-7/87. Copies of the project annual reports were also circulated to EC members for background information.

EC(2)-4/87. Procedures for Annual Plans and Reports. It was RESOLVED to recommend to the Board that, until the new Bye-laws are finally approved, the following procedures be put into practice:

- a) CC will receive the overall plans and reports from administration and the Functional Secretaries, and also the project plans and reports; will coordinate and consider these, and will recommend the overall plans and reports to the Executive Director for presentation to the Executive Committee.
- b) The Executive Committee will receive and consider the overall plans and reports from Administration and the Functional Secretaries, with the recommendations of the Coordinating Committee, and will consider these plans and reports for approval. EC members will also receive the project summary plans and reports for information.
- c) The Board will receive the overall plans and reports from Administration and the Functional Secretaries.

EC(2)-5/87. Procedures for Annual Budgets and Financial Statements. It was RESOLVED to recommend to the Board that, until the new Bye-laws are finally approved, the following procedures be put into practice:

- a) CC will receive the Treasurer's consolidated budgets and statements, and also project annual budgets and statements; will coordinate and consider these, and will recommend the consolidated budgets and statements to the Executive Committee through the Finance Committee.
- b) Finance Committee will receive and consider the consolidated annual budgets and statements, and will forward these to the Executive Committee through the Executive Director, with the recommendations of Finance Committee, for approval. FC members will also receive the project annual budgets and statements for background information.
- c) Executive Committee will receive the consolidated annual budgets and statements only, with the recommendations of Finance Committee, and will consider these budgets and statements for approval.
- d) The Board will receive the consolidated statements.

EC(2)-6/87. Long Term Plans and Policy. It was reported that the format and presentation of long term plans for many projects is still under study, and that these will be presented in 1988.

Meanwhile, it was RESOLVED to approve the Long Term Plans and Budgets as revised for the Gorkha Community Health Program for 1988/91.

EC(2)-7/87. New Board Appointees accepted. The acceptance of the following new personnel was affirmed with thanksgiving:

Ingrid Ammitzboll, nursing instructor, DSM.  
John and Janine Barclay, teachers, Interserve  
Harold and Barbara Blake, industrial training consultant and teacher, BMS  
Julia Burkill, doctor, Interserve  
Alan Butler, civil engineer, TF  
Jeremy and Ruth Clewett, administrator and teacher, BMS  
Margaret Elias, secretary, Interserve  
Anna Eriksson, secretary, OM  
Keith and June Fleshman, doctor and bookkeeper, CC (Disciples)  
Joy Gowdy, teacher, PCI  
Max and Jacque Hardiman, doctors, Interserve  
Thomas and Birgit Hasselberg, doctor and homemaker, CSO  
Inge-Marie Jensen, teacher, DSM  
Mike and Lyn Leane, mechanical engineer and teacher, Interservo

Jo McKim, pharmacist, Interserve  
Dermot and Joy Morris, electrical engineer and homemaker, BMS  
Heather Payne, occupational therapist, Interserve  
Matt Ruohoniemi, engineer, WMPL  
Julie Sands, office secretary, Interserve  
Trevor and Patricia Strong, doctors, CMSI  
David and Elizabeth Truss, forester and nurse, TF  
Klass and Greet Warmels, educational materials developer and  
homemaker, TF Holland  
Eileen Warnock, personal counsellor, Interserve  
Andrew and Helen Wilkins, engineering geologist and homemaker,  
Interserve.

EC(2)-8/87. Board 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 further, sick leave or indefinitely:

Ken and Jill Anderson, doctor and nurse, RBMU  
Andrew and Barbara Brown, CHP Director and homemaker, TF  
Doug and Maggie Curry, rural development worker and homemaker,  
Interserve  
Peder and Ulla Ericsson, electrical engineer and homemaker, OM  
John and Sheila Finlay, project director and tutorial group teacher,  
Interserve  
Stan and Jane Freyenberger, Agriculturalist and homemaker, MBM  
Randy and Susan Friesen, rural technology consultant and homemaker, MCC  
Carolyn Gallagher, nutritionist, MC UK  
Graeme Gugeri, Personnel Secretary, Interserve  
Berit Hansen, secretary, DSM  
Kaarina Heikkila, non-formal educator FELM  
Norman and Maija Holbrook, agriculture instructor and homemaker, UCC  
Gene and Terry Howard, physical education teacher and homemaker,  
Interserve  
Jeanette Hyland, Health Services Secretary, AMT  
Alan and Jane Iles, forester and homemaker, CMS UK  
Ruth Judd, nursing superintendent, CMSA  
Miriam Krantz, nutritionist, MBM  
Ruth Lee, nurse, KCMEA  
Kyosti and Seija Leppanen, non-formal educator and homemaker, EFCF  
Bethany Lindell, Asst. to Personnel Secretary, WMPL  
Tim and Joy Linton, doctors, CMSA  
Lionel and Alison Mackay, Engineering & Industrial Development  
Secretary and homemaker, RBMU  
Helen Matthews, community health nurse, Interserve  
Audrey Maw, nurse instructor, Interserve  
Tom and Elizabeth Moncrieff, civil engineer and homemaker,  
Interserve  
Mary Nichol, nurse instructor, PCC  
Jens and Elizabeth Olesen, engineer and teacher, DSM  
Helen Parsons, librarian, RBMU  
Peter and Maureen Price, Asst. to Treasurer and secretary, RBMU  
David and Miriam Ramse, project director and homemaker, LCA  
Ian and Sally Smith, CHP director and nurse, BMS  
Martin and Elizabeth Smith, doctor and homemaker, Interserve  
Shwu Eng Tan, administrative assistant, Interserve  
Graham and Sue Toohill, doctor and homemaker, Interserve  
Aino Tuppurainen, community health nurse, FELM  
Markku and Riitta-Leena Voutilainen, development manager and  
homemaker, FELM

Chris Wright, psychiatrist, TF  
Stina Ullberg, manpower and training advisor, OM  
Erling Wennemyr, Treasurer, OM  
Kerstin Westbacke, dentist, OM

EC(2)-9/87. Other actions on personnel. The Executive Committee affirmed the other actions of administration on personnel, as reported.

EC(2)-10/87. Appointment of Health Services Secretary. The Executive Committee expressed gratitude to Trevor Strong for taking up duties as Acting Health Services Secretary when the post was left vacant due to Jeanette Hyland's illness.

It was RESOLVED to appoint Trevor Strong as Health Services Secretary, with gratitude also to the Patan Hospital staff for making this possible; the appointment to be reviewed in April, 1988.

EC(2)-11/87. Matters arising from Annual Reports.

- a) Tutorial Teachers. Recognising the vital role played by the tutorial groups in bringing about stability in the staffing of projects, it was RESOLVED to recommend to the Board that all member bodies, especially those who recruit in the English-speaking countries, be strongly requested - as a matter of urgency - to look for suitable primary and secondary teachers to fill these posts. Such people should preferably be willing to come for a minimum of two years.
- b) Training and Scholarship Program. The Executive Committee affirmed the importance of the Training and Scholarship Program in the overall involvement of the UMN in the development of the manpower needs of Nepal. It was RESOLVED:
  - i) To request the Training and Scholarship Committee to consider expanding the program;
  - ii) To recommend that member bodies be encouraged to actively look for funding for this program.
- c) Drug Abuse Program. Appreciation was expressed for the excellent contribution made by Govinda Pandey to this program up to the time of his sudden death last summer.
- d) Rural Development work. Administration was directed to seek ways and means for closer cooperation for rural development personnel working in projects administratively under other Functional Boards. The difficulty of securing agreements for rural development work as such was noted.

EC(2)-12/87. Minutes of Finance Committee. The draft Minutes of the Finance Committee held on 20 November 1987 were received. It was RESOLVED to affirm all the actions of the Finance Committee, with particular matters noted in the following minutes.

EC(2)-13/87. Provident Fund Interest. Ref. FC(1)-5/87. It was RESOLVED:

- a) That the Provident Fund policy be amended to delete the distribution of a lower rate of interest for a broken year of service;
- b) That the rate of interest paid for the year 1987 be set at 13%.

EC(2)-14/87. Jhimruk Project. The proposal to continue negotiations concerning the Jhimruk Project (to be contracted to Himal Hydro after the AHREP is completed) as a recognised UMN project was discussed fully. In view of the divided opinion of Executive Committee members, it was RESOLVED that the matter be referred to the Board for decision.

EC(2)-15/87. Industrial Development. In the light of the differences of opinion which were highlighted in the discussion about the Jhimruk Project, it was RESOLVED to request administration to draft a strategy paper outlining the purpose of involvement in industrial development, how it should be carried out, what kinds of programs would be of most assistance to the people and most appropriate, of what size, etc.

EC(2)-16/87. Andhikhola Irrigation Program. A revised proposal for this program was presented, based on a design study by Butwal Power Company. The program would be done in three phases. It was RESOLVED to approve the proposal as follows:

Phase I	- 206 hectares -	Rs.15,000,000.
Phase II	- 94 hectares -	7,800,000.
Phase III	- 146 hectares -	29,800,000.

It was noted that Phases II and III will be executed after experience in Phase I confirms the cost estimates, and that they may be successfully built and managed by AKWUA (Andhikhola Water Users' Association). The Plans for Phases II and III will be presented to the Executive Committee for decision at a later date, in the light of the experience of Phase I.

EC(2)-17/87. Minutes of Extended Coordinating Committee. The Minutes of the ECC (which has replaced the former Functional Board meetings in terms of dealing with plans and budgets, reports and statements, etc.) were presented and noted. CC members reported on the value of this revised plan of meetings, noting that the coming planning sessions will probably be of more significance in assessing the system than were the reporting sessions held recently.

EC(2)-18/87. CC and ECC Minutes. It was noted that the CCE minutes will be incorporated into the Finance Committee minutes as appropriate. A selection of Coordinating Committee minutes were read with appreciation, and it was RESOLVED to request that copies of full CC minutes (other than confidential personnel actions) be sent regularly to Executive Committee members. These will then not be included in the files at the time of the EC meetings.

EC(2)-19/87. Rural Development proposal. In keeping with Board minute BD-10/86, the Executive Committee approved in principle the model and concept for a new rural development project as submitted by the Rural Development Board. It was RESOLVED to grant permission to administration to formulate detailed plans, to enter into negotiations for an agreement to operate with HMG, and to implement the project. Further to advise and adapt the submitted project model as is deemed necessary through formulating and negotiating such an agreement with HMG. Administration is requested to present all plans through normal UMN channels, and to report back to the Executive Committee on all progress made.

EC(2)-20/87. UMN Profile. A paper was submitted by the Executive Director, and noted with interest. While reservation was expressed about moving into a high profile presentation of the Mission, administration was encouraged to follow through on the content of the document, and to use discretion in publicising the work profile of UMN.

EC(2)-21/87. Proposed new Constitution and Bye-laws. A proposed revision of the Constitution was noted, and it was RESOLVED to commend the document to the Board for consideration, with a couple of editorial amendments, and with the proviso that the duties of the Board include the appointment of the Executive Committee.

EC(2)-22/87. New Headquarters building. The Executive Committee meeting was held in the new building, which had been completed during the summer. Sincere appreciation for the building was expressed to administration, to the architect and builder, and all who had worked towards its existence; also gratitude for the funding. Costs were noted in FC(2)-10/87. The building will be dedicated and named during the Board meeting.

EC(2)-23/87. KISC Constitution. Ref. EC(1)-31/87. After discussion, it was RESOLVED to accept the Constitution as presented. Further, to ask administration to present a paper outlining the implications of making KISC a UMN school, and of changed status for the tutorial groups.

EC(2)-24/87. Medical Supplies Department. The Letter of Intent agreed on with INF was presented and received. It was agreed that the project should operate on this basis, and the Letter of Intent be reviewed in two years time.

It was further requested that this document, and the agreement for DCP, should include a clause indicating that either party might withdraw from the project with six months notice.

EC(2)-25/87. Composition of ECC and CC. In consideration of the recommendation found in EC(1)-19/87, it was further RESOLVED to recommend that:

- a) The position of "One Board Appointee Representative" on the ECC be deleted, and that instead the Functional Board representative be listed and included in the brackets.
- b) The positions for Nepali members on each of these Committees be deleted; further that administration be encouraged to continue close working contacts with Nepalis, and to ensure their inclusion at levels where most appropriate and where they feel they can make the most effective contribution - such as in professional/functional groups, in the projects, in groups representing the Church, etc.

EC(2)-26/87. Human Resources Management Study and UMN Management Study. Progress reports were noted with appreciation, indicating that the issues raised are receiving ongoing attention by administration.

EC(2)-27/87. Erling Wennemyr. The appreciation expressed by the Finance Committee was heartily endorsed by the Executive Committee, noting that fuller action will be taken by the Board.

There being no further business, the meeting was closed with prayer.

UMN FINANCE COMMITTEE

Minutes of the Meeting held in Kathmandu

20 November, 1987

The meeting was held at UMN Headquarters, Thapathali for one full day. The opening devotions were led by Erling Wennemyr.

Roll Call. Members were present as follows:

Chairman of Finance Committee:	Jorgen Pedersen
Chairman of the Board:	Neil McVicar
Other members of Finance Comm.:	Paul Myers
Executive Director:	Howard Barclay
Treasurer:	Erling Wennemyr
Ex-officio members, part-time:	David McConkey, Education Secretary Lionel Mackay, Engineering & Industrial Development Secretary
Observer:	Lynn Miller, Treasurer nominee.

Agenda. The Agenda was accepted as presented by the Treasurer.

FC(2)-1/87. Confirmation of Minutes. The Minutes of the meeting held on 24 April, 1987 were accepted and confirmed as correct.

FC(2)-2/87. Annual Financial Statements for the year 1986/87. The Treasurer presented these statements, with comments and explanations. It was RESOLVED to recommend that the Executive Committee ratify the approval given by Coordinating Committee to the annual statements for 1986/87. (The wording of this action arises from an understanding of the current Bye-laws). The consolidated statements are also presented to the Board for information.

FC(2)-3/87. Annual Budgets and Financial Statements. It was RESOLVED to recommend to the Executive Committee and Board that, until the new Bye-laws are finally approved, the following procedure be put into practice:

- a) CC will receive the Treasurer's consolidated budgets and statements, and also project annual budgets and statements; will coordinate the consolidated statements and budgets and consider these, and will recommend them to the Executive Committee through the Finance Committee.
- b) Finance Committee will receive and consider the consolidated annual budgets and statements, and will forward these to Executive Committee, with the recommendations of Finance Committee, for approval. FC members will also receive the project annual budgets and statements for background information.
- c) Executive Committee will receive the consolidated annual budgets and statements only, with the recommendations of Finance Committee, and will consider these budgets and statements for approval.
- d) The Board will receive the consolidated statements.

FC(2)-4/87. Distribution of year-end surplus at 15 July 1987. It was RESOLVED to recommend that the year-end surplus of Rs.3,582,031 be transferred as follows:

Rs.582,031. to the Accumulated Capital Fund  
Rs.3,000,000. to the Investment Fund.

Further that after the transaction of FC(2)-11/87 has been completed, the balance of the Investment Fund be transferred from the Accumulated Capital Fund to the Undesignated Fund.

FC(2)-5/87. Provident Fund Interest. It was RESOLVED to recommend to the Executive Committee:

- a) That the Provident Fund policy be amended to delete the distribution of a lower rate of interest for a broken year of service;
- b) That the rate of interest paid for the year 1987 be set at 13%.

FC(2)-6/87. Supplementary budgets for 1987/88. It was RESOLVED to recommend to the Executive Committee:

- a) Note that a budget will be submitted in April 1988 for the renovation of the operating room wing at Tansen Hospital.
- b) Andhikhola Irrigation Project: Approval of a revised figure of Rs.15,032,000. for Phase I of the program. The amounts for Phases II and III will be presented at a later date.
- c) Patan Hospital: Approval of up to Rs.300,000. for the repair of the roof, noting that a further amount will be needed later.
- d) Missionwide Support Project: Approval of a budget of Rs.100,000. for audio visual equipment for use at Annual Conference and other occasions.
- e) KISC: Approval of an advance of Rs.900,000. for capital expenditure on a second vehicle and the completion of staff buildings. Money will be refunded by grants solicited by KISC administration from member bodies.

FC(2)-7/87. Smaller supplementary budgets for 1987/87. It was noted that approval has been given to various minor items as found in CCE minutes, but that approval of some items had been held until this meeting. It was RESOLVED to approve the following, with the understanding that in future CC will deal directly with such requests. It is again emphasised that projects should try to budget as fully as possible at the beginning of the year, rather than submit a large number of supplementary requests through the year.

a) Gorkha Project:	Hospital - landslide repairs	20,000.
	installation of generator	15,000.
	CHP - overhead projector and spares	15,000.
	AS - rebuilding of old "ANM" house	20,000.
	Repair of hospital and water systems	25,000.
	Pylons for electricity cables	25,000.
	Pipe bender	11,000.
	Area Services salaries	32,000.
	Area Services furniture	5,000.
	Guesthouse furniture	5,000.
b) Palpa Project:	Workshop renovation	50,000.
	Improvement of water system	90,000.
	Forestry hill	20,000.
	Dental department, amalgamator	18,000.
	Social Services Dept., drawer cabinet	5,000.
	CHP motorcycle replacement, additional (Rs.25,000. already budgeted)	40,000.
	Canteen	35,000.
	HASP, soil conservation	10,500.
c) Butwal Project:	Guesthouse refurbishing	43,000.
	Guesthouse extension	40,000.
	DCS video deck	30,000.

d) Butwal Wood Industries:	Previously approved and paid out share investment, now to be given as a longterm interest-free loan	75,000.
e) Training & Scholarship Program:	motorcycle	40,000.
f) Business School:	Computer	80,000.
g) Missionwide Support Project:	Computer software Extra portable Toshiba computer	30,000. 30,000.

FC(2)-8/87. Budget revisions for 1987/88. It was RESOLVED to recommend approval of the following revisions:

a) Dental Health Program,	increase from Rs.7,000. to 56,000.	49,000.
b) Evaluation of Industrial Development in Butwal:	Increase from 134,000. to 259,000. (retroactive)	125,000.
c) Extension of the BPF Poplar Trial budget through 1987/88, with no increase in the total budget.		
d) Promotion of Apprenticeship Training Program, now closed through lack of staff. Budget deleted.		
e) DCS Rural Electrification Program:	Increase of capital equipment from 40,000. to 106,000. (Total budget for 1987/88 increased from 330,000. to 396,000., but total program budget unchanged):	66,000.
f) Andhikhola Project: Rural Industries Survey, increase from 20,000. to 48,330.		28,330.
g) RDC Pokhara:	Revised (in total reduced) budgets, in terms of realistic support of other UMN projects:	
Administration		747,500.
Studies and evaluation		123,000.
Animal Health Improvement		549,000.
Farm		289,000.
Horticulture Agronomy		583,500.
Rural Income Creation		542,500.
Trees Program		476,000.
Water Systems Consultancy		529,000.
Area Services		665,300.
h) Medical Supplies Department (pending approval of Letter of Intent):		
Recurring budget total		6,072,000
Capital budget total		1,182,000.
(UMN additional share of capital: INF additional share of capital, presently an interest-free loan from UMN: 457,000.)		
		725,000.)

FC(2)-9/87. Long Term Budget. It was RESOLVED to recommend approval of the budget of Rs.3,073,500. for 1988/91 submitted by the Gorkha Community Health Program, pending approval of the accompanying Long Term Plan.

FC(2)-10/87. Tatopani emergency budget. The Treasurer reported that a sum of Rs.255,274. had been given to the program in Tatopani where severe flooding had caused considerable damage in the area.

FC(2)-11/87. Headquarters Buidling. It was RESOLVED to recommend approval of an additional amount of Rs.598,051.87 for the new Headquarters building. This brings the total amount to Rs.4,098,051.87, including furnishing, equipment, electricity, etc., to be paid from the Investment Fund.

FC(2)-12/87. BPF Dividend. It was RESOLVED to recommend that the dividend received from the Butwal Plywood Factory of Rs.15,820. for 1985/86 be paid into the UMN Undesignated Fund.

FC(2)-13/87. Audit Reports. The Treasurer reported that all audits are now up to date, and that a full review will be given at the April meeting. The Minutes of the Audit Committee of 13 November 1987 were noted.

It was also noted with gratitude that the arrangements with auditor Mr. Ratna Shrestha are working out satisfactorily.

FC(2)-14/87. Cost of Living increase.

- a) It was noted that a Cost of Living increase of 9.1% (average) was approved from 15th July 1987. The HMG salary scale had been revised in December 1986 to give each employee an additional Rs.100. per month.
- b) In order to make the necessary COL adjustments (which will include increments and adjustments from January 1989) in salaries from 15th July 1988, it was RESOLVED that:
  - i) An expenditure of up to 15% be authorised, but that the actual increase given will be kept in line with the official COL;
  - ii) The Coordinating Committee be authorised to distribute the available amount between the different personnel categories.

FC(2)-15/87. BTI and related companies. The EIDS reported on the current situation, and further details will be given to the Executive Committee. It was noted that the BWI situation has improved, but that real difficulties are being encountered in BPF and BEW/NHE. The Jhimruk proposal was considered from a financial point of view, and referred to the Executive Committee for full discussion.

FC(2)-16/87. Endowment Fund. The Treasurer reported that, following the action of FC(2)-14/86, attempts to secure funds have so far not been successful. It is recommended that such efforts continue to be made.

FC(2)-17/87. Patan Hospital. It was noted that there is no increase in the HMG annual grant, and that recurring and capital costs are rising. Further, that the old Lalitpur Hospital is no longer available to Patan Hospital, even though it had been promised to Patan Hospital in the agreement by HMG.

FC(2)-18/87. Change of Bankers. The Treasurer reported that accounts have been opened in Nepal Grindlays Bank, Kathmandu and London, and the service given seems to be very satisfactory.

FC(2)-19/87. Liquidity, etc. of UMN. The Treasurer reported that the present situation is good, and continues as reported in April, ref. FC(1)-15/87. The inflation rate is now down to about 8%. Investments have been renewed up to February 1988.

FC(2)-20/87. Information Processing Committee. It was reported that the number of computers in the mission is increasing, and a Board Appointee has been appointed to draw up a plan for coordinated use of such machines in the future.

FC(2)-21/87. Missionwide Support Project. A financial statement for the first three months of operation of the joint accounting system for MSP and HQ was noted, and a further statement requested at the April meeting.

FC(2)-22/87. New Agreement with LARC. The FC was encouraged to note that a new agreement is being negotiated with LARC (on expiry of the initial three-year agreement), on very similar terms.

FC(2)-23/87. Erling Wennemyr. The Chairman expressed gratitude on behalf of the Finance Committee to Erling for his proficient handling of finances over the years in his position of Treasurer, combined with humility and warm friendship. The Finance Committee expressed sincere good wishes for God's blessing in the future. Erling also expressed gratitude to Betty Young for assistance with the writing of Minutes over many years.

FC(2)-24/87. Coordinating Committee executive actions. The minutes of executive actions taken by the Coordinating Committee since the last meeting of the Finance Committee were noted. These were accepted and confirmed, and are appended for record:

#### COORDINATING COMMITTEE EXECUTIVE ACTIONS

##### 1) BANK ACCOUNTS

a) CCE-29/87. Surkhet Project. It was RESOLVED to approve the following signatories, any two signing jointly, for the following account: UMN Surkhet, Baddichaur, Account No.133/4; Andrew Bulmer, Gerhard Honold, Chiranjibi Aryal, Reinhard Pross and Erling Wennemyr.

b) CCE-33/87. DCS, Butwal.

- DCS Account No.52 at Nepal Bank Ltd., Khasauli branch: It was RESOLVED to approve the following signatories, any two signing jointly, for this account: UMN Treasurer, DCS Director, DCS Business Manager, DCS Senior Accountant, ID Coordinator, and Area Services Officer.
- DCS Account No. 751 at Rastryia Bank, Khasauli: It was RESOLVED to approve the following signatories, any two signing jointly, for this account: UMN Treasurer, DCS Director, DCS Business Manager, DCS Senior Accountant, ID Coordinator and Area Services Officer.

c) CCE-40/87. Okhaldhunga. It was RESOLVED to approve any two of the following to operate the Okhaldhunga Bank Account No.334: Tjerk Nap, Raimo Harkonen, Marie Auld, Kirsti Kirjavainen, Lynn Miller.

##### 2) SUPPLEMENTARY BUDGETS

a) CCE-24/87. Supplementary budget items. It was RESOLVED to approve the following 1986/87 budget items:

MSP - Typewriter	35,000.
Supplies and stationery	20,000.
Repairs and maintenance	65,000.
Rent - CSD store	23,065.
Old Kindergarten	52,800.
Open House annexe	37,000.
Reference books and publications	6,500.
RDC - Technical scales for lab.	4,500.

b) CCE-28/87. Supplementary budget items, for 1987/88. The following items were approved:

MSP: Computer with Devanagri word processing package (hard disc)	75,000.
AKP: "Andhikhola Prakash" newsletter	15,000.

c) CCE-36/87. Supplementary budget items, for 1987/88. It was RESOLVED to approve the following items:

RDC: Purchase from GBS of previous livestock and equipment	45,000.
Nursing Campus: New water line to city supply, 20,000 litre tank and pump	60,000.
Okhaldhunga: Generator	23,000.
Generator parts	5,508.
Maintenance (recurring budget)	3,492.

d) CCE-38/87. Supplementary budget. It was RESOLVED to approve the following item:

TSP: Office furniture and equipment	7,500.
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e) CCE-42/87. CDHP, Lalitpur. It was RESOLVED to authorise CDHP to use the already approved budget in 1987/88 for the following item:  
Estimate of cost of completion and handover and maintenance for water systems for five panchayats in South Lalitpur, as part of phase-out 440,000.

### 3) EMPLOYMENT AND SALARY MATTERS

a) CCE-26/87. DSS Salary scale. It was RESOLVED to approve the DCS salary scale for 2044/45, with amendments as recommended by the PPC. (PPC-39/87.)

b) CCE-30/87, c. Salary Scale. It was RESOLVED to approve the following salary scale as at 17th July 1987 (1 Shrawan 2044):

Level	Starting salary	Incre- ment	Incre- ment ceiling	Maximum Present salary
1	Rs. 757.	15	20	1,057.
" 2	861.	17	20	1,201.
" 3	983.	19	20	1,363.
" 4	1,116.	22	20	1,556.
" 5	1,272.	25	20	1,772.
" 6	1,454.	29	20	2,034.
" 7	1,660.	33	20	2,320.
" 8	1,893.	38	20	2,653.
" 9	2,156.	43	20	3,016.
" 10	2,462.	49	20	3,442.
" 11	2,812.	56	20	3,932.
" 12	3,201.	64,	20	4,481.
" 13	3,646.	73	20	5,106.

The summary of conclusions regarding the salary scale will be taken up at the Business Managers' and Project Directors' seminars.

c) CCE-30/87, d. Market Factor Schedule. The Market Factor Schedule given under the Policy of Employment, 8,c,i was approved for the following categories:

Nurses, including ANMs  
Laboratory technicians  
Health Assistants  
Secretaries for levels 5 and 6  
Foresters, B.Sc level and above.

d) CCE-30/87, e. Promotion Criteria for Community Development staff. It was approved that the entry level for HMG Civil Engineering certificate holders is level 6 instead of level 5. PPC is asked to amend the printed criteria.

e) CCE-41/87. Salary levels for Business School staff. It was RESOLVED to approve upgrading the following posts:

ESL teacher, level 7, with up to 9 increments.  
Commercial subject teacher, level 7, with up to 11 increments.  
Business School Director from level 9 to level 10, backdated from 1 Shrawan 2044.

#### 4) BOARD APPOINTEE MATTERS

a) CCE-21/87. Butwal Housing Allowance. It was RESOLVED to approve the following rent allowances for Butwal Project:

Single person	575.
Couple without children	850.
Couple with one child	1,020.
Couple with two or more children	1,050.

b) CCE-22/87. Kathmandu Valley Rent Allowances. It was RESOLVED to approve the following rent allowances and new categories for Kathmandu Valley:

Single person or couple	1,750.
Two singles or couple with one child	2,000.
Couples with two or three children	2,750.
Couples with four or more children	3,000.

The Treasurer will look into and coordinate rent allowances and categories mission-wide.

c) CCE-37/87. Palpa Project rent allowances. It was RESOLVED to approve the following rent allowances for Palpa Project, effective from 1 Magh 2044:

Single person	800.
Couple without children	1,140.
Couple with one child	1,140.
Couples with two or more children	1,140.

d) CCE-34/87. Rent allowance limits.

It was RESOLVED to remove the limit which has prevented BAs from paying more than 50% above the UMN rent allowance. The present policy allows BAs to pay any amount they choose in order to find suitable housing for their needs.

If a BA rents a house above the UMN allowance, and for some reason has to move from that house before the lease expires, the matter of who is responsible for carrying the costs of the overage from the time the person leaves will be dealt with on an individual basis.

c) CCE-34/87. Kathmandu Valley Housing Committee. It was RESOLVED to revise the membership of this Committee as follows:  
MSP Director (convenor)  
Division Leader for Housing, MSP  
MSP Business Manager  
ASO from each Area Services group in Kathmandu Valley.

d) CCE-25/87. Duty Travel. Ref. CCE-2/87. The following Morotcycle reimbursement rates were approved by CC on 20 April 1987:

Local travel	Rs.1.25 per km.
Long distance travel	Rs.1.00 per km.

g) CCE-32/87. Duty Travel policy.

It was RESOLVED to approve the following amendment to the Duty Travel policy for Board Appointees: Section D,c to read -

"Refunds within Nepal will be made as per the following for room and food:  
- The worker will pay the first Rs.30/- NC per day;  
- Up to a further Rs.100/- NC may be refunded by UMN per day;  
- Amounts over that total figure of Rs.130/- NC per day will be paid by the worker, except in special circumstances as authorised by the Functional Secretary in consultation with the Treasurer or his appointee."

## 5) MISCELLANEOUS

a) CCE-23/87. Extended Coordinating Committee. Dates were set for the meetings. The main business to be covered is:

Annual reports, with particular emphasis on changes to longterm parameters;

New or revised Long Term Plans

Changes to post lists

Supplementary budgets

Summary (overall) reports for Functional Boards

Financial statements.

Functional Secretaries are responsible for circulating ECC dates to all project leaders. Initially this will be done with an explanation about the duties of BA representatives. The project representative is chosen by the Project Director, and is appointed to assist the Project Director.

b) CCE-30/87, a and b. PPC appointments.

Graeme Gugeri was appointed Chairman of the PPC.  
Colin Law was appointed Secretary of the PPC.

There being no further business, the Finance Committee meeting was closed with prayer.

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November, 1987

## NEPALIZATION

### Introduction

In the Board Meeting 1986 the following minute was passed:

BM 22/86 Nepalization

The Administration was asked to bring to the Board next year the definition of Nepalization, recognizing that it is a complex matter and with many aspects and implications beyond the filling of posts by Nepali staff. The particular emphasis of implementation should be clarified and input from Board Members and Board Appointees sought in the discussion.

In the Board Meeting in 1982 the following statement on Nepalization was accepted as a definition for UMN:

Nepalization is seen as a process of bringing able and qualified Nepali staff into leadership positions in a planned and willed way; also of seeking to integrate projects into the institutional framework of Nepal."

At that time there was much discussion on this both in the Executive and in the small groups of the Board. Recognizing that the issues of Nepalization will not be totally expressed nor addressed in a specific statement, it was agreed that this be regarded as a subject for annual review at all levels of UMN including the Board of Directors. The question is, do we still feel that particular statement is adequate or do we need a new one. There were two main aspects of that statement:

- a. The matter of bringing Nepalis into leadership positions
- b. Integrating projects into the framework of Nepal.

In response to the Board Meeting 22/86 the Executive Director circulated this matter to all Project Directors and Heads of Departments in UMN as well as to all Member Bodies. There has been a limited response of 11 papers which came out of project discussions or individual Board Appointees who took time to think though some issues and present their thoughts. There were responses from four of our Member Bodies and these also were appreciated.

It is true to say that the response on this occasion was a more varied one and the following gives you a brief summary of the thinking at present on the part of those who expressed their thoughts on Nepalization. I have tried to bring these thoughts together in various categories. My own thoughts are also included.

They are:

1. Replacement of expatriates by Nationals
2. Responsibilities of expatriates in addressing Nepalization.
3. Other areas of Nepalization mentioned.
4. Some areas of difficulties to be faced in Nepalization.
5. Some areas of activity in the work of UMN towards Nepalization.

*What has been done to be reported*

1. Replacement of expatriates by nationals

- 1.1. Imparting of skills and knowledge to Nepalis (could imply on the job training)
- 1.2. Utilization of Nepali staff in preference to expatriates.
- 1.3. Using a counterpart system as far as possible in the work of UMN.
- 1.4. Training of Leadership for our work ( could imply in service training)
- 1.5. Nepalis taking over expatriate jobs.
- 1.6. Nepalis taking full administrative responsibility.
- 1.7. Trusting national leadership after appointment.

2. Responsibility of expatriates in addressing Nepalization.

- 2.1. Seeking appropriateness of what we do in projects.
- 2.2. Training of expatriates to understand Nepali ways.
- 2.3. Training of expatriates to know how to train Nepalis in appropriate Nepali ways.
- 2.4. Seeking expatriates who will stay long enough to be able to think Nepali and understand Nepali ways.
- 2.5. Preparedness to accept that Nepalization may mean less "less effective and more expensive".

3. Other areas of Nepalization mentioned

- 3.1. Developing local sources of finance.
- 3.2. The need to motivate people to self responsibility (development)
- 3.3. Develop professionalism
- 3.4. Shaping the attitudes of peoples minds towards inherently Christian ways.
- 3.5. Giving attention to the work context of Nepalis, that is the context in which we work.
- 3.6. Greater participation in the governing and administration of UMN.
- 3.7. Aim towards handing over projects to some form of Nepali administration and/or ownership (it was interesting that this particular item received very little attention from those who responded).

→ Nepali Backwash, Involvement of local people in planning process (may be going on)

4. Some of the difficulties to be faced in implementing Nepalization

- 4.1. Isolation of many of our locations. Highly trained staff and sometimes middle trained staff extremely difficult to find in such situations. Almost as difficult also to encourage highly trained people to move into such locations.
- 4.2. Difficulties to be faced because of some Nepali customs or attitudes that would run counter to our Christian way of thinking and working, e.g. ethics, religion, philosophy.
- 4.3. A continuing general shortage of trained manpower in Nepal.
- 4.4. The heavy financial input into some of our projects.
- 4.5. The fear of corruption taking over once we released responsibility of a project. (This fear was actually expressed by a Nepali worker in one of our projects).
- 4.6. The difficulty sometimes of holding those we have trained through our programmes and losing them to other organisations.

5. Some areas of present activity in UMN towards Nepalization

- 5.1. A strong Scholarship & Training Programme.
- 5.2. The appointing of Nepali leadership in some of our projects at a number of levels. (*up to what level?*)
- 5.3. Operating institutions that are joint HMG - UMN programmes, e.g. Pokhara, Jumla, Patan.
- 5.4. Seconding workers to Government Institutions, e.g. high schools, IOM.
- 5.5. Companies which have been registered as private companies. *What way?*
- 5.6. Noting the ratio of numbers of some of our projects, e.g. Tatopani 2 expatriates out of 220 workers; GBS 7 expatriates out of 11 staff; Patan Hospital 20 expatriates out of 315 staff, etc.

5.7. Case Study - Small Turbines & Mills Programme

An effective means for nepalization is by example. In the case of the Small Turbine and Mill Programme (STMP) of DCS this has been very effective. When STMP was started there were very few turbine driven mills in Nepal; STMP was the first organisation to be set up solely to provide an installation service for these mills, and it has established that there is a demand for such mills. The Agricultural Development Bank has also provided a crucial role in providing the finance for these mills.

*to our own  
Kura  
mills*

For about 5 years there were only 2 organisations offering this service, and of these DCS was the most effective in building up an integrated marketing, installation and servicing structure. After 5 years or so other workshops began to make turbines and sell them. This has now become a thriving area, and the ADB is making a big effort to promote such mills. DCS' market share has dropped (as have their total sales), but the total market has become larger. The present situation is that DCS could move out of the business, and there would still be suppliers.

Thus the concern regarding Nepalization continues.

Activities towards its implementation are taking place. It is a complex matter and there is no simple way of either thinking or actively working towards Nepalization. Is there not a possible area of conflict where there are some areas of activity in Nepal which may well appear Nepali which would cut across the very concepts and activities we would like to see in the work we are doing? This could very well be because of our Christian attitudes and therefore the conflict may be between Nepalization and Christianization. To be fair, one should also say that many of these things we may think of in this area that are anti-Christian are found as frequently if not more so in our own Western civilization.

I get a feeling that the responses on this occasion have indicated not so much the integrating of our programmes into some kind of Nepali ownership or administration but has emphasized much more the personal aspects of Nepalization, that is working with Nepali people seeking to inculcate attitudes and ideals which we would like to see being followed by Nepali leadership in our programmes in the coming years.

It was also interesting to see a new emerging emphasis on the need for expatriates to be better trained to cope with this matter of Nepalization, that is, the preparing of Nepalis through a better understanding of Nepali ways. It is likely this will take time for expatriates to enable them to learn the way of life in Nepal and thereby be better equipped to bring about this process.

*by  
fun*

Since writing this above I have visited CDHP project in South Lalitpur. An unforgettable experience was to meet up with one particular worker whose attitude of mind has been so influenced by the project, and thereby his motivation and vision has caught fire to promote in such appropriate ways aspects of development that are crucial in that area. He is a level 2 worker! To me this was a vivid demonstration of seeing Nepalization in terms of bringing about a change of attitude of mind and commitment. This seemed of greater importance even than appointing Nepali leadership (which could be disastrous) or the releasing of projects to some Nepali institutional framework which could also soon bring about a loss of its main effectiveness.

From our Rural Development function let me present two areas of thought which relates to their work. It seems right that we are not nor should we be establishing ongoing institutions within our Rural Development work, but rather to establish professional, skilled, hit and run teams who can go into a remote area for 5 years or so and get the development process into the hands of the local people as soon as possible and then pull out. This concept would not evolve in a turnover to anyone other than the local community in which we work. It would not be envisaged UMN turning over this concept to HMG anytime; in fact, to do so would only mean financing HMG hit and run teams.

Secondly, from this but on a wider basis, a rural development perspective on Nepalization for UMN would follow in terms of seeking to enable communities to take up their own development, not for UMN to become a Nepali organisation.

Building a Nepali organisation as a hiring platform for Nepali professionals is not necessarily the aim for UMN. Neither is it necessarily our ultimate purpose for expatriates to pull out of involvement in UMN. Rather, if UMN one day leaves Nepal, it ought to leave communities which have learned and taken on responsibilities for their own development.

In rural development work, can we be an organisation that has planted seeds of development throughout rural Nepal, leaving behind communities which have taken up the theme inherent within our ethos and purpose of being here? In our urban situations, let us similarly influence the lives of people who also will have caught some of those same attitudes in UMN which in turn will influence the communities and work situations where ever that may be.

Finally, is not then a high priority in Nepalization to see our calling, ethos, motivation and vision springing up in the hearts of lives of Nepalis? How will having a "Nepali" organisation ever accomplish that, and thus ensure that the reason the UMN is here in this country is not lost, but rather serves to push us out and on further in our service?

Compiled by JHB



# THE UNITED MISSION TO NEPAL

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Treasurer: Mr. E. Wennemyr

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13th November 1987

To All Board Members who will be attending the Rural Development Small Group Discussion.

Dear Friends,

Greetings from the Rural Development Team. We are glad you have come and we look forward to the time we have in the coming days to discuss the importance and place of Rural Development in Nepal and UMN's contributions to that.

This year it has been suggested that instead of one long session, we should offer two sessions for discussing the various functional areas. This means that those of you who chose Rural Development as a second preference will not only be able to join in the area you chose as first preference, but we will have an opportunity to include you in our discussion as well.

There are several topics which we intend to discuss in our meeting together and we will be passing some reading material on to you beforehand, so that you can prepare yourselves. The enclosed paper is intended to form a major part of our discussion and we invite you to consider it in depth.

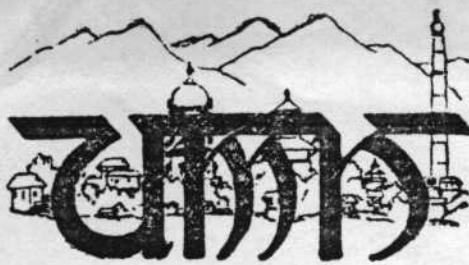
A special subject which we want to consider at our small group is the issue of Women in Development and UMN's role and contribution to this important theme throughout our work, and for us, primarily in Rural Development.

We will be finalising the agenda for our Rural Development group within the next few days and that too will be coming to you shortly. We look forward to our time together; we anticipate a good discussion and we appreciate your input and interest.

On behalf of UMN's Rural Development team,

*Jim A. Alexander*  
Jim Alexander  
Acting Rural Development Secretary

JA/se



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13th November 1987

## AGENDA FOR RURAL DEVELOPMENT DISCUSSION GROUPS

<u>Item</u>	<u>Time Allocated</u>
1. Introductions	5 Minutes
2. UMN & Rural Development - - by Gerhard Honold	10 Minutes
3. Presentation of Sunkhet Project - - by Gerhard Honold	10 Minutes
4. Women in Development - - by Kath White	10 Minutes
5. Rural Development's future in UMN	15 Minutes
6. Questions/Answers	10 Minutes

Jim Alexander  
Acting Rural Development Secretary

JA/se

Rural Development Model. Response to Proposal from the Rural Development Secretary(acting) October 27, 1987

### Introduction

If in the design of a Rural Development Model, farming systems are seen as one integrating focus, then the is essential (as in all rural development!) that the concerns and involvement of women be specifically and carefully addressed.

It is obvious that women maintain the day-to-day farming functions, being involved in watercarrying, fodder and fuel collection, field work, food processing and preservation, seed selection and animal care.

As well, in practice, they do the local forest management, many are involved in activities such as spinning which supplement the family income, and they are the child rearers and responsible for the maintenance of home and family health. Most of them are non-literate, and most of their daughters do not attend school beyond the minimal years; some will not attend at all.

From these points, it will be clear that any process of rural development must at every stage be designed for women as well as for men. This includes the initial and ongoing determination to confer with the nepali rural women to encourage their active and creative participation in culturally acceptable ways in any process of change, and to really lighten their burdens by that change.

### Suggestions for modifications or additions to the present document Heading

4.2. In the small team, at least one assigned UMN post should be filled by a woman with particular interest, sympathy and skill in working with women. The 'nepali counterparts' referred to would need to include nepali women with such skills or potential.

The reference to '4 professional areas' needs to be balanced by a statement that these 'components' should at all points be integrated with expertise from one professional area informing and working with the others. For women and for farm people in general, such distinctions are artificial; they are the artefacts only of a Western academic background.

4.3. It is necessary to ensure that the 'felt needs' identified are not just these of the male population; and that 'peoples participation' is

always taken to mean just as much participation by women as by men in all areas.

Hence, 'enabling/facilitating' will mean enabling women to take up their new roles and responsibilities in their villages, with a proper sense of their rights. 'Value enhancing' must mean that women come to value themselves, their own intelligence and their place in the community. 'Education' and 'training' will be appropriate to the farming systems operating, so that women are included in training re maintenance of water systems etc.

With reference to 'discover(ing) the needs... through contact with the local people...', attention needs to be drawn to the different ways in which village men and village women may be contacted: the farmer through formal meetings in more public places (eg tea shops), whereas the women's network is largely informal and home based.

We would be happy to discuss these comments in more detail with you.

Kath White

Winnie Thuma

Sabine Hausler

Jul. 1

## 1.0 A CHALLENGE PRESENTLY FACING UMN'S RURAL DEVELOPMENT TEAM:

In November, 1986, UMN's Board of Directors resolved to request administration to implement the 27 approved recommendations submitted in the UMN Management Study (BD-10/86). In recommendations 5 -- 12, the issue of starting new work was addressed in various ways. The following scenario is a summary of what was decided.

We are to maintain our present expatriate numbers, or decrease them slightly, aiming for between 350 and 450 people. No medium or large scale projects will be allowed to start unless we pull out of, or complete some of our existing work, freeing up personnel to place in other areas. At the same time, however, it was stated that UMN should explore taking up work in rural areas, using small teams similar to the Surkhet Project structure. It was mentioned that this be looked at with secondment to non-UMN-controlled work in mind. However, it did not exclude full UMN involvement. A mandate emerges: explore setting up small teams in rural Nepal.

In the last meeting with the Director General of the Department of Cottage and Village Industries (DCVI), he said that he had approved the Surkhet agreement and sent it off to the Finance Ministry with a high recommendation. We talked at great length and what emerged was that he wholeheartedly believes in that project's ethos and working structure. When asked if he would entertain receiving several other proposals along that line if UMN were to submit them to him, his response? Bring them on; this is how development must be done in the rural areas, we need such models. Recent discussions with NGOs who work under the Social Services National Coordinating Council (SSNCC) give the impression that there may be scope for UMN to work under that umbrella. The sub-committee set up to coordinate integrated rural development work is in its formative stages, and it has been said UMN may well be able to have positive influence in its policy and precedent setting. Our experience could suggest that we are expressing certain optimism here, perhaps, but pessimism rarely generates vision, or results. We realize that much careful work needs to be done before we find a "niche" which will secure an agreement with HMG to proceed. The final "model" may look somewhat different after negotiations than as it is presented here. We are prepared to take on the difficulties as challenges, realizing we will never arrive where we want to be unless we begin.

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A pressing question which needs answering then, is this: if we were to have a green light from the UMN Board (the mandate); if we were to have a green light from some section of HMG (a highly volatile opportunity) to pursue a new thrust in rural development, WHAT would we do? Where is our PLAN?

## 2.0 A RURAL DEVELOPMENT PLANNING MEETING:

On September 16, 1987 a meeting was held to build a BASIC MODEL, an outline to use in developing a thorough proposal for a new rural development work. Approximately 15 experienced R.D. people were asked to participate, representing various professional and support functions.

### 3.0 THE MODEL OUTLINED:

Basically, we sought to give answers to the following:

- 1 What is our intention; what need do we seek to meet?
- 2 What are the restraints; what are our limitations?
- 3 What is our methodology; how do we go about it?
- 4 What resources do we need; where are they available?
- 5 What are our working assumptions?

### 4.0 DISCUSSION FORMAT:

Prior to the meeting, some discussion had already taken place on the whole concept and a rough model had emerged. That model was offered as a starting point for our discussion in the planning meeting. Taking each of the above questions in turn, the following ideas were submitted:

#### 4.1 What is our intention; what need do we seek to meet?

In keeping with HMG's plan to ensure the basic needs of the Nepali people by the year 2000, we endeavor to join that campaign through enabling rural peoples to take up their own sustainable development.

#### 4.2 What are the restraints; what are our limitations?

Some of the following limitations are given, others are self-imposed.

- UMN will work only through entering into a signed agreement with one HMG ministry or department.
- UMN will own the project assets and determine implementation and use of resources.
- The structure will be small teams, simple administration.
- Teams will endeavor to have a maximum of 4 expat. posts and an overall number as conducive with training up Nepali counterparts.
- The project, and thus the teams will endeavor to limit assistance to a maximum of 4 professional areas; all allied functions.
- The geographic location of the project will be determined by the intent of the project and by UMN's ability to give necessary support to both activities and personnel. It is suggested that teams be located no more than a day's walk from a service center, and that the location of supervised activities not exceed a half day's from the team base.
- A team will endeavor to only remain in one location for a maximum 7 years.

#### 4.3 What is our methodology; how do we go about it?

Our methodology should reflect such key concepts as: <sup>①</sup> felt needs; <sup>②</sup> people's participation; <sup>③</sup> sustainable development; <sup>④</sup> minimum outside inputs; <sup>⑤</sup> replicable activities; <sup>⑥</sup> enabling/facilitating; <sup>⑦</sup> value enhancing; <sup>⑧</sup> education - teaching/ training/demonstration; etc. Our methodology must also reflect what UMN can offer through our richness and our uniqueness, keeping in mind our limitations and the restraints within which we live and work.

Much thinking, planning, and summarizing of past experience will need to take place before a detailed methodology can be presented. That work should be done by the component functions represented in the proposed teams. For example, if forestry is a component, then our foresters should have the question posed to them, "if we have this given situation, how do we go about forestry work?"

In order to gain experience and expertise, the R.D. teams should endeavor to offer services in only 4 professional areas. Rather than attempting every good work, spreading ourselves thin and therefore learning to do few good works in a good way, we need to limit our scope of activities. This will also greatly simplify the recruitment process and the transfer of people from one area to another. How do we so limit our services and yet respond to people's felt needs in any given location? The professional components previously listed reflect felt needs found in any general geographical location in Nepal. They may not be at the top of everyone's list, but they will be found on most.

Generally speaking, the methodology should major in enabling and facilitating, training and modeling; it should minor in financial and technical inputs. It must also provide for strong ongoing monitoring and evaluation.

#### 4.4 What resources do we need; where are they available?

Obviously, the details of this section can only be filled in as specific financial, material and personnel needs are formulated by the various component groups when the implementation phase is planned out in detail. That, in keeping with the methodology already referred to, would take place only as a result of recommendations brought forward during the feasibility phase. However, the larger picture of availability of needed resources must be addressed before a venture of this sort goes beyond initial stages. 3 areas of input should be considered:

- Personnel
- Finance
- Support

Personnel. What kind of people? This issue certainly goes beyond profession, although the component groups will need to take that up. The more urgent question is, "who do we send to remote areas, who not?" Families? Folks with no previous experience? Long term, short term? What are the qualities we are looking for? Where would we find these people? The Board has set the number of expatriates at between 350 and 450. We must assume that the reasoning behind such a decision would also define the ideal number as closer to 350. At present there are 420 in UMN. Can we put together this new effort without adding more to our numbers? As a result of the overall restructuring of UMN, some projects have been dropping or postponing the implementation of their rural development components. THIS IS A MATTER OF GREAT CONCERN! Since March, 1986, approximately 25 expat. posts have been dropped from rural development sections of UMN's projects; yet, the Board's mandate is to pursue setting up small teams in rural Nepal!! Is there a stark inconsistency here? Could these posts help make up this new project? Or, perhaps we should consider pulling together the various rural development people scattered throughout the Mission into a united effort, managed and supported by the newly formed Rural Development section of UMN? Would this be in line with the recommendation to pursue single-sector oriented projects? Or, is there one of our present projects which should wind down its activities, providing the personnel needed to pursue the Board's mandate?

Finance. In general, it can be said that the money needed to run such a project will not be difficult to obtain. For the initial years the budget would be comparable in size to Surkhet Project's.

On Mar. 24/84  
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The four professional components could be chosen from, or be a combination of the following areas:

- ① Forestry.
- Appropriate technology.
- ② Small water systems; drinking and irrigation.
- Income generation.
- Agriculture/farming systems.
- ② Preventive health care.
- ① Literacy.

Non-formal education could be seen as the basic/entrance approach, a thread running through and tying together the various professional areas. It could provide the "integration".

Other components which need equally well thought out planning are Project administration and ASO/Missionwide support, including Headquarter's support.

In order for the various components to do their planning, they need to know the "given situation". The following is a skeletal description of the way we could go about fulfilling our stated intention:

The work could spring out of one of our present projects, eliminating the need for a separate agreement. If this is feasible, it may greatly simplify the process. Otherwise, a separate agreement will need to be sought for starting up in an entirely new location. The Director General of DCVI suggested the following approach. An agreement with HMG could be sought which would allow for two phases of UMN involvement. ① The first phase would be a survey/feasibility study period of up to two years. Given a mutually agreed general geographical area to work in, this phase would provide the opportunity to determine the best location to begin the project. It would also be a time to discover the needs UMN can serve to meet in the area through contact with the local people. ② By the end of the two years an implementation phase could be designed and set into operation. If, at any point in the feasibility phase it is determined the area is not suitable for implementation of activities, UMN would be under no obligation to start the second phase; another location would be sought. To avoid open ended commitments and to enhance truly sustainable development, the implementation phase in any given location would have a time limit, perhaps of 5 years. This means that a team could be in one location for a maximum 7 years. It would then either phase-out or establish itself in a new area. Although a figure of 7 years may be arbitrary, it is an attempt to provide a specific time frame from the onset of the program. This is seen as helpful in motivating people who begin a program to see it through to the end. It may also serve to limit activities to those which we have some expertise in. Methodology too would be affected, in that we would seek to leave behind an "enable" community, rather than doing so much "for" them.

Instead of being spread in various locations all over Nepal, making proper support and communication extremely difficult, these R.D. teams should be located in one district. A service center, reachable by road or air and some form of verbal transmission would be established to serve the teams in support activities; it could be located in the District Center. As much of the administrative work as is feasible should be undertaken in the center, freeing up the teams to get on with implementation and optimum community involvement. It should also be able to offer a pastoral role. The size and complexity of the center would be determined by the needs of the teams. The location of teams should be in areas no further than a day's walk from the center.

The long term plan could be to have 5 or 6 teams connected to the service center. The process of reaching that goal would be to establish one team at a time; growth to be determined by adequate support and resources. The first team would serve as the model for others and therefore, it must be well experienced and successful before more teams are added.

Support. As has been previously mentioned, one of the major reasons concentrating our efforts in one district with a local support function has been suggested is because of the problem we face in adequately supporting rural projects. When we send people out to do this kind of job, how do we insure a consistent supply of tools and materials? How do we get professional advice and inputs to them quickly? Much more critical, how do we enable them to survive? But only to survive? How do we strive to make the experience one worth coming back to? In answer to these questions the roles of Headquarters, Missionwide Support Project, RDC, the ASO and Project Director/Team leader need to be discussed.

#### 4.5 What are our working assumptions?

Below is a working list of developments which must or must not take place throughout the duration of the project in order for it to be a success:

- A signed agreement with HMG and continual cooperation.
- Good working relationships with local officials.
- Consistent availability of suitable personnel, finance, commodities, facilities, etc.
- No significant natural or man-made disasters.
- Participation of motivated local individuals and communities.
- Consistent input from supportive structures.
- The appropriateness of inputs, activities, and methodology.

Am. 5

# NEPAL

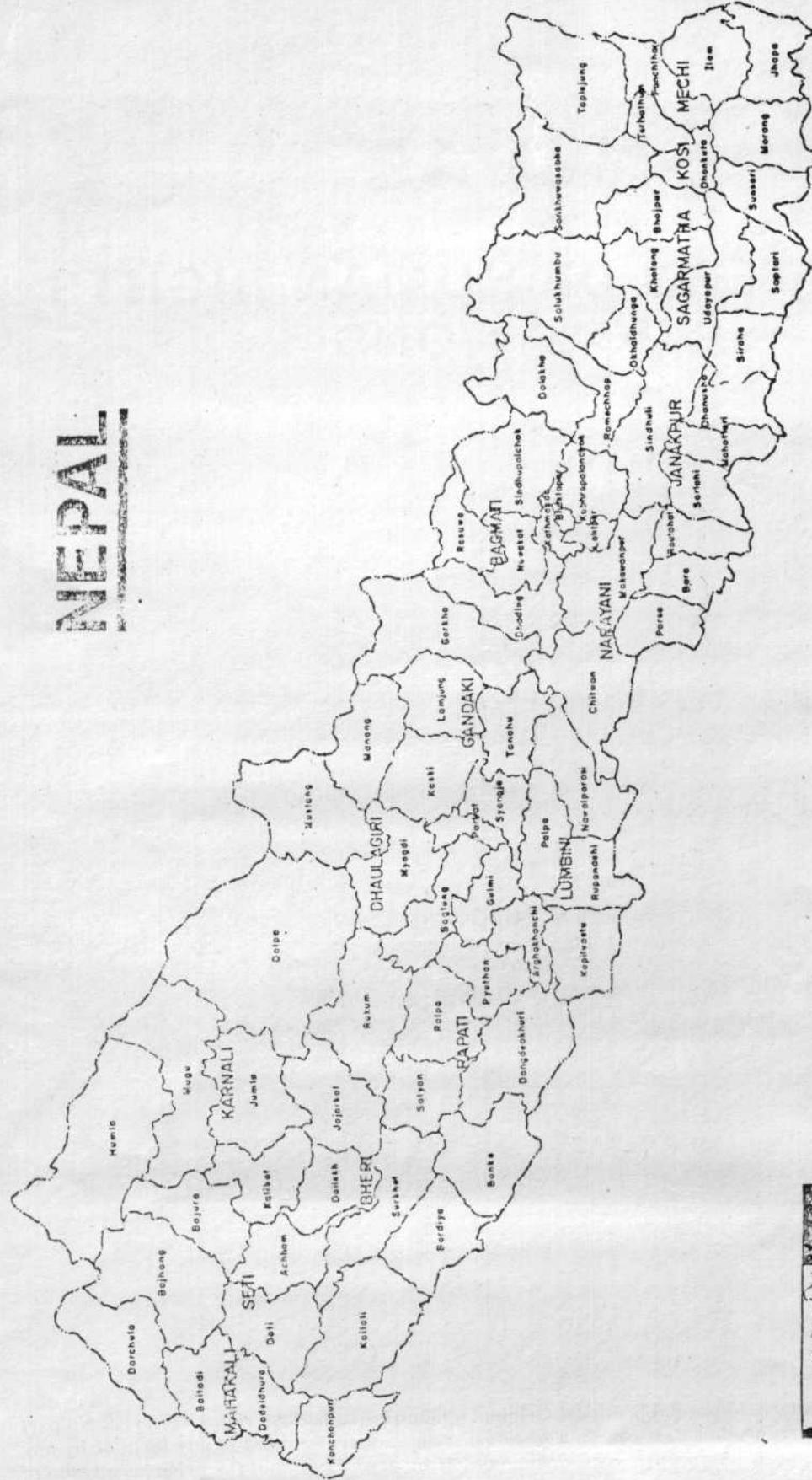
## A PATTERN OF HUMAN RIGHTS VIOLATIONS



AI Index: ASA/31/08/87  
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United Kingdom

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PAL



#### 4. RELIGIOUS PERSECUTION

Nepal is the world's only Hindu Kingdom and the vast majority of the population are Hindus. The next largest religious group is the Buddhists, and the two religions are closely intertwined through a traditional religious tolerance. With Nepal's virtual isolation from the outside world until the early 1950s, foreign Christian missionaries were not permitted to enter the country and there were no more than a handful of native Nepali Christians, for example among Gurkhas who had served with the British armed forces or among workers in the tea plantations in the southeast of the country who had originally migrated from India. With the opening up of Nepal over the past four decades, there has been a spread of Western religious and cultural influences. The Christian population in Nepal is still very small: according to official statistics for the year 1981 there were 3,891 practising Christians, although others have estimated the number to be around 15,000. The majority of Christians belong to Protestant or evangelical denominations, although some are Roman Catholics. It is mainly the Protestants and evangelists who have been prosecuted for converting Hindus or trying to convert them.

The Constitution of 1962 provides the right to profess and practice one's religion "as handed down from ancient time" but no-one is "entitled" to convert another person to any other religion. To Amnesty International's knowledge there is no law preventing anyone becoming a Hindu, or to prevent a Muslim or Buddhist becoming a Christian. However, the Muluki Ain (legal code) on disciplinary matters specifies:

"No person shall propagate Christianity, Islam or any other faith so as to disrupt the traditional religion of the Hindu community in Nepal or to convert any adherent of the Hindu religion to these faiths. In case an attempt is made to do so, a sentence of imprisonment for three years shall be awarded. In case conversion has been effected, imprisonment shall be awarded for six years.

.... In case any adherent of the Hindu religion converts himself into any of the above-mentioned religions, he shall be imprisoned for a maximum period of one year.

.... In case conversion has already been effected, it shall be invalidated, and such person shall remain in his Hindu religion". (Part 4, Chapter 19, Section 1)

The Universal Declaration of Human Rights states that everyone has the right to

"....freedom of thought, conscience and religion; this right

includes freedom to change his religion or belief, and freedom, either alone or in community with others and in public and private, to manifest his religion or belief in teaching, practice, worship and observance." (Article 18)

The same rights are contained in the International Covenant on Civil and Political Rights. The only limitations on these rights under the Covenant are that:

"No-one shall be subject to coercion which would impair his freedom to have or adopt a religion or belief of his choice." (Article 18.2), and

"Freedom to manifest one's religion or beliefs may be subject only to such limitations as are prescribed by law and are necessary to protect public safety, order, health, or morals or the fundamental rights and freedoms of others." (Article 18.3).

The restriction imposed under Nepali law prohibiting Hindus from voluntarily changing their religion contravenes these internationally recognized standards. To prohibit conversion, even when the individual is expressing free choice, is to deny the individual a fundamental right. Amnesty International recognizes that active efforts to seek converts may be considered offensive by many of those Nepali citizens who support the constitutional ban. However, in some instances Christians have apparently been arrested when practising their faith within their own community, without trying to convert others.

The provisions of the law do not appear to be implemented uniformly throughout the country and, as in the case of restrictions on political activities, local officials have considerable latitude. Few Christians spend more than a week or two in jail, since they are generally able to obtain bail pending trial or appeal. In August 1987 dozens of Christians were either awaiting trial or appeals before the higher courts. In fact, in all the completed cases known to Amnesty International the defendants were acquitted at the final appeal stage, on the grounds that conversion took place outside Nepal, that the parents of the individual concerned were not known to be Hindus, or that preaching took place only in private.

Two prosecutions illustrate Amnesty International's concern that the internationally recognized right to practice one's religion has not been upheld in Nepal. In May 1984, the Nepal Bible Ashram held a bible school near Dandeldhura, in western Nepal. Three officers of the society, which is based in Kathmandu, travelled there to take part. The school was held in a hospital room in a village several kilometres from Dandeldhura. No more than about a dozen local Christians took part, some of whom were new converts. It began on 7 May. On 11 May local police went to the hospital and asked the participants to go to the police station. A few of them went, their names were noted, and then they returned and continued the bible classes.

On 14 May the participants were again summoned by the police. This time they were all told to go to the police station in Dandeldhura. At the police station each one was questioned separately and apparently asked whether they would recant their Christian faith. The three 'non-local' people - the class teachers - were reportedly told that they could leave, but that the others were under arrest. When the three maintained that all the bible school participants should be treated equally, they too were arrested.

All were released on bail 11 days later. They were charged under the Muluki Ain (legal code) with having converted from Hinduism to Christianity and with attempting to convert others. Their case was heard by the Dandeldhura District Court which announced its decision only in March 1985. On the charge of having converted to Christianity, three were acquitted, since their conversion had taken place outside Nepal. The other eight were sentenced to six months' imprisonment. All were acquitted of the charge of seeking converts, due to lack of evidence.

When the appeal in this case was heard by the Far West Regional Court the public prosecutor asked for the six month sentences to be increased to one year. In its verdict announced in mid-December 1986, the court confirmed the conviction and original sentences, with one exception. One man was acquitted because there was no evidence to show that his family had originally been Hindu. An appeal before the Supreme Court is now pending.

The second prosecution appears to have been the only case in which Roman Catholics have been brought to trial. In April 1986, two nuns and a priest, all Indian nationals, held an Easter retreat for Christians among the tea plantation workers in Sirsia, near Damak, in the far east of Nepal. The priest and one of the nuns had come especially from India for this, since they spoke Santali, the local language. On the fifth day of the retreat, 5 April, they went through the village blessing the homes of Christians, as apparently had happened in previous years. They had reportedly stopped to eat lunch when they were summoned to the police station and told the local administrator wanted to see them. They were immediately arrested, together with a number of local Nepali Christians, and charged with proselytizing.

Those who saw the prisoners subsequently alleged that they had been beaten in police custody. The two nuns were said to have been hung by their wrists and beaten on their arms, backs and legs. The men were also said to have been beaten. The following day they were taken to the District Superintendent of Police's office. They were required to sign "confessions" which they were apparently not given an opportunity to read. They were released on bail on 13 April.

The trial of these Christians started in the Biratnagar District Court in early 1987, but no verdict in their case had been announced by August.

On a few occasions members of other religious faiths are reported to

have been prosecuted for converting to another religion, or seeking conversions. Although the provision of the Muluki Ain (legal code) applies only to Hindus who convert, in January 1987 the official Nepali news agency reported that six Buddhists had been sentenced to one month's imprisonment for converting to Christianity. The legal basis for their conviction is unknown. There have also been occasional newspaper reports of Muslims being arrested for proselytizing, but Amnesty International does not have further information about these.



# THE UNITED MISSION TO NEPAL

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Treasurer : Mr. E. Wennemyr

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POST BOX 126  
KATHMANDU, NEPAL

## UMN BOARD OF DIRECTORS MEETING

November 1987

ANNUAL REPORTS for 1986-87

Eingegangen

21.01.1987

Erledigt:.....

This year we are sending you the annual reports for Administration and a detailed report from each Functional Secretary. The individual project reports will be available at the Board Meeting for those who would like to have further information.

	<u>Page</u>
ADMINISTRATION:	
Executive Director's Report	1
Treasurer's Consolidated Statements	3
Headquarters Project Report	18
EDUCATION SECRETARY'S Report	20
HEALTH SERVICES SECRETARY'S Report	24
ENGINEERING & INDUSTRIAL DEVELOPMENT SECRETARY'S Report	32
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We trust that you received notification of proposed amendments to the UMN Constitution and Bye-laws sent to you on 24 September.

A

UNITED MISSION TO NEPAL

Board of Directors Meeting, Nov. 1986

S C H E D U L E

Tuesday, 18th November

6.00 p.m. Dinner at Blue Star Hotel  
Adjourn to the Board Room for the evening session  
7.00 p.m. Schedule of membership and Roll Call  
7.10 p.m. Bible Study, Dr. John Piet  
Orientation session (see Agenda)

Wednesday, 19th November

8.30 a.m. Bible Study  
9.15 a.m. Business Session  
10.30 a.m. Coffee Break  
10.45 a.m. Business Session  
1.00 p.m. Lunch at Blue Star Hotel  
2.00 p.m. Business Session  
4.00 p.m. Coffee Break  
6.00 p.m. Meeting closes

Thursday, 20th November

8.30 a.m. Bible Study  
9.15 a.m. Business Session  
10.30 a.m. Coffee Break  
10.45 a.m. Business Session  
1.00 p.m. Lunch at Blue Star Hotel  
2.00 p.m. Business Session  
4.00 p.m. Coffee break  
4.15 p.m. Business Session  
5.00 p.m. Special session with Pastors  
6.00 p.m. Meeting closes

Friday, 21st November

8.30 a.m. Bible Study  
9.15 a.m. Business Session  
10.30 a.m. Coffee Break  
10.45 a.m. Business Session  
1.00 p.m. Meeting closes  
Lunch at Blue Star Hotel

To: DELEGATES TO THE UMN BOARD OF DIRECTORS, 1986

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 will be able to help you with matters concerning meal times, transportation to the meetings, etc. If you are not sure about details, please do not hesitate to ask UMN members.

#### TIMING AT MEETINGS

We would request all delegates to be prompt, and to try to arrive at the meeting hall five 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. Also, a UMN cashier will be available to take payment for tickets ordered by UMN at the coffee breaks. The UMN office is not allowed to cash any personal or travellers' cheques.

#### OUTWARD BOOKINGS

If you have requested the purchase of any tickets, please pick them up from the UMN Central Services Dept. representative at the Blue Star Hotel at the coffee break and pay the cashier for them, if you have not done so earlier.

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.50/- per day, applicable during the period 18-21 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 in Kathmandu before or after this period, the charge will be Rs.130/- 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, 18th November, dinner will be provided at the Blue Star Hotel, and also lunch on Wednesday, Thursday and Friday for Board members.

#### 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 hostesses at the meetings, who will help you or refer you to the correct person 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 see the note attached for those concerned.

C

UMN BOARD OF DIRECTORS MEMBERSHIP

November 1986

**A) Member Body delegates:**

American Lutheran Church: Dr. Jack Reents  
Assemblies of God: Rev. Ronald Peck  
Baptist Missionary Society: Rev. Neil McVicar  
BMMF International: Miss Janette Cowan  
Christian Church (Disciples): Mr. Keith Jamieson  
Church Missionary Society, Australia: Dr. Alan Cole  
Church Missionary Society, UK: Mr. Malcolm Warner  
Church of North India: Bishop John Ghose  
Church of South India: -  
Committee for Service Overseas, Germany: Mr. Helmut Hertel  
Darjeeling Diocesan Council & Church of Scotland: Bishop John Ghose  
Danish Santal Mission: Mr. Jorgen Pedersen  
Evangelical Free Church of Finland: Miss Riitta Siikanen  
Finnish Evangelical Lutheran Mission: Rev. Paavo Kilpi  
Gossner Mission: Mrs. Else Furthmuller-Meyer  
Japan Antioch Mission: Rev. Minoru Okuyama  
Japan Overseas Christian Medical Cooperative Service: Mr. Kentaro Shiozuki  
Lutheran Church in America: Dr. Jack Reents  
Mennonite Board of Missions: Mr. Ron Yoder  
Mennonite Central Committee: Mr. Paul Myers  
Methodist Church, UK: Rev. Swaminathan Jacob  
Norwegian Himal-Asia Mission: Mr. Einar Kippenes  
Orebro Mission: Rev. Ingemar Berndtson  
Presbyterian Church in Canada: Miss Pauline Brown  
Presbyterian Church in Ireland: Rev. Terry McMullan  
Presbyterian Church Synod, Mizoram: Rev. Lalngurauva Ralte  
Presbyterian Church, USA: Rev. Newton Thurber  
Regions Beyond Missionary Union: Rev. Geoff Larcombe  
Swedish Free Mission: Miss Billy Johansson  
Swiss Friends for Missions in India & Nepal: -  
Tear Fund: Rev. David Applin  
United Church of Canada: -  
United Church of Christ, Japan: -  
United Methodist Church: Miss Marge Mayer  
Wesleyan Church: Dr. Wayne Wright  
World Concern: Mr. Paul Kennel  
World Mission Prayer League: Mr. Bob Andrews

**B) Representatives of the Christian Church in Nepal:**

Mr. Mongol Maharjan  
Mr. Bir Bahadur Khawas

**C) Ex-officio members:**

Executive Director: Mr. Howard Barclay  
Treasurer: Mr. Erling Wennemyr  
Education Secretary: Mr. David McConkey  
Health Services Secretary: Miss Jeanette Hyland  
Acting Economic Development Secretary: Mr. Al Schlorholtz  
Asst. Education Secretary: Miss Ann Lycett  
Asst. Health Services Secretary: Dr. Del Haug  
Asst. Economic Development Secretary: Mr. Lionel Mackay  
Asst. Economic Development Secretary: Dr. Peter Quesenberry

Education Board Representative: Mr. Ryohei Takatsu  
Health Services Board Representative: Miss Neikie Waaning  
Economic Development Board Representative: Mr. Roger Lunden  
Workers' Conference Representative: Miss Margaret McCombe

D) Co-opted members:

International Nepal Fellowship: Dr. Bill Hawes  
Leprosy Mission: Dr. D. Vijayakuman  
UMN Management Consultant: Mr. Graeme Gugeri

E) Observers:

Gossner Mission: Dr. Hanns-Uve Schwedler  
Swedish Free Mission:  
Presbyterian Church, Mizoram: Rev. Lalpianga

UMN BOARD OF DIRECTORS

18th-21st November, 1986

A G E N D A

TUESDAY, 18th November evening

1. Schedule of membership and roll call (see Page C)

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).

Note change of name of member bodies:

- i) The Free Church of Finland is now The Evangelical Free Church of Finland;
- ii) BMMF International will be known as Interserve from 1 January, 1987.

2. Orientation

An overview of the Mission by -

Education Secretary - David McConkey

Health Services Secretary - Jeanette Hyland

Acting Economic Development Secretary - Al Schlorholtz

Treasurer - Erling Wennemyr

Personnel Secretary - Graeme Gugeri

Executive Director - Howard Barclay (to conclude the General Agreement and Asian Consultation visit)

3. Appointment of Nominating Committee

WEDNESDAY, THURSDAY AND FRIDAY

4. Confirmation of Minutes of the last meeting, 16-19 April, 1985.

5. Annual Reports and Financial Statements for 1985/86:

Reports as per list already circulated, pages 1-68

Executive Director's Report, pages 79-82

Treasurer's Financial Statements, pages 83-95 (replaces 1-6)

Provident Fund Statement for 1985, page 7

Health Services Secretary's Report, pages 97-101

Health Services Office Report, pages 103-106

Further HSB reports for information, pages 107-119.

6. Long Term Plans. See separate documents: UMN Long Term Plans  
Health Services Long Term Plan

7. Human Resources Management Study (EC(2)-54/85) (See separate document)

8. Study of reasons for people leaving UMN (BD-11/85; EC(1)-52/86), page 125

9. UMN Management Study (BD-22/85; BD-36/85; EC(2)-60 & 61/85; EC(1)-54/86)  
(See separate document)

✓ 10. Processing and screening of candidates (EC(2)-13 & 14/85; EC(1)-46/85),  
pages 127-148.

✓ 11. Constitution and Bye-law amendments (list sent 7 September), pages 121-122.

12. Other matters from Executive Committee.

13. Appointments: Executive Director (EC(1)-40/86) )  
Assistant Executive Director ) page 123  
Treasurer )

14. Per Capita Grant for 1987/88.

15. Per Capita Grant policy; note amendment (BD-13/85; EC(2)-11/85).

16. Per Capita Grant for Asian member bodies (BD-14/85).

17. Nepalisation.

18. Forestry Program (BD-27/85), pages 69-78.

19. Workers' Conference Report.

20. Observers on the Board (BD-15/85, c and EC(2)-55/85).

21. Report on Nawal Parasi (BD-25/85, b; EC(2)-48/85).

22. Two year moratorium on new member bodies (BD-11/84, b).

23. Tribute to Mrs. Sobi Itoh.

24. Election of Executive and Finance Committees.

25. Dates of next meetings.

Materials for Board Meeting:

Schedule and Agenda, with Personnel Profile  
Reports, Statements and other numbered pages 1 - 148  
Human Resources Management Study ("Liechty Report")  
UMN Management Study and recommendations  
UMN Long Term Plans  
HSB Long Term Plans

Duplicated copies of up-dated Constitution and Bye-laws  
also available.

UMN  
EXPATRIATE  
PERSONNEL  
PROFILE

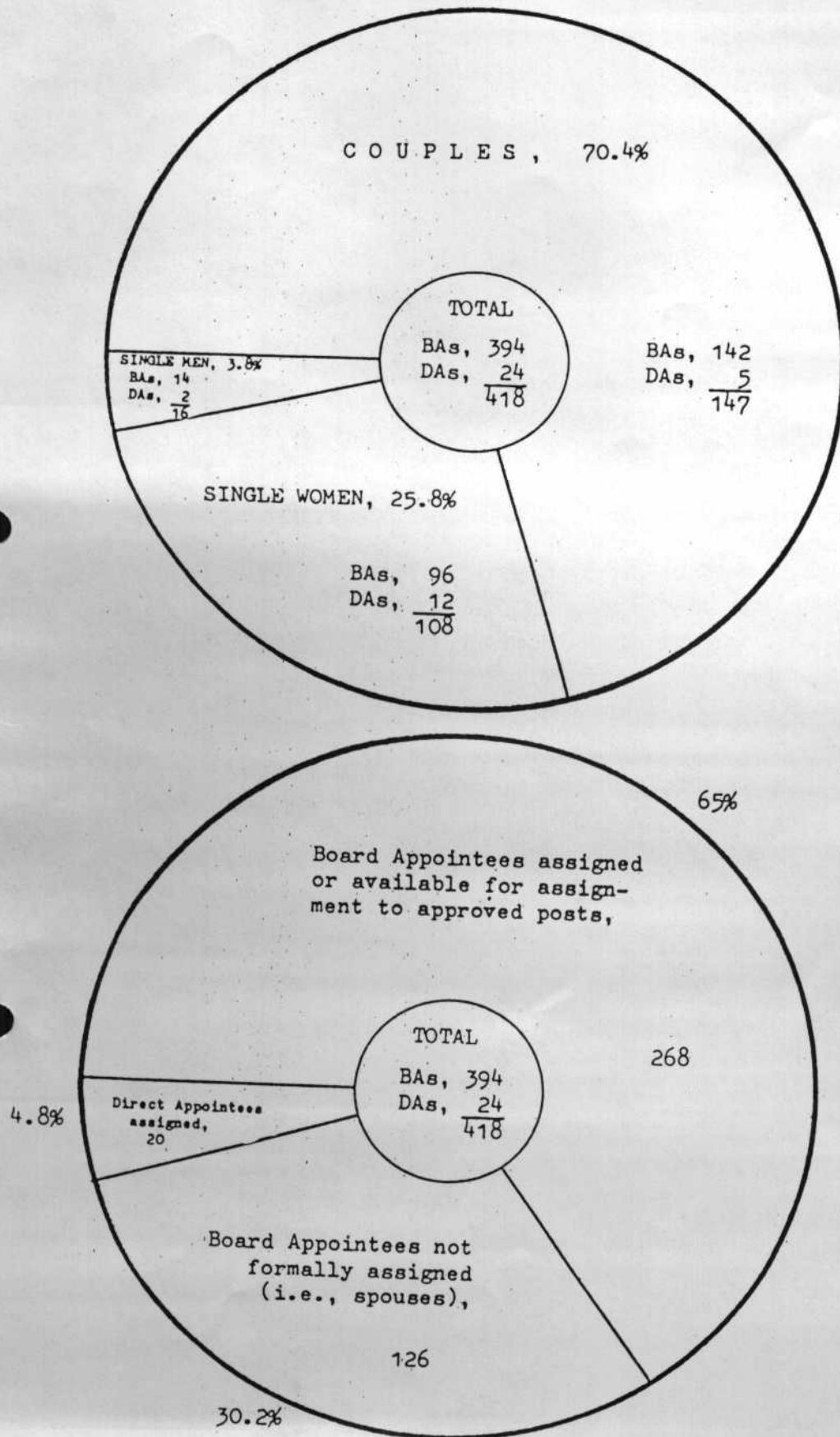
APRIL 1986

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UMNINFO

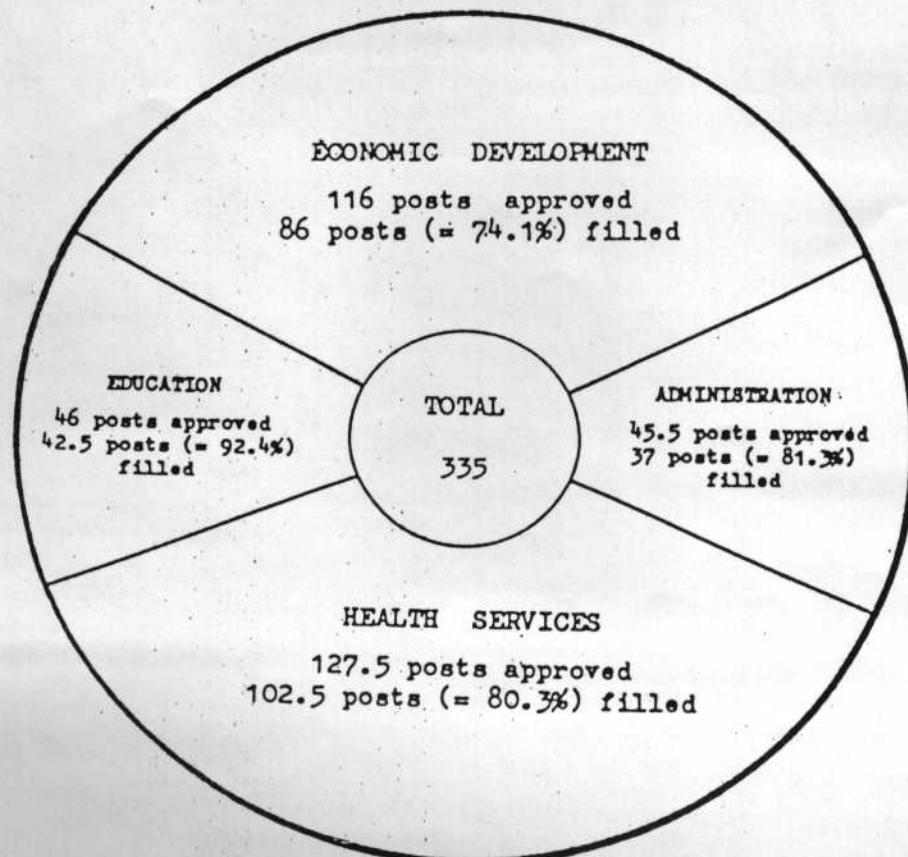
# TOTAL PERSONNEL IN THE UMN



Notes :

- \* BAs = Board Appointees
- DAs = Direct Appointees
- \* Total UMN expatriate personnel:  
BAs assigned, 268  
BAs unassigned, 126  
DAs assigned, 20  
DAs unassigned,  $\frac{4}{418}$
- \* Of the 268 BAs assigned; 61 are on furlough or in language study

# UMN APPROVED POSTS



## Notes:

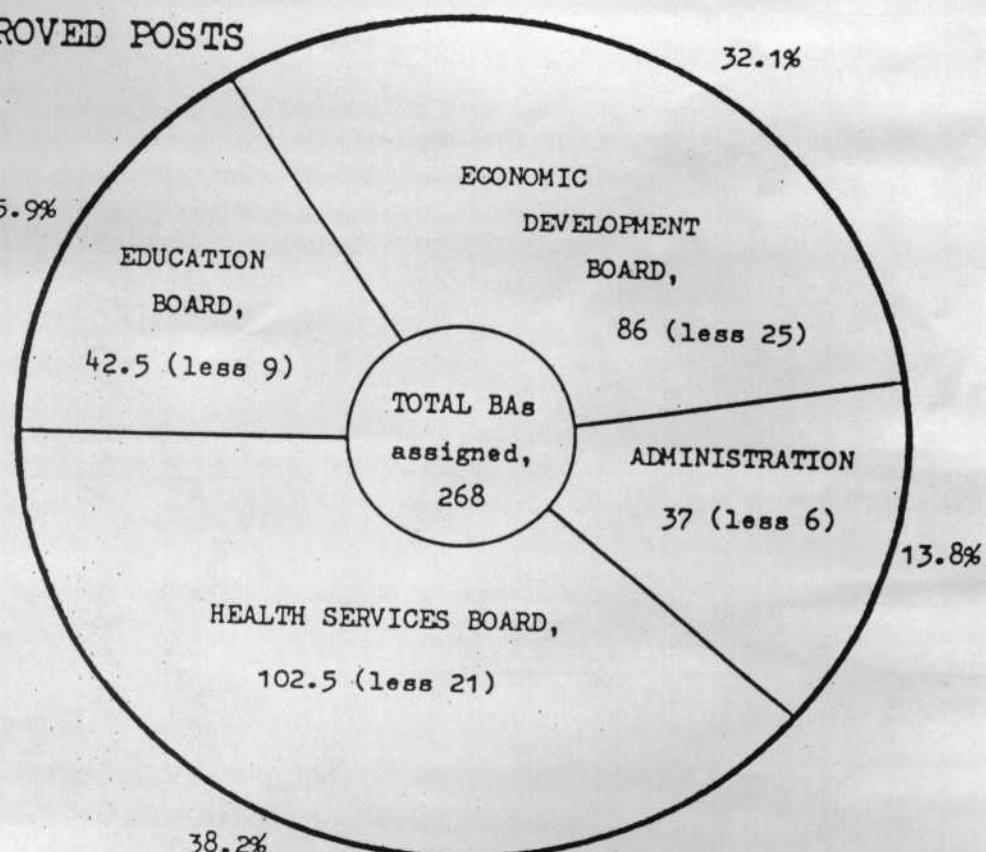
- \* The 45.5 posts approved under Administration include 3 Counselors
- \* Functional Secretaries are not counted under Administration but under their own functional boards
- \* "Administration" does not include administrative people assigned to a functional board

## BOARD APPOINTEES ASSIGNED

### TO UMN APPROVED POSTS

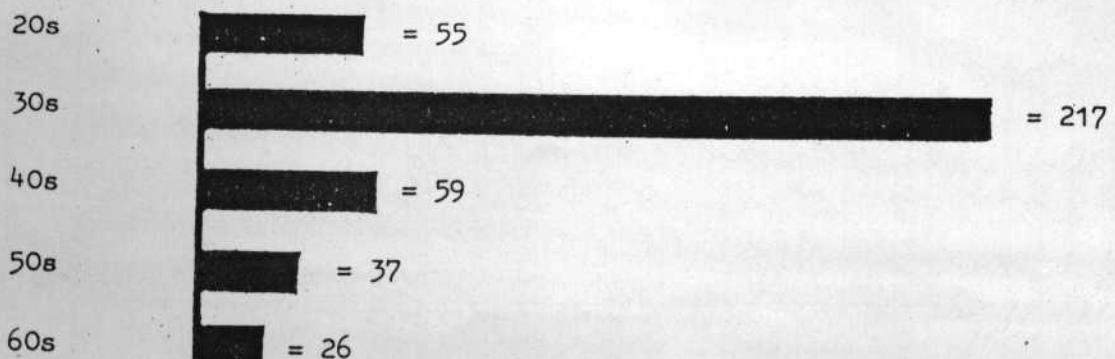
\* The figures shown as (less ...) indicate those on furlough or still in language study, totaling 61

\* Summary:  
 Approved posts 335  
 Posts filled 268  
 Posts vacant 67  
 Approved posts filled 80%

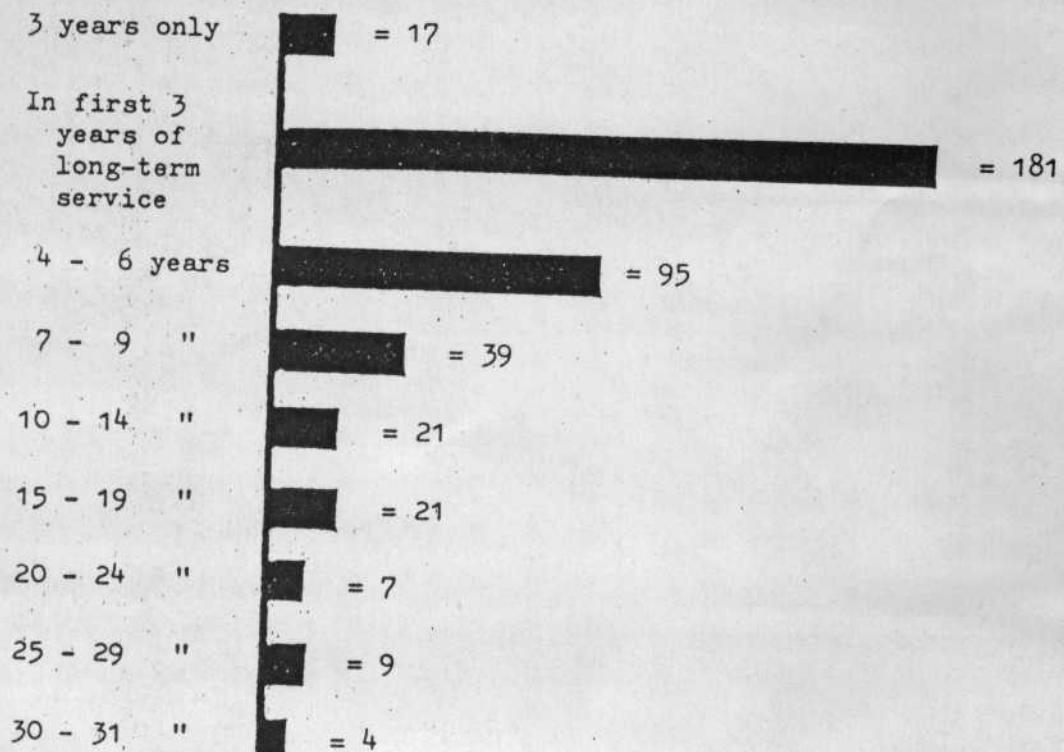


AGE AND SERVICE STATISTICS  
OF UMN BOARD APPOINTEES

<u>Age range</u>	20	40	60	80	100	120	140	160	180	200	220
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<u>Years of service</u> <u>in the UMN</u>	20	40	60	80	100	120	140	160	180	200
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Note : Total number of Board Appointees = 394

1986 (3)

HOME COUNTRIES OF  
UMN PERSONNEL

No.	Home Country	Number of Persons		
		Bas	DAs	Total
1	Australia	40	4	44
2	Canada	31		31
3	Denmark	6		6
4	Finland	22		22
5	Germany (West)	12	2	14
6	Ghana	1		1
7	Hong Kong	5		5
8	India	4		4
9	Ireland (Southern)	1	1	2
10	Japan	6		6
11	Korea (South)	1		1
12	Malaysia	1		1
13	Netherlands	25		25
14	New Zealand	2		2
15	Norway	14	2	16
16	Philippines	1		1
17	Singapore	2		2
18	Sweden	24	1	25
19	United Kingdom	106	9	115
20	United States of America	90	5	95
		—	—	—
		394	24	418

Note : 394 Board Appointees and 24 Direct Appointees from 20 countries work in the UMN

1986 (4)

SENDING AGENCIES OF  
UMN BOARD APPOINTEES

No.	Member Bodies	Number of BAs
1	American Lutheran Church . . . . .	1
2	Assemblies of God, USA . . . . .	-
3	Baptist Missionary Society, UK . . . . .	14
4	EMMF International: Australia, Canada, India, Netherlands, New Zealand, Scotland, UK, USA . . . . .	102
5	Christian Church (Disciples), USA . . . . .	-
6	Church Missionary Society, Australia . . . . .	15
7	Church Missionary Society, UK . . . . .	7
8	Church of North India . . . . .	-
9	Church of Scotland . . . . .	6
10	Church of South India . . . . .	-
11	Committee for Service Overseas, Germany . . . . .	6
12	Danish Santal Mission . . . . .	6
13	Finnish Evangelical Lutheran Mission . . . . .	9
14	Free Church of Finland . . . . .	8
15	Gossner Mission, Germany . . . . .	4
16	Japan Antioch Mission . . . . .	2
17	Japan Overseas Christian Medical Cooperative Service . . . . .	2
18	Lutheran Church in America . . . . .	7
19	Mennonite Board of Missions, USA . . . . .	8
20	Mennonite Central Committee, USA . . . . .	12
21	Methodist Church, UK . . . . .	11
22	Norwegian Himal-Asia Mission . . . . .	13
23	Örebro Mission, Sweden . . . . .	17
24	Presbyterian Church in Canada . . . . .	1
25	Presbyterian Church in Ireland . . . . .	10
26	Presbyterian Church Synod, Mizoram, India . . . . .	4
27	Presbyterian Church (USA) . . . . .	17
28	Regions Beyond Missionary Union: Australia, UK . . . . .	15
29	Swedish Free Mission . . . . .	6
30	Swiss Friends for Missions in India and Nepal . . . . .	-
31	TEAR Fund, UK . . . . .	8
32	United Church of Canada . . . . .	16
33	United Church of Christ in Japan (Kyodan) . . . . .	2
34	United Methodist Church, USA . . . . .	9
35	Wesleyan Church, USA . . . . .	1
36	World Concern, USA . . . . .	8
37	World Mission Prayer League, USA . . . . .	18
	Others (Non-member bodies) . . . . .	29
		394

Note : Total member bodies = 37, plus "Others"

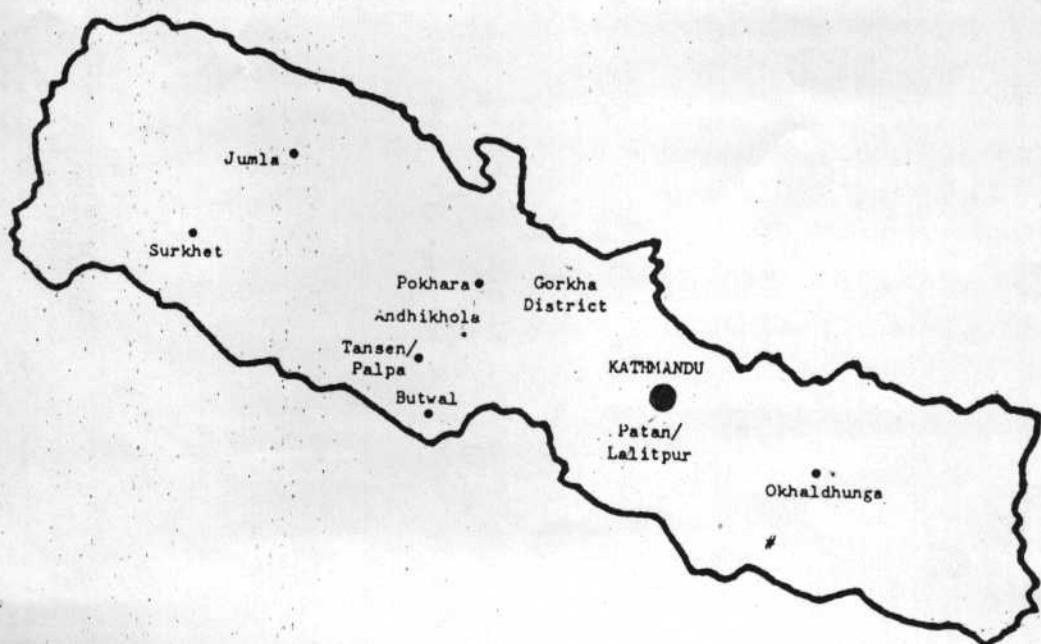
1986 (5)

**COMPARATIVE FIGURES FOR  
UMN STAFF, 1981-86**

	1981	1982	1983	1984	1985	1986
Board appointees assigned to approved posts or available for assignment	189	225	217	246	260	268
Board appointees not formally assigned	103	92	101	118	110	126
Total board appointees (BAs)	292	317	318	364	370	394
Direct appointees assigned to approved posts	14	16	15	15	17	20
Direct appointees not formally assigned	1	2	2	2	-	4
Total direct appointees (DAs)	15	18	17	17	17	24
Total posts approved	264½	269	278	291	319	335
Total posts filled	175½	189	200	201	221	268
Percentage of posts filled	66%	70%	85%	69%	69%	80%
Total personnel (BAs and DAs)						
Couples	96	114	111	131	134	147
Single women	85	93	98	102	103	108
Single men	15	14	15	17	16	16
Board appointees' age range						
20s	63	53	51	56	50	55
30s	112	138	151	178	196	217
40s	55	65	56	68	58	59
50s	50	44	41	41	35	37
60s	12	17	19	21	31	26
Board appointees' years of service						
3 years only						
In first 3 years of long-term service	182	35	33	28	26	17
1 — 3 "	142	142	132	167	165	181
4 — 6 years	-	-	-	-	-	95
4 — 9 "	52	79	97	105	115	-
7 — 9 "	-	-	-	-	-	39
10 — 14 "	30	32	27	26	24	21
15 — 19 "	10	9	11	20	21	21
20 — 24 "	18	15	11	8	8	7
25 — 29 "		3	7	10	11	9
30 — 31 "	-	-	-	-	-	4

1986 (6)

# DISTRIBUTION OF PERSONNEL (by location)

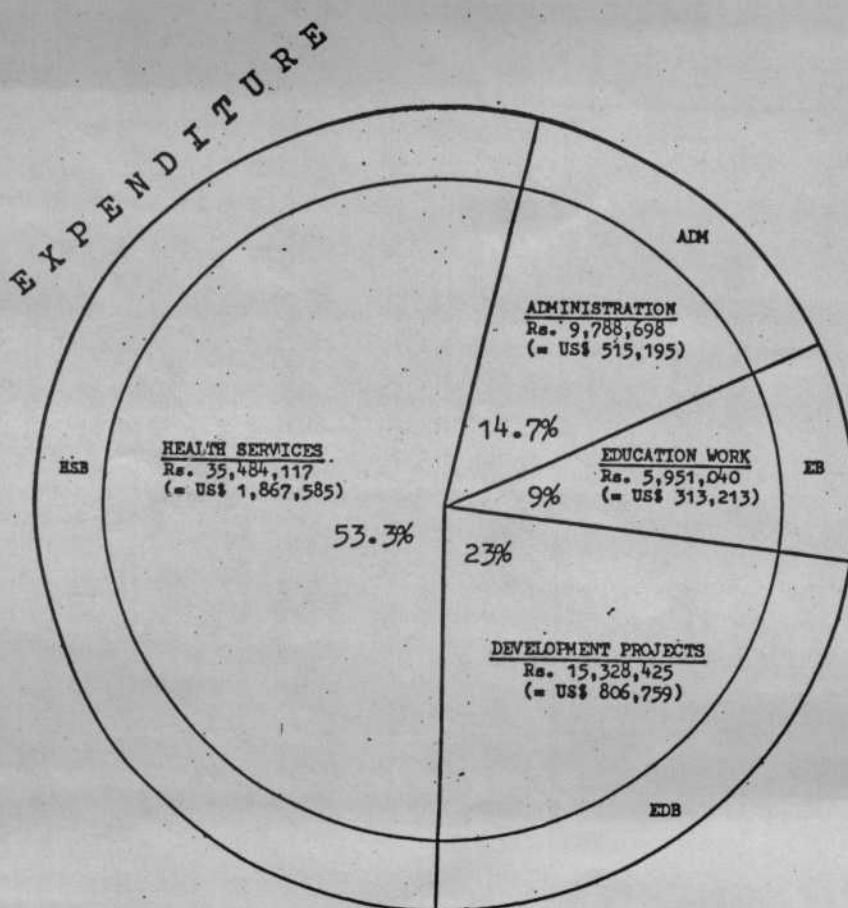
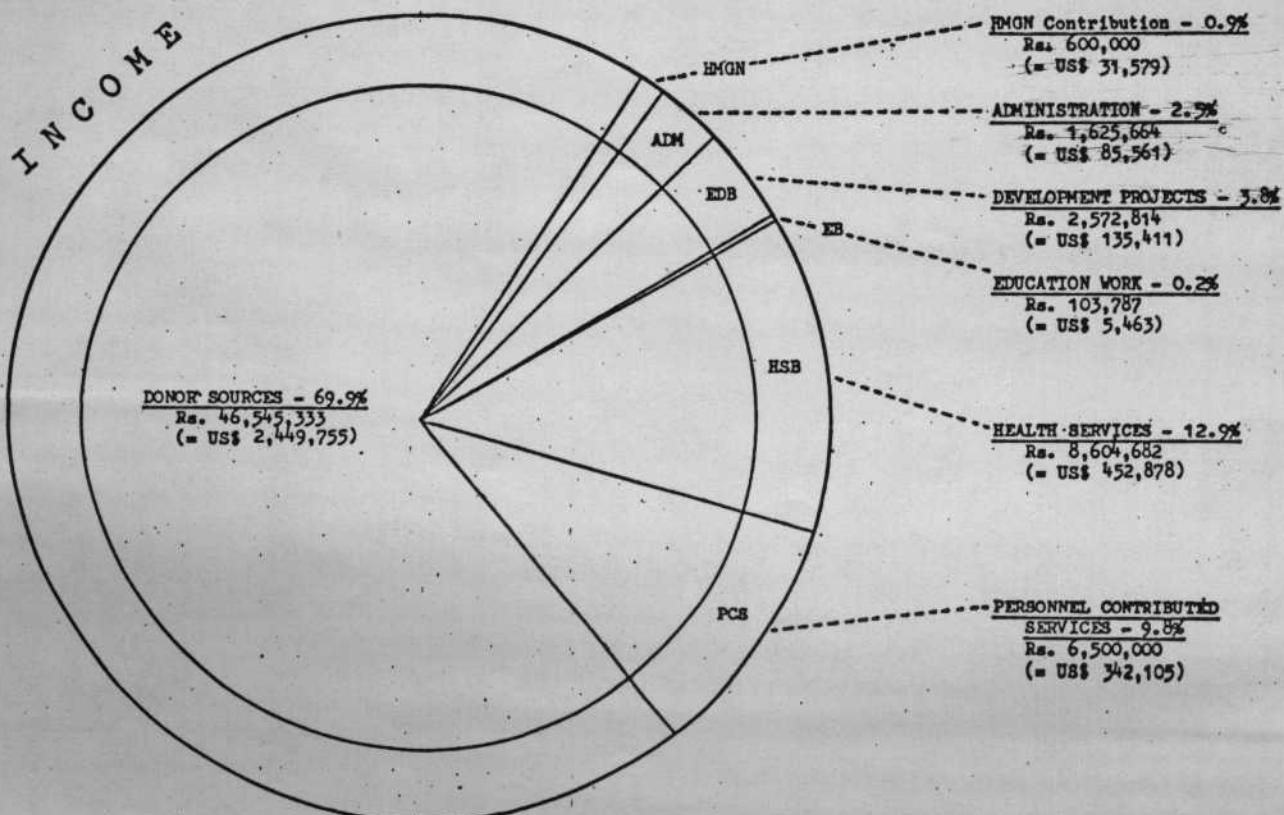


<u>Location</u>	<u>Persons</u>	<u>Percent</u>
<b>Kathmandu:</b>		
HQ, SOs, Misc.	80	19.1
Language study	37	8.9
Tansen / Palpa	38	9.1
Patan / Lalitpur	57	13.6
Gorkha District	29	6.9
Okhaldhunga	12	2.9
Butwal	28	6.7
Pokhara	32	7.7
Jumla	17	4.1
Andhikhola	22	5.2
Surkhet	3	.7
<b>Seconded (to:</b>		
Paimey* and Lahan#)	5	1.2
On furlough	58	13.9
<b>1986 Total</b>	<b>418</b>	<b>100.0</b>

1986 (7)

# UMN INCOME & EXPENDITURE SUMMARY

1985/86 (actual)



**Notes:**

- 1) Total income/expenditure comes to Rs. 66,552,280 (- US\$ 3,502,752).
- 2) Average exchange rate used: Rs. '89 = US\$ 1.00.
- 3) Income and expenditure totals include Personnel Contributed Services (PCS).
- 4) RMGN's contribution to the total income is for Patan Hospital, and comes to Rs. 600,000 (- US\$ 31,579) or 0.9%.
- 5) Administration income is from guesthouse fees, vehicle use, etc.
- 6) Administration includes missionwide expenditure and general administration.
- 7) Development Projects income is from such things as sales of products.
- 8) Education Work income is from fees (e.g., from the Business School).
- 9) Health Services income is from fees and sale of medicines.
- 10) "Personnel Contributed Services" (PCS) means the cost of all expatriates in the UMN, which cost is regarded as a contribution.
- 11) Donor Sources represent contributions from outside of Nepal.

## BD item 7

EC(2)54/85 Human Resources Management Study The Committee noted the interim report presented by the Executive Director and looks forward to receiving the full report which will be completed mid-1986 and presented to the Board in November, 1986.

## BD item 8

BD-11/85. Study of reasons for people leaving. An interim report was received on the progress of this study, which is not yet complete. It was RESOLVED:

- a) That the process of analysis and enquiry be continued, and that efforts be made to contact all those who have left during the 11 year period under review. Member bodies and other sending agencies are requested to render all possible assistance.
- b) That the administration be requested to prepare a suitable questionnaire to meet the needs of this enquiry.

## BD item 9

BD-22/85. Structure of UMN. The Executive Director outlined the review of structures being undertaken at present, as referred to in EC(1)-58/85. It was RESOLVED:

- a) To encourage administration to continue to explore ways and means to amend and/or adjust the UMN structures to make it more meaningful and effective for the changing conditions in Nepal and UMN;
- b) To note that many of these possible structural changes may be effected by the decisions of administration at various levels, and where deemed necessary, with recommendations for consideration and action by the Executive Committee and/or Board.

BD-36/85. Role of the Board of Directors. It was further RESOLVED to refer to administration a study of the administrative structure, role and responsibilities, policy and relationships of the Board, its small group discussions, and the Executive Committee. The philosophy and strategy should be clearly outlined, indicating what matters should be dealt with by the Executive, and what should come through the Executive Committee to the Board. A report should be brought back to the Executive Committee in November.

It was further recommended that papers on all major policy items should be made available to all Board members rather than those of particular small groups only. Also that it may be helpful to have proposed resolutions presented for adoption or amendment.

EC(2)60/85 UMN Structure The proposed Long Term Organizational Chart prepared by the Management Consultant was presented. The areas of the present structure which need to be strengthened soon are Central Services and provision of business managers. In making long term plans the committee recognized the need to provide the necessary administrative and service backup for anything begun in the projects. It was therefore RESOLVED to approve of the restructuring proposal in principle and to request that the Coordinating Committee make a study of the long range planning implications in appropriate stages of this proposal and report back to the EC in April, 1986.

EC(2)61/85 Role of the Board of Directors (BD-11/85) Report listing the duties of the Board and the Executive Committee as they are now was presented. A further report listing the duties in the order of their importance with more background information will be presented to the next EC meeting. This will include definition of the role and place of small group discussions at the Board.

EC(2)13/85 Processing and Acceptance of Candidates After considerable discussion it was RESOLVED to form a small commission (the Chairman and the Executive Director will name the members) to define the task which needs to be carried out in order to make a thorough study of the present application procedure which is followed by any expatriate wishing to apply to the United Mission. This is in response to the Committee's recognition that some Member Bodies have difficulty in meeting some of UMN's requirements for a variety of reasons which include confidentiality laws in home country, language barrier, difficulty for applicants to verbalize their faith, etc.

The commission will address the following issues and welcomes the input any Member Bodies may have with regard to this study.

- a) Medical Reports (physical and emotional)
- b) References
- c) Nepal Information Form
- d) Statement of Faith

It was recognized that the present system of applying first to a Member Body and then to UMN is at times cumbersome. It is possible that there are areas in the application process which UMN should simplify by accepting the recommendation of the Member Body concerned rather than requiring full details. If this is the case, UMN's criteria need to be clearly defined. There was agreement that UMN's Basis of Faith as stated in the Constitution is not being questioned nor is the need for some written statement of faith from each applicant.

The commission is asked to bring an interim report to the Executive Committee in April, 1986, so a recommendation can be made to the Board in November, 1986.

Travel costs incurred by members of the Commission in conjunction with this study will be paid for by UMN.

EC(2)14/85 Executive Committee Approval of Candidates Because the Executive Committee meets only twice a year to give final approval or disapproval of candidates, the timing between acceptance and arrival in Nepal is often too short for the practical details which an individual or family needs to handle before leaving home. Though correspondence votes are one alternative to waiting for the EC meeting, there is generally a negative feeling about handling personnel matters by correspondence.

Recognizing that candidates must be given some indication of acceptance or rejection by UMN, it was agreed that the recommendation of the Coordinating Committee will be shared with the Member Body so the candidate(s) can plan accordingly.

BD-13/85. Per Capita grant policy. It was RESOLVED to approve the following policy relating to per capita grants, which includes already approved guidelines and new actions:

- a) The constitutional provision that all member bodies are asked to pay an annual per capita grant for their workers is noted again.
- b) The amount of the per capita grant is set by the Board annually.
- c) The money is used to cover recurring and capital items for personnel support and general administrative costs of the UMN, as per an approved budget.
- d) The per capita grant system is a method of calculating the amount requested from each member body; however, the money is given to the administrative fund as in c) above, and is not linked directly to the Board Appointee worker.

B

- e) Member bodies are requested to pay the per capita grant to cover the full period of furlough for workers who are away for up to six months. For workers who are away for longer than six months, member bodies are requested to pay the grant for at least six months of this period.
- f) If a worker resigns from the UMN after less than six months service in a fiscal year, the member body is requested to pay six months' per capita grant for that worker. In other cases a full year's per capita grant is requested.
- g) Short-term workers who are in Nepal for less than one year should pay the grant on a monthly pro-rata basis.
- h) The above guidelines also apply to Board Appointees sent by agencies other than member bodies, and all Direct Appointees (including students), whether the grant is paid by a sending agency or personally.

EC(2)11/85

Per Capita Grant for Short Term Workers (BD-13/85g). In view of the difficulty in implementing the Board's action and in recognizing the difficulty some short term workers have in paying the grant, it was RESOLVED to suspend the Board's policy stated in BD-13/85g until further consideration can be given in November, 1986. In the interim the following policy was approved for short term workers:

- a) Any Direct Appointee working for three months or less does not have to pay the per capita grant on a pro-rata basis.
- b) All Direct Appointees (including students) who work in Nepal for more than three months should pay the grant on a monthly pro-rata basis calculated from the beginning of the first month.
- c) Direct Appointees working in Nepal for three months or less will not be provided with residence visas but will be given assistance, if necessary, in having their tourist visas extended. Other details will be outlined by the Coordinating Committee.

The Executive Committee affirms the policy as previously stated for those serving three months or longer and encourages Member Bodies to assist short term workers who need support.

BD item 16

BD-14/85. Per Capita Grants for Asian member bodies. UMN administration is requested to consider ways by which the per capita grant for member bodies based within Asia may be met, and to report back to the next Board meeting.

BD item 18

BD-27/85. Forestry Program. Ref. BD-33/84

- a) Report of UMN Forestry Task Force. It was noted that this Report had been presented initially to the Executive Committee in December, where it received approval of the plans and budget proposed. It was RESOLVED to accept and approve this Report, with its recommendations:
  - i) UMN should negotiate with the Forestry Department for a community forestry program as a part of the Andhikhola Hydroelectric and Rural Electrification Project. The nature of such a program should be generally along the lines of the Report.
  - ii) The UMN should support, and if necessary become involved in, the planning of the Butwal Plywood Factory's plantation development work.
  - iii) The Committee looking at an apprenticeship training scheme at Surkhet should include forestry training in their deliberations and investigations.
  - iv) Future work agreements for rural development and other projects (where relevant) should include consideration as to whether or not a forestry component ought to be included in the draft agreements to be negotiated.
  - v) It is realised that, as its expertise develops and as finance and manpower become available, further areas for UMN involvement in forestry could arise. The UMN would be open to such opportunities in the future.

BD item 18 cont.

b. UMN Forestry Policy. It was RESOLVED to accept the Forestry Policy, which is found as Appendix 30.

c. Further response to action of BD-33/84. Although it was recognised that the Forestry Task Force did not address itself fully to the terms of reference given in 1984, especially with respect of to "a large new program," nevertheless the Forestry Policy as presented is a step in the right direction. The mechanism by which the Policy may be applied should now be worked out; and consideration given to the infrastructures, personnel and finance necessary for implementation, as well as ways by which forestry programs may become an integral part of existing UMN projects.

Therefore, while accepting the initial Report and Policy with appreciation, it is requested that the now constructed UMN Forestry Committee look further into the implementation of the program as mentioned above, and report to the next Board meeting.

BD item 20.

BD-15/85. Ratification of Constitutional amendment: ref. BD-16/84. It was RESOLVED not to ratify the amendment made at the Board meeting of April 1984, but rather to recommend to the Board of 1986 that the following amendments be made:

a) Const. V, B, 1, to read -  
"Representatives elected by the member bodies, and from amongst the Christian Church in Nepal."

b) Bye-law II, D, to read -  
"There will be two voting members appointed annually by the Executive Committee from the Christian Church in Nepal."

c) That the term "the Christian Church in Nepal" be used in documents and publicity material.

EC(2)55/85 Observers at the Board It was agreed that no further action be taken until there is time to see if the changes made by the Board in April are workable. (BD-17/85)

BD item 21

BD-25/85. Economic Development group. Reports of discussions and recommendations from the group were received on the following topics:

b) Nawal Parasi Project. The Executive Director is specifically requested to use his good auspices in presenting the new proposed agreement for the Nawal Parasi Hills Development Project to HMG.

BD item 22

BD-11/84. Membership in the UMN. Noting the recommendations of the Executive Committee and the administration group, it was RESOLVED:

a) To continue the present moratorium on accepting new member bodies, except for Asian members, for a further two years.

b) That "an annual financial grant" (Const. IV, B) be understood to mean "at least one per capita grant", with immediate effect.

Recommendations of Executive Committee to the Board on the recommendations made, pages 3-8 of the UMN Management Study, October 1986. Where the original wording is changed, the proposal is quoted and the changes underlined with broken line.

1) Nature of Organisation.

Recommend that we do not allow pressure from workloads to turn UMN into a diverse Christian aid organisation; that we concentrate on those tasks which we can do well, in locations of most significance, as part of the total church.

2) Relationship with the Church .

Confirm recommendation.

3) Relationship with Government

Recommendation confirmed

Growth and expansion

4) Single mission versus mini-missions. Recommendation confirmed

5) Size of UMN.

Recommend that the number of authorised posts be held at about its present level, or decreased slightly as opportunities permit, aiming at an expatriate body of between 350-450 persons.

6) Types of work.

New institutions and projects. Recommend that no new medium or large-scale institutions or projects be commenced unless we are able to hand over an existing institution or complete an existing project, with a consequent lessening of approved posts.

(Note: "hand over" could mean to a Managing Board, etc., and not necessarily to HMG).

7) Controlling the size of existing institutions/projects.

Recommend that the size of institutions/projects be controlled by overall planning by setting:

- 1) The desired number of expatriates, particularly in relation to the local community and the local church;
- 2) The number and nature of activities undertaken;
- 3) The geographical spread of activities;
- 4) The length of the project.

Institutions or projects should not expand solely on the basis of need.

8) Projects and Teams. Recommendation confirmed.

9) New locations.

Recommend that we explore the possibility of taking up work in two or three new areas of rural Nepal, using small teams of up to five or six people, mainly seconded to non-UMN-controlled work.

10) Existing locations.

UMN has become largely a city/town-based organisation located in Kathmandu, Pokhara, Tansen and Butwal. Recommend that we look for ways to reduce this concentration, and, where this is not possible, to spread out within these centres, through overall central planning.

11) Secondments to non-UMN-controlled work.

Recommend that we move to seconding experienced people where suitable openings arise. A balance is needed between our institution project work, where new Board Appointees can gain experience, and secondments. (Omit "where they will need it")

12) Primary Sector Approach.

Recommend that we move to a primary sector approach, based on the thrust of the Agreement for a particular area, rather than attempt to pursue a multi-dimensional approach to project activities. A small number of allied activities can be attached to the main activity (by secondment to the project) if desired. Plan activities sequentially rather than attempt many at once.

13) Changing the nature of existing institutions. Agreed.

Organisational matters.

14) Planning.

Recommend that coordinated, central planning and evaluation be brought together at the Coordinating Committee level within UMN, rather than be spread across three Functional Boards and the Integrated Development Committee. Recommend that overall parameters on planning should be given to projects within which their annual plans are made. Recommendations on medium and longterm plans received from the projects to be assessed and integrated at the CC level for submission to the Executive Committee for approval and feedback. Annual plans to be monitored by Executive Committee rather than dealt with in detail.

15) Managing.

In view of the difficulties experienced in attempting to manage the organisation internally by a series of inter-related committees and internal boards which only meet twice a year, it is recommended that the Coordinating Committee should be accountable to the Executive Committee for the internal managing and coordinating function, drawing on participation of each Project Leader for their particular project/activity. Functional Secretaries (Directors?) to be the links with the Projects through the Project Director.

Recommend that the existing Functional Boards be turned into professional/technical advisory bodies. Their input on specific topics/problems to be taken into account when drawing up plans. (Refer to page 6 for explanation of "Functional Board".)

Recommend that there be direct reporting relationships from the Executive Director to Functional Secretaries to Project Directors; that spans of supervision be limited to a maximum of six to eight people; and that these people should be of a comparable level generally.

16) Size of Committees.

Recommend that the size of committees be strictly controlled for useful working, perhaps up to eight to ten people for wide-ranging committees, less for others. Project meetings should be an important part of our activities. It is recognised that for special reasons the size limit cannot apply to the Executive Committee.

17) Geographical or Functional Control.

Recommend that we retain functional rather than geographical control of UMN because of the complexity of our work, and because Kathmandu is the preferred communication centre in Nepal. Local area Project Directors/Team Leaders should be retained for local coordination.

18) Division of present Functional areas.

Please defer this matter until the rest of the document has been finalised.

19) Clearly discernable and different tasks at each level in the organisation.

Recommend that the detailed plans for individual projects not be taken up at all levels in the organisation, i.e. Project, Functional Board, Executive Committee and UMN Board, as at present. Rather it is recommended that:

- Projects be made responsible for drawing up and implementing annual plans and Budgets, within the agreed guidelines.
- The CC level be responsible for initiating and coordinating the UMN-wide planning, as recommended above, and for carrying out, under the Executive Director, the day to day managing of the work through the Functional Secretaries and Project Directors/Team Leaders.
- The Executive Committee to be the managing body of UMN, responsible for directing the Executive Director and receiving from him recommendations on policy, longterm plans for assessment and approval/redirection, reports on progress achieved, financial matters (and requests for personnel approvals).

- The UMN Board, as representing the member bodies, fulfil the role of 'guardians' (OMIT 'and shareholders') of UMN, electing the Executive Committee and appointing the Executive Director to manage UMN between Board Meetings, setting down guidelines in the form of a Constitution and Bye-laws, receiving summary reports on progress, ensuring proper financial auditing, and adherence to the Aims and Purposes of UMN, having the right to change the Aims and Purposes of UMN should they feel so led. The Executive Committee is responsible for attempting to meet these Aims and Purposes.

(20) The Executive Committee and Coordinating Committee.

Recommend that the Executive Committee meet twice a year as at present, and reject the proposed amendment. It is impossible for the voting members to meet in Nepal more often than this. In order to meet the need of administrative management, it is recommended:

*all graft  
- members*

- (A) That consideration be given to the proposal that the membership of the Coordinating Committee be increased to include two ~~non-staff members~~ + board appointees
- (B) In light of the fact that the Coordinating Committee will be dealing with confidential matters (such as personnel) and a considerably increased load of administrative work transferred from the present Functional Boards, it is recognised that there will be need for some closed sessions to handle confidential items. The Management Consultant is asked to bring back a proposal to cover the details of how this should be defined.

(21) Tenure on Executive Committee.

Recommended that the six to eight "other members" of the Executive Committee be elected annually, but no member to remain for more than four consecutive years.

This replaces the present maximum of three years, and the Nominating Committee is asked to keep in mind the need for continuity on the Executive Committee, avoiding the retirement of most of the Committee at one time.

(22) Ex-officio membership of Executive Committee.

Recommend that the internal UMN members on the Executive Committee be (OMIT 'reduced to) the Executive Director, (OMIT 'Executive Director's Assistant) the Treasurer, the Personnel Secretary, the Functional Secretaries, and Board Appointee representatives. (OMIT "to be co-opted for their areas of responsibility or concern only").

While emphasising the need to control the size of the Executive Committee, it is also recommended that the composition of the Executive Committee be referred back to administration for study, and that a proposal be brought indicating how the Board Appointees should be elected, and suggestions about Nepali representation on the Committee, in light of the proposed changed structure. In the meantime, the Executive Committee should continue on the existing basis.

(23) Finance Committee. Recommendation confirmed.

Recommended that the wording of Bye-law XIV, A, 1, b be amended to read "Two members from the Board appointed annually, but no member to remain for more than four years".

(24) Planning and Management Committees. Recommendation confirmed, underlining the need for adequate "grass-roots" representation.

(25) Changes to UMN Bye-laws.

Agreed to take the proposed amendments as read, and recommend these to the Board with adjustments in wording to allow for the recommendations of this meeting.

F F  
26) Delegation of authority to Projects.

Recommend that projects be given the latitude to organise and carry out their work within UMN overall policy and planning, and within agreed parameters; these parameters to be:

- 1) Financial
- 2) Number of expatriates assigned
- 3) Number of activities undertaken
- 4) Geographical spread of project
- 5) Length of project.

They should be set for each location and agreed along with appropriate reporting, accounting and personnel policy procedures.

27) Project Director turnover.

Recommend that we attempt to lift substantially the average tenure of appointment, (presently less than two years), by:

- a) Keeping project workloads within the Project Director's capability.
- b) Providing adequate training in supervision, management, and in UMN procedures.
- c) Simplifying the organisational complexity within the projects.
- d) Requesting revised furlough timings for Project Directors to sending bodies  
(perhaps two years in the project plus three months home leave).

28) Recruitment.

Recommend that we pray for and look for potential project/institution leaders and Functional Secretaries in all sectors of UMN. (OMIT rest of para).

29) Leadership style.

Recommend that we work specifically at the problems of:

- a) Delegation of authority;
- b) Lack of administrative ability with people, which often affects substantially our people's contribution;
- c) Lack of adequate training in supervision, management and UMN procedures.

Recommend that we encourage a participatory style within our relationships, rather than rely heavily on a participatory approach through a multiplicity of committees.

\*\*\*\*\*

Provided that the Board has agreed to the change in Functional Boards from an administrative boards to technical advisory groups, the Executive Committee recommends that the Board divide the present Economic Development Board into Two, establishing the Industrial Development Board and the Rural Development Board, and delegate to the Executive Director the authority to implement this in practice.

\*\*\*\*\*

Nepalisation.

Executive Committee agreed to affirm the concerns expressed in the Human Resources Study, Recommendation No.22, and the proposal on page 9 of the Bye-law changes of the Management Study that Senior Nepali Staff (levels 10 and 11) be given opportunity for representation on Coordinating Committee and Executive Committee.

It is requested that administration bring back to the Executive Committee suggestions as to the basis of selecting and appointing Nepalis to these Committees:

- stating the ethos and thinking behind such suggestions;
- bearing in mind the putting into practice of the proposals noted above;
- also remembering that UMN is a distinctly Christian organisation, and Nepali participation and feedback needs to be within this framework, at this level;
- giving high priority to this matter in terms of the longterm planning function.

G

"FUNCTIONAL BOARDS"

Meanings in Present Constitution and Bye-Laws of UMN

FUNCTIONAL BOARDS - three quotes

1. "The (UMN) Board will establish Functional Boards for functional spheres of work in the United Mission"

Constitution V. I p. 4

2. "The Executive Committee will appoint Secretaries for functional spheres of work in the United Mission ...."

Constitution V. H p.4

3. "Relationship to Functional Boards

Board Appointees will serve under the Functional Board creating the post.

A Board Appointee not under a Functional Board by verture of filling an approved post may be assigned to a Functional Board by the Executive Director ...."

Bye-Laws IX. K. p. 38

From these quotes it is probably apparent that there are actually three separate meanings attached to the term "Functional Board".

1. First, the relationship to Functional Boards. "Functional Board" here means a grouping of Board Appointees into which Board Appointees can be assigned either through occupying a post or through action of the Executive Director. This is for purpose of receiving information about developments in the functional area, having right to vote for BA Representative to EC etc. and also gives possibility to participate in seminars related to their profession.

This meaning of "Functional Board" is unchanged in proposals before the UMN Board. This grouping of BAs would automatically follow any changes made as in 3 below.

2. "Functional Board" - set up by the (UMN) Board for functional sphere of work in the UMN.

This taken with Bye-Laws XV., XVI., XVII., pp. 46 ff. clearly means an administrative authority or body, of which we presently have three - Economic Development, Education and Health Services Boards.

It is this meaning of "Functional Board" that the EC recommends changing - the administrative authority shifting mainly to the Coordinating Committee.

The new concept recommended for "Functional Board" here is that of Technical Advisory Groups as set out in the suggested Bye-Law changes.

3. Functional Board for functional spheres of work for which Secretaries will be appointed.

In this case the work and projects of the UMN are divided out to various Functional Boards and Secretaries - according to function. In other words "Functional Board" means an administrative division.

There is before this meeting the proposal to establish another Functional Board and Secretary post, dividing Economic Development into Industrial and Rural Functions for administration purposes. Thus giving four administrative divisions each headed by a Secretary.

Appropriate other names for "Functional Boards". During 1987 attempts will be made to find more suitable names for "Functional Boards" in the three senses. These suggestions can be brought to EC (and Board if necessary) November 1987.

H

PROCESSING AND ACCEPTING OF CANDIDATES

Page 127:

Proposed that the Recommendation from the Commission on Final Acceptance of Candidates be accepted.

Further that it be understood that the acceptance of personnel by the Coordinating Committee is done on behalf of the Executive Committee, and such actions must be reported back to the Executive Committee.

Page 128-131.

Accepted with minor amendments.

Page 135.

Accepted, with change of the term "workers" and clarification of final two sentences.

Page 136.

Recommended that all English-speaking member bodies send full references on candidates.

Further, that sending agencies holding references in a language other than English, a full English version of the reference be sent if possible, otherwise an extensive summary of the references in English, provided that if administration feels it is not sufficient they are free to request further details.

Pages 137-145, and additional Pages 136 A, B C and D attached.

Recommend acceptance of Option II, that Member Bodies made the decision on health reports using UMN criteria, with the following stipulations:

- This new method to be tried out for a two year period and then re-assessed;
- Member bodies may request the UMN Medical Coordinator to screen their candidate's medical reports if they so wish;
- Candidates are willing to bring their medical reports with them and to hand copies of same to the Medical Coordinator on arrival in Nepal;
- Implementation of the above be delayed until after the next Executive Committee meeting in order to provide adequate time for the preparation of documents.

Sincere appreciation is expressed to the members of the Commission, and to the Health Services staff, for all the work put into this concern.

FORESTRY REPORT

While affirming that "a massive reforestation effort is needed by all concerned", and noting that UMN's forestry work is being carried out by existing projects which may expand gradually on a modest scale without much change in administrative or expatriate staffing requirements, the Executive Committee emphasizes the need for priorities to be set and enforced at the present time. Any future large-scale forestry programs should come from initiatives with communities and within the constraints of the UMN Forestry Policy.

UMN administration is requested to continue to study the issue of a General Forestry Agreement/"Integrated"/"Sectoral" work, and to implement the Forestry Program as deemed appropriate.

HEALTH

Minute extracts of meeting of Commission on screening and procedures for accepting candidates:

"The following recommendations come from the Commission.

A. Proposed that the last two pages of the NIF containing requirements for health and references should be a separate paper but to go with the NIF and should include a brief introduction which gives direction for the use of the NIF, both for the information of the Member Body and also to the applicant."

These separate papers are attached as B and C and as such they represent suggestions for an alternative medical screening and simplified reference summaries.

Extract from Minutes: (MEDICAL)

"Alternative Method of presenting Medical Papers

The importance of the Medical Examinations, both physical and psychological was emphasized. However, difficulties of confidentiality need to be considered. The Commission also reflected the wide expression of concern from a number of Member Bodies over the length of time involved in processing Medical Papers.

The Commission recognized the expressions from a number of Member Bodies for the responsibility of medical screening to be with the Member Body. Note was taken with appreciation of the paper prepared by the H.S.S. which indicated an openness to a new approach to medical procedures.

It is proposed that the task of the medical coordinator be to ensure that the Member Body receives clear and specific directions in areas to be covered in medical screening. The medical coordinator would continue to receive written certificates stating that all the areas of medical concern as expressed by the UMN have been covered.

This recommendation therefore is placing the basic responsibility of medical screening in the hands of the Member Body in the home country, but with strong input from the medical coordinator in Nepal to ensure that all necessary areas of medical examination, both physical and psychological will be covered.

It is emphasized that in the event of the candidate becoming ill, full medical papers must be available in Nepal. It was also noted that sometimes medical papers can be in a language other than English."

Please examine these and forward your comments.

(This part to be forwarded to Member Body with the N.I.F. form)

**A. HEALTH**

**1. Medical Procedures**

- THE MEMBER BODY will appoint Medical Specialist - individual or institution - and designate Psychiatric Professional and from them require a medical certificate stating whether the candidate is fit or not.

- THE UMN will supply to the institution a list of specific areas of concern which are considered vital to healthy adjustment and functioning in Nepal and the situation here.

In the event that any of these concerns are not already part of the standard tests and examinations used by the institution, then UMN would request that these be included for candidates under consideration for service in Nepal.

- UMN would require independent confirmation of the institutions/practitioners reputation and standards.

- UMN Medical Coordinator will require to correspond with the appropriate officer or specialist or institution from time to time so would need the name of correspondents, including designated psychiatric professional.

- UMN will require that accepted candidates carry their medical/physical papers and supply them to be read by an examining medical officer as background history in the event of that candidate becoming ill in Nepal.

UMN would require that psychological assessment papers be either carried by the candidate and be made available for reading as for medical papers or be supplied to UMN Medical Coordinator for the confidential files.

This requirement is for the benefit of the candidate and the information of UMN in its' care of personnel who are ill or having excessive problems while in Nepal.

Such papers will be returned to the appropriate institution upon the person concerned leaving Nepal permanently. Confidentiality will be protected at all times.

**2. Physical reports.**

(Physical reports to be carried out by approved Medical Specialist/ Institution).

1. Physical examination report for each member of the family coming to Nepal, including all children, with all details of tests, examinations, etc. This must be detailed enough for the UNH Medical Coordinator to make an independent assessment in the light of the Nepal situation, apart from the assessment of the doctor in the home country. Reports fulfilling the recommendations made by the physician should also be included.
2. History of each member of the nuclear family coming to Nepal, indicating -

Recent illness causing confinement to house for two weeks or over;

History of hospitalisation;

Number of days of illness resulting in absence from work in the last year;

Any surgery undergone;

Any diagnosis of chronic disease, disability, genetic or metabolic disorders;

The family history (parents & siblings - brothers & sisters):

Major illnesses

Surgery

Congenital and hereditary chronic illness.

**3. Emotional status.**

(Psychological assessment to be carried out by designated Psychiatric Professional).

1. Family history (parents & siblings - brothers & sisters) including nervous breakdowns and suicides.

2. Personal history for each member coming to Nepal -

Previous emotional or psychiatric problems, including pronounced swings/changes in mood, and treatment.

Any major change in life situations, marriage, pregnancies, loss of immediate family, broken love affairs, etc. within the last year; also any major changes/difficulties for children.

Previous and/or present use of drugs, including alcohol.

Willingness to forego the use of tobacco and alcohol.

Previous relationship problems, either professional or personal.

(This part to be forwarded to approved Medical Specialist/Institution)

MEDICAL CRITERIA FOR SELECTION OF CANDIDATES FOR WORK IN NEPAL (Draft)

\* NB These criteria should be applied to all members of the family that intend to come to Nepal.

Conditions that would normally disqualify a candidate

Physical illness or mental illness requiring continuing expertise or technology not available in Nepal or unduly demanding of professional time

e.g. anticoagulation, drugs requiring measurement of serum levels, haemophilia, addictions, major psychiatric or emotional illness incl. evidence of major maladjustment within family/work situations.

Physical disorders likely to deteriorate in Nepal

e.g. chronic lung disease, ischaemic heart disease, impaired resistance to infection from any cause.

Chronic disorders that are not well controlled at home

e.g. epilepsy, asthma, hypertension, diabetes, migraine, menorrhagia severe back pain

High risk of recurrence of severe disease

e.g. cancer, lymphoma, leukaemia, severe rheumatoid disease, ulc. colitis.

High risk factors,

e.g. gross obesity, some genetic disorders.

Conditions that would require special consideration on an individual basis

History of stress related illness, emotional disorder including depression, or mental illness.

Family history of mental illness.

Ongoing but controlled disorders, e.g. mild rheumatic heart disease, diabetes mellitus, hypertension, epilepsy, glaucoma, asthma.

Genetic disorders that carry an increased risk of severe complications.

Physical incapacity that might reduce mobility and influence assignment.

Conditions that require correction before leaving the home country

Haemorrhoids, varicose veins

Dental disease

Ocular disease requiring spectacles. (NB Contact lenses may be unsuitable in dusty conditions)

Disorders of menstruation requiring surgery, e.g. hysterectomy, D & C

Risk of complicated pregnancy, e.g. damaged uterus or tubes. Permanent sterilisation of one partner required.

\* Further consideration of categories is recommended, especially by psychiatrists.

K

## GUIDELINES FOR ASSIGNMENT/RE-ASSIGNMENT

### 1. General guidelines

- a. Those involved in assignments are
  - Person being assigned
  - Project-Receiving/Giving Project
  - Functional Secretary
  - Treasurer for Business People
  - Personnel Secretary
  - Executive Director
- b. In making assignments or re-assignments consideration must be taken of all aspects of a person's ministry i.e. professional, spiritual, team activity.

### 2. For those going on leave

- a. Discussion takes place with those in 1.a.
- b. If for a fixed time up to nine months, location on return should normally be finalized before departure.
- c. If this is not done before leaving it should be decided by correspondence at least three months before return.
- d. Normally people should return to the assignment they have left, unless return to Nepal is indefinite timewise or unduly delayed or a new assignment has been decided upon before they leave.
- e. If there are uncertainties they should be fully discussed during this process.

### 3. For those being re-assigned during a term of service

As for 2. there must be full consultation with all of those listed under paragraph 1.a. as well as consideration of 1.b.

### 4. For those in LOP

- a. The process should commence within the first month of Language and Orientation Programme and should be the building of acquaintances with the group generally but more specifically those relating to a particular function.
- b. Personal interviews should take place within the first month.
- c. Functional Secretaries and Assistant Functional Secretaries + Treasurer should quickly learn of the strengths and particular contributions and also limitations of those they are becoming responsible for.
- d. Various types of work and needs within the abilities of the person should be shared in the interviews.
- e. Time is then needed to give thought and further consultation over what has transpired in b. c. and d. above.
- f. Contact should be made with Project Directors or other potential recipients about possible allocations on a confidential basis as well also with the Personnel Secretary.
- g. After response from those contacted above further interviews should follow as needed to prepare for assignment.
- h. Functional Secretaries should make recommendations to Executive Director who will present to the CC for any further input and then make the assignment.

August 1986

CC 128/86 Proposed Guidelines for Assignment/Re-assignment

ED Howard Barclay's proposed guidelines were discussed and amended (see enclosed version). If ED agrees to these changes CC is ready to implement it.

UMN Board  
EC, IDC, EDB

The paper, "Future Forestry Work in UMN" which traces through various minutes regarding forestry work in UMN, and then goes on to comment on the 'Report to the UMN Board' was discussed in detail. The UFC recommended that the following commentary be added to this report.

- 1) Definition is required concerning large and small scale projects. A large scale programme is often considered synonymous with a programme in which the initiative is taken from outside the effected community, and a small scale programme where the initiative is taken from within the community. This is not necessarily true, and the UFC recommends that any large scale programme undertaken in the future by UMN should look for the initiative to come from within the community.
- 2) The proposed change to the UMN Forestry Policy "A massive reforestation effort is needed by all concerned" should not be deleted. This is not intended to mean that UMN has to carry out a massive reforestation effort now. It is a statement of the attitude which everyone involved in development work in Nepal needs to have.
- 3) Comment on recommendation I . The UFC wants to ensure that the decision not to commence any large scale expansion of forestry work at this time, does not restrict the gradual expansion of forestry work within UMN projects.

We recommend that:-

- a) The gradual expansion of forestry work within the projects be encouraged. Most of our forestry work is new, and the quantity of work achieved will be automatically increasing without any change in administrative or expatriate staffing requirements.
- b) The proposal for a soil erosion and private tree planting programme in the Okhaldunga project should go ahead as proposed by HSB, along with the recruitment of a forester to administer the programme.
- 4) The UFC emphasises the need for priorities to be set and enforced. At the moment there are a number of constraints to greatly expanding our forestry work.

BD 14/85

Per Capita Grants for Asian Member Bodies

UMN Administration is requested to consider ways by which the Per Capita Grant for Member Bodies based within Asia may be met, and to report back to the next Board Meeting.

This matter was raised in the context of possible applications to UMN from churches or missions in the Indian Sub-continent area. It was foreseen an obstacle in the provision of the Per Capita Grant as expected by UMN for each SA working in the UMN. To waive the responsibility did not seem a helpful or right way of dealing with it.

This matter has been expanded in the letter circulated by the Acting Executive Director in August 1985 and raises the issue of help possibly needed for childrens fees as well as PCG.

There has been response from 9 of our Member Bodies to the circular. Some have felt they are not in a position at present to help. Others are prepared to assist and take active steps in making provision of finance for it. Others are wanting to help and see areas where real caution is needed as to how the help might be given. All these responses are greatly appreciated. At present we do not have any applications which would call for assistance to meet the PCG. It is possible we could have such applications which could call for help both in terms of PCG and/or assistance for school fees.

1. Payment of Per Capita Grant - options

- a. UMN waive the PCG and make up the amount by an overall increase of the PCG figure.
- b. UMN accept a different level of PCG e.g. 50% from the Member Bodies in Asia unable to provide the full amount.
- c. A second or other Member Body may pay the amount on behalf of the Asian member.
- d. The Asian member pays what it can and the balance is paid from a fund established for this purpose by other Member Bodies.
- e. The Asian member receives an amount from another Member Body and uses this to pay the PCG to UMN.
- f. Take no action at all.
- g. Any other suggestions.

The main concern of those expressing caution, was that there not be any paternalistic attitudes expressed. Again there must be care not to perpetuate a colonial attitude which leads to an unnecessary dependency. The basic concern is not the making available of the grant, either in whole or in part, but the method by which the help is given.

2. Assistance towards school fees for BA children.

While it is the policy of UMN not to be responsible for this matter, which is the concern of the Member Body, at the same time this matter, like the PCB, is raised so that perhaps UMN may be a facilitator to find ways of helping if this is a need especially in secondary education.

Some options:

- a. KIBC offer a special rate of say 50% of the fees. This does not seem likely as the fees scale for KIBC is set at a minimum.
- b. A scholarship be provided for a percentage of the fees, e.g. 50%, 75% or even 100%. Funds could be provided for this by other Member Bodies.
- c. Other Member Bodies provide finance to the Asian Member Body to enable the provision of school fees.
- d. Take no action at all.
- e. Any other suggestions.

May I quote the final paragraph of the circular of August 4, 1985:

"Our hope is to compile a list of those who may be willing and able to help in cases of need, whom we would then contact with details and specific requests. It may also be, from time to time, that some Asian missions might need help in meeting the Per Capita Grant (\$300) and language fee (\$900) levies, and it would also help us to know if you could help with these. Gifts for Member Bodies to help with Per Capita Grant and language costs would be paid into the normal UMN budget, but gifts for scholarships would be paid directly to the individual or to the Member Body, as appropriate, since this is not a UMN budget item but is an item of personnel support."

J. Howard Barclay  
Executive Director

November, 1986

## LONG TERM PLAN FOR HEALTH SERVICES

### UNITED MISSION TO NEPAL

1987 - 1991

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LONG TERM PLAN FOR HEALTH SERVICES, UNITED MISSION TO NEPAL, 1987-91

BACKGROUND

THE PROCESS

1985 July-August Health Services Secretary spent time preparing A Working Paper, "The Way Ahead".

This paper reviewed:

1. 1979/80 Commission on Institutional Implications in Health Care and UNN HSB Statement of Purpose and Aims.
2. HMG/N Seventh Five Year Plan for health and health related sector.
3. Present situation in Nepal in relation to Health Institutions (including Primary Health Care) and Health Manpower.
4. HSB 1985/6 allocation of resources and implied priorities.
5. Notes of discussion with HMG/N Chief of Planning Division, Ministry of Health, July 1985.

"The Way Ahead" was circulated to all projects in August.

1985 October. The document was tabled at HSB.

Group discussion took place and written responses and comments from individuals were received over subsequent months.

1985 November. "The Way Ahead" was circulated to the Executive Committee for information.

1986 May. Workers Conference discussion session was used to further examine major issues in depth. Notes of discussions were circulated to Projects for information.

1986 May, June, July HMG/N with IOM and WHO held a Health Manpower Planning Exercise for Nepal attempting to look at the needs for, production of and shortfalls of each category of technical manpower for the period 1986-90 and beyond. HSS attended this exercise and gained understanding of the problems faced in Nepal's health services.

1986 May. The Lichte Report was presented to the Executive Director and UNN Administration began looking into ways to respond to matters identified as problems.

1986 April and following serious work done on Administrative structure of UNN and the question of size of UNN and how to organize to facilitate work in the changing environment.

1986 June, July the two years of hard work led by Dr Carl Friedericks was completed. The HSB will have the final report and challenge of UNN HSB Evaluation Study and "Over Thirty" by Dr Friedericks.

1986 July. August HSS prepared draft Long Term Plan for Health Work of UMN drawing on all the forementions, many face to face discussions with colleagues and recommends using the Format and Terminology identified by the HSB Evaluation Study as most useful and standard. Terminology in current use in UMN is in parenthesis where it differs from the standard recommended.

1986 August. HSS organized a Conference with HMG/N Ministry of Health, Acting Secretary of Health, Chief of Planning Division and the 5 Regional Directors and UMN HSS, AHSS, AHSS out-going, Evaluation Advisor, Medical Director Tansen Hospital. The Conference outlined UMN HSB work and possible future work, focused on key issues and obtained feedback and advice from the HMG/N officials.

1986 August, September each HSB project will review and comment on the draft relating to their own work and return these to HSS, and HSS will discuss with each Programme Director at PMC time.

1986 October. HSB will receive the Long Term Plan, review and forward it to Executive Committee for review and approval.

1986 November. Executive Committee will, hopefully approve and present it to the UMN Board for adoption and review.

1987 January, February each HSB project will 'flesh out' the bones of their part of the long term plan for their own project's operation and as a basis for their annual plans.

UMN CONSTITUTION AND BYE-LAWS ON LONG TERM PLANNING

1. CONSTITUTION. No mention made.

2. BYE-LAWS

A. UMN Board Duties, no mention made

B. Executive Committee Duties, No. 5, p. 15

"May initiate long term planning, review and present to the Board for action."

C. Functional Board Duties, No. 5, p. 49

".initiate long term planning for function within UMN, review and present to Executive Committee for consideration and approval,"

D. Functional Secretary Duties, No. 10, p. 22

"Develop long term plans for consideration of Functional Board, including areas of possible expansion and contraction."

E. Executive Secretary Duties, No. 13, p. 19

".responsible to initiate, present, review and implement...long term planning for the United Mission, other than that which is the responsibility of the Functional Secretaries."

THIS IS ALL

Precedents for LONG TERM PLANNING

1. Board Minute 17/77 Five Year Plan

- Accepted the document.
- Resolved to approve it as a framework for future planning by Functional Boards and Executive Committee and asked for it to be referred to Board annually for review.

2. BD 9/82 Long Term Planning

- Process outlined.
- Paper on most of the projects presented.
- Should reflect Purposes and Aims of the Mission and Functional Board.
- Resolved to affirm direction of the long term planning process ongoing, not finalized, annual review at Board.

Comment and interpretation

The Board has asked for an annual review of long term plans. This should be presented by the Executive Director with the Functional Secretaries as appropriate.

This review should consist of a compilation of the Evaluation sections of annual reports from projects with overall remarks added by the presenter. This review need not involve a redrafting of the long term plan document each year.

INDICATORS\* FOR NEPAL DEVELOPMENT AND HEALTH SITUATION IN NEPAL remains that typical of least developed countries.

	year(s)	
Infant mortality rate (deaths per 1000 livebirths)	1983	140
Life expectancy at birth (years)	1983	46

Corresponding rates in affluent countries, infant mortality rates are between 15-20 per 1000 livebirths, and life expectancy is more than 70.

In Nepal the population in millions	1985 was	16.5
Population growth rate	1970-80	2.6
% of children under five suffering mild-moderate/severe malnutrition	1975-81	50/7
GNP per capital (dollars)	1985	160
% population below absolute poverty level (urban/rural)	1977-81	55/61
% of central government expenditure allocated to health/education/defence	1981	4.1/9.7/6.5
GNP per capital average annual growth rate (%)	1970-82	-0.5
Adult literacy: male/female (%)	1980-83	32/9

\* Sources: State of the World's Children, UNICEF 1985-86  
Nepal Press Digest, 1985

HEALTH SERVICES INDICATORS

Nepal in the context of world averages

Population per doctor 30,060 (1980) (7th highest in world)  
Population per nurse 33,420 (1980) (highest in world)  
Population per bed ave. 6,845:1 (World worst off countries 666-2,000)  
Population per bed Ktm 604:1 (World-wide ave. 400-333)  
Population per bed rest 9,418:1 (World better-off countries 111-125)

	EAST	CENTRE	WEST	MID-W	FAR-W	TOTAL/AVE
Percentage population	24.6	32.6	20.8	13.0	8.7	100
Percentage all beds	13.9	58.0	16.3	3.4	8.2	100
Percentage general beds	20.0	39.6	23.5	5.0	11.8	100
Bed numbers general (approx.)	524	11,038	616	131	310	2,619
Population per bed	8,047	5,377	7,030	16,973	14,841	6,841:1
Population per bed Ktm (general)		11,125				

HEALTH SERVICES PROVISION, NEPAL BY ZONE AND REGION 1986

Region/Zone	Population	Hospitals	Bed number	Popn/Bed	Dr/Posts	Popn/Doct
Far West Region						
Sheti Zone	903,674	7	225	4,016	33	27,384
Mahakali Zone	597,094	5	85	7,024	15	39,806
Mid West Region						
Repti Zone	996,779	1	15	66,451	3	33,225
Bheri Zone	950,937	5	101	9,415	25	38,037
Karnali Zone	275,691	1	15	18,379	3	91,897
Western Region						
Gandaki Zone	1,259,237	6	330	3,815	33	38,158
Dhawalagiri Z.	515,558	2	30	17,185	6	85,926
Lumbini Zone	1,782,523	9	256	6,962	43	41,454
Central Region						
Janakpur Z.	1,919,281	5	130	14,763	27	71,084
Bagmati Zone	2,026,522	20	1,856	1,091	424	4,779
Narayani Z.	1,635,829	6	200	8,179	39	41,944
Eastern Region						
Mechi Zone	1,060,336	4	95	11,161	24	44,180
Kashi Zone	1,618,572	11	289	5,600	70	23,122
Sagarmatha	1,537,906	7	140	10,985	33	46,603
Nepal averages				4,547		24,756

For comparison

World average, worst off countries	666-2,000
World average	400-333
Africa	574
Bangla Desh	1,204

NOTES ON ABOVE CHART

Population stats	Statistical Pocket Book 1986 HMG/N. 1981 figures x 0.026 x 5 accumulated.
Hospitals	Health Information Bulletin 1986 HMG/N.
Beds	Health Information Bulletin 1986 HMG/N.
Dr posts	Theoretical as per list given in Health Manpower Planning Exercise 1986 HMG/N. Actual numbers of doctors present is less than posts outside Kathmandu and more than posts inside Kathmandu.
Ratios	Calculated on figures given on chart.

(Chart design J Hyland)

NEPAL ZONES IN ORDER OF AVAILABILITY OF HEALTH SERVICES AT HOSPITALS AND BY DOCTOR POSTS (THEORETICAL)\*

<u>Population/Bed</u>		<u>Population/Doctor posts*</u>	
Bagmati	1,091	Bagmati	4,779
Gandaki	3,816	Koshi	23,122
Sheti	4,016	Sheti	27,384
Koshi	5,600	Rapti	33,223
Lumbini	6,962	Bheri	38,037
Mahakali	7,024	Gandaki	38,158
Narayani	8,179	Mahakali	39,806
Bheri	9,415	Lumbini	41,454
Sagarmatha	10,985	Narayani	41,944
Mechi	11,161	Mechi	44,180
Janakpur	14,763	Sagarmatha	46,603
Dhawalagiri	17,185	Janakpur	71,084
Karnali	18,379	Dhawalagiri	85,926
Rapti	66,451	Karnali	91,897

Population per Health Post/Health Centre, Nepal 1984

Highest population per Health Post/Health Centre, Lumbini 25,702  
Average population per Health Post/Health Centre 19,510

Population per Health Post/Health Centre\* by Zone - highest to lowest:

1. Lumbini 25,702
2. Janakpur 24,825
3. Narayani 24,806
4. Mechi 23,315
5. Sagarmatha 22,817
6. Koshi 22,244
7. Bagmati 22,015
8. Bheri 18,182
9. Rapti 16,541
10. Gandaki 16,287
11. Sheti 15,526
12. Mahakali 13,466
13. Dhaulagiri 12,255
14. Karnali 5,773

\* Includes Ayurvedic and  
FP/MCH clinics also

UMN'S PLACE IN NEPAL'S HEALTH SERVICES NETWORK. HOSPITALS

Of the 3767 total hospital beds in Nepal 58% are in the Central Region (for 32.6% of the population).

Of these beds 1,038 are GENERAL (39% of all GENERAL beds)  
743 are SPECIALIST

232 ARE LIMITED ACCESS (Police, Military etc.)

PATAN HOSPITAL has 13% of the GENERAL beds in the Central Region, and or 16.8% of GENERAL beds in the Valley, which number about 820. Giving 1,125 population per bed.

Of the 3,767 TOTAL HOSPITAL BEDS in Nepal 16.3% are in the Western Region (for 20.8% of the population).

Of these about 20% are at UMN TANSEN HOSPITAL.

Tansen Hospital is one of only two outside the Kathmandu Valley, with 100 beds and there are none larger offering general services, with referral.

It would be fair to say that the 16,000,000 population outside Kathmandu have only two 100 bed general hospitals and seven 50 bed hospitals offering anything like the level of care available in the 774 general beds in Kathmandu. (This leaves out 15-25 bed hospitals because they all need to refer to the others in many instances.)

This, put another way, means that Kathmandu has 774 general beds above District Hospital level for less than 1,000,000 people while the rest of Nepal has 550 general beds of a fairly comparable level for 16,000,000. 1,125:1 in Kathmandu; 29,000:1 all the rest.

Tansen Hospital's services represent 18% of these beds, but as virtually all of these hospitals in West Nepal look to Tansen for referral one could say Tansen's services represents more than 50% of the beds of that level in the rest of Nepal.

By world standards Kathmandu Valley itself is not really adequately served yet either.

However, it would be necessary to have 14,222 comparable general beds in the rest of Nepal before there was the same level of care available for all Nepal as is at present in place in Kathmandu. HMG/N plans to have 1,100 such beds by 1990.

MAJOR PROPOSALS

\* Tansen Hospital should be developed as a REFERRAL HOSPITAL and increased in bed capacity.

\* Patan Hospital involvement by UMN. No increase.

See detail in sections that follow.

*Angdown in Hargrove*

UMN Health Services have developed a sound and balanced approach to health care through the years, in its efforts to be true to the purpose of UMN:

- to minister to the needs of the people of Nepal in the Name and Spirit of Christ...
- to undertake the proper care and treatment of the sick, the prevention of disease...
- to train the people of Nepal in professional skills and leadership...

UMN's ministry in the health field provides for development of community-based rural development and health care - (primary health care) - training of health personnel and for various levels of hospital services. These areas of work are interrelated and interdependent.

UMN's health work all began through very active community participation before that phrase became popular and gained capitals. In the international scene there are swings in philosophy during which various kinds of methods of work gain approval and others loose respectability. Over the years INSTITUTIONS have become "unpopular" and "suspect" while "GRASS-ROOTS" involvement is now "good".

Because UMN's health work has striven to keep a balance and maintain work along the wide spectrum of health care there has been a struggle to avoid being 'shaped' by the extreme swings. One of the areas of struggle is in FUNDING HOSPITALS subsidy.

For those who doubt the validity of service through hospitals together with commitments to primary health care and community based health worker training etc. the words of Director General of World Health Organization may be helpful.

Mr H. Mahler says:

"...a health system based on PHC (Primary Health Care) cannot, and I repeat, cannot be realized, cannot be developed, cannot function and simply cannot exist without a network of hospitals with responsibilities for supporting primary health care, promoting community health development action, basic and continuing education of all categories of health personnel, and research."

UMN's Health Services intends to continue to 'model' and support this concept of interdependent health care spectrum and refuses to call our institutions 'bad' according to a prevailing fashion.

HOSPITALS AND NURSE CAMPUS ENDOWMENT FUND

Even though this concept was discussed and abandoned two years ago I feel it needs to be seriously considered again.

There is no change in the prospect of UMN being relieved from the annually increasing subsidy needs of the four hospitals we are involved in supporting. There is some, but limited possibility of HMG/N providing some funds in this area, namely for Patan Hospital and Okhaldhunga. But there remains a considerable requirement of UMN annually for Patan Hospital, Tansen Hospital and Amp Pipal Hospital.

The amounts required are about 25-30% of operating expenses and this is an increasing amount. Annually about 15% more is needed.

AMP PIPAL HOSPITAL ENDOWMENT

US\$ 500,000 will be needed.

At 15% per annum this will yield US\$ 75,000 or Rs. 1,575,000.

Rs. 813,000 is required for 1986/7 subsidy, Rs. 761,500 for reinvestment.

TANSEN HOSPITAL ENDOWMENT

US\$ 1,575,000 will be needed.

At 15% per annum this would yield US\$ 236,250 or Rs. 4,961,250.

Rs. 2,168,000 is required for 1986/7 subsidy, Rs. 2,793,250 for reinvestment.

PATAN HOSPITAL ENDOWMENT

US\$ 2,000,000 will be needed.

At 15% per annum this would yield US\$ 300,000 or Rs. 6,300,000.

This would also give a sum for the subsidy and a sum for reinvestment.

(Assuming Okhaldhunga Hospital eventually becomes the District Hospital and has HMG/N subsidy.)

NURSE CAMPUS ENDOWMENT

US\$ 700,000 will be needed.

The operating costs of Nurse Campus, UMN Programme, are all provided by UMN. The Tribhuwan University, to which this Campus is academically responsible is far from likely to partly or fully fund the UMN Programme, in fact TU is insisting that all the campuses it does fund should raise a part of their own revenue locally!

Totals needed US\$ 4,775,000.

Why is an endowment to be reconsidered?

In the prevailing international scene funding agencies and indeed a proportion of UMN member bodies view giving to recurring costs as undesirable and prefer to give to 'community based' work or capital investment. This thinking is a fashion of the times which UMN is constantly battling with to keep faith with our commitments to serve the people of Nepal. The fashion may swing, as such a pendulum tends to, but in the meantime the UMN Treasurer and Administration puts a considerable amount of time and effort into this sort of annual fund raising. If we could have a once-off fund raising effort for setting up the hospitals and campus for the future we could put effort into other aspects of our work thereafter.

US\$ 4,775,000 represents just over UMN's total budget requirement for one year.

HMG/N has asked for assistance in setting up a 'revolving fund' for hospitals. This could be UMN's answer to that request.

(Present HMG/N budget allocation to hospitals is about Rs. 24,000 per bed. 25 bed District Hospitals get about Rs. 600,000, 50 bed Zonal Hospitals get about Rs. 1,200,000 and 100 bed Regional Hospitals get about Rs. 2,400,000. These are calculated on the basis of total budget to Hospital against the bed numbers, checked with knowledge of allocation to Lalitpur District Hospital (JH).

Are we equal to the challenge?

Jeanette Hyland, Health Services Secretary, August 1986.

REVIEW OF RECOMMENDATIONS CONTAINED IN COMMISSION ON INSTITUTIONAL IMPLICATIONS IN HEALTH CARE. 1979/80

This document constitutes a policy document accepted by the HSB in 1981 to guide the HSB. In reviewing it the following issues are noted as having been achieved or as needing continued attention.

1. Purpose and Aims of the HSB

On the whole this statement remains a superb definition of UMN HSB's general direction and priorities and as such continues to guide.

There is one point made by the Commission - 'the concept of UMN health services integration with HMG/N is understood as a process of dialogue, of working alongside with each other, including a willingness from the Mission side to give over control.'

As things stand at the moment and appear for the short term (5 year) future the integration with HMG/N of any of UMN's present health work seems far from likely. This comment is based on perception of HMG financial resources and their allocation. It seems that while the Ministry of Health is still in the process of establishing a basic minimum service across the country, and struggling to find adequate resources to do this UMN should be happy to accept the role of supplementary provider of services and the attendant opportunity for service of Jesus Christ in this area.

As to the point 'willingness to give over control'; this should continue to characterize HSB's attitude and intentions in all work in Nepal. In fact any new work involvement contemplated for HSB should begin by relinquishing control, that is, by not assuming it at all. As to present HSB commitments, we need to broaden our concept of 'giving over control' to include both to HMG/N MOH structure and their newly added objective 'to encourage the private sector'. This could mean that control be given over to either HMG/N or to a group privately constituted.

None the less these concepts, integration and giving over control, should be retained as part of HSB's long term aim for health institutions.

2. Agreement with HMG/N for Health Services

This draft document has been revised repeatedly and is at present before MOH. It provides a framework upon which work in specific areas can be built and negotiated by exchange of Letters of Intent with MOH.

3. Appropriate Care

This is an area of concern which needs continued attention. A Process of dialogue and learning is needed. The task of defining the role and level of care for each UMN institution is made more difficult both because of a constant change-over of UMN professional personnel in the institutions, and because the HMG/N has yet to firmly decide on care levels appropriate to each tier of its health services. From UMN's experience in operating hospitals of various sizes in various settings in Nepal UMN has much to share.

Effort needs to be made to define the role of each of our institutions, keeping in mind their potential place in the context of the nation's health care system, noting cultural and geographical (including communications) factors as well as national and local resources.

HSB should follow the Commission's recommendation that personnel, equipment resources and drug lists for each hospital be limited to what is essential for providing the level of care assigned to the hospital.

#### 4. Institutional Growth

Here is a thorny question. This section in the Commission report continues to be extremely relevant to UMN's situation. The key paragraph still applies: 'yielding to pressure of increasing load by adding staff or facilities is recognised as only a temporary measure and should only be allowed to take place when it is consistent with the defined role of the hospital in relation to the health care system or .... when it provides for more efficient use of existing facilities.'

HSB needs to face the meaning of the Commission's observation 'active steps to limit numbers may become necessary.' This is a matter which must be faced and dealt with in the near future, both for OPD and In-Patient care.

HSB should re-emphasize the Commission's statement, 'institutional priorities.... must be supportive to the primary care programme.' Patan Hospital is showing the way here and UMN hospitals can take note and develop in this area. (See below comments on HMG/N Seventh Five Year Plan.)

#### 5. Training

This continues to be a priority with all UMN's programmes as note in taken on the nation-wide short-fall in health manpower as well as HMG/N's plan to train community members. HSB continues to wish to see national staff and Christian national staff taking up the challenges and responsibilities of leadership.

#### 6. Financial Management

The Commission noted that HSB's financial reports and output records are not used for management purposes, neither are data collected in a uniform way. The need for uniform definitions was pointed out. Here HSB can report progress as the Uniform Accounting and Reporting System is now being implemented. UMN HSB Evaluation Study yield more definitions, planning/evaluation and reporting system. Using these for management, decision-making and control is still to be learned.

#### 7. Economic Viability

The concept of services accessibility to the poor and a subsidy for hospitals has been repeatedly affirmed since the Commission.

'Increased subsidy can only be justified through increased services to the genuinely poor. This subsidy should not hinder initiatives and responsibility of individuals and local and national communities.'

While re-affirming the subsidy to each institution at a level reflecting the care level and local resources and services to the genuinely poor, HSB must concern itself with related issues.

Do UMN institutions actually encourage or discourage the needy poor? Are the poor really able to obtain the charity they need? Are the well-off paying a reasonable share of the real costs? Is the institution exercising responsible stewardship and keeping costs down, or is there a tendency to become extra vagrant in relation to personnel employed, supplies and types of drugs used, time and effort and supplies spent on 'impossible cases'?

Cost containment of the actual over-all cost, as well as of the charges made to patients, the difference between which is the subsidy, continues to need stress. So does the system for poor to have ready access to charity.

#### B. Conclusion

As HSB thinks seriously about these matters the Commission will continue its catalyst role.

#### REVIEW OF HMG/N SEVENTH FIVE YEAR PLAN RELATED TO HEALTH AND COMMENTS FOR NOTE OF HSB. HEALTH.

1. Present Primary Health Care services are acknowledged by HMG to be negligible. UMN is right to continue to explore ways of shaping and operating such services for maximum effectiveness, cultural appropriateness, long-term financial viability, and adequacy of coverage and service as well as effective interlinking with other levels of care.

Added stress could be given to working with communities in their setting up and managing their own health service units/programmes. CHL training could be part of this. HMG is to encourage the private sector.

2. Distribution of drugs and instruments will be improved. UMN should take part in the process of review of drug and equipment lists, giving information from experience.

3. District Hospitals will expand to function as referral centres of health posts. UMN can work hard at establishing working two-way referral systems between all hospitals and the primary care programmes around them.

4. The production of health manpower, specifically doctors, for HMG means stress on the production of generalists.

During discussions about most effective and economical medical staffing patterns for UMN hospitals it has become clear that UMN must obtain - or produce competent broad-based generalists. Specialists, while adding to the competence of any medical team through teaching and practice, become a luxury Nepal's hospitals can ill afford at this stage if they can only function within their own speciality.

5. To develop Ayurvedic and other schools of traditional medicine. Although UMN may not enter deeply into this development it would be a very useful exercise for study to be made of Nepali cultural practices and expectations of health practitioners and services so that UMN's on-going programmes can better adjust to Nepal's cultural realities and so that UMN's Primary Care personnel can have a clear idea how they can relate to the traditional practitioners present in their communities. Even though health services are in the process of being established in Nepal it will be a long time yet before the majority of people in the country have adequate access to reliable care. Meanwhile they remain dependent upon the ancient and traditional services.
6. Expansion of services of national level hospitals. UMN takes note that HMG/N is still in the process of making its health care plans, of defining levels of care and ranges of services to be offered at hospitals of various levels and must carefully document experiences in hospital management etc.....
7. To encourage the private sector.
8. The establishment of primary health care units/programmes beyond HMG/N target of one per 'Ilaja' (9 per district) will have to be private. Boards to run HSB hospitals could end up being private.

#### HEALTH-RELATED

##### DRINKING WATER

1. Stress will be placed on small projects.
2. Operation and upkeep will be stressed.  
UMN has considerable experience in this area and can find a continued field for meaningful input to and with communities.

##### SANITATION

What can UMN do for Urban sanitation and waste disposal and to 'clean up Thapathali'!!!

##### ADMINISTRATION

UMN should note HMG's efforts to reform its administrative system.

##### DECENTRALIZATION

UMN will have to learn, understand and work with this process, aiming to help its effectiveness. District and Service Centres may be a potential point for UMN projects' input and support.

### HEALTH INSTITUTIONS

1. HMG still has to establish at least 32% of its hospital beds. This is made up of 25 separate District Hospitals and the enlargement of 3 Zonal and 3 Regional Hospitals.

HMG plans to place a hospital of 15-25 beds in each District. Some district centres are also Zonal Centres where Zonal Hospitals of 50 beds are planned.

Some Zonal Centres are also Regional Centres where Regional Hospitals of 100 plus beds are planned.

One Regional Centre is also capital of Nepal where extra specialist hospital facilities are planned.

2. HMG/N has yet to establish 4% of its Primary Health Care Infrastructure. This consists of 27 new Health Posts.

As well as this HMG has launched a training programme for panchayat based and supported Health Workers which aims to have ward level workers I believe. So far 2,594 exist which is 6% of the target of approx. 40,500. Or if one per panchayat is taken as the target approx. 57% only actually exist at the moment.

HMG plans to place a Health Post in each District (Ilaka) division - maximum of nine in each District.

### GENERAL PRINCIPLES TO APPLY IN WORK IN ANY NEW GEOGRAPHICAL AREA (Adopted by HBB Oct 1986)

1. Aim to have a functioning service independent of UMN financial (salaries) input.
2. Support the HMG plans for training panchayat based, supported and controlled health (and development) workers.
3. Support the new "service centres" under decentralization regulations.
4. Relate with technical input to District level planning committees.
5. Relate to district hospital management board with accumulated expertise on hospital management systems.
6. Rather than UMN being a provider of service, and large employer, UMN's role be training, expert advice, committee work, liaison and communication.
7. To do this UMN involvement could consist of a multi disciplinary team of Expatriates, possibly with Nepali counterparts, who could either become staff of a "Service Centre" or remain with UMN for similar work in other geographic areas.
8. UMN personnel possibly seconded to District Panchayat (line offices) under 'decentralization' and not to set up a UMN 'Project' as such.

### HEALTH MANPOWER

Health Manpower in most categories is going to continue to fall short of need in the Seventh Plan period. For example:

- a) Nurses are 454 short at the moment  
They will be 845 short by 1990 (35% of need)
- b) ANMs are 716 short now  
and will be 1,257 short in 1990 (35% of need)
- c) Doctors are 158 short now  
and will be 658 short in 1990 (46% of need)

### Policy (Adopted by HSB Oct 1986)

1. The production and utilization of local on-the-job-trained Nurse Aides. UMN has considerable experience in this area. We should:
  - a) Document our experience.
  - b) Formalize and standardize the various training that are currently given.
  - c) Present this information and a plan for on-going training to MOH.
2. The concept of partnership between existing and proposed Nursing Schools their attached Hospitals.  
Such a partnership can have the twin benefit of:
  - a) Making student nurses available as staff in grossly understaffed busy hospitals.
  - b) Giving the students a more "real-life" and potentially higher quality of practical experience.

as well as having the potential to reduce the cost of training a nurse.
3. Examine the feasibility of UMN Programme producing more graduates.
4. Emphasize and take advantage of the potential the "Sathi system" gives us in the institutions for basic nursing care of patients. Not only is the presence of family members a comfort and therapy for patients, it is also culturally so appropriate. Consultation and treatment of illness in Nepal is carried out in a social setting. Let us fully adjust to this concept as well as using it in times of staff shortage and for education for self-care.

When looking at the short fall of Doctors and the proposed staffing patterns of various kinds of hospitals the "Health Manpower in Nepal" IOM 1984 makes the following comments which UMN should take good note of in further involvement in Patan Hospital and UMN hospitals.

- a) "It is rare to find more than one doctor working in the 15 bed hospitals although 3 posts are sanctioned. This reality must be accepted and attempts should be made to post 2 doctors in these hospitals."
- b) "The number of doctors in the 100 bed hospital and teaching hospital should be reduced by 10%."
- c) "Some of the work presently being done by the doctors like screening be done by substitutes like health assistants. This will reduce the work load on doctors so that the hospitals can be run with less doctors."

If we take seriously the national short fall we could echo the IOM publication when it observes "health institutions will have to work with less doctors simply because there are not enough doctors."

Policy (Adopted by HSB Oct 1986)

- a) UMN propose an adaptation of staff rostering, work-sharing system used in Tansen for Patan rather than expensive departmentalization and consequently reduce the pressure for higher numbers of doctors and introducing a much greater element of wide general medical practice and reduction of specialization tendency at Patan.
- b) Step up the already well established sorting systems and using UMN's experience in this to propagate the practice with Nepali doctors.
- c) Attempt to attract a continuous flow of newly graduated "Interns" from IOM programme to Tansen as well as Patan thus regularly filling lower level posts with these keen, well trained young people, benefiting them through supervised practice and the institution through their service and the professional stimulation of having a continuous teaching atmosphere in the institution.

Observation regarding the prospect of early Nepalization

It is obvious from the foregoing that early and full nepalization in the area of Nursing and Medical practice is completely unrealistic although it will firmly remain as the long-term objective and will be brought about as and when feasible.

HSB THE WAY AHEAD 1985-90 A WORKING PAPER  
NEPAL'S SEVENTH FIVE-YEAR PLAN 1985-90

Realizing the gravity of the nation's problem the just concluded Sixth Five-Year (plan 1980-85) specified the fulfilment of basic needs of the common man as one among three basic objectives. The other two were to increase production at a faster rate and to create more productive employment opportunities.

Minimum basic needs are identified as:

1. Food grain
2. Clothing
3. Fuel wood
4. Drinking water
5. Primary Health Care
6. Primary and skill-based education
7. Minimum rural transport facilities

Rising Nepal, July 18, 1985 comments that until these basic needs are met the country's abundant labour force or human resource cannot be expected to be used as means as well as ends of development efforts.

The Seventh Plan (1985-90) has also emphasized the need to continue the same objectives.

Allocation of development resources are according to the following priorities:

1. Agriculture, irrigation and forestry	34.3%
2. Social Services	29.8%
3. Industry, mining and electricity	(21.5%)
4. Transportation and communication	(14.4%)

In the Health and health related sector - the Seventh Five-Year Plan emphasized certain aspects of Health Services development.

## 1. HEALTH

- a) Stress is still on Primary Health Care activities with the involvement of popular participation and emphasis on preventive aspects. The ratio between health posts and population is presently 1:19,510. Viewed from the angle of services needing to be delivered, their number is pitifully low, not to say negligible. There is a great need to multiply their number and appreciably improve the quality of services made available through them. The efforts of the Health Workers will be supplemented by ward-level health volunteers with widered scope of activities. Distribution of drugs and instruments will be improved. District Hospitals will expand to function as referral centres of health posts. Their standards will be upgraded and management improved.
- b) Health Manpower training will supply as much of lower and medium-level manpower as possible from within Nepal. Training for higher level health manpower will stress the production of generalists.

c) Family Planning and Maternity Child Health

d) To develop Ayurvedic and other schools of traditional medicines.  
The Ayurvedic system will be expanded as an integral part of the basic health services. Homeopathy and naturopathy will be gradually developed along scientific lines.

e) Expansion of services of national-level hospitals.

Studies on the development and expansion of sub-specialties in the national level hospitals after completion will be gradually pressed into service.

f) To encourage the private sector in the development of health services, provided that it is not in conflict with the planned goals.

2. DRINKING WATER

a) Priority will be given to augment the supply of potable water, one of the basic minimum needs.

b) Deep wells and small drinking water projects, implementable in villages by locally available skills, will be emphasized.

c) Long term plan for permanent supply of drinking water in urban areas.

d) Proper operation and upkeep of already commissioned projects will be stressed.

3. SANITATION

a) Sewage and waste disposal programmes will be introduced in prominent urban areas.

b) Town panchayats will be required to systematically and regularly clean urban areas, provide toilets etc. and launch educational programmes.

4. SOCIAL WELFARE

a) Programme implementation will be in inter-sectoral coordination basis.

b) Non-governmental sectors to be involved to a great extent.

Some working policies of the Seventh Plan are of interest.

1. Development Administration will be reformed and improved. This will touch on development of expertise, job classification, definition of job descriptions, setting out of responsibility delegation, discipline powers, personnel pool creation, balance of pay scale increases and consumer price index, reform process for awarding contracts etc, public works code, ensure competent mobilization of resources, monitor economic policies, centralize training responsibilities, computerize employee dossiers.

## 2. Decentralization

It has been the practice to include the panchayat as a separate sector in the national plan, under which arrangement local development and construction works have been undertaken. But for some time now the mobilization of local resources has dwindled to a trickle and a trend surfaced whereby only that which can be done with the allocation of government grants was undertaken.

Decentralization has been introduced to revitalize the mobilization of local resources and the identification of local needs and the utilization of local leadership and institutional set-up.

a) Integrated District Plans. Every panchayat will draw up its own periodic plan, which will be integrated and coordinated at district level. District plans include:

- I Projects to be implemented with district, town or village resources
- II Projects implemented with HMG grants
- III Projects specified by HMG

b) Guidelines for drawing up plans. These principles apply:

- I Preference to simple, less costly projects benefiting a larger number of people
- II Priority to increase of production and relieving unemployment

First priority, - small irrigation schemes  
- land conservation  
- tree planting  
- cottage industries using local materials for natural consumption, transported by existing facilities.

Second priority, - drinking water supply systems  
- suspension bridges  
- culverts, tracks  
- toilets and sewage  
- construction of schools and libraries  
- construction of Shajha shops, panchayat buildings.

III Base on locally available skill, raw materials and maintenance competence.

IV Resource base will be labour and donations of local people, panchayat taxes etc. with HMG grants assistance.

V According to provisions of Decentralization Act and Rules.

Central cooperation and involvement will in general be forthcoming only in case of projects beyond the means of the local people.

### Footnote:

Above summarized from Rising Nepal articles July 18th and 22nd 1985 "Seventh Plan in Perspective, Restressing Basic Needs" and "Development Priorities of the Seventh Plan" and Health Information Bulletin Vol. 2 No. 1 1984 MOH, HMG.

LONG TERM PLAN POLICIES, PARAMETERS AND GENERAL DIRECTION FOR  
HEALTH SERVICES AS A WHOLE AND FOR EACH PRESENT AND PROPOSED PROGRAMME

1987 - 1991

RECOMMENDATIONS (Adopted by HSB Oct 1986)

1. The purposes of UMN set out in the Constitution and the Purposes and Aims of Health Services Board are re-affirmed, noting, that HMG/N structures now have broadened in concept to include 'encouragement of the private sector'.
2. The Report on Institutional Implications for Health Care is recognised as being of continued use for stimulation of thought and a reminder of issues and principles that UMN HSB has adopted previously.
3. The present policy of operating primary health work of a comprehensive nature, using HMG/N definitions as a reference, is re-affirmed.
4. The present aims summarised below are re-affirmed:
  - a) That through HSB involvement communities take up increasing responsibility for their own health (this can be understood to be biiii) below).
  - b) That HSB support the efforts of HMG/N to establish viable health care system networks, with focus on the following aspects of these networks:
    - i) Village and family level teaching and training of Community Health Leader-type community 'volunteers'.
    - ii) Support of establishment of community based simple health care.
    - iii) Support of HMG/N Health Posts by teaching, encouragement etc.
    - iv) Support of HMG/N's Primary Health Care - Hospital Referral system concept by modelling the same in relation to UMN hospitals and their local communities.
    - v) Support of HMG/N's efforts to establish different levels of hospitals by providing feedback of UMN experience and learning in relation to operating hospitals approximately equivalent to HMG/N District, Zonal and Regional Hospitals.
  - c) Support Nepal's efforts to train competent professional technical personnel for manning the health care system networks by:
    - i) Continuing nursing education involvement.
    - ii) Continuing secondment of expert experienced expatriate staff to Institute of Medicine and Ministry of Health for participation in various aspects of health manpower training and development.
    - iii) Continuing to provide clinical training opportunities to students in UMN-run programmes, and increasing the scope of this involvement if possible.
    - iv) Continuing to encourage employed staff to develop their skills and competency through on-going education in UMN programmes and provision of scholarships for further relevant training elsewhere.
  - d) To provide a means for secondment of expert, experienced expatriate staff to other aspects of health and health-related work in Nepal.
  - d) To continue to provide good quality, compassionate service in UMN-run hospitals and programmes. (See each programme for further details.)

5. The fundamental commitment to "Nepalization" is re-affirmed, realizing that this is a complex concept, related both to individual Nepali development for leadership at various levels, planning and management structures and processes and also to consideration of the future continued operation of programmes and institutions, and therefore must be assumed in all deliberations about the future of existing and new work of HSB.
6. a) That HSB commits itself to limits of size as a whole, in the context of a viable size for UMN, and to ceilings for size at each project/programme location.  
b) That HSB commits itself to the establishment of and adherence to other agreed parameters (to the extent that these are within UMN's control), and general direction of each of HSB's present programme/institutions.
7. HSB affirms its commitment to pursuing the obtaining of written agreement/permission related to all present work of HSB.
8. HSB affirms its commitment to only launching new work when we are satisfied we have sufficient permission and pre-determined conditions for involvement have been met.
9. HSB recognises the persistent difficulties encountered in establishing and running multi-disciplinary programmes; and the absence of HMG/N permission to operate such programmes.  
HSB now commits itself - for the present time - to continue its multi-disciplined ("coordinated") programmes with a less broad focus based on:
  - "health and health-related" components (as understood by HMG/N Ministry of Health plans);
  - the facts of HMG/N organizational structures; and
  - existing permissions for HSB work.
10. HSB commits itself to a serious exploration of how existing and future expatriate personnel and HSB programmes can relate to new HMG/N organizational structures at District and intra-district levels.
11. a) HSB re-affirms the adoption of "Uniform Recording and Reporting Guide" for UMN-related hospitals and to revising these after consultation with HMG.  
b) HSB is committed to produce a set of reporting indicators for CHPs.
12. HSB adopts the Evaluation Study's Planning/Reporting standard definitions.
13. HSB accepts "Over Thirty" as a stimulation to bold and purposeful planning for future HSB work.
14. HSB affirms the ultimate aim for present and future service-delivery aspects of HSB programmes is their continuation as far as possible free from vulnerability to a precipitated withdrawal of UMN personnel, management and/or finance. ("Service-delivery" is understood to be Hospital, Health Post, Forest Nurseries etc. for example.)

MAJOR PROPOSALS

1. Hospitals (and Campus) Endowment Fund

Amp Pipal	US\$ 500,000
Tansen	US\$ 1,575,000
Campus	US\$ 700,000
Patan	<u>US\$ 2,000,000</u>
Total	US\$ 4,775,000

(Figures need recalculation at time of implementation.)

2. That the attached summary be adopted as the expatriate personnel limits for HSB as a whole, and for each programme location and new involvement.
3. Accompanying the commitment to fix limits on size for existing programmes it is proposed that small teams be set aside to plan and implement the opening of new involvement in up to 4 new areas where opportunity and invitation is offering. These are Jajarkot, Jumla, Lamjung and another. (The principles set out above will be basic to any new work.)

PARAMETERS AND GENERAL DIRECTION FOR GORKHA PROJECT

Continue the hospital and community programmes with special attention to the following:

1. Developing a closer cooperation and mutual support between the two.
2. Retaining the present number of hospital staff, of 84 and fixing 10-14 in addition, as the number to be engaged in community-related work.
3. Fixing the geographical area of activity of the Project as 6 hours walk radius from the hospital to the west, north and east, but not south, with additional linked involvement up to 1 day walk distance in an unserved area.
4. Type of community activity will include primary health care support, CHL training and follow-up, NFE and health education, support of the establishment of locally owned and operated health care, two-way referral relationship to hospital, follow up of water projects. Further agriculture and water involvement will be by 'networking', not execution.
5. Hospital services will continue at present levels.
6. Mode of operation in community will be motivational as a priority, with some hospital-based outreach services.
7. Project duration is uncertain, but criteria for ultimate withdrawal of UMN from Gorkha area will be drawn up after serious consideration.
8. The hospital will offer to train interns and generalists, and will seek to employ 1-2 local Nepali doctors.
9. Exploring ways of relating more effectively with the District Centre.
10. Press for electricity supply.
11. Expatriate numbers will rest at 7-8 for hospital, 4-5 for community, total 11-13 for Gorkha Project.

PARAMETERS AND GENERAL DIRECTION FOR OKHALDHUNGA PROJECT

Continue hospital and community work with special attention to the following:

1. Continue to stress the strong link and cooperative relationship between the hospital and community work.
2. Continue hospital at present level, but establish a more regular limited surgical service, allowing increased level of staff as required for surgical service increase.
3. Be ready to cooperate fully with HMG/N and District Panchayat when HMG/N moves on the establishment of the District Hospital, being ready to adjust staffing levels and willing to bear the cost of modification of the present plant or re-building on another site.
4. To close down present dispensary upon the establishment of the District Hospital, if another site is chosen.
5. Meanwhile to strengthen the support of HMG/N PHC through training and encouragement.
6. Continue to work in close liaison and cooperation with the District Panchayat.
7. Geographical area for Okhaldhunga Project, the present 14 panchayats touched by CHP, all HMG/N health posts from time to time.
8. Mode of operation, motivational in relation to the community worker training and support of establishment of locally owned health care.
9. Type of community activity will include primary health care support, CHL training and follow-up, NFE and health education, support of the establishment of locally owned and operated health care, two-way referral relationship to hospital, follow up of water projects, agriculture and forestry.
10. Hospital staff numbers will remain at the present level of 26 and for community work will be 10-14. (See No. 2 above.)
11. Expatriates in hospital up to 6 and for community 4-5, total 10-11 for Okhaldhunga Project.

PARAMETERS AND GENERAL DIRECTION FOR PALPA PROJECT

Continue the hospital and community programme with special attention to the following:

1. Aiming for the establishment of one health unit, based at the hospital, under an independent management body. (This means a combination of CHP and Hospital.)
2. Have the unit responsible for supporting primary health care, promoting community health development action, basic and continuing education of all categories of health personnel, and research.
3. Within the hospital take strong administrative control measures, and attention will be paid to improving the quality of care offered.
4. Within the community continue support of HMG/N PHC as well as community based training etc. with serious consideration given to a reduced number of components.
5. Recognition of the fact that Tansen Hospital serves as a secondary and tertiary referral hospital for a wide area of western Népal, develop services accordingly.
6. After the establishment of a management body, willing to be involved in exploring the need of expansion and consider being involved in its implication.
7. Geographical area for community outreach, Palpa District, with visits to all HMG/N health posts for support, exploring possible limited links with Thamgas Hospital and establishing strong cooperative links with Butwal Hospital and Palpa Hospital.
8. Explore the possibility of establishment of a separate TB service in Bhairawa or Butwal.
9. Mode of operation, motivational as far as possible for community work, with some hospital based outreach service delivery.
10. Fixing the hospital staff numbers at about the present 188 until a board is established.
11. Community-related staff to be 10-20.
12. Duration of project is uncertain because the establishment of a board is outside UMN's control.
13. Expatriate numbers fixed for Hospital, up to 20, community-related 4-5 and Project 2-3, total 26-28, for Palpa Project.

PARAMETERS AND GENERAL DIRECTION FOR UMN HSB INVOLVEMENT IN PATAN HOSPITAL

1. Continue active encouragement of establishment of good quality general services, with attention being paid to cost containment and reduction if possible, rationalizing of medical staffing, fixing of care levels etc.
2. Continue active involvement through secondment of key professional and experienced personnel, negotiating a reduction of the numbers over the next five years.
3. Attempt to establish assured funding for subsidy (free care).
4. Affirm policy of no UMN funding for further expansion of Patan Hospital.

PARAMETERS AND GENERAL DIRECTION FOR LALITPUR COMMUNITY DEVELOPMENT AND HEALTH PROJECT

Note is taken of the words of the Director, "We have been trying to handover to HMG for years. Not only has this not happened, but the reverse has happened, we have taken over more HMG HPs!".

CDHP will continue, paying special attention to the following:

1. Focus of work will be shifted from the valley to the hilly area of Lalitpur over the next 2-4 years. Noting that there are special programmes in the valley which will need individual study, decision and safeguarding.
2. The UMN-operated Health Posts in the valley which according to HMG plans must become 'static clinics' will be handed over one by one to local responsibility within the next 4 years.
3. The UMN-operated Health Posts in the hills, which come within HMG allocation will continue to be operated by UMN, but serious attention will be paid to work out with the District Panchayat, which is now responsible for all PHC in the District, a gradual reduction of UMN responsibility for them.
4. In response to District Panchayat and officials pressing invitation for UMN to take over totally the running of Gotikhel Health Post, CDHP with HSS will draw up carefully defined areas in which support will be offered, and these will include the subsequent reduction of Asrang Health Post to be 'static clinic'.
5. Village/ward-based health workers will be trained in cooperation with the local communities.
6. Staff numbers for the health aspects of CDHP will be reduced from the present 120 to 50 by the end of five years.
7. The development aspect of CDHP will reduce the number of components gradually, paying more particular attention to private forest work, agriculture, food technology, income generation and non-formal education related to these.
8. Forest work will continue in the present 6 panchayats only for the next 3-4 years, when it is estimated it will reach a forest management stage, at which time staff will be reduced from 8 to 3 and work continue for another 4-5 years.  
Consideration will be given to opening similar work in a small number of new panchayats in 3 years time, 1989.
9. Agriculture, present commitments to working in 5 panchayats will be finished within 3-4 years.
10. Water, the 2-5 staff are finishing the water system programmes for 5 panchayats. There are 2 more years work in 2 adjacent panchayats, following which 1.5 staff would move to income generation, leaving 1 staff to supervise maintenance of all water systems, and eventually hand over completely to local management. Consideration will be given to requests for assistance for small scale irrigation systems.

11. NFE, the present programme in Pyutar will finish in 2 years, after which the same approach can be used in other panchayats, maintaining present staffing levels of 3 Nepali and 2 Expatriates.
12. Motivation and assistance for food technology and small income generating activities will continue. They will rely on technical advice from RDC.
13. Staff numbers for development will be reduced from the present 38 to between 20 and 26 in five years. All except specially significant aspects of the development work in Lalitpur will be finished by 1991, about ten years from the beginning of CDAP.
14. Expatriate numbers will be reduced to 6-7 by 1991.
15. Development activities will be confined to those panchayats presently committed to.

PARAMETERS AND GENERAL DIRECTION FOR NURSES CAMPUS. UMN PROGRAMME

1. The present teaching programme will continue in the Nir Bhawan. In light of a chronic shortage of nurses nation-wide HSB considers it justifiable to propose that the facilities be expanded to accommodate classes of 40, an addition of 10 on the present intake size.
2. In order to carry out this aim a new building for the classrooms may be needed.
3. Staff numbers will need to increase from the present 40 to about 45.
4. Expatriate input will be kept at the present levels of 4-5.
5. Every effort will be made to have the UMN Programme established as a separate Campus under IOM, and to secure future funding.
6. Every encouragement should be given to opportunities to expand UMN's training of nurses.

EXPATRIATE PERSONNEL LIMITS FOR HSB AS A WHOLE AND EACH PROJECT

A SUMMARY

To be reached by 1990 at the latest

HSB as a whole below 110 posts.

*129.6*  
(present 134)

Gorkha Project

Hospital 7-8  
Community 4-5, total 11-13

(present 8)  
(present 9 & 19)

Okhaldhunga Project

Hospital up to 6  
Community 4-5, total 10-11

(present 4)  
(present 5 & 9)

Palpa Project

Hospital up to 20  
Community 4-5  
Project 2-3, total 26-28

(present 17)  
(present 7)  
(present 28)

CDHP, total 6-7

(present 12)

Nurse Campus, total 4-5

(same as present)

HSD (support with HQ 6), total 4

New Work, approximately 14

Secondments, variable 14

Special Programmes, total 5

Paian Hospital, a reduction to be negotiated

(present 31)

ANALYSIS OF ABOVE:

Hospitals 44-46 approx.	(present 60)
Community 30-41	(present 29)
Secondment 14 variable	(present 16 approx.)
Admin/Support 4 (concern expressed that this figure may be too low)	(present 17)

Also adopted at HSB Oct 1986

1. General principles to apply in work in any new geographical areas
2. Policy relating to nursing shortage
3. Policy relating to doctor shortage

p. 16 Background Paper  
p. 17 Background Paper  
p. 18 Background Paper

Wednesday 12th 2-3 pm B. Nikute B. Room

Item 10

BD Item 5

October 1, 1986

Executive Committee Members  
UMN Board Members

UMN MANAGEMENT STUDY

A copy of a report arising out of the study conducted by Russ and Marge Liechty is attached for your consideration. A number of recommendations are submitted for discussion and action in the coming Executive Committee and UMN Board Meeting.

Once changes are approved, then it will be necessary to turn our attention to the second and equally important phase, namely implementation. Just as in the first phase, it is recommended that the Management Consultant be accountable to the Executive Director (as the client) for carrying out the implementation in cooperation with the Treasurer, Functional Secretaries and Project Directors.

We will continue to look at other aspects of the Liechty Report and to recommend progressively changes to improve the effectiveness of UMN.

G. D. Gugeri.  
Management Consultant

20 Sept. 1986

single sector approach  
↳ integrated approach  
↳ critical UMN planning  
    studying all sectors  
    → see agreement

UMN MANAGEMENT STUDY

September 1986

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## UMN MANAGEMENT STUDY

### Brief Introduction

The study compiled by Russel and Marge Liechty has provided a sound basis for looking at aspects of UMN's manner of working that warrant attention. Analysis of the interviews was completed in May, but computer processing of the more significant parts of the 120 Questionnaire topics was not completed until August.

Since that time we have been meeting as a small group, at Functional Secretaries and Assist. Functional Secretaries level, to work through the implications of some of the results of the Study, and to consider other observations on UMN's manner of working that seem to be relevant. This report arises out of these meetings.

It deals only with part of the overall scene in UMN, and only with part of the Liechty Study - the more important issues where the initiative seems best taken at a central level.

A deliberate attempt has been made to keep the discussion brief. Perhaps we have gone too far in this respect, and omitted helpful background. If this is so, we would be pleased to elaborate further.

*anyway  
back from  
Newt.* The main thrusts of our thinking is being passed on to Project Staff, through the Project Directors, so that they may stimulate thinking within the Projects.

Russel and Marjorie Liechty are to be commended not only on the depth and content of the report, but also on the way they went about their work. They provided a 'listening ear' and wise counsel to many of our expatriates in the course of their visits.

They were not able, as hoped, to interview senior Nepali staff due to the lack of a suitable Nepali interviewer who felt comfortable with such a sensitive task. The study, therefore, reflects the views of our Board Appointees.

The writer wishes to acknowledge the pleasure of being part of the small work group involved in the discussions and recommendations. A spirit of openness, understanding and godliness came across, which promises well for the future. Also, he is grateful for the excellent secretarial help.

Graeme Sugeri

Management Consultant.

September 29, 1986.

## SUMMARY

## UMN MANAGEMENT STUDY

The discussion begins by looking at UMN's growth and expansion, together with significant relationships in the Nepali Setting, and recommends that the overall work should remain coordinated in a single body. Its size overall, and in individual locations, should be controlled; and increased attention should be given to our relationships with HMG and with the Nepali Church.

It recommends flexibility in the way we work in specific locations; new initiatives in seconding personnel and in investigating new areas of work; a move away from integrated projects; and an examination of the possibility of changing the nature of some of our institutions.

It recommends that the present Functional Boards and the Integrated Development Committee become Technical/Professional Advisory Bodies and that the internal managing of UMN, particularly the planning and controlling functions become the accountability of the Functional Secretaries, who will coordinate these activities through the Coordinating Committee. The alternatives are to create a single, integrated Board in addition to the Coordinating Committee, or to create a planning function that would have input into the existing Functional Boards and Integrated Development Committee. These latter routes are not preferred. No change is envisaged in the functional streams within UMN apart from noting the potential to split Economic Development into Industrial and Rural functions, and a division of responsibilities within Health Services.

It recommends clearly discernible tasks at each level within the Organization, with the emphasis on delegation within agreed guidelines. It questions the heavy reliance on overlapping committees. Changes are recommended in present practices within the Executive Committee, Finance Committee, and UMN Board, notably cutting the volume of repetitive detail, so that attention can be given to important issues.

EC

It encourages the Executive Committee to become a managing board and meet more frequently, or to set guidelines and directives, and then delegate to the Executive Director and members of the Coordinating Committee who meet monthly and are in a position to take the action necessary between Executive Committee meetings.

It encourages the delegation of authority to projects so that they may get on with their tasks within agreed guidelines.

Surprisingly few changes to the present UMN Bye-Laws are needed to implement the above recommendations. The general intent is already there, seemingly.

The discussion ends by looking at the critical factor of Project Director turnover. It reflects on associated recruitment needs and desirable management styles.

UMN MANAGEMENT STUDY

RECOMMENDATIONS:

Nature of Organization

Recommend that we do not allow pressure from workloads to turn UMN into a conglomerate Christian Aid Organization; that we concentrate on those tasks that we can do well, in locations of most significance, as part of the total church. meas!!! (Sep.) CAO 2

→ Executive Committee Action: Confirm (or amend) this guideline. ✓

Relationship with the Church

Recommend that we increase attention to the area of cooperation and understanding with the Nepali churches, so that the perceived dichotomy between good works (carried out by UMN) and the church's other activities is removed, and we each see ourselves working as a fellowship whilst remaining organizationally separate. Kotekt  
further  
IC  
seats

Executive Committee Action: Confirm (or amend) this emphasis. — delayed Item 24

Relationship with Government

Recommend that we concentrate on obtaining Agreements for our work, and exercise restraint in placing workers where there is no proper Agreement, in order to avoid the growing potential for a backlash at local or central HMG levels. ✓

Executive Committee Action: Confirm (or amend) this emphasis. ✓

Growth and Expansion

Single mission versus mini-missions. Recommend that UMN remain one mission organization rather than split into three or four mini-missions under the UMN umbrella. ✓ 2

Executive Committee Action: Agree this decision, or give guidance on alternative. 260 post 460 people

Size of UMN. Recommend that the number of expatriates be held at about its present level, or decrease slightly as opportunities permit. (350-450) get!  
max. under

Executive Committee Action: Agree this decision, or give guidance on alternatives. reduced

Types of work. New Institutions/Projects. Recommend that no new medium or large scale institutions or projects be commenced unless we are able to hand over an existing institution or complete an existing project. ✓

Executive Committee Action: Agree (or amend) this decision. very good!

with  
consequent lessening of appn. posts

Aiming of the UMN

if not always stay in Nepal → then "hand over" and how to do.

LTPL → Moving out  
→ Take over by HMG

→ Take out x<sub>0</sub>

Controlling the size of existing Institutions/Projects.

Recommend that the size of institutions/projects be controlled by setting:  
a limit particularly in relation to the

2. Recommend that the size of institutions/projects be -  
1) the desired number of expatriates, particularly in relation to the  
local community and the local church.  
2) the number and nature of activities undertaken.

3) the geographical spread of activities.  
4) Initiatives or projects should not expand solely on the basis of need.

Institutions or projects sno  
(b) - 1 - 69

reduced

4) phase out - definition  
Executive Committee Action: Agree/Disagree in principle. Do you need  
other control parameters? ~~Leave for time to time~~ controlled by overall  
planning

Projects and Teams Recommend that we set up a formal project structure only where the scope of the work warrants this. Otherwise we should use teams of up to five or six posts with a team leader. e.g. Burkhet. Simple, direct administration. <sup>evaluatu</sup>

Executive Committee Action: Agree (Disagree) to delegate this flexibility.

New Locations. Recommend that we explore the possibility of taking up work in two or three new areas of rural Nepal, using small teams of up to five or six people, mainly seconded.  $\rightarrow$  Mixed 4 (Integrated 5)?

• Executive Committee Action: Agree (Disagree) the decision, and give guidance on the latitude we may have in commencing work.

Existing Locations UMN has become largely a city/town based organization located in Kathmandu, Pokhara, Tansen and Butwal. Recommend that we look for ways to reduce this concentration, and where this is not possible, to spread out within these centres.

✓ Executive Committee Action: Approve (or amend) this proposal. ✓

HHS -

Secondments Recommend that we move to seconding experienced people where suitable openings arise. A balance is needed between our institution project work where <sup>new</sup> people can gain experience, and secondments where they will need it.

✓ Executive Committee Action: Agree (Disagree) this direction.

Parry  
Single Sector Approach. Recommend that we move to a single sector approach, based on the thrust of the Agreement for a particular area, rather than attempt to pursue an integrated approach to project activities. A small number of allied activities can be attached to the main activity (by secondment to the project) if desired. Plan activities sequentially rather than attempt many at once. *en pte (hsl)*

Executive Committee Action: Agree (Disagree) this direction.

Changing the nature of existing Institutions Recommend that we continue to investigate the pros and cons of establishing boards (like Patan) for hospitals. The industrial side already has its Companies - when should we let a Company go?

Executive Committee Action: No action required (already agreed).

3 in ein' Abglanz,  
Vier einfach' gelb Ton',  
Fünfdruck' Bock rumpf,  
Sechs weiß' auf' grün',  
Sieben grün' über  
Achsen auf' grün'.

ORGANIZATIONAL MATTERS:

to plan a new project?

there is this done

+ evaluation

Planning Recommend that coordinated, central planning be brought together at the Coordinating Committee level within UMN, rather than be spread across three Functional Boards and the Integrated Development Committee. Recommend that overall parameters on planning should be given to projects within which their annual plans are made. Recommendations on medium and longterm plans received from the projects to be assessed and integrated at the CC level for submission to the Executive Committee for approval and feedback. Annual plans to be monitored rather than dealt with in detail. +EC Centralizing

Executive Committee Action: Recommend this course of action to the UMN Board. Or instruct us to explore ways of making the existing structure work. Or instruct us to look at other alternatives. If so, which? Focus on CC?

Managing Review of the difficulties experienced in attempting Recommend that we do not attempt\* to manage the organization internally by series of inter-related committees and internal boards that meet only twice a year. to EC

Recommend that the Coordinating Committee should be accountable for the internal managing and coordinating function, drawing on participation of each Project Leader for their particular project/activity. Functional Secretaries (Directors?) to be the links with the Projects through the Project Director. \*total/abor linked →Team work

Recommend that the existing Functional Boards be turned into professional/technical advisory bodies\*. Their input on specific topics/problems to be taken into account when drawing up plans. \*Agricultural \*Teach

Recommend that there be direct reporting relationships from the Executive Director to Functional Secretaries to Project Directors; that spans of supervision be limited to a maximum of six to eight people; and that those people should be of a comparable level generally.

Executive Committee Action: As for Planning, above.

Recommend that the size of committees be strictly controlled for useful working, perhaps up to eight to 10 people for wide-ranging committees, less for others. Project meetings should be an important part of our activities.

Executive Committee Action: Approve (or amend) this direction.

Geographical or Functional Control Recommend that we retain functional control of UMN because of the complexity of our work, and because Kathmandu is the preferred communication centre in Nepal. Local area Project Directors / Team Leaders should be retained for local coordination.

Executive Committee Action: No action needed.

There is scope to drop Economic Development and to create Industrial

Development and Rural Development in their own rights. Also, there is scope to split Health Services into line and staff functions, with the further possibility of having a sub-division of line responsibilities into, say, Valley Projects and Outside Valley Projects. Moves in these directions will be dependent upon suitable staff becoming available.

BD  
P

ED.

Executive Committee Action: Delegate authority to implement these proposals when appropriate.

Clearly discernible and different tasks at each level in the Organization. Recommend that the detailed plans for individual projects not be taken up at all levels in the organization, i.e. Project, Functional Board, Executive Committee and UMN Board, as at present. Rather, it is recommended that:

Projects be made responsible for drawing up and implementing annual plans, within the agreed guidelines. (briefly)

The CC level be responsible for initiating and coordinating the UMN-wide planning, as recommended above, and for carrying out under the Executive Director, the day to day managing of the work through the Functional Secretaries and Project Directors / Team Leaders.

The Executive Committee to be the managing ~~board~~ <sup>body</sup> of UMN, responsible for directing the Executive Director and receiving from him recommendations on policy, longterm plans for assessment and approval/redirection, reports on progress achieved, financial matters (and requests for personnel approvals). ~~etc. MBoUW~~

The UMN Board fulfill the role of 'guardians' and 'shareholders' of UMN, electing the Executive Committee and appointing the Executive Director to manage UMN between Board Meetings, setting down guidelines in the form of a Constitution and Bye-Laws, receiving summary reports on progress, ensuring proper financial auditing, and adherence to the Aims and Purposes of UMN. ~~way~~ <sup>the</sup> right to change the Aims and Purposes of UMN should they feel so led. The Executive Committee is responsible for attempting to meet these Aims and Purposes. ✓

Executive Committee Action: Recommend this course of action to the Board. Or advise on ways and alternatives of making the existing structure work more effectively.

The Executive Committee. Recommend that the Executive Committee meet three to four times a year in order to be able to act as the 'managing body' of UMN. The less often it meets, the more it must delegate to the Executive Director and Coordinating Committee which, because it meets monthly, is better placed to get on with the job. \*

Fix agenda  
fix UMN's hr & func  
x as 2. West?

Executive Committee Action: Recommend to UMN Board, or agree alternative course of action.

BB Board members

Recommend that tenure on the Executive Committee be increased from three to four years. ✓

Executive Committee Action: Recommend to UMN Board (or amend or reject).

Recommend that the internal UMN members on the Executive Committee be reduced to the Executive Director, Executive Director's Assistant, the Treasurer + Functional Secretaries and Board Appointee representatives to Personnel Committee

\*CC - add two people from outside (for 4 years)

1 working BA

be co-opted for their areas of responsibility or concern only.

Executive Committee Action: Make recommendations to UMN Board (or amend or reject). *- back to ADMINISTRATION to revise (initially BA representation)*

The Finance Committee Recommend that Finance Committee Meetings continue to precede the Executive Committee; that tenure of membership be increased from 3 - 4 years; and that internal UMN officers be restricted to the Executive Director and Treasurer, Functional Secretaries to be co-opted for their area of responsibility or concern only.

Executive Committee Action: Make recommendations to UMN Board (or amend or reject).

*LP CC*

Planning and Management Committees Recommend that we retain the freedom to institute a form of organization structure at each Project/work location that is appropriate for its needs, rather than impose a set structure.

*having 1 and propose for root levels*

*a set  
of principles*

Executive Committee Action: no action needed.

Changes to UMN Bye-Laws Recommend that the changes set out in Appendix 4 be adopted. There are relatively few alterations necessary. The main change is the move away from semi-independent Boards towards a single coordinated body at CC level.

Executive Committee Action: Recommend (or otherwise) to UMN Board if in agreement with the line of action proposed.

Delegation of Authority to Projects Recommend that Projects be given the latitude to organize and carry out their work within agreed parameters.

These parameters to be:

- 1) Financial
- 2) Number of expatriates assigned
- 3) Number of activities undertaken
- 4) Geographical spread and <sup>and</sup> length of Project.

*Overall policy of mission  
planning*

*get!*

They should be set for each location and agreed along with appropriate reporting, accounting and personnel policy procedures.

Executive Committee Action: Confirm (or amend) this direction.

Project Director Turnover Recommend that we attempt to lift substantially the average tenure of appointment, (presently less than two years) by:

- a) keeping Project workloads within the Project Director's capability.
- b) providing adequate training in supervision, management and in UMN procedures.
- c) simplifying the organizational complexity within Projects.
- d) ~~revising~~ revised furlough timings for Project Directors with Sending Bodies (perhaps two years in the Project plus three months home leave).

*Interleaving*

*2 QH?  
on*

Executive Committee Action: Confirm (or amend) these guidelines. *→ Administration*

Recruitment Recommend that we pray for and look for potential project/institution leaders and Functional Secretaries in the Industrial

*all sectors of UMN*

and Health sectors of UMN. (The senior administrative levels need a choice of post holders in order to build a balanced team.)

Executive Committee Action: Look for these people. ~~→ B1~~

Leadership Style . Recommend that we work specifically at the problems of

- 1) delegation of authority, and
- 2) lack of administrative ability with people, which often affects substantially our people's contribution.

3) ~~for the training all 3A (u/serv)~~

Recommend that we encourage a participatory style within our relationships, rather than rely heavily on a participatory approach through a multiplicity of committees.

Executive Committee Action: Confirm (or amend) this emphasis.

## UMN MANAGEMENT STUDY

### DISCUSSION

#### The Liechty Report

The Liechty Report indicated that there were major areas to be thought of apart from simply considering the organization structure of UMN, so we have included these areas in our thinking where they related primarily to the direction and management of UMN. Specifically these centred around growth and expansion, size of projects, overlapping committees, workloads, and our aims and vision.

First, however, a brief summary of the findings of the Liechty Report.

#### a) Written Questionnaire Responses

The UMN-wide responses expressed a lower level of dissatisfaction than was expected, with the results falling almost entirely with the 'rarely a problem' to 'sometimes a problem' range. The highest, just over the 'sometimes' category at 3.36 was 'Frustration by Nepali language limitations.' (Question 30)

This is an encouraging result; there is much worthwhile work being carried out within UMN. Nevertheless, we must tackle the problem areas if serious consequences are to be avoided.

Other major areas of concern expressed were, in order:

- Overall policy on growth and expansion is not clear (Q. 99)
- UMN growth and expansion seems rapid and uncontrolled (Q. 98)
- Some UMN Projects are too large to be managed effectively (Q. 85)
- Overlapping Committees - same issues come to several committees (Q. 78)
- Inadequate communication with UMN (Q. 18)
- Too much emphasis on work and job related activities (Q. 81)
- Decisions are made without adequate consultation (Q. 71)
- Overworked much of the time (Q. 9)

It can be seen that structure is not the only issue, nor is it the most important.

#### b) Responses from interviews

The area of need most frequently mentioned was that of 'Administrative Issues', namely,

i) Leadership. The need to confront difficult situations. The need for suitable leadership skills. Being seen to be too busy. The need for balanced leadership teams. The shortfall of potential leaders.

ii) Long-range Planning. The need to have time and energy left from day to day tasks to think, organize, dream, or look ahead. The problems that inadequate longrange planning leads to, namely becoming over-extended at Project and Central levels, with many negative consequences. The need to control our growth or face many more negative consequences.

iii) Structure. The present system of committees is seen as cumbersome and unwieldy. The same issues are discussed at too many different levels. The great difficulty of achieving truly integrated Projects. The need to return (?) greater autonomy and authority to Projects.\* Lines of authority and responsibility are not clear. Communication channels need

to be improved.

\* The Management Consultant notes here a variation between commonly voiced perceptions of the decision making processes within UMN and what he observes occurring in PMCs, Functional Boards and the Executive Committee.

iv) Vision and Philosophy A clear vision is seen as being essential for charting the future course of the Mission. Without it, the result will be weakness in planning at all levels.

There were many other areas of concern that were expressed, either in the interview or in the answers to the written questionnaire, and these problems can be looked at sequentially. Some have already been examined and action taken to improve matters.

Other areas of concern covered the Services Provided (ranging from LOP Program to Annual Conference), Personnel Issues, Job and Work related issues, Nepali church issues, Nepalization, Communication, Sending Bodies and Home Congregations, and Integrity issues.

The Liechty Report concludes with observations and recommendations, \* Obviously, we cannot tackle everything at once, and indeed, many of the matters are best worked on at a Project as well as Central level. Language competence, for example.

v) Other Observations

In addition to the summation of views expressed by Board Appointees in the Liechty Report, the Management Consultant raised a number of observations about the functioning of UMN as an organization. They cover:

- the type of organization that UMN seems to be becoming,
- the lack of time available for strengthening important relationships within Nepal,
- the decision making processes within UMN and the difficulties of overall coordination,
- the overall size of UMN and the difficulties of running large institutions/projects, or running integrated projects,
- the shortfall in coordinated, overall planning and the difficulties associated with too heavy dependence on plans originating in Projects,
- the relative absence of 'managing' observed in the PMCs and Functional Boards. The repetitive nature of meetings and the relatively few changes of decisions that occur at various levels from PMC to Executive Committee,
- the difficulty of attempting to use committees/boards which meet infrequently to 'manage' our work. The size of committees,
- the 'gray' areas of lines of authority within the organization,
- the inflexibility of our pattern of operating,
- the high Project Director turnover, (a critical factor)
- the need for targetted recruitment, and
- some reflections on leadership styles.

The issues were discussed in a series of meetings held during August to September, and the outcomes set out below. Participants were Functional Secretaries and Assistant Functional Secretaries. The Management Consultant acted as Convenor.

Project Directors have been briefed on progress at the date of writing

\* Copies will be available at November Executive & Board Meetings.

and encouraged to stimulate discussion among Project staff. Whichever courses of action we adopt, we need to address successfully the above issues.

#### AREAS OF CONCERN

##### Nature of Organization

UMN seems to be in the position of slowly becoming a conglomerate organization - possibly an outcome of the move some years back towards Functional Boards and PMCs. There seems to be a reluctance around committee tables to stem the growth within individual Projects, and this tends to flow through the organization. Curiously, however, there is considerable reluctance to venture into new areas, because of the difficulty of controlling the size of Projects once they start.

Conglomerates have an unhappy history of failure in the long run. So we should perhaps reaffirm what we think we can do well (and these are not an insignificant number of activities), and concentrate on these tasks. It seems to be unwise to try to do so much at once at each location. The impact is felt not only in the Projects but also in the many strains placed on Headquarters and other support staff. Most of our people look tired.

In addition, we do not have the management skills necessary to run a conglomerate organization. If we continue on the present path of adding activities, without adequately managing them, UMN will slowly strangle itself in frustration and overwork.

Much time is consumed with internal activities, and we are unable to devote sufficient time to the important external relationships with those that follow next:

##### Relationship with the Church

This is discussed in Appx. 1, par. 3. No further comment seems necessary here. *R. Clark*

##### Relationship with Government

This is discussed in Appx. 2, par. 1. *R. Clark*

##### Growth and Expansion: Single Mission versus Mini-Missions

This is discussed in Appx. 1, par. 2 and 6. The feeling was quite strong against creating mini-missions within the UMN umbrella.

##### Size of UMN

Three possibilities were considered:

a) Growing to 6-700 expatriates, which could happen easily if we filled all our vacant posts and realized all our written and envisaged longterm plans.

b) Keeping about the same size, ie. 260 posts for expatriates and approximately 420 expatriates overall.

c) Reducing our numbers of expatriates.

It was felt unwise at this stage to expand beyond our present level. To do so would only compound our existing difficulties. Options b) or c) were favoured, with option b) probably being the practical course of action at this point of time, until new policies start to take effect. We were not adverse to growing in the field of secondments, should this prove practical, nor to re-deploying staff where this would enable us to move into new areas. The matter is further discussed in Appx. 1, par. 1 and 2.

### New Major Projects/Institutions

In view of the discussion above on overall size, and the difficulties observed in running large Projects/Institutions, we were reluctant to advise taking on new medium or large scale institutions or projects at this stage, unless resources could be deployed from elsewhere?

The difficulty of finding and maintaining continuity of suitably experienced administrators for our large operations was noted. Generally, people feel more comfortable in our smaller operations.

### Controlling the Size of existing Institutions/Projects

This is discussed in Appx. 1, par. 4.

It is not so much the work of small groups of people that imposes a strain on UMN as such as the management of our larger Projects.

### Projects and Teams

We would like the freedom to look at the needs of a particular area and then set up the form of organizational structure that is suitable to meet those needs in the simplest manner. Only where the size and complexity of Projects require a formal organizational structure, with committees, should we implement this.

Teams up to, say 6 posts, coordinated by a team leader, can work effectively, as a group, combining skills across a number of professions, often in seconded positions. Teams may also be used within projects to simplify administration.

### New Locations

See par. 4 of Appx. 1.

We want to retain vision for reaching out into the rural areas of Nepal. In particular, we would like to look for centres that are focal points on trade routes as well as having local potential. The size of the work to be controlled by the team size and number of activities undertaken. We should not forget an expanding Terai town as a possibility, either.

### Existing Locations

Appx. 1, par. 2 and 3, discuss the fact that we are becoming largely a city/town based organization centering around Kathmandu, Pokhara, Tansen and Butwal. Our ratio of consultants/advisors to project people is rising. Put another way, our 'staff' functions are growing faster than our 'line' functions. We question the wisdom of this trend long term.

### Secondments

See par. 4 of Appx. 2.

### Single Sector Approach

The move towards integrated 'projects' has brought unresolved difficulties. We have not been able to obtain satisfactory agreements with the relevant HMG Ministries for integrated projects. Also, we are short on suitably qualified Project Directors generally; directors capable of handling integrated activities well are in even shorter supply.

Vorwärts Vorgehn: Wofür kann wir - agreement beehow.

Nachwärts Vorgehn: Wir braucht die Regeln, wir können wir leisten (u.u. Fairness) method plan  
wir und wofür beehow wir  
agreement (changing) ahead of time and agree

Therefore we question the wisdom of attempting to pursue the concept at this stage.

Our work, and our possibility of obtaining agreements, seems to be better suited to a single sector approach, based around the agreement. A limited number of allied activities can be attached, perhaps by secondment to the project, if the wording of the agreement allows this.

Again, we would prefer to tackle small groups of activities sequentially rather than attempt many at once, which so often seems to happen. The overall workloads must be manageable.

The concept of a wider approach is still open to UMN, but implementation would depend upon obtaining a suitable agreement and experienced leadership.

#### Changing the nature of existing Institutions

Should our hospitals be handed over to Boards, etc.?

There are some significant issues to be weighed up here, namely: standards of operation, perceived impact on the community, opportunities for witness, etc., as well as considering the aspects of divesting ourselves of ongoing responsibilities for a particular work. The matter is discussed in par. 5 of Appx. 1.

#### Planning

There is difficulty in achieving integrated planning within UMN where the process is split among three Functional Boards (and the Integrated Development Committee which feeds into the Functional Boards).

If we were to opt for three mini-missions then the concept of Functional Boards would be more appealing than at present. But there is a strongly expressed (and observed) need to increase emphasis on overall, coordinated planning within UMN.

We think that a specific segment of the organization should be made responsible for initiating overall planning; perhaps the most appropriate level would appear to be the Coordinating Committee level. This is where our people with the widest grasp of issues tend to be located. It would be helpful for this level to provide guidelines for planning within which Projects can organize and develop their local activities.

Difficulties arise when plans are initiated in Projects and then have to be changed so that they can be coped with on a Mission-wide basis.

It may be helpful to establish a post or a small committee of people who are charged with the responsibility of initiating and updating overall planning, based on feed-back from the UMN Board and Executive Committee, as well as the Projects.

The sequence and timing of meetings needs to be looked at. Presently PMCs are followed by Functional Boards, and then by the Finance Committee and Executive Committee, twice per year. The close succession of meetings does not encourage sound planning. Committee members are reluctant to change these plans if it means a delay of six, and sometimes 12 months, of

work  
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implementation. Rather, it is better to have plans submitted to a committee or board that meets monthly, and is in a position to review revised plans at subsequent meetings if it proves necessary. Those plans may then be brought together into a coordinated, feasible, overall plan that can be presented to the Executive Committee.

Really? Looking at the workloads involved, it does seem possible for the Coordinating Committee (or equivalent) to cope with the Project plans, providing they are scheduled sequentially. The plans would be combined into overall submissions for passing to the Executive Committee as at present.

Another question arises - what should be the composition of this committee? Should we set up an integrated Board in addition to the Coordinating Committee? In each case the core of members would be the same. But their duties would have to be clearly differentiated.

Noting the difficulties and disruption to work caused by travel in Nepal, the burden of attending a monthly meeting (which we believe is desirable) needs to be taken into consideration. We need to think about the number of meetings people can go to, and the workload associated with keeping well informed so that ones contribution is at the appropriate level (and adds to the quality of the decision making rather than detracts from it).

It is also important to have continuity of membership as well as competence, if we are to achieve sound internal decision making. Continuity on committees (at all levels) is one of our major problems. Our work suffers as a result of frequently changing ideas, associated with the turnover of people.

Summing up the situation, perhaps it is preferable to use the Coordinating Committee for the purpose that seems intended, i.e., a committee that coordinates across the Mission. Project Directors and other representatives could be invited to attend those segments that involve them and their work, and so participate directly. The Executive Committee and the Executive Director would need to assure themselves that the opinions of Project staff were being heard where there was divergence of opinion on significant issues.

#### Managing

The multiplicity of internal committees is also making the organization slow in responding to new needs and ideas, or in tackling problems. Good decisions are not reached fast enough and much time is consumed that could be better spent elsewhere. In principle, we think that HMN administration should be as simple as possible in order to enable us to get on with our daily work, and then to be able to spend time with Nepalis, family, etc., depending upon our calling.

The existing internal Boards carry out some of the planning and reporting processes needed to run the organization, but very little is observed of the managing process in these committees, i.e., the matching of the variety of tasks we attempt with the resources available (particularly people) necessary to see those activities through to successful completion. This applies particularly to the supervisory/management loads we place on Functional Secretaries

and Project Directors, who are left with the unenviable task of trying to make things work. The Executive Director has had up to 15 people reporting directly to him, ranging across hostesses, to Functional Secretaries, and the Treasurer. This is bad practice for an organization of this size and complexity. A similar observation applies to the individual activities within Projects.

Generally speaking, workloads are unevenly distributed across UMN - a characteristic of organizations where insufficient time is available for proper supervision and management.

PNCs and Boards that meet only twice a year cannot really effectively 'manage' or 'direct' activities. They are more in the nature of legislative bodies. A monthly meeting would probably be necessary if they are truly to carry out these functions. One observes that the Coordinating Committee is the only body of this nature that meets monthly; many internal decisions tend to end up here - for obvious reasons.

The day to day running of UMN in fact seems to flow from the Executive Director discussions in the Coordinating Committee to Functional Secretaries to Project Directors to Section Heads, and vice versa, despite what may be written about PNCs and Functional Boards. These committees tend to function more as forums on particular topics or on matters of irritation, rather than setting about the business of truly managing functions or projects. It is noted, however, that when they act as professional/technical advisory forums, then the quality of contribution is significant, and perhaps we should use them in this way. Management and accountability are not their strong points.

One often hears the question, "Who has the authority to decide this matter?" We need to be able to give definite answers to these questions. At present there is a 'gray' area of accountability between Functional Board and the Functional Secretary; between PNCs and the Project Director. Post-holders chart their way through these partial vacuums with varying degrees of success (and diversity!). Also, gray areas arise where matters pass through various committees (e.g. Forestry, etc.), advisory groups (e.g. Dental), Functional Boards, IDC, IDPMC. Who really has the say? It is not clear to the participants.

We would prefer to see clear reporting relationships, from the Executive Director to the Functional Secretaries, who form a coordinating group for both planning and management activities as well as administrative matters, and then from Functional Secretaries to Project Directors to Section Heads.

Spans of control should not exceed a maximum of 6 - 8 people, and those supervised should be of approximately comparable level.

Generally, most committees seem too large for useful working. They are difficult to direct and tend to wander from the main issues under discussion. The process of decision making becomes very slow indeed. Their size needs to be trimmed, up to 8 - 10 people for a wide-ranging committee, less for others.

Turnover of committee/board members has been mentioned as a problem, affecting the continuity of direction, and often resulting in a 'reinventing of the wheel.' If we wish to attempt to manage UMN through committees and boards, then we must mount an ongoing educational program of substantial proportions to train people in their duties and responsibilities. Otherwise we will get poor returns from the quality and the time and effort consumed.

One of the options open to us is to continue to attempt to run UMN internally through the existing series of committees/boards, and put the effort into making them work. One should not under-estimate the size of the task. On the other hand, there are many worthwhile things to work on, arising out of the Liechty Report, for the limited manpower we have available.

#### Geographical or Functional Control

It does not seem reasonable to have regional area directors because of the complexity of the streams of work in which we are engaged. For example, a geographical area could be Tansen and Butwal, but the area superintendent would need to be conversant with the operations of quite a complex hospital, a diverse CHP, and the Company setup at Butwal. This is a tall order. It is probably better to keep like-minded functions together because of the interchange of skills required to run them.

On the other hand, more remote areas would rely heavily on the coordination provided by an Area Project Director, such as at Jumla, Okhaldhunga, Surkhet. Therefore, it seems best to retain the functional structure overall, but rely on geographically located Project Directors for the more remote areas, attached to a particular function.

In the larger functions of Economic Development and Health Services, there is scope for subdivision of responsibilities. Initially, in the Economic Development sector there has been a division into Industrial and Rural parts; these in turn could become complete units by themselves. In the Health Services sector we could contemplate now a division into line and staff responsibilities, as well as splitting the line responsibilities along the lines of Valley Projects / Out of Valley Projects, or Large Institutions / Small Institutions, and allied activities. Such moves would be dependent upon suitable post-holders becoming available. At present, one is left with the distinct feeling that we ask too much of these Functional Secretaries.

#### Clearly discernible and different tasks at each level in the organization

Little change in decisions is noted as the present planning and managing detail moves from PMC to Functional Board to Executive Committee, and even to the UMN Board. It is not desirable to repeat activities at different stages of administration. Therefore, each level of the organization would benefit from having clearly discernible (and different!) tasks to carry out concerning the running of UMN as a whole.

We would like to see Projects made responsible for drawing up and implementing Annual Plans (within agreed guidelines), the necessary authority delegated, and then see them allowed to get on with the job.

We would like to see the Coordinating Committee level be made responsible for initiating and coordinating UMN-wide planning, as set out above, and then carry out (under the Executive Director) the day to day managing of the work through the Functional Secretaries and Project Directors / Team Leaders.

We would like to see the Executive Committee become the managing board of UMN, responsible for directing the Executive Director and receiving from him recommendations on policy, medium and longterm plans for assessment and approval/redirection, reports on the progress achieved. They would also cover financial matters and personnel matters. Can add  
over this

We would like to see the UMN Board fulfill the role of 'guardians' and 'shareholders' of UMN, electing the Committee and appointing the Executive Director to manage between Board meetings, setting down guidelines in the form of a Constitution and Bye-Laws, receiving reports on progress, ensuring proper financial auditing, and ensuring UMN adheres to the Aims and Purposes set down. It is of course the right and duty of the UMN Board through the Executive Committee to change the Aims and Purposes of UMN, should they feel so led. The Executive Committee is then responsible for seeing that UMN works within the agreed Aims and Purposes.

The above proposals aim to simplify the complexity of running UMN and to provide direction and control. Also, they aim to free up the Projects to get on with their respective tasks as easily as possible.

#### The Executive Committee

Many difficulties arise when the 'managing board' of an organization meets only once or twice a year. In such circumstances it can really only perform well as a legislative body. No organization will function well if detailed management decisions can only be taken every six months or so.

Therefore, we are faced with a decision here: if the Executive Committee wishes to be a managing body then it really should meet more than twice a year. Preferably it should meet four times a year at least, but could probably get away with three times a year as an interim measure. If it wishes to meet only twice a year then it should concentrate on providing guidelines within which the officers of UMN can manage the organization.

To be really effective, such a body should meet monthly, but this is obviously impractical in the case of Nepal. Therefore, some compromise seems to be necessary. For example, Sending Bodies and candidates alike, as well as receiving Functions, would find their work much easier if recruitment approvals were able to proceed progressively throughout the year rather than in six-monthly 'lumps.'

UMN is a complex organization and it seems unreasonable to ask Executive Committee members to gain familiarity with its ways of operating, and the environment in which it operates, and to contribute effectively within a three-year span. The Executive Director and the Functional Secretaries would be much better supported if Executive Committee members would be able to serve for four years. This would likely lead to greater responsiveness within the organization than at

present - because there would be increased rapport and understanding between the offices of UMN and the members of the Executive Committee.

The composition of the Executive Committee seems to be approximately equally weighted between internal UMN officers and the members elected by the UMN Board. This seems to give an undue importance to UMN internal officers and the Board Appointees representatives. Perhaps we could consider having only the Executive Director, the Executive Director's Assistant (when appointed) and the Treasurer as fulltime members of the Executive Committee. Functional Secretaries and Board Appointees representatives could be co-opted for their areas of responsibility or concern only. We would also like to explore the possibility of a senior Nepali representative. HMG Representative

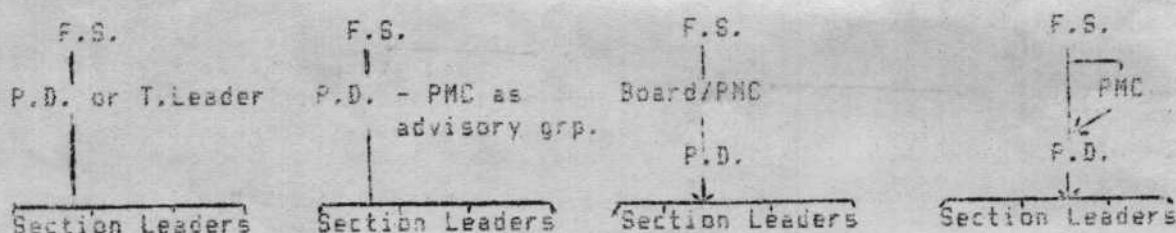
#### The Finance Committee

A similar approach to that outlined above for the Executive Committee is recommended for the Finance Committee, namely that meetings precede the Executive Committee meeting, tenure of membership be changed from 3 to four years, and internal membership be restricted to the Executive Director and the Treasurer. Other internal UMN members to be co-opted as needed.

#### Planning and Management Committees

There are various options available to us in the administration of projects at a project level and we would like the freedom to explore with each Project that type of organizational structure which is most appropriate to its size, complexity and needs of those working there.

There are four basic options, set out below:



At present we operate variations of all four systems! Some are more appropriate to one situation than another.

#### Changes to UMN Bye-Laws

If the recommendations are agreed, then the changes set out in Appendix 4 should be adopted at the coming UMN Board Meeting. It is worth noting that relatively few alterations to the UMN Bye-Laws seem to be necessary to implement the above proposals; perhaps the general intent behind the original framing of the Constitution and Bye-Laws might have been similar, apart from the move away from semi-independent Functional Boards to a single coordinated body at CC level. In looking at past records, also, it is evident that the continuing need for Functional Boards was questioned once satisfactory levels of Project management had been achieved.

#### Delegation of authority to Projects

On the basis that it is best to leave people to work out how the task is to be done once the task itself has been agreed on, we wish to recommend that Projects be given the latitude to organize and carry out their work within agreed parameters. These parameters are:

- 1) Financial - in order to meet the Treasurer's requirements, and those of Funding agencies.
- 2) Number of expatriates assigned - already discussed.
- 3) Number of activities undertaken - already discussed.
- 4) Geographical spread of the project's activities - in order to limit demand.
- 5) Length of project.

These should be set for each location and agreed along with appropriate reporting, accounting and personnel procedures. //

#### Project Director Turnover

There is an uncomfortably high turnover of Project Directors - the average tenure is now less than two years. Stability here is a key factor to worthwhile contribution by staff in Projects, both Nepali and expatriate, because changes in leadership tend to bring disruptive changes in direction. The implications for successfully training and encouraging Nepali leadership are obvious, and the effect on expatriates is also serious. Project Directors carry heavy workloads, often beyond their capacity, and this needs to be monitored. On occasion this means that we will have to scale down the size of a project to suit the capacity of the person in charge.

Then, it would be wise to look at the complexity of the systems set up internally within the Project. Project Directors tend to be involved in Project meetings, Project Advisory groups, PNCs, as well as the normal supervisory meetings with Section Heads. Within the Project there are usually other committees as well (Building, Area Services, etc. etc.). Then, at the internal Board level there is the Functional Board, RDC, IOPMC, or equivalent. We ask too much of our relatively inexperienced Directors.

Generally, Project Directors lack training in supervisory/management practices and in UMN administrative procedures, and we need to take steps to equip them so that they have a chance of survival.

Comment has already been made on the heavy workload that is carried by Functional Secretaries. They too have a heavy committee workload, and need to be freed up in order to have time to think, reflect, and spend time listening to people.

Perhaps an examination of furlough patterns might be helpful in reducing the potential turnover of Project Directors. Many would be more comfortable with a two-year term followed by a three-months furlough (approx.), if this would be acceptable to Sending Bodies and Home Churches. Here in Nepal, it would go some way towards easing the shuffling of staff necessary to maintain continuity of manning.

### Recruitment

UMN is short of numbers of suitably experienced professional people to fill the posts of Assistant Functional Secretaries and Functional Secretaries in the Health Services and Industrial Development sectors. There is little opportunity to build the balanced team of skills necessary for running an organization well unless we have a choice. No one of us is perfect!

### Leadership Style

There are problems with leadership styles at various levels within the organization. These are evident in two areas, mostly.

- > 1) delegation.
- > 2) supervising and managing staff, in a manner that secures their cooperation. A number of our people are frustrated or suffering hurts and we believe a number have left because of difficulties in these areas of relationships. Perhaps some of us tend to be individualists and, as such, working in a medium sized organization does not come easily or naturally. The skills need to be developed.

Our work loads at various levels within the organization must be such as to allow time for listening to people, discussing ideas, and receiving adequate feed-back. It would pay dividends to encourage a participatory style within our relationships, rather than rely heavily on a participatory approach through a multiplicity of committees.

We must have time at senior levels to get around and see our people.

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<u>UMN MANAGEMENT STUDY</u>	<u>APPENDICES</u>	<u>PAGE</u>
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UMN Structure and Implications

## 1. What is the UMN?

We are a Christian mission working in what is often called wholistic ministry. We are part of the total church and we seek to minister to the total needs of people. One valid principle for effective missionwork is to keep it on a small scale wherever possible. I suggest therefore that we should consciously try to limit both our overall size and also the size of individual projects. There are perhaps two ways of doing that. One is simply to set a ceiling on the number of posts and only recruit up to that number. The snag with this is that there still is likely to be a high turnover of staff and the process of recruitment to replace these is intensive. If, on the other hand, we can use people efficiently and keep them here on a longterm basis then we can both limit our overall size and also reduce some of the pressure of replacement. At what point should we consciously reduce the number of short term people in the expectation that we would use ourselves more efficiently by finding longterm people and preparing them well for the job? Definition

## 2. Where should we be working?

The relatively high concentration of UMN expatriate personnel in Butwal, Tansen, Pokhara, and Kathmandu would seem to have the potential for being counter productive in our aim of strengthening the church in its total ministry. We are in danger of swamping the church, and in our effort to avoid swamping the church we have tended to withdraw from the church. We should therefore look carefully at the number of posts that we allow to be created in these centres. This speaks of the possibility of keeping some sort of central administrative control over planning and not allowing either local uncontrolled growth or the possibility of dividing up into autonomous smaller missions which themselves will tend to grow. It is difficult to say what is the optimum number for any organization, but I believe from experience that organizations do have an optimum number and that beyond that number growth only produces stress and the most effective solution is to divide. Having divided, each smaller part will tend to grow. For church growth this is an ideal pattern. But perhaps for missions different objectives should be applied, consciously resisting the temptation to grow. This does not mean that there is no work to be done for expatriates. only church?

There is a huge need for Christian mission in Nepal. But if an influx of expatriate people seeking to meet this huge need is in fact going to stifle local growth and initiative of the church then perhaps we should limit our objectives, recognizing that God may have a longer time scale and a different criteria for judging success than we do. nice Christians by Jules

## 3. Relationship to the Church.

It is no longer as easy as it used to be to say that UMN has no organizational link with the church and that activities are strictly as individual members. Yet I do feel that that is still the right position to be in. I fear that more organizational linkage with the church would be detrimental to the church in the longterm from a number of viewpoints. why?

I do not think we should be seen as financially assisting the church, nor do I think that Western involvement on an official level will strengthen the church either in the eyes of the Government nor in its own leadership. However, there is an issue here. Earlier I suggested that we are involved in wholistic ministry as a part of the total church. But the church does not see us in that role. There is a dichotomy between evangelism (carried out by the church), and good works (carried out by the UMN). We need to remove that dichotomy and see ourselves as working in fellowship. The work of the UMN both individually and organizationally should be seen as one part of the ministry of the church of Nepal. The work of evangelism, although mainly carried out by Nepali brothers and sisters, is also a part of the total ministry of the church in Nepal. I would like to see more informal meetings with church leaders to explore this whole area of cooperation and understanding, but such meetings must be bound by the constraints that we already have, namely that neither by agreement nor desire should the UMN be seen as playing a major organizational role in the life of the Church.

#### 4. How do we control growth?

There are three areas in which growth may occur.

- i) In size as we add more people to work more effectively and as the demands of the work of an institution or a project grow.
- ii) Growth into new areas by request of local people.
- iii) Growth in new types of work as individuals or mission leaders gain a vision for an area where there is need and where Christians can minister.

This question relates to the second question concerning our location in Nepal. I would suggest that there be some action at CC level to suggest a maximum number of posts in the main areas. New work in those areas would then only be initiated as expatriates could be freed from existing work. While it may seem a very arbitrary decision to say that we cannot undertake a new work because we are not allowed to place more people there, in the long term if this causes us to divert people from existing work which could either be handed over to Nepali leadership (hopefully Christian) or could be phased out, then this would surely be healthy. These more established main centres would then be potential training grounds for new workers enabling those of experience and those who are truly called by God to move into the more remote and more needy areas for service. I see less need to place arbitrary control on growth into new areas as long as it generally be not into institutional growth but through secondment to local Government or NGO agencies/infrastructure. We should avoid starting new work which has institutional implications or which will have in the future an increasing demand on UMN resources or personnel or finance. To begin such work opens the gate for growth which is probably undesirable.

#### 5. Should we copy the companies for our institutions?

Is it possible to see most of our present institutions developing into joint board management with the potential for becoming truly locally run?

This is an area perhaps where each of our institutional programmes needs to be examined to see if it is a possibility. If so, it would give us some potential for reducing our status as a fairly large employing agency and enable us to put our resources into work which has the potential for continuing even after UMN leaves. // *Jack*

6. Should we divide into smaller missions? I have already suggested that I would foresee the possibility of each of these small missions in turn growing and thus the end result be worse than the first. It would make coordination on a geographical basis much less easy to achieve. I suggest that it is preferable to make our present group manageable rather than applying the short term remedy of making UMN into three or four smaller missions. 2

Richard Clark  
7.8.1986.

Subject: Some thoughts at the time of leaving (temporarily?) UMN, further to my contribution to the Structure Committee

I would like to be able to give more time to preparing these thoughts, in the hope that some of the things I have learnt may be useful to others, realising that you will need to sift these thoughts and only take out what is useful to you. Some of these thoughts may be only specific to my type of work and way of working, where as others may be more generally applicable. You must decide which is which.

1. Our way of working in Nepal. Firstly, I believe we need agreements. I think that we have gone too far in all of our areas in placing workers where there is no proper agreement. I detect, certainly within the education sector, that there may be some backlash against this, and a desire on the part of the government to have much more formality in our agreement system which might even specify the posts that we are allowed. In some ways I think this might be a good thing if we can get through the process, for it is actually a very good way to control growth. I think we should also have some sort of agreement, though it may not be so formal with the Foreign Ministry concerning the nature of our Headquarters.

2. We need Project Directors. I would like to see us recruiting specifically those with administrative skills with a view to them becoming Project Directors. This is one of our areas of weakness, and it in turn places greater strain on the Functional Secretaries who at present have the responsibility of filling in where Project Directors are not able to cope with the administrative load. That inability to cope may be because of inexperience, because of absence on furlough, or because of constant change of Director.

3. I would like to see us being clearer about job assignments before people come where this is possible. Where it is not possible people should be told that we have a choice of the following and we cannot at this stage say which assignment will be given. The whole assignment process is of the utmost importance and should be one of our major concerns here in Headquarters, trusting that the Project administration is done by the Project Directors. The role of the Functional Secretaries might be more important in this area particularly if there is a reformation of our administrative structure.

4. I still believe that secondment to other government programmes, or non-government programmes, is our best way forward. I think that it sits more easily with our ethos, and uses our resources more efficiently. Wherever we can work by secondment to an infrastructure that already exists it will greatly release the pressure on our own structures. But there are constraints on this process, among which are two important ones. Firstly there is the fact that we already have certain Projects which will be very difficult to hand over. I think we should not be embarrassed about those but try to run them as efficiently as possible and continue to work towards joint management with whichever Nepali institution is relevant. Secondly is the fact that we can only second people to some existing infrastructure or project. Where such infrastructure does not exist, it may be necessary to set up our own but this should only be done in the context of an agreement to do so with government.

5. Location. I think we need to control the numbers in cities - Butwal, Tansen, Pokhara, Kathmandu, for the sake of the churches there. We should not only try to control the number of UMN appointees in Kathmandu but also find some way of encouraging them to spread from the present concentration in Lalitpur. I have seen this beginning in recent months and am very happy about that and hope that it continues.

6. Language Study. This is essential and yet a problem. How can we get our people better equipped with tools of language? No matter how much we revise or study the policy there is going to be a gap between policy and implementation. One way to improve the situation which will also have significant bonus elsewhere might be to create a policy (which will have to be flexible) of trying to get Headquarters staff preferably located initially outside Kathmandu and then later brought in, and if this is not possible then at least rotated for periods. There is no doubt that those who work outside the city have better working Nepali than those who work inside. My own ability to speak Nepali has noticeably worsened since we came to Kathmandu in 1979. This is a generalisation of course, but is largely true I believe. I recognise that the answer is not easy to achieve. There may be cases where it is practical to rotate, for instance, a Business Manager at Headquarters with a Business Manager in a Project. There are other occasions when schooling for children, insecurity through many moves, and other similar factors dictate against such a rotation. It may be possible to bring a Project Director temporarily into Kathmandu to act as an Assistant Functional Secretary. There is a lot to be said for sharing such experiences both from the point of view of training for future leadership and also from the point of view of giving others a taste of what it is like to be in the "hot seat". This would be much easier to achieve if there could be a longer term commitment of Board Appointees and if furloughs did not (as is their want) get in the way.

7. It is interesting that the Jumla agreement which is based on the work of an institution, Karnali Technical School, has been the means of obtaining agreements for a wider variety of work in Jumla. This is due to the vision of Larry Asher and those who worked with him in planning in seeing that the school itself could be a base for various sorts of community development work. This will not necessarily be repeatable everywhere, but it is worth looking at whenever any sort of new work is begun.

8. Whenever one looks back and thinks of ways in which we might have worked better or more effectively, and puts that in writing, as I have tried to do in this and my other document for this Sub-committee, there is always the danger that it can appear to be over-critical and quite likely to be unrealistic when realities are faced.

I accept that that may be true for these comments, and I want to end on a different note all together. We both thank God from the bottom of our hearts for the 14 years that we have been given so far in Nepal, and we do hope that if it is the will of God we will be able to return at a later date. We believe in what the UMN stands for and what it has been doing. Yes, there are faults and there are problems, and these lie often as much within us as individuals as within the structure. But God has used it and God is continuing to use it. Let us not become selfcritical to the extent that we stunt our effectiveness for God. Whenever we are criticized by others, wherever we are tempted to give up, I believe we should look to God who has led us thus far and who continues to lead us and to trust in His working through us.

UMN STRUCTURES - A Preliminary Discussion Paper

This paper first of all gives an overview of some observations about the present structure and then presents some proposals for ways ahead in the future. These proposals are supported by comments and charts.

1. Present Observations

## a) Present levels of administration.

There are presently five layers of administration, namely,

- i) Board of Directors
- ii) Executive/Finance Committees
- iii) Coordinating Committee
- iv) Functional Boards
- v) Planning Management Committees

This is a rather heavy layered structure and one of the causes of concern is the possibility of matters arising in the PMC going through most, if not all, layers of the structure. This it seems is rather unnecessary. This tends to form a bureaucracy which, rather than helping, can become burdensome.

b) Role of PMCs. The purpose of PMCs was in order to seek a more decentralized form of administration whereby people in the Projects would have better opportunity to be involved in the actual planning and management of Projects. One of the areas of concern with PMCs is the growth in size of some of these to the point where they are losing most of their powers of actual planning and have become a forum for all kinds of matters to do not only with the Project, but sometimes of more mission-wide matters. Because of this growth its main basic function is tending to be lost. In the last set of PMCs there were as many as 270 work days utilized by people attending. One PMC had 25 people attending for two days. Another, in which there are two people in the Project, ten people were involved in the PMC.

c) Role of Functional Boards. Presently there are three Functional Boards: Health, Education, Economic Development. There have been many suggestions of the possibility of a fourth Functional Board in which probably the simplest way would be division of Economic Development Board into Industrial Development and Rural Development. This is not foreseen as an immediate change, but it is something that could be an open question for the future. However, again, the matter of size and function needs to be strongly considered. There is a tendency for these to grow in numbers whereby they become not policy making Boards subject to the Executive Committee, but rather a forum for discussion over a wide area of concern. In this last round of meetings, in the three Functional Boards plus the Integrated Development Committee, a further almost 200 working days were involved.

d) Role of IDC. The purpose of IDC is to give some form of integration in work situations which cross functional lines, and where a number of functions are found under one project. This committee is to bring these project representatives together to look at their particular problems. Perhaps as long as we have the three Functional Boards operating independently there is some measure of justification for this. However, I have a feeling that not too much is added through this particular committee, over and above what is done, or could be done, at the Functional Board level.

e) Role of Functional Secretaries. I believe that there is a major weakness in this area inasmuch as these officers are called secretaries and the concept seems to be not much more than a secretarial or serving role to their particular board. In this they function in two areas; in staff relationships as well as in carrying the outworking of overall Functional Board matters. I think there is need to discover a more realistic approach to their work in terms of real executive power and responsibility within their function. At the moment they are, mostly, a secretary to their Functional Board. Should they not be acting the year round as executive offices of their particular functional area?

f) Role of Project Director. One of our difficulties in this area is in the matter of frequent changes. It also means taking people out of professional roles, for which they were trained, and giving them areas of administrative responsibility which do not always come easily to them. Because of frequent changes that we have had in the past, it is sometimes an area of weakness that we do not have the kind of Project Director who naturally takes to this role. There have been moves made to seek some form of training in this area.

## 2. Future possible ways ahead

A) First proposal This Proposal was received in a paper prepared by one of our senior members.

- i) Proposal - "I would suggest that we should remove the Executive Committee. Instead, Functional Boards should become Executive Committees with the same authority within their respective fields as the Executive Committee now holds. They should be made up of voting members, who are not UMN Board Appointees, coming from outside, appointed by the UMN Board. Membership should be smaller than in the present Executive Committee... etc." ~~who's gonna do?~~
- ii) Weaknesses in this proposal - It could lead to fragmentation of the Mission. Again, it is possible that the integrated aspect of our work could be lost, or at least become confused.
- iii) The possibility of dividing Economic Development work into ID/RD was expressed.

B) Second proposal To leave the structure rather as it is but to find ways and means of improving it.

- i) A limiting of numbers in Functional Boards and PMCs to make them workable groups.
- ii) Give executive powers to Functional Secretaries to operate in their functional areas and thereby eliminate some of the work needed to be done in the Boards.
- iii) Strengthen and clarify the responsibilities of PMCs and FBs.
- iv) Possibly give consideration to the fourth FB by dividing Economic Development, as suggested above.

C) Third Proposal It is interesting that having thought through the possibility of this line of action for some time, I discovered that it had been suggested back in 1982 at the time of the introduction of the PMCs.

- i) Drastically cut down the members of PMCs when necessary. Perhaps 10 should be a maximum for larger Projects.

- ii) Limit the number of PMCs where possible.
- iii) Increase the executive powers and authority to Functional Secretaries and possibly consider the fourth function for RD.
- iv) Disband the Functional Board concept.
- v) Set up in its place an administrative or integrated board or committee. This would be a group of about 12 - 15 members who would meet at regular times during the year. It would cover the work now being done by both the FBs and the IDC.

3. a) In each of these above proposals it is considered the Coordinating Committee should continue its regular meetings.

b) In Proposal C) the AC or IC (AB or IB) would meet perhaps three times a year, or more if felt necessary - e.g. February, June, October.

c) Consideration could be given for a day set aside at Annual Conference, either before or after, at which Functional Board members could meet together in up to a day-long forum to express areas of felt need and to make recommendations. Spouses are welcome.

d) The present practice of Project/Function responsibility should be followed that the main emphasis of the Project should determine the responsible Functional Board. This would mean total administrative responsibility as well as content of activities. Technical input would be provided by appropriate functions to assist in the fulfilling of the prescribed objectives, relating to other areas of work.

4. Membership of the above boards and committees. This is giving mere numbers without details of actual membership.

- a) CC - this should remain as it is.
- b) FB (as in 2nd Proposal) - these should not exceed between 12 - 15.
- c) Administrative/Integrated Committee - this should be a group of about 12 people.
- d) PMCs - probably 7 - 10 people.

J. H. Barclay  
April 1986

AMENDMENTS TO BYE-LAWS

This set of proposals forms a package that is internally consistent to the best of our knowledge.

The package does the following:

- a) Redefines Functional Boards as Professional review bodies.
- b) Assigns administrative duties previously held by Functional Boards to an expanded Coordinating Committee.
- c) Makes the necessary editorial changes to other sections to bring them into line with the new FB and CC duties and adds a section, 'Project Management', and clarifies the approval of and responsibility for plans.
- d) In addition it suggests Senior Nepali staff be accorded the same right of consultation and representation that already belongs to their Board Appointee colleagues.

NB. The above changes concern organizational matters only. Other changes were already distributed.

SUMMARY OF PROPOSED CHANGES TO UMN CONSTITUTION AND BYE-LAWS

CONSTITUTION

Const. & Bye-Laws  
Page 1.

I. Foundation	no change
II. Purpose	no change
III. Basis of Faith	no change
IV. Member Bodies	no change
V. Organization	no change
VI. Finance	no change
VII. Amendments	no change

BYE-LAWS

I. Application for membership	no change
II. Basis of representation on Board of Directors	no change
III. The Board of Directors	no change
IV. Proceedings	no change
V. Election, appointment and length of term of officers	editorial changes and in- clusion of Senior Nepali Staff in consultations.
VI. Executive Committee	change in term 3 - 4 years and editorial changes.
VII. Duties of Officers, Board Appointees' Representatives and others.	additions to bring into line with actual practice.
D. TREASURER	editorial changes to make con- sistent with changes below.
E. FUNCTIONAL SECRETARY	editorial changes to make consistent with changes below. Proposal to give same to Senior Nepali Staff.
F. BOARD APPOINTEES REPRESENT- ATIVE TO FUNCTIONAL BOARD	editorial changes to make consistent with changes below. Proposal to give same to Senior Nepali Staff.
G. HEADS OF INSTITUTIONS AND PROJECT DIRECTORS	editorial changes.
VIII. Rules governing acceptance of United Mission workers.	no change <span style="float: right;">2</span>
IX. Rules governing Board Appoin- tees.	editorial changes to be consistent with new X and XV.

BYE-LAWS

X. Coordinating Committee	Editorial and other changes absorbing the administrative duties of Functional Boards.
XI. Area Committee	no change.
XII. Workers Conference. D.	
XIII. Finance A. D.	
XIV. Finance Committee C 1 & 2	Editorial changes plus modification of membership.
XV. Health Services Board	Proposed changes
XVI. Education Board	Delete Replace with new XV
XVII. Economic Development Board	Delete defining professional
XVIII. Amendments	Delete review role of Functional Boards.
	no change but renumber as XVII
	add new XVI Project Management.

## BYE-LAW V ELECTION, APPOINTMENT AND LENGTH OF TERM OF OFFICERS

A. Officers of the Board

- 1 President and Vice President
- 2 Executive Director
- 3 Treasurer

no change  
no change  
no change  
no change

B. Officers of Functional Boards, Institutions and Projects

DELETE UNDERLINED AND REPLACE with - Coordinating Committee

Present wording

1. The Functional Secretary will be the Executive Officer of the particular Functional Board, and will be appointed for a three year term by the Executive Committee. The appointment will terminate on the Functional Secretary leaving Nepal on Furlough or for other reasons for a period of three months or longer; provided, however that when it is considered desirable for the officer to resume office on return from such absences, arrangements may be made for an acting appointment in the interim. The Executive Committee may terminate such appointments when it deems necessary. Nominations to these appointments will be made by the Functional Board concerned, after seeking the recommendations of all Board Appointees + appointed to that particular functional board.

Proposed changes

B. 2. An Acting Functional Secretary will be appointed by the Executive Director for periods of up to three months. For periods of three months to twelve months, the appointment will be made by the Executive Director on behalf of the Executive Committee. For periods of six months or longer the recommendations of Board Appointees + assigned to the particular Functional Board will be sought before the appointment is made. All such appointments will be confirmed at the following meeting of the Executive Committee.

DELETE UNDERLINED AND REPLACE with - Coordinating Committee  
+ ADD and Senior Nepali Staff  
levels 10 and 11.

B. 3. An Assistant Functional Secretary may be appointed where deemed necessary, for a three year term, by the Executive Director. The appointment will be terminated on the officer leaving Nepal on furlough or for other reasons for a period of three months or longer; provided, however, that where

+ ADD and Senior Nepal Staff  
levels 10 and 11.

it is considered desirable for the officer to resume office on return from such absence, the Executive Director may make an acting appointment in the meantime. Nominations for these appointments will be made by the Functional Board concerned, taking into consideration the prior comment of all Board appointees + working under that Functional Board, etc.

B. 4. The Functional Boards will provide for such officers, procedures for appointment and termination, and length of term, as they deem necessary.

B. 5. Administrative heads and such other officers of institutions + as provided for by the constitution and Bye-Laws + of the particular institution, and project directors, will be appointed by the respective Functional Boards. The Functional Secretary will consult with senior staff + Board Appointees, and the board, if any, of the particular institution or project, before presenting the Functional Board recommendations concerning these appointments.

DELETE UNDERLINED AND REPLACE with Coordinating Committee

+ ADD and Senior Nepali Staff levels 10 and 11.

DELETE UNDERLINED AND REPLACE with - Coordinating Committee in approving the constitution and Bye-Laws or S.O.W.R.s of institutions and projects.

+ ADD and projects

+ ADD or S.O.W.R.

DELETE UNDERLINED AND ADD REPLACE WITH - Coordinating Committee  
+ ADD Levels 9, 10 and 11.

DELETE UNDERLINED AND REPLACE with - Coordinating Committee

## BYE-LAW VI EXECUTIVE COMMITTEE

### A. Membership

1. Members elected by the Board:  
Chairman: the President of the Board.  
Vice Chairman: the Vice Chairman of the Board.

Six to eight other members: to be re-elected annually, but no member to remain more than three successive years.

DELETE UNDERLINED AND REPLACE with four

no change

no change

### B. Meetings

C. Duties, 1, 2, 4,6,8,9,10,11,12,13

5. It may initiate longterm planning within United Mission to Nepal. Review + such plans, and present them to the Board for action.

+ ADD and approve  
DELETE UNDERLINED AND REPLACE with - Discussion and adoption

DELETE UNDERLINED

3. ...and members of Functional Boards as required.

(N.B. this latter change is consistent with the present Functional Board duty 5, which states ".... presenting them to the Executive Committee for consideration and approval."

See new duty of Coordinating Committee No. 15.)

7. ... of the Functional Boards and other United Mission activities  
and ...

**DELETE UNDERLINED**

#### BYE-LAW VII D TREASURER

##### Present wording

1. To receive all monies and issue official receipts on behalf of the United Mission.
2. To maintain the accounts of the United Mission, and present monthly statements of these accounts and an annual report to the Finance Committee.
3. To disperse ;the budget grants of the United Mission to the various institutions and projects, and such other monies as may be received on their behalf.
4. To receive and scrutinize monthly financial statements from all institutions and projects of the United Mission, and report on the same to the Finance Committee as needed.
4. To be responsible for the bank accounts of the United Mission, and be a signatory of all bank accounts of the United Mission institution and projects.
6. To receive the proposed budgets from the Functional Boards and the Coordinating Committee, and to present them to the Finance Committee.
7. To arrange for the annual auditing of United Mission accounts except those maintained by the Treasurer, and submit reports to the Finance Committee.
8. To present the annual financial reports to the Finance Committee.

##### Proposed Changes

##### **INSERT NEW ITEM**

1a) Coordinate all funding requests and correspond with funding agencies contributing to the work of the United Mission.

##### **ADD NEW ITEM**

9. In consultation with the Personnel Secretary, Functional Secretary concerned and Board Appointee concerned make recommendation to the Executive Director on assignments to fill Business management posts in United Mission institutions and projects.

##### **ADD NEW ITEM**

10. To provide orientation training periodically for all Business management persons and advise on the financial and technical aspects of their work.

**DELETE UNDERLINED**

(N.B. ALL NEW ITEMS ADDED ARE TO BRING BYE-LAWS INTO LINE WITH ACTUAL PRACTICE.)

BYE-LAW VII E FUNCTIONAL SECRETARY

Present wording

1. To be the Executive Officer of the particular Functional Board, implementing its policies and directives.

Proposed changes

DELETE UNDERLINED AND REPLACE with correlating their recommendations/comments and present to the Coordinating Committee for action.

2. In consultation with the Executive Director, the Functional Board, His Majesty's Government of Nepal and other agencies, to initiate recruitment of personnel through the Personnel Secretary, and to evaluate their qualifications for approved posts.

DELETE UNDERLINED and REPLACE with Coordinating Committee.

3. To consult with Board Appointees, concerning assignment, leave, furlough, return, resignation, suspension and termination of service.

4. To assist in recruiting Nepali personnel for United Mission projects or assignment to other projects in which the United Mission is interested, in consultation with Project Directors.

5. To advise the Executive Director and consult with Project Directors, heads of institutions, and other concerned authorities, concerning acceptance, assignment (including time in language study), leaves, furloughs, return, resignation, suspension and termination of service of Board Appointees.

DELETE underlined and REPLACE with after consultation

+ ADD Personnel Secretary and Treasurer.

6. To provide professional orientation, refresher training, encouragement and professional support for Board Appointees, when assigned to the particular Functional Board work.

ADD UNDERLINED

7. To consult with senior staff and Board Appointees, and the board, if any, of the particular institution or project, before presenting to the Functional Board recommendations concerning the appointment of officers of institutions and projects +

DELETE UNDERLINED and ~~REPLACE with~~ Coordinating Committee.

+ ADD as defined in SOWR.

8. To be responsible for providing direction to heads of institutions and project directors regarding objectives, programmes, plans, personnel and budgets, in accordance with the policies and directives of the particular Functional Board.

+ ADD fulfilling their duties,

DELETE UNDERLINED AND REPLACE with Coordinating Committee.

9. To visit various projects at regular intervals.

DELETE UNDERLINED AND REPLACE with  
all projects for which they are responsible.

10. To develop longterm plans + for consideration of the particular functional board, including the areas of possible expansion and contraction.

+ Insert - in consultation with the Functional Board.  
DELETE UNDERLINED AND REPLACE with the Coordinating Committee.

11. To propose an agenda for meetings + of the particular Functional Board, and circulate it to Board members and all Board Appointees under that Board at least four weeks before the meeting.

+ Add - and consultations  
DELETE UNDERLINED

12. To compile relevant materials for meetings + of the particular Functional Board, and, insofar as possible, circulate them to the members at least one week in advance.

+ add - and consultations

13. To be responsible for the recording and compilation of the minutes of the meeting of the Functional Board, and distribute them within two weeks.

DELETE UNDERLINED AND REPLACE with - four weeks

14. To act as a liaison with His Majesty's Government of Nepal, and other organizations in matters within the functional area, and, in consultation with the Executive Director, to negotiate project agreements and other contracts, such as secondment contracts.

DELETE UNDERLINED AND REPLACE with - present their recommendations and comments to the Coordinating Committee for action.

15. To be responsible for the communication between the various projects the Functional Board concerned, + the Executive Committee and Board, and to help issue joint informational bulletins periodically to all Board Appointees through the office of the Executive Director.

+ Add - The Coordinating Committee

16. To be responsible to conduct the nomination and election of Board Appointees' Representatives to the Functional Boards by polling all the Board Appointees assigned to the respective functional Boards, and notify all of the Board Appointees of the election results.

Question. Do you recommend that the  
Coordinating Committee, delete underlined  
and replace with Coordinating Committee.

17. To present annual reports, annual financial statements and audit reports + to the Functional Board.

DELETE UNDERLINED AND REPLACE with Coordinating Committee

+ Add - and Supplementary Budget requests.

18. To perform such other duties as are assigned by the Executive Director.+

+ Add - responsible for all the above to the Executive Director.

ADD THE FOLLOWING CLAUSES

18. To present summary annual plans and longterm plans for functional area to Executive Committee.

19. To submit summary annual report and review of longterm plans of functional area to the UMN Board.

20. To be responsible for convening/consulting with the Functional Board concerning longterm plans and annual plan and standard definitions and technical policy and guidelines formulation, agreeing with the concerned Project Directors as to membership for particular consultations.

RENUMBER PRESENT 18 to be 21.

Proposal

BYE-LAW VII DUTIES OF OFFICERS, BOARD APPOINTEES' REPRESENTATIVES AND OTHERS

I BOARD APPOINTEE'S REPRESENTATIVE TO FUNCTIONAL BOARDS.

present wording

Proposed changes

1. To act as a link between the Board Appointees assigned to a Functional Board and that Functional Board

DELETE UNDERLINED AND REPLACE with Coordinating Committee

2. To place before the Functional Board proposals, items of concern or other opinions as requested by Board Appointees.

DELETE UNDERLINED AND REPLACE with - Coordinating Committee

3. To report back to the Board Appointees on significant Functional Board decisions and other items of interest.

DELETE UNDERLINED AND REPLACE with - Coordinating Committee.

4. To attempt to keep abreast of developments in various institutions or projects.

INSERT NEW ITEM (from Executive Committee membership Bye Law VI A2.)

5. One Board Appointee's Representative from each Functional Board will attend each Executive Committee meeting and report back to Board Appointees on items of interest and important decisions.

INSERT NEW ITEM (from Functional Board Board Membership Bye Law XV A2) (modified)

Present wording of the Functional Board membership item

2. Two voting members will be elected by the Board Appointees assigned to the Functional Board, to serve for a one year term. One of the Board Appointees' Representatives will be elected by the Functional Board to attend the Executive Committee and Board meetings.

6. Two Board Appointee Representatives will be elected by the Board Appointees assigned to projects under each Functional Board to serve for two years term. One each of these FB representatives will be elected by the Coordinating Committee to attend the Executive Committee and Board meetings..

INSERT NEW ITEM

7. To attend meetings of the Coordinating Committee to which the Executive Director calls them, as appropriate according to business.

\*\*\*\*\*

Tentative Proposal

That there be a similar opportunity for Senior Nepali Staff (levels 10 and 11) at Coordinating Committee and Executive Committee. Why should Board Appointees be represented and Nepali Staff not?

How to  
elect these  
representatives

food,  
? Liddy Report  
S.34/22. Nepali staff

BYE LAW VII DUTIES OF OFFICERS, BOARD APPOINTEES' REPRESENTATIVES AND OTHERSJ. HEAD OF INSTITUTION AND PROJECT DIRECTOR.Present wording

1. The head of the Institution + will be as outlined in the Constitution and Bye-Laws + of the particular institution +; otherwise the Project Director will report and be accountable to the related Functional Secretary for the duties below:

a. To so manage the day-by-day business of the project that the decisions and policies of the Functional Board are implemented in accordance with the principles laid down in the United Mission Constitution and Bye-Laws.

b. To submit to the Executive Director, Treasurer and Functional Secretary plans and budgets, annual reports, and monthly and annual statements.

c. To make reports and recommendations on personnel to the Functional Secretary.

d. To perform such other duties as are assigned by the Functional Secretary.

2. No change

3. The head of the Institution and Project Director will submit items for the agenda of the Functional Board to the Functional Secretary concerned.

Proposed changes

+ ADD or Project Director

+ ADD or SOWR

+ ADD or project

DELETE UNDERLINED AND REPLACE with  
Coordinating Committee

DELETE UNDERLINED AND REPLACE  
with Coordinating Committee

BYE-LAW IX K RELATIONSHIP TO FUNCTIONAL BOARDS

Board Appointees will serve under the Functional Board creating the post.  
A Board Appointee not under a Functional Board by virtue of filling an approved post may be assigned to a Functional Board by the Executive Director. Board Appointees whose work affiliates them to a Functional Board different from that of their profession should be accorded advice by the Functional Board to which they would normally be related by profession or vocation, and may be accorded participation in seminars related to their profession.

DELETE UNDERLINED AND REPLACE with -  
Board Appointees assigned to approved posts will be related to the Functional Board and Secretary under which the project is placed.

DELETE UNDERLINED AND REPLACE with -  
Secretary

BYE-LAW X COORDINATING COMMITTEE.Present wordingA. MEMBERSHIP

Members will be the Executive Director, who will be the chairman, the Treasurer, the Functional Secretaries and the Personnel Secretary. +

B. MEETINGS

The Coordinating Committee will meet at least six times each year.

C. DUTIES

1. It will advise the Executive Director in all matters concerning the acceptance, return, resignation and termination of service of Board Appointees.

2. It will consider and take action in matters related to missionwide or inter-functional rules concerning employees of the various projects, such as employment policies, salary scales, provident fund; medical insurance, etc. It will consider, frame and implement missionwide rules relating to Board Appointees, such as duty travel, rent allowances, etc. These actions will be reported to the Finance Committee for confirmation. Any items of a policy nature or having substantial consequences, and all matters concerning the Provident Fund, will be referred by the Finance Committee to the Executive Committee.

3. It will receive from the Executive Director the annual proposed plans and budgets from the Headquarters Project and Missionwide Expense. It will study, discuss and amend if necessary, and approve these plans and budgets. + The plans will be presented to the Executive Committee and + the budgets to the Finance Committee, for endorsement, along with a statement of any new or significant changes from the previous year.

Proposed changes

+ ADD - concerned Project Directors and BA representatives to be co-opted as appropriate according to business.

DELETE UNDERLINED AND REPLACE with - monthly. ✓

INSERT NEW ITEM (from Functional Board duty 1)

1.a) It will, through the Functional Secretaries, direct the work of the United Mission in accordance with the purpose and procedures in the United Mission Constitution and Bye-Laws, the decisions and policies of the Board and Executive Committee, and report to the Executive Committee.

(NB underlining in NEW ITEMS indicates editorial change made because the duties quoted are taken from individual functional boards and so name the particular function.)

DELETE UNDERLINED

It is a Finance Committee duty and should be written there.

+ ADD - A summary of

+ ADD - of

4. It will compile and coordinate all plans and budgets, set priorities for all recurring and capital budgets, and take action concerning the distribution of undesignated funds, and report to the Finance Committee.

5. It will approve personnel posts for Board Appointees not serving under a Functional Board.

6. It will receive annual financial reports, and audit reports, relevant to Headquarters Project and Mission-wide Expenses from the Treasurer; study them and take necessary action. These will be passed to the Finance Committee, along with significant comments, for later presentation to the Executive Committee.

7. It will appoint an Audit Committee which will include one representative from each Functional Board. This Committee will study and scrutinise annual statements and audit reports, and report to the Coordinating Committee and Finance Committee.

8. It will determine business procedures and banking arrangements, including signatories, etc. to be referred to the Finance Committee for confirmation.

9. a. It will receive from the Functional Boards requests for supplementary budget grants, and may approve these requests up to 10% of the approved budget for that programme of the budget.

9b. It may approve supplementary capital and programme funding items of amounts up to Rs.50,000. for each single item, using 1982 monitory value as a base. It may also approve the amount needed when the breakdown of a capital item demands immediate replacement, and respond to emergencies as seem appropriate to the committee.

INSERT NEW ITEM (from Functional Board duty 3.

3a) It will receive from the Functional Secretaries concerned the annual proposed plans and budgets. It will study, discuss and amend, if necessary, and approve these plans and budgets, presenting a summary of the plans to the Executive Committee for endorsement and of the budgets to the Finance Committee for consideration and recommendation to the Executive Committee.

DELETE UNDERLINED AND REPLACE with -  
- all Board Appointees

INSERT NEW ITEM (from Functional Board duty 8.)

6a) It will receive from the Functional Secretary concerned annual financial statements and audit reports from the Treasurer; study them, and take necessary action.

INSERT NEW ITEM (from Functional Board duty 7.)

6b) It will receive from the Functional Secretaries and Executive Director annual reports concerning the work under their administration, and will study, amend, comment and accept them.

INSERT NEW ITEM (from New Functional Board Duty).

6c) Receive from Functional Secretaries recommendations of technical/policy nature formulated by Functional Boards, discuss and adopt these.

DELETE UNDERLINED AND REPLACE  
with - Secretary

9c. It may approve funding from undesignated and designated funds for any approved budgets within stated limits, and report to the Finance Committee.

All these actions will be reported to the Finance Committee for confirmation.

INSERT NEW ITEM (From Functional Board duty 9.)

10. It will make recommendations to the Executive Committee concerning the acquisition, use and disposition of properties of the United Mission.

INSERT NEW ITEM (from Functional Board duty 10.)

11. It will make nominations to the Executive Committee to fill a vacancy in the Functional Secretary posts.

INSERT NEW ITEM (from Functional Board duty 11.)

12. It will make nominations to the Executive Committee (or Executive Director) for an Acting Functional Secretary in the absence of the Functional Secretary for periods of more than three months.

INSERT NEW ITEM (from Functional Board duty 12.)

13. It will make nominations to the Executive Director to fill a vacancy in the posts of Assistant Functional Secretary.

INSERT NEW ITEM (from Functional Board Duty 2.)

1a. It will establish and amend as necessary the Statement of Objectives and Working Rules to govern the operations of Functional Boards, and the constitutions and bye-laws of the related institutions within the provisions set forth in the United Mission Bye-Laws.

INSERT NEW ITEM (from Functional Board Duty 5)

15. It will initiate longterm planning for work within the United Mission, reviewing such plans and presenting them to the Executive Committee for consideration and approval.

10. (renumber 17)

It will advise the Executive Director in matters of Missionwide or an inter-functional nature.

11. (renumber 18)

Such other responsibilities as assigned by the Executive Director.

INSERT NEW ITEM (from Functional Board Duty 6.)

16. It will appoint heads of institutions and project directors, and such other officers of institutions as provided for by the Constitution and Bye-Laws or SOWR of the particular institution, or delegate this responsibility to other bodies.

ADD Subcommittees may be set up to deal with aspects of the above.

\*\*\*\*\*

Proposal

BYE-LAW XII D: XIII D: XIV C 1 and 2

Delete Functional Board and replace with - Coordinating Committee.

BYE-LAW XIV FINANCE COMMITTEE

Present wording

There will be a Finance Committee composed and functioning as follows:

A. MEMBERSHIP

1. The Finance Committee will be a sub-committee of the Board.
2. The Members will be as follows:
  - a. The Chairman of the Board.
  - b. Two members from the Board appointed for a three year term by the Board, one of whom will be appointed Chairman.
  - c) The United Mission Treasurer, who will act as Secretary
  - d) the Executive Director
  - e) the Functional Secretaries +

In the absence of an elected member, the Chairman of the Board will appoint an alternate member to serve for that meeting.

Proposed changes

DELETE UNDERLINED AND REPLACE WITH -  
four years

+ ADD - to be co-opted for business relating to their area of responsibility.

No changes proposed to XIV B. & C.

DELETE BYE-LAWS XV, A.B.C.: XVI, A.B.C.: XVII, A.B.C.

that is, Health Services Board, Membership, Meetings and Duties, Education Board, Membership, Meetings and Duties and Economic Development Board, Membership, Meetings and Duties.

REPLACE WITH FOLLOWING BYE-LAW XV

FUNCTIONAL BOARDS

1. Through periodic consultation during the process of annual and longterm planning provide expert and technical review and monitoring of Projects / Programmes.
2. Formulate and recommend standard definitions, technical policy and guidelines in relation to functions concerned.
3. To be convened/consulted by Functional Secretary concerned.
4. Membership to be drawn from UMN personnel, and others who may be available, with expertise in the technical area concerned.
5. Membership for specific discussion/consultation to be agreed between the Functional Secretary and Project Director(s) concerned.
6. Recommendations/comments of Functional Board to be correlated by Functional Secretary and presented to Coordinating Committee for action.

\*\*\*\*\*

INSERT NEW BYE-LAW XVI PROJECT MANAGEMENT

1. Project/Programme management and powers of Project/Programme directors will vary according to size and type of work and will be set out in the individual Project/Programme Statement of Objectives and Working Rules. (SOWR) or Constitution and Bye-Laws.
2. SOWRs, or Constitution and Bye-Laws, will include the following brief:
  - a) a brief statement of project/programme philosophy and objectives.
  - b) duties of Director and section heads, if any.
  - c) Relationship of Project/Programme Director with Project/Programme management set up and with Functional Secretary.
  - d) Project/Programme management structure, membership and duties and procedures.

RENUMBER BYE-LAW XVIII to XVII

Amendments.

EXECUTIVE DIRECTOR'S REPORT TO THE BOARD OF DIRECTORS OF UMNJuly 1985 - July 1986

It is eighteen months since the last meeting of the Board of Directors. A report of the period up to July 1985 was presented to the Executive Committee in November 1985 and is available. This report therefore deals mainly with the twelve months of July 1985-1986.

General Agreement

It would seem appropriate, however, to report to the Board the renewal of our General Agreement. This was concluded in a letter from the Foreign Ministry dated July 4th, 1985, extending the validity of the agreement for a further five years till 26th May, 1990. A very encouraging aspect of these negotiations was a number of spontaneous expressions of appreciation of the UMN and its work from a number of officials. While we do know that there is a certain element of opposition to the UMN being in Nepal, probably from a religious background, yet there also seems to be a very strong flow of support for our being here and the work we are doing.

There are a number of sub-agreements outstanding, as called for in the second clause of the terms of the general agreement. These sub-agreements are in various stages of progress and we try to monitor them.

Human Resources Management Study

We are grateful to Russ & Marge Liechty for spending their year's sabbatical leave with us in Nepal. They agreed to conduct a personnel survey and were able to produce a detailed and most helpful report. I believe it is the most in-depth study of UMN that has been undertaken. The report first emphasized a number of much appreciated aspects of UMN which were widely expressed.

The written returns show no single item registering more than 3,36 on a scale of 1-5, indicating degree of problem. As expressed in the Management Study, this was a much lower level of dissatisfaction than was expected with the results falling almost entirely in the "rarely a problem" to "sometimes a problem" range. The highest, just over "sometimes a problem" was "Frustration by Nepali Language Limitations". In the concluding paragraph of the report was the encouraging statement "we have found much in UMN to affirm and encourage. God is using this organization and the people in it in powerful ways".

It is also very true that the study showed a wide range of disorders of varying degrees. Of these the report challenges us in the closing words "most if not all of the negative issues identified in this study can be resolved or at least substantially reduced if we have the will and determination to attack them with insight and vigour". We are cautioned, "they will not go away without a sincere and concerted effort".

While we cannot deal with all these items at once, a start has been made on some matters. Indeed the main thrust of the November meetings will be seeking to introduce and "attack" some key issues. I believe this is a very significant study.

Structure

The human resources study has highlighted the need for work on our structure. This has been an ongoing study during the year and has led to a UMN Management Study with recommendations to do with size of the UMN, attitude to present and possible new projects, organizational matters, looking at roles at various levels of administrative structure, also the place of planning and management both overall and in specific projects. This speaks to the matter of leadership and especially at the project level. There seems to be a distinct need for help and training at this level. We have also seen more clearly the need to eliminate excessive overlapping of meetings and this is being carefully studied.

Personnel

We have grown during this year in numbers where we now exceed 400 expatriate personnel. Let us not forget that perhaps there are over 2000 Nepali colleagues working alongside us. This is a large number of people to administer and to care for. The question is often asked "how big should we grow". There are two important factors at least for consideration:

1. How well are we able to administer and care for our people? This question is very seriously addressed in the management study.
2. If we have adequately responded to that matter, we do need then to look carefully at the many other needs in the country of Nepal.

But to look at further needs which we might be able to respond to calls for very carefull consideration of the danger of concentration of large numbers of personnel in any one area. If we are to eventually enlarge it would need to be in terms of small teams strategically located where support of administration and care can be adequately provided. From experience I have a strong feeling that large institutions and projects call for a heavy support system, much more than the smaller rural-type project or the secondment type of arrangement.

Personnel Department

So many problematic matters in the Liechty report led back to personnel. Specific efforts have been made which resulted in the setting up of a Personnel Department. This whole area had been gallantly carried on by one person. The matters committed to the Personnel Secretary had been covered. However, apart from the growth of personnel which brought strains, a number of other matters to do with personnel were not being dealt with at all. It was a matter of great relief when the Executive Committee acted to set in motion the establishing of this Personnel Department which we hope will reach into other areas of personnel need, e.g., non-assigned spouses, language students during the first five months, short-termers, visas, better supervision and help to Area Services Officers, arranging for training especially in leadership posts. As well there is the whole area of Nepali members of UMN. While it may seem not very much has been done yet, we believe there is great potential for improvement which will strengthen many areas of our personnel work.

Processing & Acceptance of Candidates

A Commission was established by the Executive Committee in November 1985 to study this subject. The Commission met and studied certain areas from where difficulties seemed to arise. While each of the five areas studied is significant, the one which seems to be creating the most concern is the time factor in final acceptance of candidates. There have been a number of suggestions asking that the times for dealing with this matter be increased above the present twice yearly meeting of the Executive Committee.

Personal Counsellors

We have not been strong in this area because of the lack of personnel to fill this role. Efforts have continued by the Executive Director to find suitable people to more permanently fill this need. We have been greatly assisted by one of our members moving into this work, while more recently the mother of one of our members has been available to help in Kathmandu. We continue to seek other suitable people. While the Personal Counsellors will continue their work being responsible to the Chairman of the Board, at the same time we see an administrative relation to the Personnel Department, not in terms of reporting but rather to assist them in the carrying out of their role.

New initiatives

At present the one place to which consideration is being given is in the midwest area of Nepal, Jajarkot. We have been encouraged by two Government Ministries, Education & Health, to consider working in this locality. No detailed plans have been set up. However, visits have been made to survey the area and its needs.

We are also very carefully monitoring and seeking to develop the Surkhet programme which may become a model we could multiply in other places.

We must ever be aware of the possibilities that can open up with secondment of personnel to HMGN and other organizations which UMN may not control.

May I add that while growth in terms of new work is not excluded in the management study there are restraints and conditions suggested for control of such moves.

Finance

While the details of these must be dealt with elsewhere it is important to express our gratitude to God for His faithful provision to us. This has meant much hard work by the Treasurer and his team and God has blessed us greatly. With this I can report a careful stewardship of our finances and a real balance between good control to curb excessive spending and yet a generosity that has made provision for many special and sometimes unexpected needs. It was heartwarming to hear the unsolicited remark of a very high and influential government official when he stated "No one (development agencies) gets better value for their rupee in Nepal than UMN".

Workers Conference

Since the last Board Meeting two Workers Conferences have been held. These continue to be times of inspiration and fellowship. They are marked by large numbers of adults and children attending. Ministry of God's word has been given with special speakers who have served us well. The May 1986 Conference was marked by two special features. First, a special evening to say farewell and give thanks to God for Carl & Betty Anne Friedericks who were our last remaining direct links in Nepal with the founding of the UMN. It was a sad but at the same time happy evening. Secondly from this conference there comes a recommendation to this Board to change the long-established name of Workers Conference. It will call for a change of the Constitution and therefore has been circulated to you beforehand.

Consultations

Since the last Board Meeting the Executive Director has conducted two overseas consultations. In June 1985 following a mission conference in Sweden the opportunity was taken to visit almost every UMN-related office in Europe. The time included leading seminars, speaking at public meetings, private discussions both with executives and other staff members, as well as meeting many people interested in mission. It was a heartwarming experience to see the extent and depth of interest and support of the UMN.

In June 1986, en route to Australia for home leave, I was able to visit Hong Kong, Korea, and Japan on behalf of the UMN. I also intended to include the Phillipines but this programme did not work out. Again I was able to make contact with our supporting groups and executives. I also spoke at a number of churches from which our members come. I met a good number of young people who were interested in the possibility of service in Nepal. I believe there was also the possibility of new ground being broken in terms of mission organisations from which we may expect support in the future.

I am deeply grateful for the help received during both of these consultations and for the kind hospitality extended in every situation. I trust it was a help for those visited. It was of great value to me personally.

Relationship to the church in Nepal

There is always need to grow in this area, but overall it is true there exists a sound and accepting relationship between the UMN and the church. While there is no organizational basis, the links between us are many, varied and strong. As leaders in the UMN we have sought to strengthen the relationship by meeting together with leaders and by activities within the church to help its ongoing ministries. At all levels UMNers are encouraged to share as members in the life of the local church, being available for ministry when appropriate. We constantly need to be aware of the danger of creating a dependency on expatriate people and their resources. Generally speaking, I do not see that as a danger at present. I see a vigorous, able leadership in many areas, although I also recognize large areas of the Nepali church suffering from the lack of leadership and teaching as well as other resources which could help them.

It was an inspiration to attend the second Nepali Pastors and Leaders Conference held in Siliguri, February 1986. Delegates from Nepali-speaking-churches from all over North India as well as Nepal, over 300 in all, spent 5-6 days in fellowship and sharing of God's word and God's activities through them. There was a sense of God's life active amongst them. This whole conference was organized and conducted totally by Nepali leadership and we are thankful to God for it.

Human Rights Delegation

This delegation of 12 people from USA and U.K. visited Nepal for 5-6 days. While UMN had no part in arranging this, some of our members did attend sessions and receptions. While some of the delegates came from very influential backgrounds and the days were filled with activity, concluding with a final press conference, few newspaper reports were positive, most seeking to justify Nepal's particular stand. Time will tell as to the overall effectiveness of such a visit.

The political scene

This may not be of such great significance to us in our work except that we have greatly appreciated a quiet situation in which to continue our ministry in Nepal. There has been a change of Government following elections in May 1986. There continues to be tension between the panchayat and multiparty systems of government. Both groups express loyalty to His Majesty, King Birendra, to whom there is much outward expression of respect as the unifying factor in the midst of the many tensions and factions. So far the new government is still finding its feet and developing its policies and strategies.

The UMN continues to be grateful for the opportunity to live and work in the country of Nepal and seeks to cooperate in every way possible with HMGN in the development of the country.

In concluding may I report what I believe is a deepening concern to strengthen the prayer life of the UMN fellowship. This will be worked out in different ways in each location. The fact that there is a desire to meet and pray, to me is a definite indication of spiritual growth as we seek a new level of Christian living as well as a deeper dependency on God for our walk with Him and our work for Him.

I am deeply grateful for the continuing cooperation, support, and understanding of the Home Offices of our Member Bodies. Your correspondence is always welcomed and indeed other means of communication also. We look to the future with expectancy as God enables us to serve together.

J. Howard Barclay  
Executive Director

November 1986

UMN CONSOLIDATED BALANCE SHEET AS AT 15th JULY 1986.  
 (All figures are in N.Rs. - One US \$ = 21.10 N.Rs.)

Fixed Assets	70,746,354
Current Assets	70,741,285
Current Liabilities	<u>22,867,604</u>
Net Assets	<u>118,620,035</u>
	-----

Represented by

Gratuity Fund	1,191,958
Undesignated Fund	2,705,509
Other Funds	9,999,665
Surplus	15,912,770
Accumulated Capital	78,175,676
Unspent Capital	2,529,336
Deficit-Recurring	(7,110,427)
Programme Funds	13,630,107
EDB Working Capital	<u>1,565,441</u>
	<u>118,620,035</u>
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Notes:

1. Rs. 500,000 Butwal Working Capital has been listed as Current Liability on Missionwide Balance Sheet.  
 On the DCS Balance Sheet, this amount has been adjusted against the balance with UMN Treasurer.
2. UMN has given a Bank Guarantee of Rs. 300,000 on the behalf of Butwal Engineering Works.

UMN MISSIONWIDE BALANCE SHEET AS AT 15th JULY 1986

<u>15.7.85</u>	<u>Fixed Assets</u>	<u>Note</u>	<u>15.7.86</u>
<u>200,000</u>	<u>Furniture &amp; equip. (KTM Valley)</u>		<u>200,000</u>
<u>Investments</u>			
11,785,371	Investments in Companies (shares)	15,105,000	
200,000	Less depreciation	<u>3,019,629</u>	1. 12,085,371
4,100,000	Securities (National Security Bond)		200,000
-	Investment in Himal Hydro (Property at Thapathali)		5,600,000
16,085,371	Investment in Nepal Hydro and Elec. (Property at Sanepa)		<u>7,392,000</u>
			25,277,371

<u>3,001</u>	<u>Current Assets</u>		
544,070	Deposits		8,213
-	Accounts Receivable	221,342	2.
115,018	Less provision against bad debt	174,934	46,408
8,322,130	Loans	3.	500,500
1,757,251	Personal accounts debit balance		218,988
33,881,400	Projects debit balances	4.	8,573,837
<u>439,125</u>	Sundry debtors and prepayments	5.	2,541,873
<u>45,061,995</u>	Cash at bank	6.	32,815,871
	Cash in hand		<u>534,841</u>
			45,240,531

<u>-</u>	<u>Current Liabilities</u>		
39,575	Butwal Working Capital Fund		500,000
450,000	Medical Insurance		38,641
2,637,708	Accounts payable		124,697
15,363,163	Personal accounts credit balance		2,224,974
6,468,687	Projects credit balance	4.	9,089,714
279,050	Sundry creditors and accruals	5.	285,962
<u>25,238,183</u>	Provident fund clearing		<u>126,740</u>
			12,390,726

<u>36,109,183</u>	<u>NET ASSETS</u>		<u>58,327,174</u>
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<u>1,166,840</u>	<u>Represented by</u>		
2,741,752	Gratuity Fund		1,191,958
876,743	Undesignated fund		2,705,509
10,475,891	Other funds	7.	9,405,185
<u>20,847,957</u>	Surplus (before deficits in Projects are distributed).		<u>15,912,770</u>
	Missionwide capital		<u>29,111,752</u>
<u>36,109,183</u>			<u>58,327,174</u>

Notes:

Surplus for 1985/86 consists of:

Per Capita Grant	7,072,083
General Fund Income	<u>14,514,525</u>
Less Missionwide deficit	21,586,608
Less already distributed during the year	- 3,583,138
*	* - <u>2,090,700</u>
	15,912,770

Deficits to be cover by the above surplus:

General administration	2,243,579
Health Services recurring	4,789,472
Education recurring	164,241
Economic Develop. recurring	69,156

7,266,448

7,266,448

8,646,322

The NET SURPLUS for 1985/86, which mainly consists of gain on exchange rates and which has not yet been cashed, amounts to

- 15,912,770

- 7,266,448

8,646,322

minus deficits to be covered

\*Rs. 1,600,000 of this is transferred to Patan Hospital.

1985/86

INCOME AND EXPENDITURE SUMMARY

	<u>Income</u>	<u>Expenditure</u>	<u>Balance</u>
PER CAPITA GRANTS	7,072,083	-	7,072,083
GENERAL FUND	14,514,525	-	14,514,525
ADMINISTRATION	3,961,981	9,788,698	( 5,826,717)
EDUCATION PROJECTS	5,064,121	5,951,040	( 886,919)
ECONOMIC DEVELOPMENT PROJECTS	20,684,427	15,328,425	5,356,002
HEALTH SERVICES PROJECTS	<u>33,349,003</u>	<u>35,484,117</u>	( 2,135,114)
<u>GRAND TOTAL</u>	<u>84,646,140</u>	<u>66,552,280</u>	<u>18,093,860</u>

Notes:

1. ADMINISTRATION includes Missionwide Expenditure and General Administration.
2. The figures above include the recurring statements deficits which will be covered from Per Capita Grant and General Fund Income:

Education	164,241
Economic Development	69,156
Health Services	<u>6,389,472</u> (4,524,101 + 1,865,371)
	6,622,869
Administration	<u>5,826,717</u> (2,243,579 + 3,583,138)
	<u>12,449,586</u>

3. The total Personnel Contributed Services (PCS) amounts to around 6,500,000 which does not include AHREP and the Companies.
4. In the Income Statement totals are included income generated in Nepal:

Under Administration	1,625,664
Under Education	103,787
Under Economic Development	2,572,614
Under Health Services	<u>8,604,682</u> (PH not included)
	12,906,947

PER CAPITA GRANTS

GRANTS FROM MEMBER BODIES

ACTUALS 1985/86

American Lutheran Church	14,240
Assemblies of God USA	12,800
Baptist Missionary Society, UK	184,629
BMMF International	1,536,000
Christian Church (Disciples), USA	16,480
Church Missionary Society, Australia	311,320
Church Missionary Society, UK	54,400
Church of North India	-
Church of South India	-
Committee for Service Overseas, West Germany	39,330
Danish Santal Mission	85,700
Darjeeling Diocesan Council & Church of Scotland	51,200
Finnish Evangelical Lutheran Mission	184,800
Free Church of Finland	66,000
Gossner Mission, West Germany	52,800
Japan Antioch Mission	32,000
Japan Overseas Christian Medical Cooperative Service	45,600
Lutheran Church in America	100,240
Mennonite Board of Missions, USA	116,015
Mennonite Central Committee, USA	215,052
Methodist Church, UK	178,200
Norwegian Himal-Asia Mission	-
Orebro Mission, Sweden	266,080
Presbyterian Church in Canada	16,191
Presbyterian Church Synod, Mizoram, India	131,917
Presbyterian Church in Ireland	99,120
Presbyterian Church, USA	271,970
Regions Beyond Missionary Union	263,653
Swedish Free Mission	56,640
Swiss Friends for Nepal	14,160
Tear Fund, UK	115,200
United Church of Canada	250,092
United Church of Christ, Japan	26,400
United Methodist Church, USA	152,400
Wesleyan Church, USA	14,320
World Concern, USA	172,800
World Mission Prayer League, USA	230,758
<u>Other Per Capita Grants</u>	<u>5,378,507</u>
<u>Language Fees</u>	<u>466,577</u>
<u>TOTAL PER CAPITA GRANT RECEIVED 1985/86</u>	<u>1,226,999</u>
	<u>7,072,083</u>

Note:

The budget for 1985/86 is: Per Capita Grant, general	5,050,000
Language Per Capita Grant	950,000
	6,000,000

The difference is explained by the fact that we received more N.Rs for each US \$ due to devaluation.

## GENERAL FUND STATEMENT FOR 1985/86

	<u>Actuals for</u> <u>1985/86</u>
Gifts for recurring budgets	5,770,820
Interest earned	2,014,244
Gain on exchange rates	<u>6,730,261</u>
	<u>14,514,525</u>

Notes:

1. The budget for interest earned is 1,5000,000 to be compared with actuals 2,014,244.
2. Budgeted deficits under EB, HSB and EDB in the recurring budgets is 4,508,300 while the actual deficits under these Board that need to be covered by the General Fund surplus amounts to 6,622,869 (See Income and Expenditure Summary, note2).
3. The extremely high gain on exchange rates is explained by the fact that we placed our foreign investment in DM and Swiss Francs before the "Plaza Hotel agreement" between the USA, UK, France, West Germany and Japan in September 1985, where it was decided to raise the value of some currencies against the dollar. In addition to that, the Nepali Rupee was devalued in December 1985, and since then an ongoing devaluation of the N.R.s is taking place. This means that although the value of the US\$ on the world market is declining, in Nepal we receive an increasing amount of N.Rs. for dollars. This is also true for many other currencies.

The gain on exchange rates has not been cashed. We still keep our investments in DM and Swiss Francs.

**GENERAL ADMINISTRATION (Except Missionwide)**  
 (Board Appointees Support System)

<u>Recurring</u>	<u>Income</u>	<u>Expenditure</u>	<u>Balance</u>
Headquarters Project	1,738,814	3,120,518	(1,381,704)
Office of EDS	208,304	210,535	( 2,231)
Palpa Proj. Area Services	101,836	331,845	( 230,009)
Palpa Proj. Guesthouse	150,044	160,705	( 10,661)
Palpa Proj. Language Program	17,130	-	17,130
Gorkha Proj. Area Services	76,150	160,775	( 84,625)
Gorkha Proj. Guesthouse	43,448	47,660	( 4,212)
Gorkha Proj. Language Program	10,619	-	10,619
Seconded Teachers Area Serv.	164,615	161,475	3,140
Okhaldunga Proj. Area Services	22,491	47,339	( 24,848)
Lalitpur Area Services	-	23,801	( 23,801)
Pokhara Proj. Area Services	380,790	630,087	( 249,297)
Pokhara Proj. Language Program	12,204	11,914	290
Jumla Proj. Area Services	66	114,644	( 114,578)
Jumla Proj. Language Program	7,207	-	7,207
Butwal Proj. Area Services	8,000	176,413	( 168,413)
Butwal Project Guesthouse	100,671	118,274	( 17,603)
Butwal Proj. Language Program	10	1,660	( 1,650)
Andhi Khola Proj. Area Services	30,745	124,688	( 93,943)
Andhi Khola Proj. Guesthouse	-	2,272	( 2,272)
Andhi Khola Proj. Lang. Program	10,910	2,322	8,588
Surkhet Proj. Area Services	7,000	27,634	( 20,634)
Lahan Area Services	-	29,680	( 29,680)
<u>Capital</u>			
Headquarters Project	232,393	183,451	48,942
Gorkha Project	99,166	38,803	60,363
Pokhara Project	45,768	15,495	30,273
Butwal Project	358,000	327,970	30,030
	<u>3,826,381</u>	<u>6,069,960</u>	<u>2,243,579</u>

Notes:

1. Budgeted deficit is 2,927,800 compared with actuals 2,243,579.

2. Total expenditure according to the above 2,243,579

Total Missionwide expenditure 3,583,138

Total expenditure for General Administration 5,626,717

To compare with Per Capita Grant received 7,072,083

3. Total Language expenditure missionwide 892,233

To compare with Language Fees received 1,226,999

The surplus 1,226,999 minus 892,233 = 374,766 to be added to the Language Learning Fund.

## MISSIONWIDE EXPENDITURE

## STATEMENT FOR JULY 1985-JULY 1986

<u>Income</u>	<u>Budget for 1985/86</u>	<u>Actuals for 1985/86</u>	<u>Differences budget/actuals</u>
Income Workers Conf.	95,000	102,280	+ 7,280
Miscellaneous Income	10,000	33,320	+ 23,320
	<u>105,000</u>	<u>135,600</u>	+ 30,600
<u>Expenditure</u>			
Furniture for BAs in Kathmandu Valley	100,000	214,843	+ 114,843
Legal fees	15,000	-	- 15,000
Bank Charges	6,000	142,214	+ 134,214
Loss on Exchange rate	-	1,425	+ 1,425
Duty Travel	30,000	39,261	+ 9,261
Change in assignment	100,000	103,923	+ 3,923
Furniture transport.	6,000	8,538	+ 2,538
Insurance	6,000	4,805	- 1,195
Rent allowances	1,350,000	1,396,133	+ 46,133
Repairs & mainten.	120,000	210,347	+ 90,347
Publicity	75,000	74,256	- 744
Board Meeting Exp.	20,000	22	- 19,978
Exec. Comm. Travel	30,000	71,953	+ 41,953
Printing of Minute bks	20,000	10,402	- 9,598
Consultations & Exec. international travels	70,000	2,565	- 67,435
Workers Confer. Exps.	190,000	240,584	+ 50,584
Staff conferences & seminars	20,000	6,263	- 13,717
Expenses for film	-	12,553	+ 12,553
Language costs	940,000	912,540	- 27,460
Orientation expenses	10,000	21,877	+ 11,877
Hospitality & Misc.	13,000	69,260	+ 56,260
Provision for bad debt	-	<u>174,934</u>	+ 174,934
	<u>3,123,000</u>	<u>3,718,738</u>	+ 595,738
Net deficit	<u>(3,018,000)</u>	<u>(3,583,138)</u>	

Notes:

1. Furniture for BAs in the Kathmandu valley, Rent allowances and Repairs and maintenance are all overspent because more people have moved into Kathmandu than expected. Rent is also going up rapidly, partly because of the new HMGN regulations.
2. New rule was implemented with regard to Bank charges: UNH carries all bank charges for all BAs personal cheques that are cashed through UNH.
3. There are no Board meeting expenses and high Executive Committee travel because of the change of date for the Board meetings.
4. The Executive Directors travel in Asia during June/July will be debited to next years' Executive International travels.
5. Miscellaneous income include income for work done for Provident Fund (15,000) and BPF dividend (15,280). Miscellaneous expenditure include BPF dividend given to BWI (15,820) and grant to History/Research Project (50,000).
6. Provision for bad debt is for the Ram Kunkar case.

GIFTS FROM DONORS, OTHER THAN PER CAPITA GRANTS

Receipts from Member Bodies:

American Lutheran Church	114,000
Assemblies of God, USA	2,767
Baptist Missionary Society, UK	313,001
BMMF International	137,299
Christian Church (Disciples) USA	225,470
Church of North India	22,529
Danish Santal Mission	27,930
Darjeeling Diocesan Council & Church of Scotland	1,300
Finnish Evangelical Lutheran Mission	3,419,300
Free Church of Finland	7,000
Gossner Mission, West Germany	497,527
Japan Overseas Christian Medical Cooperative Service	9,760
Lutheran Church in America	1,525,000
Mennonite Board of Missions, USA	44,250
Mennonite Central Committee, USA	1,056,965
Methodist Church UK	217,409
Norwegian Himal-Asia Mission	9,152,800
Orebro Mission, Sweden	4,180,000
Presbyterian Church in Canada	46,155
Presbyterian Church in Ireland	32,100
Presbyterian Church, USA	3,237,741
Regions Beyond Missionary Union	3,667
Swedish Free Mission	274,800
Swiss Friends for Nepal	4,000
Tear Fund, UK	1,585,770
United Church of Canada	625,401
United Methodist Church, USA	1,362,395
World Concern, USA	345,000
World Mission Prayer League, USA	<u>29,761</u> <span style="float: right;">28,703,097</span>

Receipts from other donors:

Christoffel Blinden Mission	80,706
Church World Service, USA	240,000
ICCO, Holland	1,563,130
ICFID, Canada	115,045
International Ministries ABC, USA	987,900
Leprosy Mission	332,675
Norwegian Church Aid	2,508,264
Tear Fund, Australia	1,535,996
Tear Fund, New Zealand	49,306
Union Biblical School, Holland	154,493
World Concern, Canada	2,124,305
Other donors	<u>3,129,640</u> <span style="float: right;"><u>12,821,460</u></span>
Transfers from Undesignated fund	<u>100,000</u> <span style="float: right;"><u>100,000</u></span>
	<span style="float: right;"><u>41,624,557</u></span>

Gifts from donors distributed:

Headquarters	12,315
Health Services Office and programmes	314,081
Palpa Project	4,153,213
Gorkha Project	27,400
Gikhaldhunga Project	772,997
Nurse Campus	9,295,860
Patan Hospital	1,200,600
Lalitpur CDHP	5,525,516
Education Service Office and programmes	244,610
Childrens Hostel	15,635
Jumla Project	1,108,985
Training and Scholarship programme	2,088,161
Student Financial Assistance Fund	892,624
Business School	103,170
EDB Service Office and programmes	1,037,370
Development and Consulting Services	375,169
Rural Development Centre	2,427,846
Andhi Khola Project	3,047,200
BTI Extension	867,685
Galvanizing Plant	176,000
Recurring budget in general	240,474
Undesignated and Suspense	2,153,015
Other funds	276,131
Medical Assistance to hospitals	<u>5,268,500</u>

41,624,557

EDUCATION BOARD = SUMMARY

<u>Recurring</u>	<u>Income</u>	<u>Expenditure</u>	<u>Balance</u>
Education Service Office	296,917	371,424	( 74,507)
Business & Secretarial			
School	123,614	142,217	( 18,603)
Childrens Hostel	133,884	205,015	( 71,131)
	<u>554,415</u>	<u>718,656</u>	( 164,241)

Capital

Education Service Office	30,000	52,755	( 22,755)
Business & Secret. School	61,790	58,718	3,072
	<u>91,790</u>	<u>111,473</u>	( 19,683)

Program

			<u>Ack. B/c</u>
Jumla Project	1,668,621	2,928,380	( 1,259,759) 5,581,668
Training & Scholarship			
Program	1,805,235	1,266,147	539,088 2,141,738
Student Financial Asst			
Fund	944,060	926,384	17,676 424,476
	<u>4,417,916</u>	<u>5,120,911</u>	( 702,995) 8,147,862
<u>GRAND TOTALS</u>	<u>5,064,121</u>	<u>5,951,040</u>	( 886,919)

Notes:

1. This is the last statement in which Childrens Hostel will figure. It is hoped that the deficit 71,131 will be covered by donations.
2. The Jumla building project is going somewhat faster than budgeted.
3. We have received more grants for both Training and Scholarship program and SFAF and have therefore been able to give many more scholarships than budgeted for.

ECONOMIC DEVELOPMENT BOARD - SUMMARY

<u>Recurring</u>	<u>Income</u>	<u>Expenditure</u>	<u>Balance</u>
EDB Service Office	369,388	349,663	19,725
DCS Administration	265,909	335,478	( 69,569)
DCS Service Department	24,175	36,030	( 11,855)
DCS Design Office	452,545	378,833	73,712
DCS Small Turbine & Mill Program	1,298,173	1,323,530	( 25,357)
Indus.Devel.Admin.	97,600	106,009	( 8,409)
Nawal Parasi Hills Dev.			
Project Admin.	816	7,241	( 6,425)
RDC Administration	374,939	415,917	( 40,978)
RDC Farm	<u>211,839</u>	<u>211,839</u>	-
	<u>3,095,384</u>	<u>3,164,540</u>	( 69,156)
<u>Capital</u>			
DCS Administration	15,500	10,545	4,955
Indus.Dev.Admin	-	774	( 774)
DCS and Indus. Devel. related items	702,087	94,150	607,937*)
RDC Administration	<u>283,662</u>	<u>242,684</u>	<u>40,978</u>
	<u>1,001,249</u>	<u>348,153</u>	<u>653,096</u>

\*Includes several old grants for programs not yet ready for implementation

Program

			Ack.Balce
EDS Promotion of Apprenticeship Train.	200,090	66,633	133,457
ID Gobar Drum Replace.Progr. -		239,730	(239,730)
ID Gobar Gas Prom Prog.	822,138	1,195,847	(373,709)
DCS Rural Elect.Prog.	177,859	187,275	( 9,416)
DCS Research & Devel.			412,806
Workshop Program	305,581	465,406	(159,825)
DCS Biofertilizer Prog.	85,776	49,656	36,120
DCS Roofing Tile Prog.	67,670	110,617	( 42,947)
RDC Horticulture/Agronomy Program	354,636	200,181	154,455
RDC Animal Health Improv.			198,792
Program	489,438	375,221	114,217
RDC Rural Indus Prog.	378,372	338,265	40,107
RDC Studies & Eval Prog.	234,361	276,786	( 42,425)
RDC Tree planting & Forestry Program	774,237	1,106,135	(331,898)
RDC Water Systems Prog.	31,752	70,510	( 38,758)
Andhi Khola Proj.-			( 38,758)
AHREP	10,782,445	5,356,108	5,426,337
AKP Drinking Water & Sanitation Program	512,077	347,140	164,937
AKP Approp.Techn.Prog.	65,081	19,424	45,657
AKP Irrigation Prog.	20,800	95,141	( 74,341)
AKP Agric.Devel. Prog.	51,516	63,571	( 12,055)
AKP Coop.Soc. Aid Prog.	-	-	5,658
AKP Rural Indus.Prog.	125,090	121,798	3,292
AKP Forest, soil & Water conservation program	680,100	107,362	572,738
AKP Non-formal Educ. Prog.	41,612	65,960	( 24,348)
AKP Administration	66,383	219,583	( 153,200)
AKP Vehicle Operations Program	54,303	46,106	8,197
NHE Galvanizing Plant Prog.	186,900	362,688	( 175,788)
Surkhet Project	<u>79,577</u>	<u>328,589</u>	<u>( 249,012)</u>
	<u>16,587,794</u>	<u>11,815,732</u>	<u>4,772,062</u>
<b>GRAND TOTALS</b>	<b>20,684,427</b>	<b>15,328,425</b>	<b>5,356,002</b>

Notes

1. EDS Promotion of Apprenticeship Training has had low activity during the year because of the death of the previous Program Director, Mr. Dinesh Upadhyay.
2. Gobar Gas Drum replacement program is finished within 1985/86, and so is the NHE Galvanizing Plant program. The DCS Biofertilizer program is also finished, parts of it will continue within the RDC Horticulture/Agronomy program.
3. The figures for AHREP are not complete, and are not a true indication of the financial position of the project, partly because of the valuation in kind that has not taken place and been distributed as expenditure by BPC.
4. The RDC Industries program has had much lower activities than anticipated, and so have many of the Andhi Khola programs such as Drinking water and Sanitation, Appropriate Technology, Irrigation and Cooperative Society Aid. Higher activities have been reported for RDC Studies and Evaluation, AKP Forest Soil and Conservation, AKP Rural Industries programs. Sunkhet Project has spent around 40% of the budgeted amount.

HEALTH SERVICES BOARD - SUMMARY

<u>Recurring</u>	<u>Income</u>	<u>Expenditure</u>	<u>Balance</u>
Health Serv. Office	2,778,810	2,891,854	( 113,044)
Nurse Campus	125,932	1,082,751	( 956,819)
Palpa Proj. Hospital	4,965,456	6,893,176	( 1,927,720)
Palpa Project workshop	338,010	414,605	( 76,595)
Palpa Project, HASP	47,643	48,754	( 1,111)
Gorkha Project Hosp.	1,383,677	2,489,440	( 1,105,763)
Okhaldunga Project Hospital	<u>464,441</u>	<u>807,490</u>	<u>( 343,049)</u>
	<u>10,103,969</u>	<u>14,628,070</u>	<u>(4,524,101)</u>

Capital

Health Services off.	158,380	281,255	( 122,875)
Patan Hospital	1,950,800	2,111,283	( 160,483)
Nurse Campus	7,777,160	7,982,280	( 205,120)
Tansen Hospital	3,652,103	2,056,326	1,595,777
Palpa Proj. HASP	95,500	-	95,500
Amp Pipal Hospital	91,208	97,554	( 6,346)
Okhaldunga Dispensary	<u>27,600</u>	<u>67,242</u>	<u>( 39,642)</u>
	<u>13,752,751</u>	<u>12,595,940</u>	<u>1,156,811</u>

Program

			<u>Adv.Balce</u>
Mental Health Prog.	411,053	206,848	204,205
Palpa Comm. Health Prog.	1,483,827	1,316,209	167,618
Gorkha Comm. Health Prog.	1,187,517	671,983	515,534
Okhaldunga Comm. Health Program	857,331	501,001	356,330
Lalitpur Comm. Develop. and Health Program	<u>5,552,555</u>	<u>5,564,066</u>	<u>( 11,511)</u>
	<u>9,492,283</u>	<u>8,260,107</u>	<u>1,232,176</u>
<b>GRAND TOTALS</b>	<b>33,349,003</b>	<b>35,484,117</b>	<b>(2,135,114)</b>

Notes:

1. Recurring Health Services office includes Medical Supplies, Missionwide maintenance etc. The deficit is lower than budgeted by 200,000.
2. There has been a considerable overspending of the budgets for Palpa and Amp Pipal Hospitals.
3. There has been a considerable underspending of the budgets for the Palpa CHP, Gorkha CHP, Okhaldunga CHP and Lalitpur CDHP.
4. Patan Hospital recurring deficit is 1,865,371. This has been covered by 1,600,000 already distributed during the year (See MW Balance Sheet), and so it remains to give to PH 265,371. The Income side of the above PH statement consists of the 1,600,000 plus 350,800 grants for capital items. The Expenditure side consists of the total recurring deficit of 1,865,371 plus 245,912 capital.

HEALTH SERVICES BOARDAnnual Report July 1985 - July 1986

During the year significant work has been done in reviewing the past of HSB and looking to the future. With the completion of the HSB Evaluation Study, the writing of "Over Thirty", a historical manual and challenge to hold and purposeful future planning Dr Carl Friedericks retired from service in Nepal. Dr and Mrs Friedericks service spans the whole period of UMN's existence.

The Health Services Secretary is grateful for the Assistant Health Services Secretary, a supportive and wise colleague, with whose encouragement and backing the Long Term Planning process has reached the stage of recommended policy, general directions and parameters statements for HSB as a whole and for each project, with proposed new areas of work.

Planning and Management Committees prove to be increasingly useful, with clearer understanding as to how to use them to the best advantage of projects.

Health Services Offices provided the support and consultation to projects that was possible, and there seems to be general satisfaction with it.

Open House Clinic by the end of the year was staffed by a full-time nurse. The volunteers' faithful support of the Clinic is appreciated very much.

Dental Programme has completed visits to Okhaldhunga, Amp Pipal, Jumla, Baglung and more survey work as well as integrating community dentistry into CDHP and Palpa CHP. The clinical services at Patan Hospital and Tansen Hospital are fully functioning.

Mental Health has continued informal contact with the HMG/N Mental Hospital colleagues. A series of articles on the pilot project of community mental health in Lalitpur are being published in the Journal of Nepal Medical Association. This programme has been introduced at Tansen and Amp Pipal Hospitals. Drug Abuse Prevention have had considerable small scale success in stimulating community response in education materials and helping a small number of addicts off dependence, as well as holding classes and seminars in High Schools and Colleges.

Seconded personnel report a satisfying, but busy year at Institute of Medicine, teaching and developing nursing curriculae, teaching in MBBS programme, working with Ministry of Health Nursing Division on Traditional Birth Attendant training and MCH programmes. Lahan report is included attached. Faimey continues very busy, as HSS seeks to find the right way to support this private clinic in the future.

Patan Hospital has had a year of consolidation. Falling as leveling off of patient levels may be an indication that the opening of several nursing homes as well as the Tribhuvan University Teaching Hospital are providing added options in the valley. Steeply rising costs causes some concern. UMN is involved through membership of the Board, secondment of staff and considerable subsidy grant for free care.

Agreements. Negotiations have continued with Ministry of Health. The Agreement is now in its 8th draft and awaits HMG/N response. The beginning of new work depends on receiving adequate permission.

Decentralization is being implemented in some Districts. All our project are trying to relate closely to District Panchayat and concerned line offices.

### Highlights of UMN HSB Projects

#### 1. Amp Pipal Hospital

During the year, previously made changes have been consolidated; all staff positions have been filled and there have been harmonious relations among the staff, patients and expatriates. Both out-patient and operation numbers have remained fairly constant, while numbers of admissions have been reduced by 16% and deliveries have increased by 19%. The MCH and TB records were transferred from CHP to hospital. Modifications in medical-surgical stores, laboratory and pharmacy are not all completed yet. There has been an overall emphasis on in-service training of staff and health education of patients. Relationships with the surrounding community have been supportive with increased contact with some health posts run by Save the Children Fund USA.

#### 2. Gorkha\_CHP

When in March 1986 2 expatriates started to live in Gakhu, 4 hrs from Amp Pipal, the CHP target area was enlarged to 5 panchayats. January 1986 saw the handover of the MCH clinic and 5 of its staff to the hospital. In our 3 other clinics more responsibilities were given to local committees and their employees, for registration, ante-natal checks and health teaching.

The different emphasis in agriculture led to far less farm activities and reallocation of 5 of the workers to hospital and area services.

"If this alternative employment can not be guaranteed, UMN's would need to look at its role as 'confirmed employer'", was the discussion at the PMC, proposing this line of action. The Nepali staff expressed their uncertainties about the desirability of Community Motivation with the possibilities of job losses, in a letter to HQ rather than in a strike.

#### 3. Okhaldhunga Dispensary

The hospital aims to provide basic medical and surgical care to the people of the surrounding area. In the past year more than eleven thousand out-patients and a little less than nine hundred in-patients were treated.

Special events during the year were an eye camp, surgical camp, and dentistry camp.

The objective to minimize costs was approximated reasonably well. In summary the past year has been a good one in working together as hospital staff amongst ourselves as well as with others. We were impressed again by the obvious need for a hospital in this District whether it is run by UMN or HMG or both combined.

#### 4. Okhaldhunga CHP

Community Health Programme continued as planned and agreed in 14 panchayats. Work included training, seminars, health activities, agriculture and animal improvement, water and sanitation and education area. Activities were different in areas depending on community involvement, cooperation with HMG/N staff, capacity and interest. One panchayat was as model for integrated work. Stress was strongly in preventive, motivation and supporting HMG to take responsibility and panchayats involvement.

#### 5. Palpa Project

Guesthouse The Guesthouse facilities have at times been overutilised. The building programme for the proposed extension was begun and should be complete by the end of October. We have been grateful for provision of hostesses for part of the year; but wives of BAs have still had to be involved.

Maintenance Department The upper story of the building is now in use as a store and office. Our expatriate supervisor has had to spend most of his time as supervisor of the building programme. Maintenance has proceeded under the direction of the Nepali supervisor. The foreman of the building programme will take over when that programme is complete. We are grateful for the supply of a second hand Land Rover. The new generator has been ordered. Water problems have been less during the year. The new mastertank (130,000 litres) is now in use. New pumps have also been installed.

Language We have one LARC and one local teacher, and when both are actually available the needs of our students can be adequately met.

Administration At the beginning of this financial year the new plan for the administration was implemented. Both CHP and Hospital Business Offices were combined in the one office, located in the hospital. At the same time it was divided into two separate parts with one person taking responsibility for the financial part and one person taking responsibility for the personnel part.

Palpa Horticulture and Agronomy Support Programme (HASP) is a new programme which started 6 1/2 months ago. Objectives: to assist UMN projects to help farmers in the hilly regions of Nepal; to find systems of Horticulture and Agronomy which meet the needs of the situation, now, and in the future, for optimum sustainable soil productivity; to seek to help to provide needed input to achieve the previous mentioned.

#### 6. Tansen Hospital

A 100 bed (actual 102) hospital plus out-patient department which serves as a base hospital for the CHP Programme as well as a referral centre from Government and private services. It is equivalent to a zonal hospital, but receives many cases for primary as well as higher levels of care from a much wider area.

#### 7. Palpa CHP

The Palpa Community Health Programme, using the Tansen UMN hospital as its base, has fulfilled its two fold aim of supporting His Majesty's Government (HMG) in its health care efforts in Palpa District and has been involved with local communities in theirself developments efforts by means of programmes jointly planned and implemented.

#### 8. Nurse Campus, UMN Programme

The UMN Programme has continued to operate as a certificate level Nursing Programme for Nepali women. We have continued to use Patan Hospital, Bir Hospital, HMG FP, HMG community field, FP association and CDHP field facilities for clinical and field experience. There are 2 years of students studying currently, 1st year has 30 students, 2nd year has 28 students. Both residential and non-residential.

The Nir Bhawan building purchase was finalised on February 25th, 1986. It has been purchased in the name of Nepal Hydro and Electric Company Butwal. A Building Committee has been formed in order to coordinate the renovation and alterations required in the campus.

There remains a shortage of Nurse Teaching Personnel due to in-service training of tutors and resignation.

9. CDHP (d.tpm)

The most significant event in the project during the past year has been the amalgamation of CDAP and CPHCP to form CDHP in July 1985. The upper administrations have been joined while at the field level work is proceeding as before. In the common work area there has been increased cooperation and some steps taken to integrate the work. However, the amalgamation has taken some adjustment for all staff. For some this has been more difficult than others. This report is on 2 annual plans (CDAP's and CPHCP's).

The work has been made more difficult throughout the year by a shortage of key personnel, particularly of supervisors resulting in a postponement of a new field administration structure and less field supervision. A shortage of Auxiliary Nurse Midwives (ANMs) and community motivators has been keenly felt. Nevertheless high quality care has been given to 76,309 patient visits and over 43,000 vaccination have been given. There has been greater interest shown in tree planting and 12 private contract nurseries have been established. Useful discussions have been held with Government and District officials with relationships slowly improving. All the Development Section's (DS) activities have arisen from community felt needs and with community cooperation. The Health Section (HS) activities have had less community involvement.

10. HSO

The Health Services Office provides an administrative base for the office of the Health Services Secretary and supportive services and resources for all Health Services Board projects and programmes and others. During the year the offices were moved from Open House to Asha Niketan. The Open House Clinic and Health Services Medical Supplies now occupy the bottom floor of Open House. Asha Niketan provides space for Nutrition Consultant, Library, Health Services Secretary and Assistant Health Services Secretary, Evaluation and Statistics, Manpower and Training, Medical Coordinator as well as Secretaries, computer (word processing) and the Mental Health, Drug Abuse Education Staff. It has proved very convenient being in the same building as the Economic Development Secretary and EDC, Rural Development as there are many matters of an inter-functional nature which can be settled quickly. Two of the secretarial staff had training in word processing, the Library Assistant at the Business School, another is studying English.

Personnel

1. Expatriate Personnel The HSB posts have been about 70% filled during the year. All hospitals (including Patan) have a change of leadership as have Okhaldhunga and Palpa CHPs.
2. Nepali Personnel The year has been one for harmonious relationships in general. The hospitals have experienced better staffing levels, while the CHPs on the whole have reduced staff levels.  
It has been difficult to staff some key posts in the development aspects of programmes.
3. Nationalization, remains a key stone of thinking and many scholarships are given. Meanwhile the nationwide shortage of health personnel is still a powerful constraint.

- 5 -

Conclusion

The Year has provided opportunity to review and re-think our work. There have been unexpected departure of personnel due to death and illness in families. We have been reminded of our vulnerability here in Nepal, at the same time of our sovereign God in whose hands we are and together we take heart to go on and serve in His name. Thank you to everyone for lives lived and work done in fellowship for people in distress.

Jeanette Hyland  
Health Services Secretary

## HEALTH SERVICES OFFICE

### Annual Report July 1985 - July 1986

#### 1. Summary

The Health Services Office provides an administrative base for the office of the Health Services Secretary and supportive services and resources for all Health Services Board projects and programmes and others. During the year the offices were moved from Open House to Asha Niketan. The Open House Clinic and Health Services Medical Supplies now occupy the bottom floor of Open House. Asha Niketan provides space for Nutrition Consultant, Library, Health Services Secretary and Assistant Health Services Secretary, Evaluation and Statistics, Manpower and Training, Medical Coordinator as well as Secretaries, computer (word processing) and the Mental Health, Drug Abuse Education Staff. It has proved very convenient being in the same building as the Economic Development Secretary and EDC, Rural Development as there are many matters of an inter-functional nature which can be settled quickly. Two of the secretarial staff had training in word processing, the Library Assistant at the Business School, another is studying English.

#### 2. Activities

##### a) Office of Health Services Secretary

For most of the year the work was shared between HSS and AHSS, although HSS had 3 month furlough and AHSS was away in USA for some time. The encouragement and support shown by programme leaders has been a real help in carrying the many, many responsibilities related to this office.

Negotiations with HMG/N MOH and participation in the IOM MOH, Health manpower planning exercise have taken up a lot of time during 1986. Without the support and encouragement of the AHSS, and many valuable comments and contributions from project people the HSB Long Term Plan draft proposal could not have been prepared.

b) The Administration Team has seen some staff changes both in Nepali and expatriate posts but nevertheless has coped adequately with the needs of the office for typing, filing, duplicating etc. The IBM PC used for word processing has simplified a number of large jobs. One Nepali and one expatriate secretary has been trained to use it so far.

c) The Business Manager has handled the accounts and doubled as HS Medical Supplies In-charge. During the year a Nepali was appointed to this important post.

##### d) The Consultant Team

###### i) Medical Coordinator

The responsibilities and activities of the Medical Coordinator for the most part changes little during this year. Medical and psychological reports of all candidates and their families were received and evaluated. Health questionnaires were sent to BAs as previously. Assistance was given in registration and re-registration of doctors and dentists with the Nepal Medical Council and indirect supervision of the UMN Clinic was provided.

During the last months of the year, the out-going and in-coming medical coordinators were involved in helping the HSS evaluate various approaches to candidate screening and to take on-going care of BAs in Nepal.

Open House Clinic

Until May this year Open House Clinic continued to be operated by volunteer staff. The work of Carole Sydnor and others who have helped to keep the Clinic functioning, has been greatly appreciated.

Provision of basic medical care for adults and children, immunizations, ante natal care and doctor and hospital referrals has continued. 60 to 130 people have attended the Clinic monthly, averaging 100 per month.

In May the Clinic moved into Open House proper and the two "new" downstairs rooms, comprising a waiting room and a consultation room, have been much admired and appreciated by many.

Also in May the Clinic was taken over by a full-time nurse. This has made it possible to open the Clinic five mornings a week from 8.30-11.00 am. Also we are now able to offer home visits for sick, housebound patients and regular post-natal home care.

The referral-report system is working well as is the system to have laboratory reports returned to the Clinic from Patan Hospital.

The Clinic Procedure Manual, compiled by Carole Sydnor, involved many hours of work and is very much appreciated.

A new microscope was purchased in January. Stool tests continue to be done at the Clinic. Bimonthly refresher sessions are given by Patan Hospital laboratory staff. It is hoped that in the future we may be able to do urine microscopy in the Clinic as well.

ii) Nutrition Consultant

The nutrition emphasis in the UMN has been strengthened by having nutritionists in most of the HSB projects. Project visits were made to three HSB projects - Lalitpur, Amp Pipal and Okhaldhunga and also to a few other UMN-related projects. A four-day "Nutrition Week" was held for new UMN workers in the autumn and spring; this has resulted in an increased awareness in nutrition and its practical implications in personal, community and work situations.

A nutrition information handout was prepared for short term workers. Writing mainly included topics of current interest, revisions and up-dates, a paper prepared for the National Nutrition Strategies Workshop and a study report for the Thai-NCA Highlands Development Project. Additions were made to teaching materials and nutrition journals, papers and articles were circulated to those active in nutrition work. Opportunities for outreach in nutrition over stretch the present staffing situation.

There is good opportunity during project visits to observe through one's own eyes and the eyes of others the impact of nutrition teaching, changing food practices and behaviour, results of rising food costs, marketing strategies, etc.

The numbers of project personnel and others requesting time for discussion and nutrition-related materials show an increase in nutritional awareness and application. Project visit diaries, simple interviewing, collection of observations, stories and photos have been helpful for evaluation purposes as well as being a valuable learning cum teaching resource.

iii) Job- and X-Ray Consultant

Even though the person helping in this area left Nepal in December the plans to renovate Tansen Hospital Lab and X-ray departments, standardize new equipment in Amp Pipal and Okhaldhunga and provide orientation training for staff were carried out at Amp Pipal, still to come in Okhaldhunga.

iv) Planning and Evaluation Consultant

The functions planned were carried out up until the person left Nepal, and since then have been taken up as part of the work of the evaluation study team.

e) HS\_Medical\_Supplies

Health Services Medical Supplies Department (HSMS) is located at Open House Thapathali. It has been procuring and supplying some 400 different kinds of drugs, chemicals, injections etc. for health-related projects of the UMN, in a most economical rate and by appropriate means as possible. Relationships has been maintained with number of ministries, departments, other offices of HMG/N and suppliers inside and outside the kingdom. A full-time Nepali Assistant Pharmacist and 0.15 time Nepali and 0.35 time expatriate Incharge carried the activities of the department. However, the liaison with government offices has been felt difficult part of the drugs procurement during the whole year. The objective of the department is deemed met in a greater degree and some changes in working strategy has been foreseen. It is also meant that the department should run in a self supporting manner.

- i) Objective: To provide medical supplies services to hospitals and health-related projects of the UMN.
- ii) Degree\_of fulfilment: It is felt that such objective has been met in a greater degree though it has to face certain difficulties producing supplies from India and overseas.
- iii) Proposed\_strategy changes: That necessary applications for import permit, exemption certificates etc. for drugs and chemicals difficult to obtain permissions be given in in advance and followed up frequently. Occasional visits by the HSMS Incharge himself/herself to be made with the higher level officers at the place the process get stocked.

That continuous evaluation be made from response received from projects receiving services and rationalization of the same be effected accordingly.

f) HS\_Library

New books and non-book materials have been acquired and added to the stock. Health Education Materials and other appropriate medical publications have been ordered and sent to Amp Pipal,

Tansen, and Okhaldhunga projects. Loan and reference use has been made of the library by projects and others outside UMN. The Library Assistant In-charge has received training in librarianship and business studies. On completion of those studies he has returned to work in the HSO library.

g) Statistics\_Section

The activities of the statistical section is being gradually increasing and as a whole, it has been considerably improved than last year. The reporting of data from the various health programmes are improving; a computer is being used to convert the raw statistics into meaningful indicators as being done from last year. The computer indicator reports are fed-back to the programmes to assist them in their own evaluation, and more accurate statistical reports on UMN health programmes are being delivered to His Majesty's Government of Nepal.

h) HS\_Training\_and\_Manpower\_Office

The Training and Manpower Advisor's responsibilities consist mainly of the following sections: negotiations with Integrated Community Health Services Department Project (ICHSDP), advising and assisting regarding applications to Institute of Medicine, coordinating places for training at Central Health Laboratory, receiving quarterly reports on staff listing, keeping list of vacant posts at UMN Projects, referring employment inquiries and up-dating of data run offs. The latter part (data run off) unfortunately has been lagging behind due to incomplete handing over of running of data programme to HSO staff.

i) Biomedical/Missionwide\_Maintenance

The maintenance programme has been continuing over the past year with regular visits to Tansen, Amp Pipal, and Okhaldhunga hospitals. We have also visited the Gandaki Boarding School in Pokhara to assist them with telephone and intercom installation. Looking forward to the time when I will turn this work over to my Nepali counterpart, I have been allowing Bishnu to go alone to the projects as much as possible. Training in basic electronics for 3 people from Patan Hospital maintenance dept is now going on and plans are being finalized for the training of people from the Tansen and Amp Pipal hospitals.

j) Special\_Programmes\_associated\_with\_HSO

i) Evaluation Study

Final report and recommendations made to HSB March and adopted with some modification. The hard and good work of this group is appreciated by all projects and showing results already. "Over Thirty" by Dr Friedericks will be presented at HSB Oct 1986.

ii) Mental Health Programme

Report will appear in HSB summary report.

iii) Dental Health

Report will appear in HSB summary report.

3. Personnel/Training

One staff completed Business School training. One is taking English classes. Computer word processing training was given to two staff.

Jeanette Hyland  
Health Services Secretary  
October 1986

HEALTH SERVICES SECONDED PERSONNELAnnual Report July 1985-861) MBBS course, IOM

I have been teaching clinical physiology to MBBS students (phase I) since July 1986. This involves eight hours teaching per week, and I go to Maharajganj Campus two or three days each week. In training I had to cover about 20% of the course in the last month for one group, and conduct examinations for that group; and recently I have been developing progressive assessment for the current group.

I have been asked to:

- a) Develop the practical physiology course;
- b) Develop the immunology course;
- c) Become involved in relevant research within the Institution of Medicine.

There is the possibility of an Assistant Lecturer in Physiology being appointed so I can concentrate on the second two aims. However, I envisage being required in physiology for at least the next 12 months, and possibly two to three years. In September 1986 I presented a paper at an International Symposium on the Immunology of Leprosy, in Oslo, Norway.

Warwick Britton  
(Sept. 1986)

2) Course Development/Nursing Training, IOM

Mary Nichol and Margaret Wright are very busy teaching and supervising students of the first and second year post-basic Child Health Program. Mary also taught one course in the basic nursing program. Hisa Asaoka is teaching and supervising students of the post-basic Adult Nursing Program. In addition to classroom teaching, all three made field visits to either Tansen, Pokhara or Biratnagar campuses and hospitals. Clinical experience of students involved planning and supervising students at the Teaching Hospital, Kanti Hospital, Teku Hospital, Maternity Hospital, Patan Hospital and the Mental Hospital.

We were also involved in curriculum committees at the basic and post-basic levels, and attended workshops throughout the year.

One of the joys of working at the Campus (a pleasure you can imagine) is meeting former students and observing their progress toward personal and professional development. Some of our former students are now members of the nursing faculty at this campus.

14th March was the highlight of the year, with the inauguration of the new Nursing Campus at Maharajganj by her Royal Highness Princess Preksyha. This beautiful campus, with its many facilities, was built by the Japanese government.

3) Nursing Division, Dept. of Health Services

For the past 12 months I have been working in the Division of Nursing, Ministry of Health, as MCH Advisor and coordinator of the Traditional Birth Attendant Program. In this past year the emphasis has been the training of TBAs in 11 districts. Three funding agencies are involved. The total number of persons who have been trained are:

TBAs - Initial training - 953  
TBA - Refresher training - 272  
ANMs - TBA teacher training - approx. 60.

Supervision of the TBAs and ANMs who have received training is now being carried out. The plan calls for training a further 1070 TBAs in the next nine months.

Visits for program evaluation were made to five districts, and for supervision to three districts. I was involved in two central level workshops, and am in the process of scheduling one further workshop on evaluation and planning.

In May I participated in one funding agencies' workshop on evaluation, held in Bangkok, and also met with them in consultation in North Carolina, USA in August 1986.

Plans are being made for the further expansion and development of TBA programs in the country.

Audrey Maw

4) Blindness Prevention and Control Program

Three fruitful years of eye care services in the Sagarmatha Zone have been completed with the help of Christoffel Blindenmission (CBM), West Germany, partnering the Social Service National Coordination Council of Nepal. The past three years have seen the Eye Hospital well established through various activities with the help of overwhelming local support.

The first two years established the routine working of the hospital, and a need was felt to train local Nepali people to create and activate a social awareness to the ophthalmological problems faced in this zone. The strength of inpatient beds had to be increased from 10 to 70, and during periods of demand a temporary inpatient shed was built with an additional 40 beds. To make people familiar with their surroundings, a Nepali-style kitchen was built to help the relatives of patients to prepare their meals. To start with, people requiring treatment either as outpatients or as inpatients were not charged any fee. Once the hospital procedures were streamlined, a very moderate fee was charged for outpatient and inpatient facilities, with the aim of making the hospital self-supportive. The very poor people were treated free of cost.

The training program for the ophthalmic assistants was conducted to impart basic knowledge in ophthalmology, and after an examination the trainees were absorbed into the project. The base hospital also provided ophthalmic training to community health workers and health assistants of the UMN hospital in Okhaldhunga. Surgical training was also imparted to a doctor from Janakpur, to help him run the eye hospital in that area.

A new site for an eye hospital was donated by one of the local families, and plans were put forth to construct an eye hospital and staff quarters with aid from CBM. Over 1,000 trees were planted at the site with the help of all the staff to beautify the campus.

At the base hospital at Lahan, 22,155 outpatients were treated, and 2748 operations were performed. Five eye camps were held in different locations, and through these over a further 1,400 patients were treated.

UMN personnel in the Program are Albrecht and Kristina Hennig and Cordula Rau.

## UMN DENTAL PROGRAMME

## Annual Report July 1985 - July 1986

1. Summary Report

The UMN Dental Programme consists of all the work carried out by UMN, both in the Projects that have dentists assigned to them, and in other locations too. Dentists have been based in Lalitpur and Palpa.

2. Programme Activities

- a) Clinical Services Based at Patan Hospital and Tansen Hospital, these have seen another increase in demand for treatment over the year. At Tansen Hospital numbers increased by 37% over last year's, and at Patan Hospital it has been a continual struggle to keep patient numbers to manageable levels. See individual hospital reports for further details.
- b) Teaching Teaching has continued through the year via CDHP and Palpa CHP to schools, HMG Health Post Workers, Village Health Workers, and to UMN Staff, and has been both theoretical and practical/clinical.
- c) Visits This year emphasis has concentrated on the initiation of annual visits to UMN Projects that do not have a dentist on the staff, and to encourage the on-going development of the idea of using UMN dentists as resource personnel in this field. Dentists visited Okhaldhunga, Amp Pipal and Jumla for extended visits of training, teaching, and practical help, and to encourage the provision of simple dental services in these places. One dentist has given input to Paimey Dispensary, and another to Gandaki Zonal Hospital at Pokhara, through INF, helping in the laying out of the department there, and in the installation of the equipment.
- d) Surveys Surveying has been carried out in Lalitpur, Tanahu and Tansen, using WHO methodology.
- e) Flash-cards Flash-cards on simple dental disease prevention have been redrawn, field-tested, and modified where necessary, and should be ready for production in the coming year.
- f) Dental Advisory Group This group has met regularly to help advise HSB on its dental policy and the practical outworking of it.
- g) Dental Instrument Bank A dental instrument 'Bank' has been set up in HSO to provide a pool of equipment for use on dental visits, camps etc when there is a temporary need for a large amount of instruments. The instruments are also available for purchase by individuals and projects. This 'Bank' should be self-financing once the initial purchase of equipment has been completed.

3. Interrelationships with Other Projects

See 'Visits' section above for details.

4. Research/Evaluation

Arrangements have been made for the storage of clinical statistics at HSO. Compilation of epidemiological statistics available from the WHO type surveying is continuing.

5. Personnel and Training

During the year the number of UMN dentists increased from 3 to 6, although the maximum time available to the Dental Programme was never more than 4.0 FTE. Training of dental clinical assistants has continued at Patan and Tansen.

## MENTAL HEALTH PROGRAMME

### Annual Report July 1985 - July 1986

#### 1. Summary Report

The Mental Health Programme has continued to put emphasis on the Community Mental Health Programme in CDHP and this programme is now moving towards self sufficiency.

Inputs into other programmes and projects have seen major input to Palpa Project and more limited input to Amp Pipal and a number of other activities.

Expatriate consultations continue to be an important part of the programme as does the involvement with the Drug Abuse Programme.

Links with Government Mental Hospital have been further developed.

#### 2. Programme Activities

##### a) Community Mental Health Programme

The programme has been developed towards the final phase of self sufficiency. More staff have been trained and a half time health assistant has been appointed to assist with supervision and follow up.

The model aspect of the programme has been enhanced by the publication of two articles describing the programme activities and in particular training, in the Journal of the Nepal Medical Association. A third article describing in detail the patients seen is under preparation.

The Government Mental Hospital has increasingly used this programme as a demonstration area for teaching on Community Psychiatry.

##### b) Expatriate Consultations

This year 41 individuals or families were seen for a total of 187 consultations. Of those seen 16 were from UMN.

Again close links were maintained with the Personnel Counsellor and others with personnel responsibilities within UMN. This remains a rewarding and important function though with a limited time commitment.

##### c) Input to Other Services

This year many other programmes and projects have requested Mental Health input.

A major new initiative saw services extended to Palpa Project and in a more limited way to Amp Pipal. This involved training and setting up of services initially, then follow up visits.

Other activities have included lectures at the Nurses Campus, involvement in training CDHP staff, and government nurses and medical officers. Participation in committees, set up by WHO to encourage community mental health and to arrange nurses training at the government mental hospital was also invited.

##### d) Government Mental Hospital Links

The informal but warm links with the Government Mental Hospital have continued. It has been encouraging to be asked to participate in a number of training programmes especially in the teaching on community mental health.

A joint proposal from the UMN Mental Health Programme and one of the consultants at the Government Mental Hospital to extend services to Dhulikhel Jail is currently before the Home Ministry.

The opening of a Department of Psychiatry at TU Teaching Hospital is a significant development for Mental Health in Nepal. Very positive contact has been made with the Department and possibilities for future collaboration seem very good.

e) Programme on Drug Abuse

Support, encouragement and consultation with the Drug Abuse worker and his counterpart have continued. This programme is developing in many areas of both prevention and education as well as treatment.

3. Interrelationship with Other Projects

The project remains largely a service programme to other projects and programmes.

The Community Mental Programme uses the structures of CDHP exclusively. As new developments have been undertaken in Palpa and Amp Pipal every effort have been made to integrate the programme with the existing structures.

4. Community Involvement

The programme remains committed to the development of a community based model for the provision of Mental Health Services to Nepal.

In each activity community education and participation is given high priority.

5. Research and Evaluation

Research remains an integrate component of all activities of the programme. An article is currently under preparation which will detail much of the work of the Community Mental Health Programme.

Other evaluative procedures have continued with keeping of data on expatriate consultations, training courses given and other activities undertaken.

6. Personnel and Training

Training of health workers in Mental Health remains a high priority of the programme and is the vehicle of much of the programme activities.

In Palpa an extensive training programme has been undertaken and the smaller start made in Amp Pipal is being followed up.

## UMN COMMUNITY MENTAL HEALTH PROGRAMME

## DRUG ABUSE PREVENTION PROGRAMME (DAPP)

Annual Report July 1985 - July 19861. Summary/Background

In the beginning of 1985 the Nepal authorities, for the first time, began to announce through the news-media that there was an alarming development of Hard Drug Abuse (Heroin) among the youth. Still no preventive measures, in the form of educational programmes, treatment facilities, extensive publications etc. were undertaken that year. The only rehabilitation facility existing then was closed in September 1985 and no other rehabilitation facility has been operational since.

The number of drug addicted youth in 1985 within the Kathmandu valley had been estimated at 10,000. In the last 11 years Nepal has seen an annual growth rate in the number of addicts of over 50%, which will mean that Kathmandu alone will have over 16,000 addicts by the end of this year.

In July 1985 the UMN Drug Abuse Prevention Programme was launched with one expatriate, plus one Nepali assistant working for the first six months on a half time basis.

From the beginning this programme has been community based which implies that all activities have been and are executed ONLY with ACTIVE involvement and cooperation of an already existing structure within Nepal-society e.g. a youth organization, local committees, parent groups. etc.

In this way the programme has not acted as an entity in itself but rather as a catalyst and motivating force within the existing structures enabling them to obtain the necessary awareness, education and means of rehabilitation in order to combat the growing threat of Drug Abuse poised over the Nepal urban society. Therefore, this report will deal mostly with the developments in those structures to which the programme has given its assistance.

It is taken for granted that even within those structures with which the UMN programme has been and is closely involved, not all developments can be attributed to the programme's activities and initiatives.

2. Programme activities (developments)

**Youth Corner Club:** The education programme conducted a self-help group for detoxification of two Club members addicted to Heroin; initiated with the help of Father Gaffney; it was financed by the Club and parents.

**Boudhha Youth Club, Boudhha Committee:** The education programme conducted a self help group of the Boudhha Committee for a 15 day detoxification programme. In this programme 4 community members were detoxified. A nursing care facility and the finances were supplied by the Boudhha community itself.

**SAA/SAV (SOCIAL ACTION VOLUNTEERS):** Extensive education on Drug-Abuse was given.

Posters and slogans against Drug-Abuse were developed and 3000 posters distributed/

A Youth Club-convention was held on Drug Abuse  
10,000 pamphlets were sponsored and distributed  
An Anti-Drug-Abuse-Week was held.

**Asan Tole Committee:** At present an informal ad-hoc committee is being formed consisting of 13 members, to be educated in matters of Drug-Abuse and in methods as to how the community can be activated for prevention of Drug-Abuse.

**Jana Chikitsalaya/Neukha:** Education was given together with Dr. D.K. Shresth as well as a discussion held on Drug Abuse.

**Nepal Youth Organizations:** At present developing a programme for rehabilitation facilities and material suitable for educational programmes.

Government, Home Ministry: Numerous talks held with Narcotic-Control officers; possibility of cooperation created.

Police Department: "Relationship with high ranking officers, who are concerned and working in this "field" established. Law-enforcement has been markedly stepped up over past 5 months informal education given.

Nepal Television: Production of anti-drug abuse material, a short documentary, Anti-Abuse spots etc. has been started.

A Drug Prevention Education Programme has been formulated and conducted in 4 schools with approximately 700 students.

At present a committee of school principals is being formed for the establishment of a strategy for the prevention of Drug Abuse within the secondary schools. On 7 campuses preliminary educational talks have been conducted with the campus chiefs and lecturers.

The Programme has developed a pamphlet for the education of the general public which was sponsored by GAA/SAV; so far 24,000 copies have been printed and approximately 13,000 distributed.

The Programme is at present trying to set up a communication-system through "FADA" (Fight Against Drug Abuse) that would encourage the mutual sharing of ideas and efforts in among the different structures in their fight against Drug-Abuse, in order to avoid unnecessary duplication and competition and to enhance each other's effort.

3. Interrelationship with other projects

The Programmes entire activities are based on inter-relationships.

4. Community Involvement:

See activities.

5. Research and Evaluation:

6. The Objectives of the Drug Abuse Programme are (in brief):

1. To create awareness
2. To prevent Drug Abuse
3. To motivate development of Drug-rehabilitation Services
4. To produce educational material.

7. Progress toward reaching the Objectives:

1. There has been an increase of awareness on a National level through community meetings. Media (Papers/T.V.) Discussion on parliamentary level.
2. In this point prevention of Drug Abuse can not be assessed.
3. There have been two short term self-help groups in operation. One long term rehabilitation facility will be operational shortly.
4. 6000 Anti Drug Posters have been produced 24,000 pamphlets on Drug Abuse have been printed.

8. Personnel Training:

The programme gives in-service training to the people from the structures it is involved with.

UMN HOSPITALS COMPARITIVE REPORT FOR TWO FISCAL YEARS (1984-85 and 1985-86)

NAME OF HOSPITALS:	PATAN		TANSEN		AMP PIPAL		OKHALDHUNGA		REMARKS
	THIS YR	LAST YR	THIS YR	LAST YR	THIS YR	LAST YR	THIS YR	LAST YR	
<b>PATIENT-CARE:</b>									
1 Admissions	6730	6659	3943	3831	1553	1792	881	980	
2 Patient Days	38913	40332	26152	25245	11610	14798	6005	6518	
3 Length of Stay	4	6	7	7	7	8	7	7	
4 Average Daily Census	107		72	68	32	41	16		
5 Percent Occupancy	77	80	75	72	17	79	82	89	
6 Deliveries	2060	1804	407	322	141	123	43	44	
7 Delivery Rev/Delivery			45	48			72		
8 Total IP Rev/Patient Day	87	82	54	41	31	29	18		
9 Total IP Rev/Admission	503	497	356	271	230	239	121		
10 Nursing Cost/Patient Day	59		51	41	41	23	36		
11 Doctor Cost/Patient Day	13		7	6	7	5	7		
12 Total Patient-care FTE	99		57		21	17	12		
13 Patient Days/Patient-care FTE	447		498		555	870	530		
14 Revenue:Cost Ratio									
<b>OPD (ALL):</b>									
15 OPD Visits	159087	133703	94190	66132	34965	35799	11440	10651	
16 Total OP Rev/Visit	25	26	32	34	24	23	17		
17 OPD Cost/Visit	5		7	5	6	5	4		
18 Doctor Cost/Visit				2					
19 OPD Visits/FTE	3518		4263	272	2955	4421	4290		
20 Revenue:Cost Ratio	1			1			1		
<b>MOTHER &amp; CHILD HEALTH:</b>									
21 MCH Visits	33810	37075	12524	1070					
22 Direct Cost/MCH Visit	5		6	5					
23 MCH Visits/FTE	4830		4175	283					

	1 THIS YR	2 LAST YR	3 THIS YR	4 LAST YR	1 THIS YR	2 LAST YR	3 THIS YR	4 LAST YR
EMERGENCY ROOM:								
24 Emergency Room Visits	12117	12544	1290	1268				
25 Cost/ER Visit		13						
26 ER Visits/FTE		1212						
OPERATION ROOM:								
27 Major Surgeries	731	828	910		223	229	35	75
28 Minor Surgeries	2663	1579	2323		1181	1186	381	220
29 Percent IP Revenue	92		83	84	68	73	66	
30 Rev/Surgery Procedure	356		117	66	60	56	49	
31 Cost/Surgery Procedure	156		122	59	151	127	54	
32 Revenue:Cost Ratio	2		1	1			1	
33 Surgery Procedures/FTE	242		286	28	165	157	446	
C S S D:							3	
34 Cost/Patient Day	10		18	15				
35 Revenue:Cost Ratio	1							
RADIOLOGY:								
36 Radiology Procedures	16689	15789	13594	9687	1860	2521	315	
37 Percent IP Revenue	21		14	18	24	23	61	
38 Revenue/Procedure	32		44	45	46	44	32	
39 Cost/Procedure	23		31	31	35	44	53	
40 Revenue:Cost Ratio	1		1	1	1	1	1	
41 Procedure/FTE	3338		3674	248	930	1261	945	
LABORATORY:								
42 Lab. Procedures	92286	99798	70509	59601	30607	39174	7233	
43 % IP Rev.	38		18	19	20	25	31	
44 Rev/Procedures	8		4	3	3	3	2	
45 Cost/Procedure	5		3	3	3	1	2	
46 Rev : Cost ratio	2		1	1	1	2	1	
47 Procedures/FTE	7099		12157	846	11485	19587	5425	
PHARMACY:								
48 % IP Rev.	29		25	18	22	28	29	
49 IP Rev/Pt.day	22		25	12	15	15	9	
50 OP Rev/OP visit	13		20	21	17	16	12	
51 Rev : Cost ratio	1		1	1	1	1	1	

PAGE 3

	1 THIS YR	2 LAST YR	3 THIS YR	4 LAST YR
<b>PHYSIOTHERAPY:</b>				
52 Physio. Procedures				
53 % IP Rev.	1098	1824	1222	
54 Rev : Cost ratio	55	50	57	
55 Procedures/FTE	1			
<b>DENTAL:</b>				
56 Dental Visits	7633	5924	1928	1391
57 Cost/Visit	33	42	40	
58 Revenue:Cost Ratio	2	1	1	
59 Dental Visits/FTE	954	964	93	
<b>DIETARY:</b>				
60 Meals Served	57389	50953		47
61 Cost/Meal Served	5		826	
62 Revenue:Cost Ratio	1			
63 Meals Served/FTE	5739		63	
<b>LAUNDRY:</b>				
64 Cost/Patient Day	3	4	2	2
65 Percent Cost to Total	1	1	1	2
66 Linen, Bedding/Patient Day	1	1	2	1
<b>HOUSE-KEEPING:</b>				
67 Cost/Sq Metre Cleaned				
68 Percent Cost to Total				
69 Sq metre cleaned/FTE	4	4	3	11
<b>INDIRECT FREE-CARE:</b>				
70 Total Revenue:Expense Ratio	1	1	1	1
71 % of indirect free care	28	30	47	14
<b>DIRECT FREE-CARE:</b>				
72 % of Patient Revenue	7	2	4	14
73 % OP Free care		1	2	13
74 % IP Free care	14	4	9	11
75 Equiv Free Care Beds			426	21
			368	13
				19
				8
				5
				13
				21
				650

	1 THIS YR	2 LAST YR	3 THIS YR	4 THIS YR	LAST YR
<b>STAFF:</b>					
76 No. of Staff	312	290	176	74	63
77 No. of Expatriate Staff	19		14	6	6
78 % of Expatriate	6		8	8	4
79 No. of Doctors	23		10	10	15
<b>GENERAL:</b>					
80 % of Soc. ser. exp.	3		1	4	6
81 % Maintenance exp.	7		3	6	5
82 % Utilities exp.			2		1
83 % Security exp.	1		1	7	6
84 % Admn. exp.	5		4	56	51
85 % Salary exp.	52		48	42	47
86 Percent IP Revenue	46		32	30	34
87 Net Gain (Loss)	-361944		-2083564	-999954	-629378
88 Net Gain (Loss), Excl. PCS	-1137689		-2668466	-1214847	-830939
89 % Gain (Loss)	-3		-29	-40	-30
90 % Net Gain (Loss) Excl. PCS	37		15	-5	10
91 Free Care	3507439		664698	492734	468093
92 Free Care Excl. PCS	2731694		79796	277841	266532
93 % Free Care	33		9	20	22
94 % Free Care Excl. PCS	26		1	11	13

UNITED MISSION COMMUNITY HEALTH PROGRAMME COMPARED FOR TWO FISCAL YEARS: 2041-42 & 2042-43

PALPA C. H. P.		GORAKHA C. H. P.		OKHALDHUNGA C. H. P.		LALITPUR C. D. H. P.		PATAN HOSPITAL ( $<5$ FP AN & PN)	
1984-85 1985-86		1984-85 1985-86		1984-85 1985-86		1984-85 1985-86		1984-85 1985-86	
GENERAL PATIENTS TREATED:									
NEW	2330	1583	3054	1740	963	1779	0	7779	5586
OLD	3049	3224	12025	6548	5313	4759	0	20005	28222
TOTAL	5379	4807	15079	8288	6276	6538	65238	27784	33808
ANTE-NATAL EXAMINATIONS:									
NEW	701	697	410	297	27	20	1169	774	0
OLD	1454	1523	377	267	54	8	1699	1566	0
TOTAL	2155	2220	787	564	81	28	2868	2340	6920
HOME DELIVERIES CONDUCTED		126		103		0		0	
POST-NATAL EXAMINATIONS		479		394		0		0	
FAMILY PLANNING:									
LOOP INSERTED	0	0	0	0	0	35	0	0	68
LOOP REMOVED/CHECKUP	0	0	0	0	0	9	0	0	71
LOOP TOTAL	0	0	0	0	0	55	44	0	12
PILLS NEW	1	0	0	0	0	31	43	299	110
PILLS REFILLS	0	0	0	0	0	33	56	551	307
PILLS TOTAL	1	0	0	0	0	64	99	850	417
DEPO-PROVERA NEW	75	72	0	0	0	247	205	0	12
DEPO-PROVERA REFILLS	264	245	0	0	0	1092	839	0	27
DEPO-PROVERA TOTAL	339	317	0	0	0	1339	1044	0	1
VASECTOMY	0	0	0	0	0	0	19	437	1378
TUBECTION	0	0	0	0	0	0	0	616	1264
TOTAL	0	0	0	0	0	0	19	1053	2642
OTHERS F.P.	0	0	0	0	0	0	41	856	436
FAMILY PLANNING TOTAL	340	317	0	0	0	1458	1247	2759	3495
HOME VISITED	313	210	0	0	0	0	0	0	0

P A L P A			G O R K H A			O K H A L D H U N G A			L A L I T P U R			P A T A N H O S P I T A L		
C. H. P.	C. H. P.	C. H. P.	C. H. P.	C. H. P.	C. H. P.	C. H. P.	C. H. P.	C. H. P.	C. D. H. P.	C. D. H. P.	C. D. H. P.	C. D. H. P.	C. D. H. P.	C. D. H. P.
1984-85	1985-86	1984-85	1985-86	1984-85	1985-86	1984-85	1985-86	1984-85	1984-85	1984-85	1984-85	1984-85	1984-85	1984-85
VACCINATION PERFORMANCES:														
DPT 1ST DOSES	2082	2161	1710	797	1109	1024	3596	4803	3516	4269				
DPT 2ND DOSES	1106	1629	1161	549	870	729	2181	3845	2591	3281				
DPT 3RD DOSES	741	1058	858	460	1347	709	2340	3226	2790	4994				
DPT BOOSTER DOSES	13	0	0	0	0	0	0	0	0	0	0	0	0	0
DT BOOSTER DOSES	0	0	0	0	0	97	0	0	0	0	0	0	0	0
TOTAL DT AND DPT	3942	4848	3729	1806	3423	2472	8117	11874	9478	12880				
BCG PRIMARY VACC	1233	1962	1911	882	934	1003	4739	5855	3010	3961				
BCG RE-VACCINATIONS	0	0	0	0	1	0	0	0	0	47	63			
BCG TOTAL	1233	1962	1911	882	935	1003	4739	5855	3057	4024				
TETANUS TOXOID GIVEN ALL	1689	3206	869	151	44	1253	1361	6907	2799	3605				
POLIO 1ST DOSES	1638	2339	1070	431	451	900	3263	4889	3574	4331				
POLIO 2ND DOSES	912	1598	1270	171	238	556	2191	3925	2647	3607				
POLIO 3RD DOSES	546	1046	785	63	127	545	1739	3164	3887	4882				
POLIO TOTAL	3096	3937	3125	602	816	1456	7193	8814	10108	7938				
MEASLES VACCINATIONS DONE	963	867	1100	424	288	1063	3218	4954	1435	2449				
TOTAL VACCINATIONS DONE	10923	14820	10734	3865	5506	7247	24628	38404	26877	30896				

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UMN BOARD OF DIRECTORS, NOVEMBER 1986

Proposed amendments to UMN Constitution & Bye-laws

**A) Ratification of Constitutional amendment made in April 1985 (BD-16/85)**

Constitution V, B, 2: amended to read -

"Ex-officio members: The Executive Director, Treasurer, Functional Secretaries, Assistant Functional Secretaries, one Board Appointees' representative from each Functional Board, and the elected representative of the Workers' Conference, all of whom will have voice but no vote."

**B) Proposed new amendments.**

1) Representation on the Board: (BD-15/85)

a) Const. V, B, 1 to read -

"Representatives elected by the member bodies, and from amongst the Christian Church in Nepal."

b) Bye-law II, D, to read -

"There will be two voting members appointed annually by the Executive Committee from the Christian Church in Nepal."

2) - Appointment of Functional Secretaries (EC(1)-47/86)

Bye-law V, B, 1 - Delete final sentence, "Nominations to these appointments...", and replace with the following -

"The Executive Director, having sought comments and recommendations from all Board Appointees and senior Nepali staff associated with the particular Functional Board, will present responses to a Scrutiny Committee of three persons appointed by the Functional Board at its meeting. This Scrutiny Committee will act confidentially, and present a name, or names, with appropriate background information, to the Functional Board for consideration in making a nomination or nominations to present for final decision to the Executive Committee."

3) - Board Appointee status (EC(2)-53/85)

Bye-law VIII, A, 1 to read -

"These will be termed 'Board Appointees', and are defined as those workers offered and fully supported by member bodies or personnel-sending organizations, and accepted by the Executive Committee..."

4) - Assignments/Appeals (BD-18/85)

Bye-law VII, C, 12 - Second sentence, beginning "In case of appeal..." to read -

"In case of appeal by the Board Appointee or member body involved, the decision of the Executive Director will be carried out until the appeal is heard by the Executive Committee."

5) - Approval of funding (EC(1)-14/86)

Bye-law X, 9, b to be amended to read -

"It may approve supplementary capital and program funding for single items up to an amount specified by the Executive Committee. It may also approve the amount needed when...."

6) Workers' Conference (from Workers' Conference, May 1986)

- a) Constitution V, B, 2: Instead of "Workers' Conference", read "Annual Conference".
- b) Bye-law XIII: Wherever "Workers' Conference" appears, read "Annual Conference".
- c) Bye-law XIII, C. Instead of "to all Board Appointees", read "to all Board and Direct Appointees".
- d) Bye-law XIII, B: Delete, and replace with the following -  
"The Conference will elect a Committee who will serve from the close of the Annual Conference at which they are elected until the close of the following Conference. A Conference member will be elected to represent the Annual Conference at the following Annual Board Meeting."

123

28th October, 1986

To all Member Bodies and Associated Missions.

Subject: Leadership of UMN 1987/88

We in UMN Nepal are constantly grateful for the efforts of our friends overseas in the matter of recruiting. We don't seem to fill all our approved posts, but we do have full language groups in February and August. Through the Human Resources study concluded recently, there is a strong recommendation to look carefully into our growth pattern. This we are seriously following up.

However, associated with that, and indeed a main factor, is that we have tended to out strip our leadership capacity which has put added strains on the middle leadership area, as is evidenced by a very heavy turnover and loss of Project Directors.

At the same time we have realized another very serious area of need in our leadership. This is at the upper level. It is also with this concern that I write. May I list our needs for your concern and help.

1. UMN Treasurer. We have just been informed that Erling Wennemyr will not be available after the end of 1987. He will be greatly missed and his place hard to fill. It will be taken up at the Board of Directors next month, but I write to ask you to keep this very important replacement strongly in mind.
2. There is the newly created post of Assistant to the Executive Director. This need is for an administrative person who would work closely with the Executive Director. I would not see this as a decision making role, but rather one to pick up much of the detailed aspects, that at present remain with me. I find little time to fulfill other aspects of overall leadership which I see need to be done, and would prefer doing. May I add, I would like to see someone from either an Asian or non-English speaking background, e.g. Scandinavian.
3. Our Health Services Secretary will conclude her term in March 1988 and after 5 strenuous years, feels the need of a change. Here is another important need.
4. As well our Assistant Health Services Secretary is uncertain of his availability from June 1987.

These last two needs have been circulated to all our UMN people associated with the Health Services Board, and comments have been requested in response to the filling of these two posts.

Finally, please keep in mind that as well as professional ability and expertise, we are needing men & women of God whose priority is to be servants of Jesus Christ, as well as servants to the people of Nepal. They should have a desire, not only to serve in UMN but to develop a strong relationship, and where possible a role in the local church. I say this because I know very well the Nepali church leaders look for and expect this of members of UMN, and especially in its leadership.

Thank you for your fellowship.

Yours sincerely,

Howard

J. Howard Barclay  
Executive Director

JHB/bdh

## STUDY OF REASONS FOR PEOPLE LEAVING THE UMN

175

Over the years many people serving with UMN have found it necessary to leave for a variety of reasons. In order to learn more about why they left, the UMN Board of Directors has requested that the administration conduct this survey. We are including all appointees who served and left during the past eleven years. Hopefully your responses will help us identify aspects of our program which could be strengthened thereby increasing personal satisfaction and extending the average length of service time with UMN.

This survey form was sent to you by the UMN Member Body with which you formerly served. Please return this completed form to the UMN Office, P.O. Box 126, Kathmandu, Nepal.

We hope you will take time to fill out this form carefully and candidly. In cases where it is completed by a married couple, be sure that as much as possible the responses represent the thinking of both husband and wife. In order to assure strict confidentiality, before processing, your name will be replaced by a number. We hope to hear from each one of you. Why not take a few minutes now to complete and return this survey form? Thank you for your cooperation!

NAME: Response Total 108 (81 + 27) Distribution Total 195

DATE: April 1986

The list below includes some possible reasons for leaving the UMN but there are undoubtedly others. Please go over the list and underline all those reasons that apply in your case and explain as necessary. Add any reasons that we have not mentioned. Then in the blank spaces at the left, indicate the relative importance of each reason you have underlined. Use number 1 for the most important reason, number 2 for the second most important reason, etc.

--- Planned short-term service only	26
--- Retired	15
--- Moved to other work	32
Where?	
For what reason?	
--- Ill health within family in Nepal	15
--- Personal/immediate family problems in Nepal	7
--- Problems related to schooling of children	22
--- Care of elderly parents and/or relatives	16
--- Pressures from family at home	7
--- Difficulty with Nepali language	8
--- Not happy with sending body - state reasons	5
--- Not happy with UMN - state reasons	23 (see over for details)
--- Other reasons	27 (see over for details)

Additional comments: (on reverse side) These varied between such comments as:

1. "My 4 years in Nepal profoundly influenced my life. I am grateful for that experience. My involvement with UMN was satisfying --" or
2. "Finally, after losing 20 lbs. and being at my wits end emotionally, physically and spiritually, I resigned, a disillusioned and saddened person, distressed by my failure to stay the full 4 years."

Not Happy with UMN - Precis of answers from 23 comments.

1. Not sensitive to personal and spiritual gifts in assignment - no liaison with Christian leaders.
2. Insensitivity of Headquarters to workers' needs - more people oriented.
3. Insufficient input into decision making.
4. Personnel Dept. needed - administration seems remote - power in a few hands.
5. UMN big and impersonal - too task and project oriented (2).
6. Poor management - top heavy structure. (Bureaucracy, rigidity) (3)
7. Lack of commitment to Nepalization - e.g. Western style medicine. (5)
8. Amateur attitude to work - confused identity - 'development' needs articulation - more quantity than quality.
9. Long experience in Nepal could be better utilized.
10. Personality conflicts (2)
11. Workaholic attitude and overworked (3)
12. Job misfit - underutilized.
13. Theological issues (2), feeling of non-acceptance, pressure to conform, no spiritual support.
14. Had an idealistic view of mission in terms of evangelism.

Other reasons for leaving - Answers from 27 comments.

1. Lack of job satisfaction (5), Placement inappropriate (2)
2. Frustration of Nepali standards - Medical and Education (2)
3. Wanted to return but was not invited (5)
4. Need to re-establish roots at home - prepare for retirement (3)
5. Further study (3)
6. No contribution in the Nepali church - too many foreigners (3)
7. Boyfriend at home - married a husband (2)
8. Returned home for further studies or professional training - experience.
9. Difference in life styles - Expat/Nepali.

One interesting comment made by one person is that a big reason people leave is a spiritual one. They fail to recognize that their satisfaction is to be in God rather than necessarily being in a job for which they have been trained. There is a whole area of spiritual warfare in which we are engaged and in which our enemy will use every means possible to remove us from the place of God's calling.

10. Very hard to adjust and then re-adjust at home.
11. Wife unfulfilled - short term only.
12. Needed a break from heavy responsibilities - plans return.
13. Conflict between "lifers" with the new person.
14. Professional suicide.
15. No real home support group.
16. To settle grown family back at home.
17. Felt it was time to do other work in mission not full time. Would like to return to UMN again.

While the Executive Committee spend some time discussing new procedures, we did not get much input on the below mentioned suggestion for "Final Acceptance" - that is delegating the final acceptance to the Co-ordinating Committee, initially for a two years period.

Extract from minutes:

**"V Final Acceptance of Candidates**

- a. At present this is the responsibility of the Executive Committee. However, growing frustration is being experienced because of the bi-annual meetings of the Executive Committee which can cause long delays in decisions.
- b. With the establishment of the Personnel Department, it is recognized that this will enable the Co-ordinating Committee to handle the responsibility of candidates in a better way.
- c. It is therefore proposed that this responsibility be placed with the Co-ordinating Committee, noting the following:
  - 1. When discussing new candidates, the medical co-ordinator should be present at the meeting of the C.C. to provide medical input.
  - 2. When there is uncertainty in the Co-ordinating Committee, about any application papers, these can be referred to the next meeting of the Executive Committee.
  - 3. Member Bodies would have a right of appeal to the Executive Committee against any decision of the Co-ordinating Committee in the matter of acceptance of candidates.
- d. The Commission further recommends to the Board of Directors that this new method of acceptance be tried for a period of two years and then re-assessed. If at that time it is seen as a workable way forward this could then be reflected in the Constitution."

CC-95/86

**Processing of Candidates**

The Committee agreed that because no definite decisions were made at the EC in April, a proposal for Bye-Law changes would not be circulated to Board Members prior to the November meeting.

ED

PS

CD

PS

- 1. CC agreed that UMN definitely does need to have its own screening procedure and cannot rely totally on the procedures carried out by Member Bodies. UMN needs to improve its screening procedure so the percentage of people who have difficulty fitting into the Nepal situation becomes lower.
- 2. CC agreed that UMN administration should remain neutral regarding the procedure for final acceptance of candidates but that it will present three proposals to the Executive Committee in November, stating the pros and cons, and possibly our preferences:
  - a. That EC set up a sub-committee which could meet more than twice a year to make decisions re final acceptance/rejection of candidates.
  - b. That the present procedure stay the same (EC having final authority).
  - c. That CC be given authority to make the final decision regarding candidates, with appeal, when necessary, to EC.

## UNITED MISSION TO NEPAL

July 1986

## NEPAL INFORMATION FORM (DRAFT)

In addition to the sending agency's normal screening papers, the following information is requested by the UMN on all candidates being offered for service in Nepal, both husbands and wives in case of married couples. Much of this may be included on the sending agency's screening forms, but in each section there are extra questions which apply only to Nepal and the UMN. There is no need for the completion of Section 4 if this information has already been clearly set out on the main screening papers. But we do request that each person complete all of the Sections 1, 2 and 3. We would then look to the sending agency to secure and send to us the information on medical reports and references as outlined.

1. GENERAL

a) Name: Family name .....  
 Christian names in full .....  
 Christian name normally used .....

b) Nationality ..... Date of birth .....

c) Address: Present address until (date) .....  
 .....  
 Permanent contact address .....

d) Marital status: Married/widowed/engaged/divorced/single  
 (..... with dates .....)  
 Names and dates of birth of children (please write  
 the month!) .....

e) Passport Number .....

f) Type of work for which you are offering in UMN .....

g) When are you available to come to Nepal? .....

h) Length of time of commitment to service in UMN .....  
 Are you open to extend this? .....

i) Experience of people of other cultures and races .....

j) Reasons for application for service with the UMN .....

k) If you have children of school age, are they wholeheartedly in sympathy with the prospect of coming to a new culture and school system (older children possibly having to go to boarding school), and enthusiastic to enter into this?  
.....

l) On the attached paper (page 5) are aspects of experience in the work of the UMN to which a special effort of adjustment may need to be made. Please let us have your comments, questions and response to the information and challenge of this paper "Adjustment to New Conditions in Nepal". (Detach this sheet (page 5) and keep it for your own reference).  
.....  
.....

2. CHRISTIAN TESTIMONY (ALSO SEE OPTION SUGGESTED ON NEXT PAGE FOR 2.a)

a) Please read the statement provided (page 4): a/ Purposes of UMN and Basis of Faith b/ Jesus Christ - the only way of salvation. Do you accept these statements? *Do you feel you can identify with and accept these statements? (Please comment if you wish)*  
.....

b) Describe your motivation as a Christian for wanting to go to Nepal ..... (more space will be provided)  
.....

c) Describe your Christian experience and development: .....  
..... (more space will be provided)

d) What do you understand to be the Christian message we should share with others in Nepal, and how can we do it in this particular situation? .....  
.....

1. CHURCH INVOLVEMENT

The United Mission to Nepal is a Christian mission seeking workers with a clear commitment to Jesus Christ as Saviour and Lord, and a call to service in Nepal. It is a cooperative and united fellowship of Christians from many church backgrounds, and little attention is paid in the course of actual service in Nepal to the particular denominational origin of the workers. However, it is helpful to know:

a) Your Church background and membership (giving denomination)  
.....  
.....

b) The Church activities and other Christian service in which you have been involved: .....  
.....  
.....

(SEE SUGGESTION MADE BY EC FOR 3.c)

Es fehlt Sinnlichkeit: Adaptionen & to  
Neuer Lifestyle

c) UMN workers link themselves with the local Christian fellowship, in most cases a Nepali fellowship. They are encouraged to participate in the activities of the fellowship. They are <sup>now</sup> normally expected to accept positions of leadership, except in an advisory capacity. We recognize that this Church is a first generation Church, and that there are certain norms of behaviour which are precious to it. We may need to be willing to make adjustments in lifestyle and personal habits which may be a stumbling block to local Christians, such as smoking and drinking, for example. Please let us have your response to these challenges:

#### 4. PROFESSIONAL SKILLS

Please give details of your qualifications and courses of study done, and some detail of the subjects covered:

<u>Course</u>	<u>Qualification</u>	<u>Dates</u>
---------------	----------------------	--------------

Details of your work experience, and how it relates to possible assignment in UMN:

Work/employment      Dates      Comments

Have you had any Bible School training, and if so give details

What languages have you learned? .....

What are your hobbies? ....

2. CHRISTIAN TESTIMONY

- a) Please read the statement provided (page 4); Purpose of UMN and Basis of Faith. Do you accept these statements? .....
- b. UMN holds to salvation in Christ alone. How do you understand this? .....
- .....
- .....
- .....
- c. (change b to c and continue as recommended) Describe your motivation as a Christian...

3. CHURCH INVOLVEMENT

- c. What has been your experience with Christians of other denominations?  
.....
- .....
- .....
- d. (renumber existing c to d)

## 5. STATEMENTS

### A. Extracts from UMN Constitution, April 1983:

#### II. Purpose

- A. The purpose of the United Mission is to minister to the needs of the people of Nepal in the Name and Spirit of Christ, and to make Christ known by word and life, thereby strengthening the universal Church in its total ministry.
- B. In doing so, it will be the purpose of the United Mission to undertake the proper care and treatment of the sick, the prevention of disease, the education of children and adults, the development of agriculture and industry, and such other activities as are conductive to the fulfilment of the purposes of the United Mission.
- C. It will be a fundamental principle of the United Mission to train the people of Nepal in professional skills and in leadership.

#### III. Basis of Faith

##### The United Mission to Nepal:

- A. Holds the faith which the Church has ever held in Jesus Christ, the Redeemer of the world, in Whom people are saved by grace through faith; and in accordance with the revelation of God which He made, being Himself God incarnate, worships one God, Father, Son and Holy Spirit.
- B. Accepts the Holy Scriptures of the Old Testament and New Testament as the inspired Word of God, as containing all things necessary to salvation, and as the ultimate standard of faith.
- C. Accepts the creeds commonly called the Apostles' and Nicene as witnessing to and guarding that faith, which is continuously confirmed in the spiritual experience of the Church of Christ.

Note: In adopting the foregoing basis of faith, the United Mission recognizes that this does not fully express the doctrinal standards of all the member bodies, nor does it expect the member bodies, in accepting this brief statement of our common faith to reject any of their doctrinal beliefs. Workers will be free to observe the sacraments and other ordinances of the church in accordance with their own usages.

- B. At the Board of Directors Meeting a discussion on "Universalism" took place. It was decided to ensure clarification from candidates on this issue.

In Acts 4:12 it is stated: "Salvation is found in no one else for there is no other name under heaven, given to men by which we must be saved."

### Adjustments to New Conditions in Nepal

The conditions of life in a foreign country, climate and culture are quite different from those in your home country, and adjustment to them requires a very real effort. Workers are needed who are prepared to join with colleagues from many countries, churches and professional backgrounds. They must have attitudes of flexibility and adaptability to assignments and conditions in Nepal which are new and different, and may lead to real frustrations as well as the joys of such service. To help you prepare for these differences we have listed a number of areas where frustration most often occurs, though this list does not pretend to be all-inclusive. It helps to know in advance about some of the conditions which will probably be met, so that new experiences may be approached in an attitude of readiness for successful adjustment.

1. The UMN requires an initial period of intensive study of the Nepali language, together with a series of orientation lectures.
2. We will be working in languages other than our own. Inability to communicate can be very frustrating, and full participation in many aspects of work and social life will be limited until language difficulties are overcome. English is the language of communication with UMN; Nepali is largely used in other contacts and in our work.
3. We have to adjust to different customs, dress, diet, and living conditions which are sometimes primitive and uncomfortable; and be willing to make adjustments in life-style and personal habits which may be offensive to local culture or the local Christians.
4. Opportunities for schooling vary in different places, and often one of the main problems for families in Nepal is that of the education of children at different ages. Special effort and flexibility are needed by parents and children in this area.
5. Assignment to a particular location is made by the UMN after a worker has come to Nepal. Sometimes the assignment changes as fresh needs develop, and transfer to a different location may become necessary. There must be a readiness to serve where most needed.
6. We often have to work with inadequate equipment where supplies are unobtainable and untrained helpers. Sometimes we work under Nepali leadership. Flexibility and adaptability cannot be too strongly emphasised.
7. In the fellowship of the UMN, fellow workers may be of different nationalities, degrees of education and church background. We may have different viewpoints on religious and social matters, yet can and must share in cooperation and teamwork.
8. Much of the work in the UMN is carried on with Nepali fellow workers. Some may be Christians; many are non Christians. It is the stated purpose of the UMN "to train the people of Nepal in professional skills and leadership". This often means training a Nepali co-worker and then transferring responsibility. It may also mean working in a subordinate position, directly under the authority of Nepalis.
9. Workers in the UMN have the opportunity to join in fellowship and work with members of the Nepali church, but without taking positions of leadership in church life. Encouragement can be given by personal presence and friendship, and by occasional help in meetings and services when invited.
10. UMN workers must be prepared to be subject to the laws of Nepal, and be willing to accept the Constitution and Bye-laws of the Mission, together with policy statements of the Board of Directors. The latter includes the Purpose and Aims of the UMN, approved in April 1981.
11. The UMN agreement with His Majesty's Government in Nepal excludes any formal or direct evangelistic activities. Accordingly, service in Nepal means learning how to witness by ministering to the needs of the people in the Name and Spirit of Christ, and by seeking to make Christ known by informal word and discussion and in practical Christian living. (i.e. 40 hours work week). "Show me that you are redeemed and I will believe in your Redeemer".

## REFERENCES

References given in English will accompany the NIF. For those references not in the English language, a summary of the references will be prepared by the Member Body and forwarded with the Nepal Information Form.

(see optional wording below) \*

(From the Pastor of the candidate's congregation, professional senior, Bible College Principal if applicable, and other friends)

In total to cover all the following points, and each referee to answer as much as possible;

1. How long has the referee known the candidate? In what capacity?

2. Spiritual standing -

Evidence of Christian faith and maturity  
Involvement in Church life and other Christian service  
Openness to verbal witness of faith  
Sense of calling by God to service in Nepal

3. Personal qualities -

Friendliness, openness to others in general  
Attitude to people of other races  
Tact, sensitivity  
Perseverance, attitude to hard work  
Emotional stability  
Acceptance as a team worker  
Leadership qualities - initiative  
shouldering responsibility  
good communication  
punctuality  
Ability to cope with stress, loneliness

4. Professional work -

Standard of professional skills, intelligence  
Leadership qualities, as above  
Acceptance as a team member  
Perseverance, attitude to hard work  
Attitude to seniors / peers / juniors  
Attitude to serving others  
Communication abilities  
Leaning to academic or practical aspects

5. General -

Main strong and weak points of character  
Any special aspects which should be considered in connection with the application, included or apart from the above.

-----

\* CC recommendation (CC-193/86)

It was RESOLVED to recommend to the EC that for non-English references, a full translation of the whole reference be provided by the Member Body. It is not necessary for certificates and diplomas to be translated into English.

## UNITED MISSION TO NEPAL

A

## Board of Directors Meeting, 1985

## S C H E D U L E

Tuesday, 16th April

6.00 p.m. Dinner at Blue Star Hotel  
 Adjourn to the Board Room for the evening session.  
 7.00 p.m. Schedule of membership and Roll Call  
 7.10 p.m. Bible Study, Dr. Bill Hawes  
 Orientation (see Agenda)

Wednesday, 17th April

8.30 a.m. Bible Study  
 9.15 a.m. Brief discussion on group process, followed by small group discussions  
 10.30 a.m. Coffee break  
 10.45 a.m. Small group discussion  
 1.00 p.m. Lunch at Blue Star Hotel  
 2.00 p.m. Small group discussion  
 4.00 p.m. Coffee break  
 4.15 p.m. Small group discussion  
 6.00 p.m. Meeting closes

Thursday, 18th April

8.30 a.m. Bible Study  
 9.15 a.m. Small group discussion, with coffee break at 10.30 a.m.  
 10.45 a.m. Plenary Session  
 1.00 p.m. Lunch at Blue Star Hotel  
 2.00 p.m. Plenary session, with coffee break at 4.00 p.m.  
 5.00 p.m. Special session with Pastors  
 6.00 p.m. Meeting closes

Friday, 19th April

8.30 a.m. Bible Study  
 9.15 a.m. Plenary Session, with coffee break at 10.30 a.m.  
 1.00 p.m. Lunch at Blue Star Hotel

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 will be able to help you with matters concerning meal times, transportation to the meetings, etc. If you are not sure about details, please do not hesitate to ask UMN members.

#### TIMING AT MEETINGS

We would request all delegates to be prompt, and to try to arrive at the meeting hall five 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. Also, a UMN cashier will be available to take payment for tickets ordered by UMN on Wednesday, Thursday and Friday mornings at coffee break. The UMN office is not allowed to cash any personal or Travellers cheques.

#### OUTWARD BOOKINGS

If you have requested the purchase of any tickets, please pick them up from the UMN Cashier at the Blue Star Hotel and pay for them on Wednesday morning at coffee break, if you have not done so earlier.

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.40/- per day, applicable during the period 16 - 19 April, (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 Rs.90/- per day per person. This is the normal rate, and the reduced amount only applies to the period of the official meetings.

On Tuesday evening, 16th April, dinner will be provided at the Blue Star Hotel, and also lunch on Wednesday, Thursday and Friday, for Board members.

#### 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 hostesses at the meetings, who will help you or refer you to the correct person 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 if necessary at the beginning and end of each day's session. Please make sure that information has been given to Mr. Ed Shields.

UMN BOARD OF DIRECTORS MEMBERSHIP

C

April 1985

A) Member Body representatives:

American Lutheran Church: Dr. Jack Reents  
Assemblies of God: Dr. Ronald Peck  
Baptist Missionary Society: Rev. Neil McVicar-  
BMMF International: Miss Janette Cowan  
Christian Church (Disciples): Rev. Keith Jamieson  
Church Missionary Society, Australia: Dr. Alan Cole  
Church Missionary Society, UK: Mr. Malcolm Warner  
Church of North India: Bishop John Ghose  
Church of South India: Bishop Sam Ponniah (Yesudasam, Revd.).  
Committee for Service Overseas: Mr. Heinz Klein  
Darjeeling Diocesan Council & Church of Scotland:  
Danish Santal Mission: Mr. Jorgen Pedersen  
Finnish Evangelical Lutheran Mission: Rev. Paavo Kilpi  
Free Church of Finland: Miss Vappu Rautamaki  
Gossner Mission: Miss Else Furthmuller  
Japan Antioch Mission:  
Japan Overseas Christian Medical Cooperative Service: Mr. Kentaro Shiozuki  
Lutheran Church in America: Rev. Warner Luoma  
Mennonite Board of Missions: Rev. Paul Kniss  
Mennonite Central Committee: Mr. Paul Myers  
Methodist Church: Rev. Swaminathan Jacob  
Norwegian Himal-Asia Mission: Mr. Einar Kippenes  
Orebro Mission: Rev. Ingemar Berndtson  
Presbyterian Church in Canada: Rev. Glen Davis ✓  
Presbyterian Church in Ireland: Miss Maureen Patterson  
Presbyterian Church Synod, Mizoram: Rev. L. N. Ralte  
Presbyterian Church, USA: Rev. Newton Thurber ✓  
Regions Beyond Missionary Union: Miss Anthea Evans  
Swedish Free Mission: Mr. Billy Johansson ✓  
Swiss Friends for Missions in India & Nepal:  
TEAR Fund: Rev. David Applin  
United Church of Canada: ✓  
United Church of Christ, Japan: Rev. Yozaburo Kimijima  
United Methodist Church: Rev. Nirmal David  
Wesleyan Church: Dr. J. D. Abbott  
World Concern: Mr. Bob Parker  
World Mission Prayer League: Rev. Surendra Moral

B) Christian Community:

Mr. Adon Rongong  
Second Representative

C) Ex-officio members:

Executive Director: Mr. Howard Barclay  
Treasurer: Mr. Erling Wennemyr  
Education Secretary: Mr. Richard Clark  
Health Services Secretary: Miss Jeanette Hyland  
Economic Development Secretary: Mr. Al Schlorholtz  
Health Services Board representative: Mr. Pat Fulks  
Economic Development Board representative: Mr. Andrew Bulmer  
Education Board representative: Mr. Richard Cameron  
Workers' Conference representative: Mr. Adrian Slater

D) Co-opted members:

Assistant Economic Development Secretary: Mr. Anders Kammensjo  
Assistant Health Services Secretary: Dr. John Sibley  
International Nepal Fellowship: Dr. Bill Hawes  
Leprosy Mission: Dr. Sundar Jesudasan

E) Observers:

Christian Church (Disciples): Rev. Eric Gass  
Gossner Mission: Dr. Dieter Hecker  
Mennonite Board of Missions: Mr. Ron Yoder  
Orebro Mission: Rev. Gustav Sundstrom  
Presbyterian Church in Canada: Miss Pauline Brown  
Swedish Free Mission: Mr. Kjell Anderson  
World Concern: Mr. Paul Kennel

UMN BOARD OF DIRECTORS

D

16th-19th April, 1985

A G E N D A

Tuesday, 16th April evening:

1. Schedule of Membership and Roll Call (ref. page C):

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 NCF (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).

Note change of names of member bodies:

Finnish Missionary Society is now The Finnish Evangelical Lutheran Mission;

World Mission Prayer League, Norway, is now The Norwegian Himal-Asia Mission.

2. Orientation:

- a) An overview of the meeting, including introduction to the small groups:

- Education Secretary, Richard Clark
- Health Services Secretary, Jeanette Hyland
- Economic Development Secretary, Al Schlorholtz
- Treasurer, Erling Wennemyr
- Personnel Secretary, Betty Young
- Executive Director, Howard Barclay

3. Appointment of Nominating Committee

4. Tribute to Jonathan Lindell

WEDNESDAY, THURSDAY, FRIDAY Items for plenary sessions -

- 5. Confirmation of Minutes of the last meeting, 16 - 19 April, 1984 ✓
- 6. Clarification of the relation of small groups to the main sessions. ✓
- 7. Long Term Plans, available for UMN and for Functional Boards. ✓
- 8. Reports and recommendations from small groups. ✓
  - Administration ✓
  - Education ✓
  - Health Services ✓
  - Economic Development ✓
- 9. Acceptance of 1983-84 "Annual" Reports and Financial Statements.
- 10. Report on Workers' Conference ✓
- 11. Report on General Agreement, due for renewal May 1985. ✓
- 12. European Consultations, May/June 1985 ✓
- 13. Publicity materials ✓
- 14. Power of Attorney ✓
- 15. Note passing of Dr. Cecil Pedley and Dr. Elizabeth Miller ✓
- 16. Appointment of Executive Committee and Finance Committee ✓
- 17. Dates of next meetings. ✓

Small Group MembershipAdministration Group

Mr. P. Myers - Chairman

Rev. D. Applin - Secretary

Miss M. Patterson

Dr. B Hawes

Rev. N. McVicar

Dr. J.D. Abbott

Mr. A. Rongong

Mr. P. Kennell

Mr. K. Anderson

Dr. J. Reents

Bishop J. Sam Ponniah

Economic Development Group

Mr. B. Parker - Chairman

Rev. K. Jamieson - Secretary

Mr. M. Warner

Rev. S. Jacob

Rev. I. Berndtson

Rev. G. Davis

Mr. H. Klein

Rev. D. Hecker

Mr. G. Sundstrom

Miss J. Cowan

Rev. N. David

Education Group

Mr. J. Pedersen - Chairman

Miss E. Furthmuller - Secretary

Rev. Y. Kimijima

Bishop J. Ghose

Mr. E. Kippenes

Rev. L. N. Ralte

Rev. S. Moral

Rev. E. Gass

Mr. B. Johansson

Miss V. Rautamaki

Rev. W. Luoma

Health Services Group

Rev. N. Thurber - Chairman

Miss P. Brown - Secretary

Dr. A. Cole

Dr. R. Peck

Rev. P. Kilpi

Mr. K. Shiozuki

Miss A. Evans

Mr. R. Yoder

Dr. S. Jesudesan

Mr. A. Slater

SMALL GROUP AGENDASHEALTH SERVICES GROUP

Wednesday, 9.30: 1. Okhaldhunga Dispensary and CHP  
 2. Amp Pipal Hospital and Gorkha CHP  
 3. Tansen Hospital and Palpa CHP

Wednesday, 2.00: 4. Lalitpur Programs, CPHCP and CDAP  
 5. Patan Hospital ✓ *Nurse Campus, UMN Program  
 Inst. of Medicine - Tribhuvan University*  
 6. Decentralisation in Nepal/HMG

Wednesday, 4.15/  
 Thursday, 9.15 7. HSO and associated programs  
 8. Seconded workers  
 9. Medical policy for BAs  
 10. Nepalisation, and the reality of the situation  
       in Nepal in relation to professional manpower  
 11. Matters from last Board meeting.

ADMINISTRATION GROUP

1. Reports and Statements: Executive Director  
 Treasurer  
 Headquarters Project

2. Budgets for 1985/86 and funding situation

3. Personnel chart and information

4. Study of reasons for people leaving

5. Per Capita grant, amount for 1985/86, and general policy

6. Constitutional changes: Ratify BD-16/84  
 Proposed amendments as circulated  
 Additional clauses on observers at  
 Board

7. Nepalisation

8. Minutes Books

9. Structure of UMN, and Rural development policy

10. Mothers in language study

11. Views on Universalism

ECONOMIC DEVELOPMENT GROUP

Wednesday, 9.30: Project Reports and Statements

1. Surkhet Project,  
Program components and strategy  
Duration of Project

2. Andhikhola Project  
Agreement and strategies  
AKIDAP - AIWUA  
AKFAP

Nepalisation / Long Term Plans

Wednesday, 2.00: Project Reports and Statements

3. Nawal Parasi Hills Development Project

- Up-date  
Agreement proposal  
Future

4. Role of RDC

5. Intergrated Development work:

- Scope
- Representation
- Structure

6. Forestry Task Force Report

- Forestry Policy

✓

Nepalisation / Long Term Plans

Wednesday, 4.15/

Thursday, 9.15:

Project Reports and Statements

7. Community Mills and Small Turbines & Mills

8. Industrial Development, Long term planning report.

9. Institute of Technology & Industrial Development  
Agreement revision report (Interim)

✓

10. Handing over of shares to local communities

Nepalization / Long Term Plans

EDUCATION BOARD GROUP

Wednesday, 9.30:

1. GAMV Regional School, Pokhara, progress report
2. Teacher Training and UMN's involvement
3. Report on Primary level education for missionary children, and discussion of Secondary education.

Wednesday, 2.00:

4. Scholarship matters
5. Non-formal education, progress report
6. Nepalisation, progress report

Wednesday, 4.15/

Thursday, 9.15:

7. Language and Orientation Program:  
- Report on handover to Language Activities and Research Centre (P) Ltd. (LARC)
- Progress report on LQP review
8. Other EB projects and topics

PROPOSED AMENDMENTS TO THE UMN CONSTITUTION AND BYE-LAWS  
PRESENTED TO THE BOARD OF DIRECTORS, April 1985

1) Basis of representation on the Board of Directors. (see BD-12/84, a, d and f)  
(see EC(2)-64/84, and 65/84)

Bye-law II:

A. Amend 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."

B. Delete.

C. Renumber as B. Add second para, to read in total:

"Member bodies are requested, insofar as possible, to appoint representatives to the Board who can serve a number of years consecutively.

Where a change in representative of a member body is anticipated, the member body will be invited to send their future representative to the Board meeting prior to his/her appointment, as an observer without voice or vote."

D. Re-number as C. This reads: "There will be two voting members appointed yearly by the Executive Committee from among the Christian fellowship in Nepal."

New D. (new para to be inserted as follows (Ref. EC(2)-64/84)

"The member body providing the President will be permitted to send a second delegate to the ensuing Board Meeting, who will have voice and vote. This privilege is not extended to the member body providing the Vice President, except in the event that it is known that the President cannot attend the Board meeting and there is time to arrange for a second delegate."

New E. (new para to be inserted as follows): - (Ref. EC(2)-65/84):

"Observers at the Board meeting will normally include ~~consist of~~:

- a) Executive members attending the Executive Committee meeting prior to the Board, but not appointed to the Board.
- b) New delegates to be appointed the following year (as in B above).
- c) Officials of member bodies in addition to the one voting member.
- d) Representatives of other groups sending personnel to the UMN, outside the member bodies."

e) *Only one observer in the President should define his rights + duties.*

2) Ex-officio membership of the Board of Directors. (see EC(2)-66/85)

Constitution B, 2: Amend to include Assistant Functional Secretaries, as follows:

"Ex-officio members: The Executive Director, Treasurer, Functional Secretaries, Assistant Functional Secretaries, one Board Appointees' Representative from each Functional Board, and the elected representative of the Workers' Conference, who will have voice but no vote."

3) Voting procedures of the Board. (see BD-13/84)

Bye-law III. Insert new para C, as follows:

C. "Voting procedures of the Board for major policy matters:

- a) The Board will decide whether or not a subject is to be treated as a major policy matter -
  - i. Any voting member may appeal to the Board in session that a specific motion is in fact a major change of policy from his or her point of view;
  - ii. A majority vote of those present and voting would be needed to confirm the appeal as in i) above, and to set the following procedure into effect.

UNITED MISSION TO NEPAL

COMMONLY USED ABBREVIATIONS, 1983

(apart from member bodies)

- ABC	American Baptist Church
ADB	Agricultural Development Bank
ADBN	Agricultural Development Bank Nepal
AEDS	Assistant Economic Development Secretary
AHIP	Animal Health Improvement Program
AHREP	Andhikhola Hydel and Rural Electrification Project
AHW	Auxiliary Health Worker
AID	Agency for International Development
AMT	Australian Missionary Tidings
ANM	Assistant Nurse Midwife
AP	Amp Pipal or Andhikhola Project
APROSC	Agricultural Product Research Organisation and Service Centre
ASO	Area Services Officer
ATCC	Advanced Training Coordinating Committee
BA	Board Appointee
BC	Building Committee
BCG	Technical term for TB test
BD	Board of Directors
BEW	Butwal Engineering Works
BFW	Bread for the World
BM	Business Manager
BPC	Butwal Power Company
BPF	Butwal Plywood Factory
BSS	Business and Secretarial School
BTI	Butwal Technical Institute
BTSP	Business Training and Service Program
BUN	Baptist Union of Norway
BWI	Butwal Wood Industries
CC	Coordinating Committee
CCE	CC executive minutes for confirmation by FC & EC
CDAP	Community Development Assistance Program
CDO	Chief District Officer
CDS	Central Drug Store
CHP	Community Health Program
CIDA	Canadian International Development Agency
CHMC	Christian Medical Commission
CMA	Community Medical Auxiliary
CMS	Christian Medical Society
CPHCP	Community Primary Health Care Project
CRO	Culture Resource Office
CSC	Christian Service Corps
CSD	Central Services Department
CWM	Council for World Mission
CWS	Church World Service
DA	Direct Appointee or Dearness Allowance
DADO	District Agriculture Development Office
DCS	Development and Consulting Services
DEO	District Education Office
DHI	District Health Inspector
DHO	District Health Office
DHS	Department of Health Services
DOE	Department of Education
DPT	Diphtheria, Pertussis, Tetanus Immunization
EB	Education Board
EC	Executive Committee
ED	Executive Director
EDE	Economic Development Board
EDBSO	Economic Development Board Service Office
EDS	Economic Development Secretary
ES	Education Secretary
ESL	English as Second Language
ESO	Education Service Office

FB	Functional Board
FC	Finance Committee
FP	Family Planning
FTE	Full-Time Equivalent
GAMV	Gandaki Awasiya Madhyamik Vidhyalaya (Nepali name for the Pokhara Boys Boarding School)
GG	Gamma Globulin Immunization
GGC	Gobar Gas Company
HA	Health Assistant
HANDS	Human and National Development Service
HATC	Hetaura Apprenticeship Training Centre
HH	Himal Hydro & General Construction Co.
HMGN	His Majesty's Government of Nepal
HP	Health Post
HQ	Headquarters
HSB	Health Services Board
HSO	Health Services Office
HSS	Health Services Secretary
HSSP	Health Services Support Project
IC	Indian Currency
ICCO	Inter Church Coordinating Committee for Development Projects (Holland)
IDC	Integrated Development Committee
IDPMC	Industrial Development Planning & Management Committee
INF	International Nepal Fellowship
IOM	Institute of Medicine
IRD	Integrated Rural Development
ITDG	Intermediate Technology Development Group
ITID	Institute of Technology & Industrial Development
JAHW	Junior Assistant Health Worker
JT	Junior Technician (in Agriculture)
JTA	Junior Technical Assistant (in Agriculture)
JUMP	Jumla United Mission Project
KB	Kraener Brug (Norwegian Turbine Company)
K-BIRD	Karnali Beri Integrated Rural Development Project
KTS	Karnali Technical School (Jumla)
KVHC	Kathmandu Valley Housing Committee
LAMP	Language Acquisition Made Practical
LDO	Local Development Officer
LO	Liason Office
LOP	Language & Orientation Program
LOPC	Language & Orientation Program Centre
MBGHS	Mahendra Bhawan Girls' High School
MCH	Maternal & Child Health
MDP	Materials Development Program
ME or MOE	Ministry of Education
MOH	Ministry of Health
NC	Nepali Currency
NCF	Nepal Christian Fellowship
NEC	National Education Committee
NEC	Nepal Electric Corporation
NESP	New Education System Plan
NFE	Non-formal education
NHEC	Nepal Hydro Electric Co.
NIDC	Nepal Industrial Development Corporation
NORAD	Norwegian AID
NPHDP	Nawal Parasi Hills Development Project
OPD	Out-patient Department
OR	Operating Room

PAT	Promotion of Apprenticeship Training
PCC	Project Coordinating Committee
PCF	Purchasing Clearing Forwarding (DCS Services Department)
PCG	Per Capita Grant
PCS	Personnel Contributed Services
PD	Project Director
PH	Patan Hospital (medical)
PMC	Planning & Management Committee
PP	Patan Project (building)
RCUP	Resource Conservation Utilization Project
RD	Rural Development
RDC	Rural Development Centre
R & D	Research & Development
REDP	Rural Electrification Development Program
REDP	Rural Equipment Development Program
RIP	Rural Industries Program
RYTP	Rural Youth Training Program
SADP	Small Area Development Project
SATA	Swiss Association for Technical Assistance
SBC	Southern Baptist Convention
SFAF	Student Financial Assistance Fund
SFDP	Small Farmers Development Program
SIDA	Swedish International Development Agency
SLC	School Leaving Certificate
SOWR	Statement of Objectives & Working Rules
SP	Surkhet Project
SSNCC	Social Services National Coordination Council
STMP	Small Turbines & Mills Program
SV	Sorunstand Verkasted (Norwegian Turbine Co.)
TA	Technical Asst.
TA	Travel Allowance
TA/DA	Trekking Allowance/Dearness Allowance
TEAM	The Evangelical Alliance Mission
TFH	Tear Fund, Holland
TSC	Training and Scholarship Committee
TSP	Training & Scholarship Program
TU	Tribhuwan University
VHW	Village Health Worker
WCC	World Council of Churches
WCF	Working Capital Fund
WR	Working Rules
YWAM	Youth With A Mission

#### NEPAL AGENCIES AND GOVERNMENT PERSONNEL

ADB	Agricultural Development Bank, Nepal
APROSC	Agricultural Product Research Organisation and Service Centre
CDO	Chief District Officer (one in each of 75 Districts)
DADO	District Agricultural Development Officer
DEO	District Education Officer/Office
DHI	District Health Inspector
DHO	District Health Office
DHS	Department of Health Services
DOE	Department of Education
HMGN	His Majesty's Government of Nepal
IOM	Institute of Medicine
LDO	Local Development Officer
ME or MOE	Ministry of Education
MOH	Ministry of Health
NEC	National Education Committee
NEC	Nepal Electric Corporation
NESP	New Education System Plan
NHEC	Nepal Hydro Electric Co.
NIDC	Nepal Industrial Development Corporation
RCUP	Resource Conservation Utilization Project
SADP	Small Area Development Project
SFDP	Small Farmers Development Program
SSNCC	Social Services National Co-ordination Council
TU	Tribhuvan University

#### CHRISTIAN/CHURCH RELATED AGENCIES

ABC	American Baptist Church
AMT	Australian Missionary Tidings
BFW	Bread for the World
BUN	Baptist Union of Norway
CMC	Christian Medical Commission
CMS	Christian Medical Society
CSC	Christian Service Corps
CWM	Council for World Mission
CWS	Church World Service
ICCO	Inter Church Coordinating Committee for Development Projects, Holland
INF	International Nepal Fellowship
LM	Leprosy Mission
NCF	Nepal Christian Fellowship
SBC	Southern Baptist Convention
TEAM	The Evangelical Alliance Mission
TFH	Tear Fund, Holland
WCC	World Council of Churches
YWAM	Youth With A Mission

#### INTERNATIONAL AGENCIES

ADB	Agricultural Development Bank
AID	Agency for International Development
CIDA	Canadian International Development Agency
HANDS	Human and National Development Service
ITDG	Intermediate Technology Development Group
KB	Kraener Brug (Norwegian Turbine Company)
K-BIRD	Karnali Beri Integrated Rural Development Project
NORAD	Norwegian AID
SATA	Swiss Association for Technical Assistance
SIDA	Swedish International Development Agency
SV	Sorumstand Verkasted (Norwegian Turbine Co.)
UN	United Nations
UNICEF	United Nations International Children's Fund
UNDP	United Nations Development Project
UN/FPA	United Nations Family Planning Association
WHO	World Health Organization

UNITED MISSION TO NEPAL TERMS

a) UMN Posts

AEDS	Assistant Economic Development Secretary
ASO	Area Services Officer
ED	Executive Director
EDS	Economic Development Secretary
ES	Education Secretary
HSS	Health Services Secretary

b) UMN-related Projects and Programs

AHIP	Animal Health Improvement Program
AHREP	Andhikhola Hydel and Rural Electrification Project
AP	Amp Pipal or Andhikhola Project
ATCC	Advanced Training Coordinating Committee
BEW	Butwal Engineering Works
BPC	Butwal Power Company
BPF	Butwal Plywood Factory
BSS	Business and Secretarial School
BTI	Butwal Technical Institute
BTSP	Business Training and Service Program
BWI	Butwal Wood Industries
CDAP	Community Development Assistance Program
CDS	Central Drug Store
CHP	Community Health Program
CPHCP	Community Primary Health Care Program
CRO	Culture Resource Office
CSD	Central Services Department
DCS	Development and Consulting Services
EDBSO	Economic Development Board Service Office
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GAMV	Gandaki Awasiya Madhyamik Vidhyalaya (Nepali name for the Pokhara Boys Boarding School)
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HATC	Hetaura Apprenticeship Training Centre
HH	Himal Hydro & General Construction Co.
HQ	Headquarters
HSO	Health Services Office
HSSP	Health Services Support Project
IDPMC	Industrial Development Planning & Management Committee
IRD	Integrated Rural Development
ITID	Institute of Technology & Industrial Development
JUMP	Jumla United Mission Project
KTS	Karnali Technical School (Jumla)
LAMP	Language Acquisition Made Practical
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PCF	Purchasing Clearing Forwarding (DCS Services Department)
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RDC	Rural Development Centre
REDP	Rural Electrification Development Program
REDP	Rural Equipment Development Program
RIP	Rural Industries Program
RYTP	Rural Youth Training Program
SFAF	Student Financial Assistance Fund
SP	Surkhet Project
STMP	Small Turbines & Mills Program
TBPC	Tinai Butwal Power Company
TSC	Training and Scholarship Committee
TSP	Training & Scholarship Program

c) UMN General Terms

ATCC	Advanced Training Coordinating Committee
BA	Board Appointee
BC	Building Committee
BD	Board of Directors
BM	Business Manager
CC	Coordinating Committee
CCE	CC Executive minutes for confirmation by FC & EC
DA	Direct Appointee
DA	Direct Appointee or Dearness Allowance
EB	Education Board
EC	Executive Committee
EDB	Economic Development Board
FB	Functional Board
FC	Finance Committee
FTE	Full-Time Equivalent
HSB	Health Services Board
IDC	Integrated Development Committee
KVHC	Kathmandu Valley Housing Committee
LO	Diason Office
PCC	Project Coordinating Committee
PCG	Per Capita Grant
PCS	Personnel Contributed Services
PD	Project Director
PMC	Planning & Management Committee
RD	Rural Development
R&D	Research & Development
SOWR	Statement of Objectives & Working Rules
TA	Travel Allowance or Technical Asst.
TA/DA	Travel Allowance/Daily Allowance
TSC	Training and Scholarship Committee
WR	Working Rules
WCF	Working Capital Fund

GENERAL ABBREVIATIONS AND TECHNICAL TERMS

a) Health

AHW	Auxiliary Health Worker
ANM	Assistant Nurse Midwife
BCG	Technical term for TB immunization
CMA	Community Medicine Assistant
CHP	Community Health Programme
DPT	Diphtheria, Pertussis, Tetanus immunization
ER	Emergency Room
FP	Family Planning
GG	Gamma Globulin immunization
HA	Health Assistant
HP	Health Post
JAHW	Junior Assistant Health Worker
MCH	Maternal Child Health
OPD	Out Patients Department
OR	Operating Room
VHW	Village Health Worker

b) Miscellaneous

ESL	English as a Second Language
IC	Indian Currency
JT	Junior Technician
JTA	Junior Technical Assistant
NC	Nepal Currency
SLC	School Leaving Certificate

# THE UNITED MISSION TO NEPAL

God is here.

He is present in Nepal.

God has called us to be His servants here.

We respond in faith, willing to accept our vulnerability.

The following we therefore declare as our statement of mission.

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## STATEMENT OF MISSION: PURPOSE

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The United Mission to Nepal (UMN) purposes to make a common witness for Christ by:

- ◇ reflecting the values of the Kingdom of God in models of community and in personal relationships in redemptive activity and justice.
- ◇ assisting and learning from the people of Nepal through relevant training in leadership and practical skills.
- ◇ a sensitive and servant relationship within the Body of Christ.

## PURPOSE: PERSON

We would participate in the development of persons in the following ways:

- ◇ by our commitment to the development of persons in their skills, character, leadership and in their relationship to Christ.
- ◇ by encouraging responsible participation in personal roles as members in a family and local community, as citizens in a nation, and as seekers after justice and righteousness.
- ◇ by discovering and channeling potential in neglected peoples.