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LMN HEADQUARTERS PROJECT
ANNUAL REPORT 1987/1988

Summary

This past 12 months has been the consolidation of changes in the HQ, particularly the separation of the Missionwide Support Project from the main administrative activities. This is now fully operational. This has been consolidated in the use of the various buildings on the Thapathali compound. A good working relationship has developed between the two sections of work.

Project Description

HQ brings together the activities of the members of the Coordinating Committee and their supporting personnel. It includes the overall leadership role of the Executive Director and the specific areas of finance (Treasurer), personnel (Personnel Secretary) and the four areas of work, now defined as departments (Department Secretaries).

General Activities

- a) Meetings of the CC regularly coordinating the overall work of the LMN.
- b) Communication with Member Bodies, funding agencies and general supporters in matters of finance, personnel, information and prayer.
- c) Liaison with HMG for agreements, visas and generally to build and strengthen relationships.
- d) Serving the Projects, by visits, advice, consultation, arranging of seminars and overall communication.

Project Activities

1. Executive Director's Office

The activities have been greatly strengthened with the appointment of an Assistant to the Executive Director. The CC has met regularly, at least monthly and when needed more frequently, to give coordination for the overall work of the LMN.

Many visits have been made to Government Officials to discuss matters relating to LMN and its projects. This work has been strengthened through the appointment of a Nepali liaison person.

Contact through correspondence and other ways of communication with our constituency outside Nepal has continued. The ED made a visit in May to North America (including London on the way) & visited all Member Bodies Offices in USA and Canada. Mission representatives visit HQ for discussions.

Visits to Projects and the keeping of communication flowing to projects has been one of the main emphases.

2. Treasurer's Office

The main tasks of this office include: funding, consolidated budgeting and reporting, managing cash flow, ongoing contact with the various projects and programmes over business matters, chairing the Information Processing Committee (regarding use of computers), and acting as an advisor to the Department Secretaries and Executive Director in the Mission's financial affairs. With the physical move of Department personnel into the new Headquarters building, many of the smaller Kathmandu-based programmes have been incorporated into the activities of the central Accounts Office during the 1987/88 fiscal year.

In November 1987 a new Treasurer was appointed and consequently took over the responsibilities.

During the year, a systems analyst was appointed on a one-half time basis to provide guidance and support to LMN's further development in the use of computers. During 1987/88, Butwal, Palpa and Surkhet each installed their first computer. Support for the effective and efficient use of these and other computers in the Mission creates heavy demands on the systems analyst's time.

3. Personnel Department

This department has continued to offer advice and to give input where necessary on personnel matters involving both expatriate appointees and LMN employees.

The office handles all new offers of service for both short-term and long-term work, amounting to over 600 enquiries per year. In addition, the Visa Section continued to process all Residence Visas, Re-entry Visas, and Trekking Permits, as well as Tourist Visas for visiting personnel on LMN business. This exceeds 2,000 visas/permits per annum.

A Management Consultant was in post until March 1988, giving management advice, when requested, in a variety of locations missionwide.

During the past year we have continued to receive assistance from one full-time and one part time counsellors based in Kathmandu. A programme of project visits has been undertaken and most mission locations have received at least one visit during the year.

We continue to be grateful for the valuable assistance given by our Consultant Psychiatrist and her short-term replacement.

4. Department Secretaries

They have carried the responsibilities for projects within their departments well and the activities are reported in each departments report.

5. Staffing

F.T.E. 24

Nepali 6.5

Missionwide Support Project
Annual Report 87/88

Project Description

The Missionwide Support Project is located in the Headquarters compound and surrounding area of Thapathali in Kathmandu. The project was started in July 1987 to bring together administratively the wide range of services already provided. The diversity of services offered by the project is best reflected in the numbers of activities listed.

Report:

The project has continued to provide a network of support services to link UMN project/programmes missionwide in the following departments.

- a) Account Offices has kept the financial records for the MSF Project, 150 personnel accounts, 12 bank accounts, 420 other accounts, individual records for the staff Provident Fund's 650 members, as well as other business office related work such as monthly statements, travellers cheques etc.
- b) Archives has spent the past year doing the initial sorting and refiling on about 180 large files and 500 smaller Nepali files of materials, official minutes and documents, and correspondence.
- c) Central Services Department has provided support by purchasing 1000 air/bus tickets, over Rs 43 lakh. of goods for the projects, carrying approx. 130,000 kgs of freight on trucks and charters, travelling a total of close to 50,000 km in 4 vehicles, and arranging import licenses.
- d) Guest Houses had a total bed occupancy of 16,000 including LOF students for their initial 5 months language course, project people in KTM for business or holiday, and visitors to UMN from overseas.
- e) Library has handled a total 130 requests for books and other materials from project in and outside Kathmandu, some 500 new books have been classified, catalogued and processed for the central library.
- f) Mailroom continued to sort a steady flow of 216,538 pieces of outgoing, incoming overseas mail and an ever increasing number of internal correspondence to the projects and their personnel.
- g) Missionwide Maintenance has been busy in 3 areas; setting up and maintaining the computers in KTM and outlying projects; work on the Bio-medical equipment in the various UMN hospitals; and starting in a new area of mechanical maintenance since January.
- h) Office Services has provided support to the various offices in H.Q. and MSF for their stationing, photocopying, duplicating, telephone, and other secretarial needs as required.

- i) Open House Clinic continued to operate 5 mornings a week, averaging 156 patients, 65 injections, and 16 home visit per month, also post natal care for 14 mothers as well as provided valuable health information to new and old personnel in Nepal.
- j) Publications Office produced several new booklets on various aspects of the work done by UMN, updated personnel deployment maps and provided a Personnel Directory and Prayer Calendars.
- k) Public Relations Office while continuing to work on the co-ordination of the public relations activities, has done considerable work on the slide library, meeting official UMN visitors, and people returning from furlough.
- l) Valley Housing has maintained the negotiation and renegotiation of rent of, at present, 104 houses. A Nepali maintenance team of three was started and have developed into a cohesive team handling their work efficiently.

F.T.E. : 18.5

Nepali Posts: 57

Evaluation:

The project was established from the existing activities, therefore, the main objective this year was to build a team. This is an ongoing task being accomplished by supporting one another and having a better understanding of each other's particular area of work. As we look at our long term plans of Nepalization, where possible, and the concentration on the quality of service, we can see that the groundwork has begun. Constant evaluation of the work has been done mainly from feedback from the people using the services.

EDUCATION DEPARTMENT

Annual Report for 1987-88

1. Summary

Missionwide, during the past year, we have noticed the tightening up by HMG on the activities of foreigners in Nepal. In the Education Department it has caused some frustration and disappointment, but this has been mirrored by remarkable flexibility and patience shown by many in very uncertain circumstances.

Most programmes continued as before.

New Activities:- Kathmandu Tutorial Group
Jumla Liaison Officer

Activities ended:- Seconded workers in schools

Mainly because of the removal of the seconded school workers, the overall number of approved posts under the Education Department dropped by 10 to 64.

2. Brief Report of Projects/Programmes

Gandaki Boarding School

The English medium section of the school now covers classes 4-8. Student figures (1987 values in brackets) are: total no. 385 (370), girls 56 (37), scholarship students 88 (71). One student came out no. 1, nationwide, in the SLC examination. With the HMG decision to introduce a "10+2" system in secondary schools, it has been suggested that GBS also adopt this rather than O-level. Discussions were held with HMG officials but no definite answer was given regarding HMG's plans for Regional Schools. UMN assisted in the training of 5 staff and financed the girls' hostel (partially completed at the year end) plus library and science equipment. 4 of the 7 expatriate posts were filled for the whole year and 3 for part of it.

Jumla

Staff shortages, both UMN and HMG, caused workload stresses and meant curtailed programmes in KTS. In the last quarter, a good Nepali builder was employed and overall the building programme went ahead of schedule. More work was done on materials development and a seminar helped to coordinate this with other technical schools. Work in the community was restricted, as far as possible, to that which related to the KTS students' practical curricula. 6 staff members were on UMN scholarship-assisted trainings during the year and the Nepali Principal returned from his training to give strong and active leadership. The forestry programme targets were slightly exceeded.

Seconded School Workers

UMN staff were involved in 5 different schools but this programme had to be terminated in March 1988 because the Ministry of Education finally refused to approve the agreement which we had been trying for for 2 years. They do not want foreigners involved in direct teaching in school. This marks the end of over 30 years of UMN school work.

Teacher Training

Three Teacher Educators have worked in Pokhara and Butwal campuses, teaching different levels of in-service teachers. On encouragement from HMG officials, we began negotiations with Tribhuvan University to permit involvement of UMN in the needy area of primary teacher training. Discussions are continuing.

UMN Children's Education Support Programme

Primary Tutorial groups have operated in Butwal, Tansen, Amp Pipal and Jumla. The AndhiKhola group was closed and a new one opened in Kathmandu because certain nationalities were finding difficulty in getting admission in other schools there. Recruitment of teachers is finally getting a bit better.

KISC has grown in numbers and facilities have improved. The novel educational method is proving popular.

Education Service Office

The Jumla Liaison Officer post was approved and he has been helping mainly in coordinating materials development and further staff training for Jumla staff which are priorities.

The Consultant Librarian was only here for half of the year but gave advice and on the spot training to Nepali staff in Pokhara, Jumla and Kathmandu. She organised mini-libraries for some village schools.

The Language consultant completed the Language Review and on the basis of that began work on a new language curricula. He has been a technical resource for UMN language learners missionwide.

The NFE Consultants (1 expat. and 1 Nepali) have built up a strong and active resource base for the increased interest in NFE throughout the mission. The Nepali consultant completed 6 months training in Canada. Many project visits were made for advice and short-term training. Some post-literacy reading material has been prepared and tested.

Language & Orientation Programme

Two 5-month LOP groups, totaling 50 people, were held during the year. Implementation of the new language policy was begun and new materials prepared and tested. One aim of these is to enable UMN personnel to become on-going, independent language learners. 44 personnel took oral proficiency interviews in the projects - a new facility. 38 BA's passed the complete 1st year exam and 13 the 2nd. 58 and 28 passed the oral sections only. The Orientation Programme was continued as before.

Business School

The Secretarial and ESL courses were conducted as before. It is of interest that 20 of the 72 graduates from the last 4 courses have been employed within the UMN. All graduates found employment easily. A computer was purchased and staff given training in order to introduce word processing as part of the course in August 1988.

Training & Scholarship Programme

The School level Scholarship programme (previously the Student Financial Assistance Programme) was brought administratively under the TSP. This programme has expanded mainly in Gandaki Boarding School and Mahendra Bhawan. 54 General Scholarship awards were made and 36 additional in-service awards. 58 in-service and general students graduated this year.

One Nepali staff member was added to the TSP office and work begun on building up a resource of information on trainings available in Nepal and beyond. The library has now 1517 volumes.

Secondment to INF Programme

UMN continued secondment of one Graphic Arts Coordinator to the Development Communication Productions, based in Kathmandu. This group has produced printed and AV development material on the request of projects. UMN has assisted financially and in membership on the Management Committee.

3. Agreements

As reported above, the Letter of Understanding covering secondment of UMN people to village schools was rejected by the Ministry of Education.

Work was begun on a Letter of Understanding between UMN and the University under which UMN people could work at campuses where primary teacher training programmes were conducted.

4. Personnel

The Tutorial Teacher recruitment situation is much better than a year ago.

There are still needs in Jumla which has caused stress and extra workload for others.

A new Assistant Education Secretary has been appointed.

5. Finance

I am happy that, as before, income has exceeded budget in the Scholarship programmes.

In April, the EC approved a large financial input into GBS to make it possible to have double sections throughout the school. Funding is still needed for the Jumla project.

6. Looking Ahead

Although the door has been closed in one area for us during the past year, I believe we should not be discouraged. Rather we need to look creatively for other ways that God can use the UMN in education in Nepal.

In coming months we need to look at:

- teacher training agreement follow up
- expansion of training & scholarship work
- possible secondments to GOV/NGO programmes
- look at UMN involvement in Jumla, post-1991
- evaluate effectiveness of new language material
- HMG's request for UMN to be involved more in technical education.

David McConkey
Education Secretary

Engineering and Industrial Development Secretary
Annual Overall Report: 1987/88

1. Summary

The Engineering and Industrial Development (EID) department is responsible to direct and oversee UMN's involvement in industrial development, as well as to recruit personnel for secondment to other departments as requested. Activities are carried out on four levels: establishing and running private limited companies that expand Nepal's ability to pursue a policy of import substitution and indigenous development of natural resources; developing and transferring technology which may be appropriate for use in Nepal; training individuals who will have skill and confidence to contribute to industrial development; and seconding expatriates from the EID professional area to work in other department administered projects as requested.

2. Report of Projects

Butwal Project - Development and Consulting Services (DCS)

Technology

Development of tiles for roofing, ram pumps for water supply, and technology for rural electrification have continued. Results are encouraging, although there are also problems in the initial stages of transferring those technologies from the workshop to the villages. The coming year should see some of the problems solved as the products become ready for widespread use. The Small Turbine and Mills Programme will shortly celebrate its 200th installation.

Consultancy/Training

The consultancy component early in the year participated in an ongoing and extensive evaluation of UMN work in industrial development. Demand for the consultancy service has increased both within UMN and also in the local bazaar. In addition, the Advanced Training Programme to upgrade those tradesman level graduates of BTI has had nine different study units run in different subjects. Thus far, students have come exclusively for within UMN institutions.

Industrial Development Coordinator (IDC)

Wood-based Industries

Both BPF and BWI have had a very difficult year. Shortages of raw materials and rapid increases in raw material costs have resulted in no profits, or even losses. The problem of raw material supply appears to be long-term. BPF is trying to respond with its plantation, and poplar trials but use of that will be years away. BWI continues under an extremely high burden of debt.

Energy-based Industries

The Gobar Gas company has gotten strong leadership at present from the Agriculture Development Bank/Nepal, and prospects for the future are bright. Himal Hydro has become a strong contractor in smaller hydel development, and is being stretched to the limit in terms of personnel and equipment. NHE has yet to secure a major contract other than Andhikhola, although it has been given work in repair of some machinery. BPC continues to own and manage AHREP, and made significant progress in the rural electrification component, which seeks to show that electricity generating capacity in Nepal can be better utilized by increasing off-peak use.

Butwal Technical Institute (BTI)

Butwal Technical Institute has made good progress in its expansion programme which will enable it to take more students into the four year programme. A two-year in-service training has been implemented which seeks to improve skills of worker in Lazaar shops.

Andhi Khola Project

AHREP

A major milestone was the completion of the transmission line, connecting the project to the national grid. This was connected at the end of the year, bringing power to site, and this will speed up work on the dropshaft. The tailrace tunnel is complete and construction for the powerhouse continues. The headrace is not yet complete, but progress on that was stopped when personnel were pulled out to work on another project in West Nepal. The damsite progress is now ahead of schedule. Rural electrification made good progress in planning, but equipment was not installed due to illness of the electrician.

Rural Development

Although survey work for the Irrigation Programme made good progress delay in approving the Agreement by HMG/N has led to discouragement among local people and staff. The drinking water and sanitation programme has seen strong demand for concrete latrine pit covering slabs. Drinking water systems to 393 households have been complete. The hydraulic ram pump performance has improved, although it is still not considered proven technology by villagers.

The Forestry Department refused permission to implement the proposed project involvement in forestry. Therefore, plans were revised and resource conservation became the emphasis of the programme. Non-formal education and literacy classes have been a tool to implement the awareness building part of resource conservation activities in the community.

3. Status of Agreements for Projects

The Institute for Technology and Industrial Development (ITID) covering UNN work in Butwal was signed on July 22, 1988. ITID provides for the establishment of a joint HMG/N - UNN management board directing their activities. Preliminary discussion with HMG have shown their enthusiasm for ITID to serve as centre for development of appropriate technology produced in Nepal.

The Andhi Khola Irrigation Agreement has not yet been signed but it is in the final stages of consideration by HMG. This proposed programme is seen by the government as a model for other future programmes in Nepal, so deliberations are taking longer than anticipated. (The agreement was signed on September 22nd.)

The proposed agreement for forestry work in Andhi Khola was rejected by the Government. This resulted in rethinking the proposed work so that it could be justified in relation to the AHREP agreement. The Irrigation Agreement also makes provision for conservation work.

4. Overview of Personnel

The post for Assistant Engineering and Industrial Secretary has been filled. On the industrial side, the number of engineers are up and most of the posts for expatriate civil and electrical engineers were filled by the end of the year. However, work loads remain heavy. We continue to have a severe shortage of mechanical engineers for the companies. The mechanical engineer posts for appropriate technology were all filled by the end of the year.

In the area of secondments to other departments, a shortage of builders resulted in projects using Nepali builders, with encouraging results. Still needed are building trade instructors for Jumla. It has become a high priority to recruit civil engineers for work in irrigation and drinking water programmes.

Recruiting and keeping highly skilled Nepali staff has continued to be a problem. In spite of that, a number of Nepali staff have been promoted to fill senior positions. Substantial progress toward Nepalization is being made.

5. Overviewing of Finance

Donors committed to UMN involvement in industrial development in Nepal have continued their strong support. Financing for all projects has been sufficient. Lack of an agreement for the Anchi Khola Irrigation Programme meant that funding will have to be re-applied for, as previous commitments were not used.

6. Looking Ahead

The following are priorities for the coming year:

- Planning format has been implemented, and we are now looking to improve the reporting process. Our hope is to integrate the two processes.
- An extensive evaluation of UMN industrial development work has been completed. Project groups are now working through the long-term implications of the finding.
- We will explore how to strengthen our work in appropriate technology and entrepreneurial development.
- Continued consideration of possible involvement in the proposed Jhimruk Khola Hydel Project.
- Begin implementation of the new ITID Agreements for DCS and BTI.
- Explore new opportunities offered to UMN in the area of apprenticeship training.

HEALTH SERVICES DEPARTMENT

Annual Overall Report July 1987 - July 1988

1. Summary

The Health Services Department is responsible for the involvement of UMN in health and health-related programmes and projects, both in the Kathmandu Valley and in the mountain areas. There have been no major changes in the activities undertaken. Shortage of much needed and key UMN personnel has been causing real problems. A steady and strong policy of moving Nepali staff up into more senior and responsible positions has continued with a significant emphasis on training at all levels. A lot of uncertainty surrounds the future planning of some programmes, because it has proved impossible to ascertain government intentions and plans for the areas concerned. The signing of the Health Agreement during the year has given official sanction to our health and health-related work across the Mission.

2. Project/Programme Reports

- 2.1. Nursing Campus, UMN Programme. This Programme has continued to operate as a 3 year certificate programme, for both Nepali men and women. The new certificate nursing curriculum has been introduced and implemented during the past academic year. The annual admission numbers have been increased and this year 35 students were admitted for the new curriculum. This included 4 men and 31 women. The second and third year classes working under the old curriculum have continued with 37 students in the 2nd year, 8 of whom are male, and in the 3rd year 30 female students, giving us a total Campus number of 102 students in training.

The main practical training ground for the students is provided at Patan Hospital and CDHP, in addition some other hospitals and agencies are used for this purpose. Building renovations have continued throughout the year and have provided a more functional premises. The plan to build a new kitchen and dining room complex has been carried on during the year and should soon be completed and this will add a much needed facility to the Campus. Negotiations have taken place during the year to seek independence status for this Campus, so that it can relate directly to the Dean's Office, Institute of Medicine, rather than serve as an extension Campus of Maharajgunj Campus. The UMN Programme has continued to seek good working relationships within the TU, Institute of Medicine and different related departments.

2.2. Community Health Programmes

- a) Lalitpur Community Development and Health Project. This combined programme is operating in the Lalitpur District which has a population of approx. 210,000 in 41 panchayats including one town panchayat. The Health Section has been working in 33 panchayats, as well as 2 panchayats of Bhaktapur and one panchayat in

Kathmandu. Overall there has been positive progress during this past year. The policy to place greater emphasis on the hilly area of South Lalitpur has continued during the year and the Valley centres have been retained mainly for teaching purposes. The Development Section of CDHP has implemented comprehensive activities in 6 panchayats in the south hilly remote area, serving a population of approx. 10-16,000 as a model for wholeness (i.e. mental, social, economic).

- b) Palpa Community Health Programme. This multidisciplinary programme is working in selected panchayats in Palpa District. During the past year the programme has been involved:

- i) In supporting village panchayats in their own development efforts by providing advice and expertise in the areas of agriculture, drinking water, non-formal education, and medicine.
- ii) Supporting the HMG primary health care programme by helping the HMG HP staff, such as training in dentistry and regular doctors' visits to teach and to train.
- iii) Running in the Tansen bazaar area the MCH clinic and Domiciliary Midwifery Programme, both as a service to the local people and as a training centre for a ANM/CMA students.

- c) Gorkha Community Health Programme. This programme now based at Amp Pipal Hospital has continued its work in 5 panchayats to the north of the hospital amongst a total population of 52,000 people.

Over the past year the emphasis of the programme has been to facilitate improvement of health through working with interested communities in the target area, in raising health awareness, motivation and training of local people, and in further developing working relationships with panchayat leaders and government officials.

- d) Okhaldhunga Community Health Programme. Work has continued in this poor and underdeveloped area in east Nepal. Travelling is difficult and the nearest motorable road is 3 days walk away. The programme serves 14 surrounding panchayats in close operation with the hospital. In the District, HMG has 9 health posts, and 1 health centre for curative service. There is also an education office, an agricultural office, a forestry office, and an animal hospital. There are 10 highschools in the District. CHP has continued to work through a multistructure of health, agriculture, water and sanitation, adult literacy, animal health, and forestry. School education work was maintained for only part of the year, when the government ordered our withdrawal from that programme.

2.3. Hospitals

- a) Tansen Hospital. The 100 beds of the hospital, the recently renovated out-patient department and the other departments of the

hospital have all been under heavy demand during the past year. Patients come from the local community, from Palpa District and from a wide sector of West Nepal and also Northern India. In spite of the great distances involved, personal hardships and expense, people desperate for honest and concerned care continued to "vote with their feet". During the past year the hospital has reached its maximum capacity for dealing with the heavy load of patient care. A programme of limitation of OPD registrations was instituted during the year and this has caused some strained relationships with the local community.

Without making major increases in fees the hospital has remained below the 20% UMN subsidy level. In-patient care remains predominantly surgical with 4,229 operation procedures having been performed. Hospital bed occupancy was over 82% on average. In OPD, in spite of limitation on registration over 91,000 patients were examined and treated.

The staff has to cope with leaking roofs, and many other inconveniences during yet another year, because of the delay in the renovation programme.

- b) Amp Pipal Hospital. The hospital continued to serve primarily patients drawn from a radius of 4 hours walking. This area includes the CHP target panchayats, but also includes adjacent parts of Lamjung. A proportion of patients come from much further afield. During the year there was an overall drop in OPD attendances and this was particularly marked in the first 6 months of the year. And the greatest drop was in the mother/child health MCH clinic. It may be that patients are now obtaining primary health care nearer their homes.

A closer relationship between the hospital and CHP has been developed during the year. The effort to improve the quality of in-patient care has proceeded with doctors working as generalists, and with a team nursing system. Some physical facilities have also been improved including overnight electricity provision and the improvement of toilet facilities.

Concern has continued through the year in certain, very important areas: the conflicting aims of collecting revenue and at the same time ensuring the poor are not excluded: finding a consensus among the doctors in agreeing to medical care are at an appropriate level for a mountain hospital: the effort to improve the training of the whole staff through the nurse educator: the need for more efficient drug supply and dispensing systems and the need for preventive maintenance and repair systems.

- c) Okhaldhunga Hospital. This 20 bed hospital serves a population of over 150,000 people in the Okhaldhunga District. Increased numbers of patients have been seen in the OPD and over 1,000 in-patients have been treated. In addition to the normal daily running of the hospital and OPD, an eye camp was held during the year in co-operation with HMG Lahan Hospital, and a successful

surgical camp was also held, because a visiting surgeon was available to give this assistance. There was general stimulation of the work of the hospital through visits from a dentist, physiotherapist, nutritionist and maintenance staff from other UMN programmes.

- d) Patan Hospital. At the time of the signing of the UMN Health Agreement with His Majesty's Government, a Letter of Intent for Patan Hospital was also signed. With the legal status of the hospital now confirmed it is possible to go ahead and buy urgently needed equipment for the hospital and to import it under duty free arrangements.

Patient numbers continue to increase and in the closing months of this year pressure in several departments has been mounting very rapidly and staff are finding it quite difficult to cope with the pressure of work. In the busy season it is not unusual to have between 800 and 900 patients coming to the out-patient department per day. An average bed occupancy of about 80% has moved up to as much as 97% at busy times. Surgical operating has also increased by more than 30% during some of the busy months. All this demands serious thought and planning for the future.

The Dasrath Stadium Disaster on 12th March, 1988 brought many patients to the Hospital and the hospital disaster plan which had been formulated previously, was brought into effect. The hospital staff responded admirably to the challenge of some 52 people being brought to the hospital following the accident. Their Majesties, the King and Queen of Nepal, visited the Hospital on the day of the disaster, and His Majesty talked with senior staff about the capacity of the hospital to handle patients during a time of disaster.

2.4. Other Programmes

- a) Medical Supplies Department. This combined programme serves UMN and INF projects and is administered by UMN. It purchases and distributes drugs and medical supplies to all UMN/INF projects importing items as necessary. The health agreement between UMN and HMG/Nepal Ministry of Health provides UMN the same duty free status as INF. The detailed process for UMN importing of drugs and medicines is still being worked out. This has been a difficult and very frustrating procedure. Because of these delays, some drug shortages are still occurring.

MSD premises have been remodelled and improved facilities have been provided. The joined drug formulary with INF has been approved by the Pharmaceutical Advisory Group. The computer hardware for MSD's IBM-compatible systems has been installed.

- b) Mental Health Programme, UMN. This programme has continued to promote the integration of mental health care into the existing primary health care structure at health post level. And the programme was consolidated throughout the year in CDHP and it has

been used as a training base for medical students from the Institute of Medicine as part of their training in community psychiatry. UMN's consultant psychiatrist has continued a secondment to the Institute of Medicine including a teaching and clinical role which now involves out-patients and also a responsibility for in-patients in the newly opened psychiatric ward.

The English version of a new teaching manual has been produced and the Nepali version will appear shortly. Expatriate consultations have continued when necessary, and an opportunity to participate in the LDP is seen as a preventive aspect of this work.

- c) Drug Abuse Prevention Programme (DAPP). DAPP is a community based programme active within Nepali society. It has now completed its 3rd year of activities. The programme has been primarily seeking out Nepali agencies in order to develop a partnership with the objective of enhancing the capacity of the partner (or counterpart agency) to become effective in the area of prevention and rehabilitation. This relationship has developed well during the year, and it is expected that this will continue until the phasing out of DAPP from its activities.

Contacts with schools/campuses has been gradually taken over by Nepali agencies that are engaged in prevention/rehabilitation. DAPP has maintained good rapport with various educational institutions.

One major achievement during the year was the production and use of a 30 minute feature movie/video dealing with the "denial issue" of the drug problem.

- d) UMN Oral Health Programme. This programme has continued to make every effort to provide teaching in primary oral health care, develop teaching materials, and provide appropriate levels of treatment, and also undertake relevant research. The major achievement of the year was the production of the teaching manual in Nepali which has been printed and is now in use. Other teaching materials could not be produced because of the shortage of dentists. We have had only 4 out of 7 that are needed.

Contacts have been established with the Institute of Medicine where a course of dental training for health assistants is to be started and UMN has been asked to provide input. If we are unable to recruit more dentists, we shall miss this opportunity of partnership in this programme.

2.5. Health Services Seconded Workers

- a) Nursing Campus, Maharajgunj. During the year two UMN staff retired from the Nursing Campus after many years of service which was greatly valued at the Institute of Medicine. The remaining UMN worker has been appointed Visiting Professor of Nursing where she is on the faculty board and is the chairperson of one

curriculum committee.

- b) Psychiatric Department, TU Teaching Hospital. Our UMN Psychiatrist is involved in clinical work and in teaching responsibility in the hospital.
- c) MBBS course, Institute of Medicine. A UMN doctor was appointed Visiting Professor of Clinical Physiology at the Institute of Medicine in April and is involved in teaching part-time in physiology and immunology as part of the pathology course. He is also involved in assessing research proposals for the IOM.
- d) Leprosy Research, Anandaban Hospital. A UMN doctor has been appointed Director of the Mycobacterial Research Laboratory (MRL), and another UMN worker, the Senior Research Scientist at Anandaban Leprosy Hospital.
- e) The Division of Nursing, Ministry of Health. The UMN nurse seconded to this division was out of the country on sick leave for the last year.

2.6. Training and Manpower Section, Medical Coordinator, Nutrition Consultant, HSO Planning and Evaluation Section

a) Training and Manpower Section

Manpower

- i) Various Campuses of Institute of Medicine have been contacted and informed of vacant posts occurring in UMN health projects, prior to graduating exams.
- ii) Record has been kept of vacant posts at UMN health projects.
- iii) Employment inquiries have been referred to projects, if staff needed.
- iv) Quarterly reports regarding employment of new staff resignations, transfer, and study leaves have been received.
- v) Biodata forms from technical staff have been received and processed.

Training

- i) Public Health Division. Central Office has been contacted and negotiation made to procure places for UMN employees at Regional Training Centres in Pathlaiya, Pokhara, and Dhankuta. Categories receiving integration training are: HA, PHN, CMA, ANM, and VHW.
- b) Medical Coordinator

Important tasks have included:

- i) The screening of the medical papers and psychological assessments of new workers in UMN.
- ii) The coordinating of medical opinion and arrangements for those UMN staff that have required repatriation.
- iii) The preparation of medical protocols for member bodies concerning recruits.

c) Nutrition Consultant

A busy programme has included:

- i) Project visits to Okhaldhunga, Butwal, Palpa, Andhikhola, and Lalitpur.
- ii) Consultations in the projects and in the Nutrition Office with the expatriate and national colleagues.
- iii) Organization of an extensive programme in nutrition week.
- iv) Participation in HMG-N/UNICEF/NGO/UMN sponsored workshops and seminars.
- v) Dealing with requests for nutrition materials/teaching aids/information.

d) Planning and Evaluation Section

This section has been facilitating the use of planning, monitoring, and evaluating methods and systems in and for UMN health service projects and programmes. However, some of these activities were curtailed because of organisational developments and because of limited personnel resources.

3. State of the Agreements

On 11th May, 1988 the Health Services Agreement between Ministry of Health HMG/N and UMN was signed following more than 4 years of negotiations. At the same time a Letter of Intent between Patan Hospital and (MoH) HMG/N was also signed. These documents are important as visible government sanction of our work in various projects and programmes. They also allow us certain privileges, such as customs duty exceptions for the import of hospital equipment, medicines and drugs, and also of necessary vehicles. Under the terms of the Health Agreement UMN now must obtain HMG approval for all posts in the health services area and we are required to submit details of all expatriate and Nepali staff holding these posts. In addition new medical workers coming to Nepal must obtain through (MoH) HMG/N prior approval of their entry to this country.

4. Overview of Personnel

The recruitment of suitably qualified and experienced people for many posts remains a very serious problem. At the end of this year there were 45 vacancies out of a post list of 144 expatriates. The non-filling of some major/key positions is causing serious difficulties in our work and is also a matter of very grave concern as regards our planning for the future.

5. Overview of Finance

We are profoundly thankful to God and to the member bodies and other donor agencies who have made it possible to meet the very large financial commitment that is necessary to maintain the work of the health services department.

6. Looking Ahead

Amidst many uncertainties we feel, it is important to 1) clarify with (MoH) HMG/N the issue of entry of medical workers for short-term assignments, mainly to cover vacations as was discussed in the negotiations leading to the signing of the Health Agreement. 2) Seek real assurance of the ongoing UMN commitment in finance and personnel to our hospitals and community health programmes in view of escalating recurring and capital costs. 3) Recruit and prepare staff suitable for important seconded roles and explore possibilities for other secondments. 4) Pray more fervently and request member bodies and sending agencies to recruit staff for the many vacancies. 5) Evaluate the roles being played by our hospitals, so that future planning is appropriate.

Trevor N. Strong
Health Services Secretary
October 1988

RURAL DEVELOPMENT DEPARTMENT
Annual Overall Report 1987-88

1. SUMMARY AND OVERVIEW

The Rural Development Secretary is responsible to the Executive Director to represent the concerns of rural development missionwide. As head of department he is to oversee the administration of two projects: the Rural Development Center; and the Surkhet Project for Income Generation and the Development of Cottage Industries.

The Secretary is professionally linked to all rural development personnel and programs throughout the Mission. He is responsible for recruitment for all RD posts and has advisory input to all RD programs. Rural Development has had seconded people in 6 LMN projects throughout the year.

In general, the past year has been spent regularizing administrative structures and systems for RD projects; building personnel support and a sense of identity for RD people. Much effort has been put into developing the role of professional groups and the result has been very encouraging.

Work has continued on the implementing process for a new R.D. effort approved in November 1987 by the Board of Directors. It was decided to offer any expansion to already existing R.D. programmes in various projects. It has been considered in 4 such contexts, with the result that none have felt prepared to adopt the proposed model for their location. We are now considering approaching HMG to negotiate an entirely new agreement for the approved venture.

Rural Development people continue to express their appreciation for how the division of EDB has positively affected them and helped them in their work.

Over the past year, major emphasis has been given to the needs of Nepali women. A working group has been established to pursue concrete means for transforming concern for this disadvantaged part of Nepali society into firm action throughout LMN.

2. PROJECT REPORTS

RURAL DEVELOPMENT CENTRE

In the past year the five RDC programmes achieved most of their objectives. They had contact with all LMN projects with RD components, lending support in planning, assessment and program implementation. The project also acts in an advisory capacity to assist the Rural Development Secretary and others in central administration.

Long term vision has been addressed and a strong move toward offering training in all professional areas has emerged. The target group will predominately be village level farmers. The role RDC can play as a resource center on a national scale is also being considered.

A very successful workshop was held for missionwide R.D. personnel and such gatherings will be emphasized even more in the future.

A matter of particular concern is the need for higher level, qualified Nepali staff. A major hindrance to pursuing this development has been that LMN salary scales and benefits do not compete well in the professional market place.

The Horticulture and Agronomy Program has been discontinued by action of the Executive Committee. The section's activities and resources are being incorporated into the Horticulture Agronomy Support Program which has been based in Tansen. HASP will become the official agricultural program of RDC, pending Executive approval in November, 1988. This move is seen in a very positive light.

SURKHET PROJECT

Major emphasis has been placed on consolidating the administrative support side of the project. This has done much to facilitate the smooth running of the programs.

The project strategy has been refined, based on the experience gained over the past five years. It has emerged as 6 points: (1) meeting the real needs of the people (2) seeking a substantial contribution by the people (3) aiming efforts toward the poor, women and low castes (4) seeking to be appropriate with technical, training and financial inputs (5) moving at the people's pace (6) aiming for community sustainable development.

The results from textile training continue to be encouraging. Non formal education remains a major emphasis, and in the local political leader's estimate, the most important contribution the project is making.

Concern has been expressed about the lack of technical input into the water systems program. The negative consequences of this have at times been alarming and a challenge to the project's credibility. An expatriate engineer has been requested from UMN and a tentative offer made.

The health and conservation programs are in need of assessment and there is some question of their future role. Professional assistance from those RD sectors has been asked to lend advisory support.

3. STATE OF AGREEMENTS

The Surkhet agreement has received alot of attention over the past year. At the time of this writing it is before cabinet, having been approved by all Ministries concerned.

4. OVERVIEW OF PERSONNEL

In general, the personnel situation for RD is stable. However, certain positions are in critical need and have been for some time. This reflects upon the need for a serious look at how UMN approaches the recruitment process. We are faced with the need and desire to increase our numbers of qualified Nepali professionals; however, it would appear that UMN's salary and benefits package is not attractive enough for us to compete in the open job market.

5. OVERVIEW OF FINANCE

The financial situation for RD work is quite favorable. We receive strong support from Member Bodies and various other Donors. Gratitude is expressed for this commitment to our work.

6. LOOKING FORWARD

The RD Department will continue to pursue starting a new venture as approved by the Board of Directors.

Professional groups, in-house training and personnel development will receive further attention.

The recruitment of qualified Nepali professionals will be pursued with particular emphasis.

The potential of RDC will be further considered and perhaps a seperate agreement for it negotiated.

We need to follow closely the King's determination to focus development efforts on meeting the basic needs of all Nepali citizens. We see great opportunity for UMN's rural development effort to ride on the tide of this enthusiasm.



UNITED MISSION TO NEPAL

Minutes of the
BOARD OF DIRECTORS MEETING

and

EXECUTIVE COMMITTEE MEETING

Held in Kathmandu.

20 - 26 November 1987

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. Swaminatan Jacob
Norwegian Himal-Asia Mission: Mr. Asbjorn Voreland
Orebro Mission: Rev. Ingemar Berndtson
Presbyterian Church in Canada: Miss Pauline Brown (absent)
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:

Executive Director: Mr. Howard Barclay
Treasurer: Mr. Erling Wennemyr
Education Secretary: Mr. David McConkey
Health Services Secretary: Dr. Trevor Strong
Engineering and Industrial Development Secretary: Mr. Lionel Mackay
Acting Rural Development Secretary: Mr. Jim Alexander
Assistant Education Secretary: Miss Ann Lycett
Acting Assistant Health Services Secretary: Mr. David Williams
Education Board Representative: Mr. Norman Holbrook
Health Services Board Representative: Dr. Warwick Britton
Engineering and Industrial Development Board Representative:
Mr. Gordon McConkey
Rural Development Board Representative: Mr. Gerhard Honold
Annual Conference Representative: Miss Nora Vickers

D) Co-opted members:

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

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-2/87. 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. Nepaliation. The Executive Director presented a paper reviewing the definition of Nepaliation 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-board 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, Ronald 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 Colo, 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 Pedersen
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 Guger, 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 Jacqui Hardiman, doctors, Interserve

Thomas and Birgit Hasselberg, doctor and homemaker, CSO

Inge-Marie Jensen, teacher, DSM

Mike and Lyn Leane, mechanical engineer and teacher, Interserve

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 Guger, 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, EFCE
 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 EC(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 1987/88. 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.
	DOS 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	30,000.
Extra portable Toshiba computer	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: 457,000.	
INF additional share of capital, presently an interest-free loan from UMN: 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 Building. 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.
- i) 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.
 - ii) 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):

	Starting salary	Incre- ment	Incre- ment ceiling	Maximum Present salary
Level 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 Gugeru 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.

Rural Development Discussion Group
UMN Board Meeting
Sunday, Nov. 20, 2.00 - 3.30 pm.

Those of us in Rural Development want to welcome you to our small group session. We thank you for your interest and look forward to your contribution.

Agenda:

1. Opening remarks (5 minutes) Jim Alexander, Rural Dev. Secretary
2. Womens' Issues (20 minutes) Sabine Hausler, Forestry Advisor
Kath White, NFE Consultant
3. UMN and Forestry (20 minutes) Keith Fisher, Forestry Consultant
4. RDC - Highlights (45 minutes) Willem van Dis, RDC - Director

The enclosed material is meant as background information for the various subjects mentioned above.

Thank you,

Jim A. Alexander

Jim Alexander
November 20, 1988

Progress Report on the Activities of the "Women Interest Group"
November 1987 - November 1988

The need to address the issue of women's development, especially in the field of rural development was discussed at the UMN Board Meeting 1987 in the 'Rural Development Group'. The Board members present requested the Rural Development Secretary Jim Alexander to go ahead and incorporate women's concerns especially into the rural development work of UMN.

Since July of 1988 a 'Women Interest Group' has been meeting on a monthly basis. The results of the group's activities have been stimulation of discussion and awareness raising amongst UMNers concerning rural women's issues.

Quite a number of UMNers expressed an interest to participate in the group. The following is a list of activities that have been carried out since November of 1987.

1. Activities on the central level in Kathmandu
 - 1.1 In January of 1988 a questionnaire was sent to all UMN expatriates including unassigned spouses in order to compile UMN's experience of working with Nepali women and to collect ideas on how Nepali women could become more involved in UMN's work.
 - 1.2 A half day session on 'Women and Development' was held at the RDC seminar in Pokhara in May. The returns of the questionnaire were discussed and a Women Development Officer from HMG shared her experience.
A recent study on how income generation has affected Nepali women's status in society was discussed as well. About 30 Board appointees working in rural development attended the seminar.
 - 1.3 A short meeting on women's issues was held at Annual Conference in May. The topics brought up at this meeting were discussed in detail at the first 'Women Interest Group' meeting held on July 6th in Kathmandu. The group has been meeting on a monthly basis since then, anybody interested is free to attend it.
 - 1.4 Gillian Norval compiled a list of training available for rural women.
 - 1.5 Lyn Leane and Kath White sent out a letter to all UMN projects asking for nomination of a convenor from each project to liaise with the 'Women Interest Group' in Kathmandu.
 - 1.6 Kath White wrote a paper about furthering possibilities of scholarships for women and girls. She is now a member of the Scholarship Committee.
 - 1.7 Lyn Leane and Cathy Gowans compiled a bibliography of Women and Development - publications.
 - 1.8 A Christian Women Writer's group met for two workshop in Kathmandu arranged through the Communication's Committee.
 - 1.9 Members of the Women Interest Group attended various meetings arranged by other organizations working in Nepal.

2. Activities in the projects

Some of the ongoing activities in the projects - aside from Health work where women have been included for many years already - are mentioned below :

- 2.1 Surkhet Project has moved further in womens development as an explicit objective of the rural development work. Literacy classes are attended mostly by women. Another 3 month's training course for village girls in literacy, nutrition, health, food processing, handicraft production etc. has been completed. Some village women have started to make woven bags for the local market. A senior Nepali woman to work in the project is currently being recruited.
- 2.2 Shrida Khanal working in CHP Palpa is looking into the possibilities of starting income generation activities with women literacy groups. Vuokko Konola is helping handicraft producing groups in the area.
- 2.3 Andhi Khola Project is continuing to run literacy classes mainly for women. Part of these classes are practical activities like building a check-dam to control erosion and raising tree seedlings etc. A women's group doing embroidery is being helped by the project. Devi Lama attended a course on video film making "women and media in development" in Bangalore, India.
- 2.4 The women's group in Thalajung, Makai Singh and Ghakku assisted by Robert Judge are producing glass cases and small bags. They are trying to fulfill large orders.
- 2.5 RDC is planning to run training courses for rural women on different topics. The next course planned is on animal health for women only.
- 2.6 Kath White attended a project meeting in Butwal to discuss with the project workers and unassigned spouses how the project could include Nepali women in the work.
- 2.7 Seija Hjelt and Gillian Norval have been running sewing classes in South Lalitpur as a forum for village women to meet and have discussions on various topics.
- 2.8 Two female motivator are doing forestry extension for village women in Jumla forestry programme.

Planned Activities for next year

1. For the 'Women Interest Group' to get formal status within the UMN , administration.
2. To conduct a workshop for the project conveners and key Nepali women working in UMN.
3. To have a session on Women's Development as part of UMN's work at Annual Conference in May of 1989.
4. To continue to work in the area of scholarships for Nepali girls and women.
5. For members of the 'Women Interest Group' to attend project meetings and discuss women's issues, to disseminate information, and encourage the conveners working in the respective projects.
6. To keep up a mailing service for publications on women's issues to interested people in the projects.
7. To continue to discuss a fulltime women development worker's post in Kathmandu.
8. To continue to share experiences and information from various sources.

Sabine Hausler
November 18, 1988

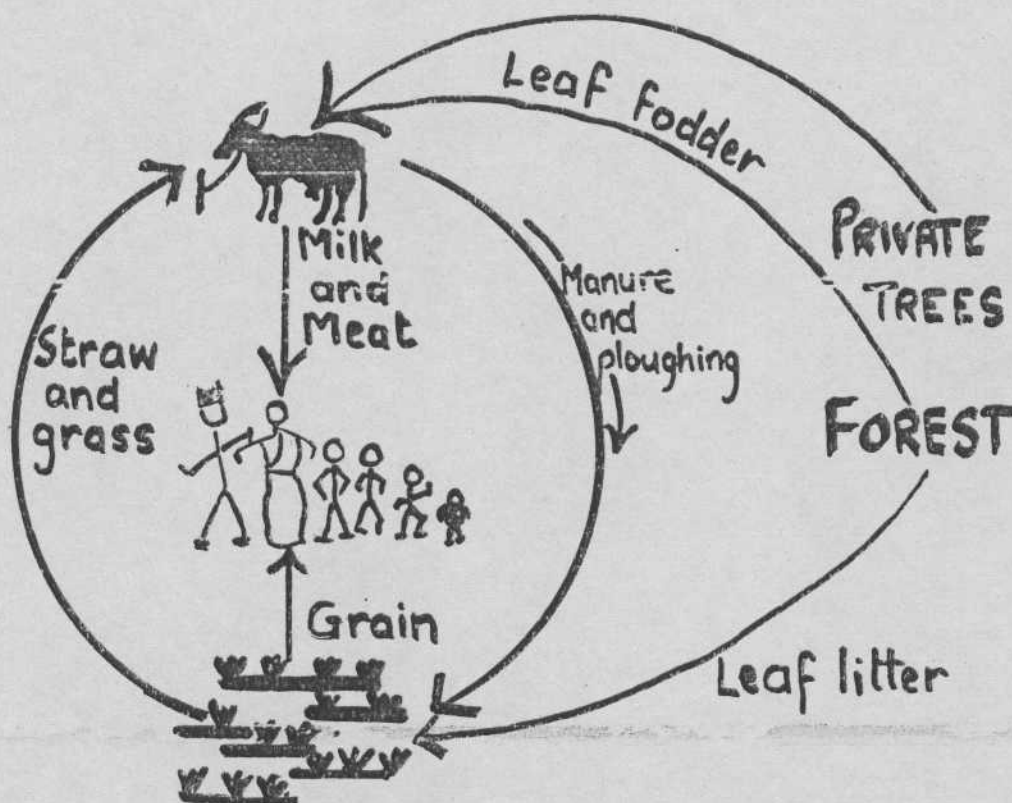
SH/rs

1. Needs Assessment

A. Are forests important?

Before we start thinking about UMN's involvement in forestry in Nepal, let us remind ourselves just what role trees and forests do have in Nepal. What is their importance?

- i) Their most crucial role is that they are the natural resource which sustains the Nepali hill farming system.



The Role of trees in the farming system

A hill farm consists of the people, the animals and the land. What the farmer and his family want is food for them to eat, both to grow and to have enough energy to keep the cycle going. A major constraint

is that the animals are almost always undernourished, as their food supply especially during the dry season is short and consists mainly of nutritionally poor rice straw. Reducing the number of animals would reduce the malnutrition, but it would also reduce the amount of manure produced, and this manure is essential for maintaining the fertility of the fields, on which most of the farmers food is grown.

Additional food supply for the animals comes from trees on their private land, terrace edges, along paths etc., or from the natural forest. The leaves of these trees are the most important source of green fodder, the only nutritious food for the animals all through the dry season. Some farmers have sufficient tree fodder for their livestock from their private land, but the majority have to supplement this by collecting from the forest.

This tree and forest resource from both inside and outside the farm is an essential part of the farming cycle.

- ii) firewood - cooking and warmth
- iii) timber - house construction
- iv) income from cottage industries based on forest products
- v) protection of the environment - reducing soil erosion.
land stabilisation.
protecting water sources.

B. What is the present situation?

The human population of Nepal has nearly quadrupled in the last 50 years. The number of domestic animals has increased similarly, and the demands of the farmers have become greater than the restorative capacity of the forests on which they depend.

In 70 out of Nepal's 75 districts there is a fuel wood deficit i.e. the quantity harvested in a year is greater than the quantity produced. This means that as well as the population continuing to grow, the remaining area of productive forest is being reduced. Nepal is in the red and burning its capital to balance the books.

2. The Response to the Need

A) Non UMN aid programs

There are a large number of Bilateral and Non-Government Organisations working in either forestry or integrated development programmes. However that does not mean that there is no work left to be done. The total area of plantations established in the five years 1980-85 was about 52,000 Ha, which is equivalent to the area of forest degraded in each of those five years. A further problem is that the large afforestation programs often have little community participation - there is no time, they are too busy planting trees.

B) UMN's response

UMN started working in forestry in 1980 and now has forestry programs operating in the following projects:

*Community-
Recovery*

CDHP Lalitpur, CHP Okhaldhunga, Butwal, Andhikhola and Jumla. Forestry work is also carried out in some of the other projects.

Our achievements in terms of seedlings distributed and areas planted in the last four years are as follows:

	! 1985	! 1986	! 1987	! 1988	! Total
Private planting	! 66,000	! 141,000	! 207,000	! 129,000	! 543,000
Panchayat forest (Community)	! 1,000	! 66,000	! 72,000	! 131,500	! 270,500
Institutional planting	! 17,000	! 38,000	! 52,000	! 40,500	! 147,500
Total	! 84,000	! 245,000	! 331,000	! 301,000	! 961,000

UMN's Seedlings Production
1985-1988

These figures show an encouraging growth in our activity in this area, but these do not reveal everything that is going on. The involvement of the community in most of our work is crucial and in the CDHP Lalitpur forestry programme, where 21 community forests have been established, no one is employed to protect them. The different communities have seen the need to restore their forest, and they have made the rules themselves to protect these plantations. In the same area, degraded forests are being closed to grazing animals, by agreement not by a fence, the animals are being fed in stalls, and the natural forest is recovering. In some of these panchayats it will not be long before the growth of wood exceeds the demand.

This is encouraging and shows what can be done, but is the UMN doing enough? A survey based on UMN's plans and budgets for 1987/88 revealed the following figures. Out of the whole of UMN's resources 2.7% of its finances and 4.2% of the expatriate personnel were given to forestry. This is a considerably smaller figure than UMN is committing to develop and distribute alternative energy sources, i.e. from hydroelectric power. As there are restrictions in expanding the overall size of the mission one has to ask if this is a sufficient allocation of resources to this problem, which if not addressed will soon be, if it is not already having a drastic effect on other areas such as animal and human nutrition, water supply, and health.

3. The potential for expansion

At a recent meeting of the UMN foresters, it was felt that professionally, with the experience that we now have, additional work could be taken on if the staff were available. Three potential areas for expansion were identified.

- a) Surkhet - Surkhet project has been carrying on some forestry work, but this has been very small scale, being run by an agriculturalist who was also responsible for a lot of other activities. There is the possibility of promoting the forestry work by assigning a forester there.
- b) Okhaldhunga - The CHP covers some 19 panchayats. A forester was assigned to one of these panchayats 1 1/2 years ago and the programme is now well under way, with very good response from the community. It is planned for this programme to cover 3-4 panchayats before long. It would be quite feasible for a second forester to start a similar programme in another of the CHP panchayats, and thus speed up the process of covering the area without breaking away from our concept of small community based programs.
- c) Lalitpur - I have already mentioned Lalitpur and the involvement of the communities in the six panchayats covered by the programme. What has been going on has not passed unnoticed by the panchayats outside of the programme area. These panchayats have been showing interest and making requests to the forestry programme for assistance in establishing nurseries, distributing seedlings, and planting private and community land. In most new programs the first 2-3 years is often spent raising the level of motivation of the community. However due to the demonstration effect that our current programme has, this motivation period is not needed.

The UMN foresters felt that the most promising location for a new forestry programme would be here in Lalitpur District, alongside the existing one, keeping within the CDHP project area.

4. Conclusion

The need for the establishment and protection of trees and forests in Nepal for the survival of rural life in Nepal is very dear. A lot of different organisation are trying to meet this need. UMN, although on a very small scale, is meeting this need in some areas. We feel that we should keep our programs small, assisting the community to carry out the work, but can increase the impact we have by multiplying the number of such programs. Opportunities to start such additional programs are available, and as soon as the staff are recruited, they could be commenced in 2 or 3 of the recommended locations.

Keith J. Fisher
UMN Forestry Consultant
November, 1988

HISTORY OF THE RURAL DEVELOPMENT CENTRE

The concept of a centre emerged in 1980 as a result of discussions during Workers Conference of 1979 to support "integrated development" in the UMN. The centre became the Rural Development Centre (RDC) in 1982 starting initially with two departments: the "Rural Development Orientation and Training Centre" and the "Rural Development Division". It was under the administration of the Economic Development Board.

The following programs became part of RDC:

- Animal Health Improvement Program (AHIP). This program started in 1977 before the centre was established. For the farmer courses on animal health/husbandry a farm with animals and a clinic was needed and that became available in Pokhara in 1979.
- Horticulture Agronomy Program (HAP). This activity started with Satoshi Mori at the farm, but became an official program in 1982.
- Rural Industries Program (RIP) now Rural Income Creation Program (RICP), started in 1983.
- Studies and Evaluation Program (SEP), started in 1983. This program was discontinued in 1987. It's work is now done in part by RDC Administration.
- Tree Planting and Forestry Program (TREES), started in 1982.
- Water system Consultancy Program (WSC), started in 1986.

All of these programs are supported by an Administration Section.

At the beginning, the purpose of RDC was:

"Furthering integrated rural development work of the UMN in Nepal by providing technical and professional assistance to the UMN projects with rural development components". The main areas of work were:

- planning
- information exchanging
- training and orientation
- research
- evaluation
- coordination of personnel

The involvement of RDC in the projects was on several levels:

- 1) project planning and policy
- 2) project implementation
- 3) project evaluation

The RDC was also involved with the UMN central administration. Although responsible to the EDB, it related to the other Boards through their rural development activities.

Remarks and background

a) Between 1975 and 1980 UMN became increasingly involved in community health programs with a rural development component and in other integrated rural development projects. This led to a need for more personnel skilled in various areas of rural development. Three such areas were identified: agriculture, forestry, and rural industries. To meet this need the concept for a rural development support centre was formulated in 1980. The 7 agriculturalists, one forester, and two agronomists working in the UMN projects at that time needed a support centre to refer to on professional matters and there was also a desire to consolidate the practical experience gained during the earlier years and to develop greater depth in professional areas.

b) The focus of the Centre was on UMN projects only. It was to serve the rural development aspects of work undertaken by UMN as a support centre. RDC is not a project of UMN for which permission is obtained, but a service centre of the EDB serving HMGN/UMN approved projects mainly in technical and consultancy work in the rural sector. (see Statement of Status of the RDC, Oct. 22, 1985)

What is RDC for? Discussions - Study - Recommendations

A few years after its inception questions were asked and discussions started. This was a good sign; the UMN is alive.

Some of the questions asked were:

- Who is responsible for planning on rural development matters? - the Projects or RDC?
- When is RDC's service to stop and then be taken over by the next party, i.e., the project?
- How far should RDC take responsibility for its work?
- Should the supportive role of the RDC be more directed towards projects?
- Should RDC do its own work and become a separate project?
- Is RDC too large as a centre for 1) resources, 2) consultancy, (3) service?
- What is the relationship between RDC, the projects, and UMN administration?

Other question were asked from a professional and technical level as well, fed partly by high expectations and partly by experience.

- Why was there sometimes no answers given to requests?
- What experience does the RDC staff have in Nepal and what do they have to offer?

More questions were raised than answers given. In 1984 the RDC-FMC commissioned a study "in response to concern over the projects' apparent unwillingness to make full use of the services available at RDC". There was also concern over the differing expectations of RDC staff and UMN project staff on how to achieve rural development objectives in the projects and within RDC and over the ability of the RDC organizational structure and management to fulfill all the RDC objectives due to the rapid expansion of the centre. The study team was organized and Ken Afful, a neutral specialist on management, carried out all of the interviews and analysis and prepared the interim and first draft reports. The final report was written by the Study Team and it is the only version of the study report now available.

Some recommendations were:

- (a) "In order for RDC to provide the consulting skills required, it is recommended that RDC staff have a high degree of professional competence, field experience, consulting experience, and cultural knowledge. These would also be used as criteria for the promotion, hiring, and assignment of RDC staff".
- (b) "RDC should find out what the projects' current needs are, and at the same time more effectively communicate how RDC can help them meet these needs".
- (b) "RDC should continue in its present organizational structure of sections headed by a director. The director should coordinate the planning, organization, and control of the section activities. RDC should function as one organization; not as a confederation of small units who are doing their own things but housed under RDC for convenience".

- (d) "All services to projects should as far as possible be a team effort rather than individual sections performing services one after another. Such coordinated effort will improve communication both within RDC and with the Projects. It will also save time, money, and manpower".
- (e) "That any form of expansion should be carefully considered on the basis that:
 - (i) there are adequate resources to support such growth.
 - (ii) there are enough demands from the projects to warrant expansion.
 - (iii) both the RDC and the Projects have the manpower sufficient to sustain an aspect of such growth without jeopardising other areas of RD work.
- (f) "RDC should continue to operate from Pokhara but also maintain an office in Kathmandu which will deal with communication with HMG, UMN administration, and other institutions. All section leaders should be based in Pokhara to facilitate the coordination of RDC's sections".
- (g) "RDC should continue providing services as it is doing:
 - (i) visiting projects
 - (ii) consulting in specialist areas
 - (iii) seconding personnel for short term vacancies
 - (iv) training (mission-wide)
 - (v) consulting in general management, evaluating programs, and providing library and information services
 - (vi) advising on the procurement and use of RD related tools, equipment, and other materials
 - (vii) contracting work
 - (viii) scrutinizing plans and reports
 - (ix) communicating with HMG and other agencies
 - (x) coordinating research
 - (xi) providing funding
 - (xii) providing orientation".
- (h) "The RDC Farm has the potential for being an important training ground not only for AHIP but also for other RDC sections. It is therefore recommended that:
 - effective immediately, the farm be administered by and be made responsible to the AHIP Section Leader, who will coordinate all activities.
 - all Sections be encouraged to carry out experimental activities there like improved nursery techniques, food processing, animal health and husbandry, etc".
- (i) "Training by RDC should be encouraged to reach local communities through the projects. This is very important, since proper understanding on the part of local communities of the usefulness of a particular training will have a considerable effect on the success of its implementation".

No detailed recommendations were given for the individual sections since the final analysis and reporting was done internally by RDC.

Some of these recommendations were implemented, but RDC changed with time and experience. Especially after the installation of a Rural Development Secretary to deal with overall planning and policy making, etc., the emphasis shifted more toward service, e.g., visiting projects, advising projects, secondments of staff, library services, liaison with HMG and other agencies, trainings, orientation, surveys and studies, and trials and demonstrations and away from planning, policy making, recruiting, etc.,. Although in an informal way RDC can be involved in these activities.

The question arises, "Are the services mentioned above enough to justify the existence of RDC with its 5 sections?" At present, there is enough work but the workload alone should not justify our existence, rather the results of our work in the UMN and in the communities it serves. Main services go now to Surkhet, Okhaldhunga, Gorkha, Lalitpur, Jumla and less to Tansen and Andhi Khola.

Willem van Dis

UMN-RDC

Feb., 1988

RURAL DEVELOPMENT IN NEPAL

Under the title "Too much aid, too little development", J.M. Luhan summarizes the development situation in Nepal: Nepalese scholars concluded at a seminar organized by the World Bank in 1983 that aid programs have completely missed their mark, "Agriculture has not benefitted; the poor have been by-passed; the women have not even been understood; the relations of production and distribution of power have gotten worse; and technical assistance has not contributed to the improvement of administrative capability". Money, energy, technical assistance, etc., have often been used in a way that has not resulted in any sustainable development because there was no one able "to take over" after termination of the project and who could run the program in the way it was designed to operate. Lack of financial resources is one reason, but more importantly, is the lack of understanding both on the part of the community and on the part of the project planners. The community does not understand how the project is to operate and the planners do not understand what the community really needs.

Donors interested in financing rural development projects, a *épriority* sector for them, have entertained doubts about Nepal's absorptive capacity. "Poor performance in the rural development sector is not just incidental...it is endemic." The reasons often given are: lack of coordination; non-cooperation of line agencies; poor communications within the project, etc.,. These problems exist but they are symptoms rather than reasons.

- (a) Aid organizations often dominate the process of project formulation. Contributions from the donor's side of concepts and towards the formulation of a project are not harmful per se, but when they become overwhelming it destroys the sense of participation of local counter-parts and communities.
- (b) In the implementation stage, new techniques and systems are introduced without reference to the local resources and practices that are available and without consideration for whether or not the new technique or system fits into the existing community structure. These new techniques are kept alive but then die once the aid organization leaves. Often little thought is given to practical applications.
- (c) Local people are often used as a labour source, but except for the income derived from their labour, the project brings little other benefit to the community. Socially, the gaps in the community widen. In addition this labour is usually available only during the slack times for farm work in rural communities.
- (d) In the different stages of planning, implementation, and evaluation, authority and responsibility are sometimes delegated just for the sake of participation without necessary "strength" on the receiving side (local offices, etc.,). Lack of clear vision on how the people's participation should be planned and organized can be a reason for the poor performance of a rural development project.
- (e) Though neglected and considered backward ("...ignorant people of the hills"), rural people of Nepal have for centuries been surviving through self-help and community effort. Difficult mountain tracks, elaborate irrigation schemes, drinking water systems, etc., have been built and maintained by them without any outside support. Most interesting is the system of raising the necessary resources to operate and maintain these facilities, e.g., chowkidars in the Lapsibot community forest, and a rope-carrier and operator for a Trisuli River crossing. The ignorance of these resources (user's committee, self-help group, etc.,) and, on the other hand, the raising of expectations that foreign resources are coming to develop the area has eroded this self-help attitude and has developed an "aid mentality" among the people. Once the people acquire this aid mentality, it is difficult to help them.

Out of the mistakes made in the past we ought to draw conclusions which are helpful for developing new approaches. Time is often the ultimate test for success. What was seen as a good way of helping people must be revised since the results of that help did not remain. Development must be a continuous process of trial and error since with the passage of time situations change and new scenarios emerge. Hence, new directions and approaches are needed.

People participation as a strategy for rural development

Most people agree that increased community participation is a "good" thing. But what is meant by it? There are many ways of looking at it, but at the risk of over-simplifying, two types of strategy can be identified:

- (1) Participation is seen as a way of "covering up" wrong assumptions. The planners believe that the type of development they are offering is essentially correct and that the past failures were largely due to the fact that the "human factor" was neglected. The community did not want to get involved in a project about which they had little knowledge, etc.,. Participation is seen as a way of "bringing the people around" to the planner's point of view; injecting more information or offering more "thrilling results" in order to motivate people to take on the project. It means trying to get the people's trust and trying to get them involved and, as result, it is hoped they will commit themselves to the project. In some cases, in old or existing projects, this is often the only way the people can participate since the "status quo of the project" is part of their environment. This type of participation can be termed: "helping people to have a better life", "helping people to use solutions offered from outside for their problems", etc.,.
- (2) Community participation is seen as a way to create opportunities to explore new, often open-ended directions with those who have traditionally been the objects of development. The tactics involved in this type of strategy are fundamentally different. It is not necessary to "sell" a project to the community, rather it is the resources of the rural people that need to be incorporated. In this way development starts with the "human factor". The people are not seen as recipients, clients, consumers, or even patients, but as producers. Participation in this sense is concerned with instilling knowledge, and giving new direction. It is giving the rural people a voice in development decisions, access to productive assets, and a share in the overall development process. This type of participation can be termed: "helping the people to identify problems and needs so that they are able to have increasing control over resources and regulative institutions", or "helping people to help themselves".

In practice, participation is a mixture of both these strategies since a development project always works in a frame-work of interventions, or possible interventions, from outside the community from government and aid organizations through budgets, controls, planning, etc.,. On the other hand, acquisition of knowledge, formulation of ideas, etc., by the people is only possible when the people are aware of their environment with its hardships (this is education) and are able to build up the organizational basis on which certain groups within the rural sector are able to participate (this is consciousness-raising and preparation for the task of participation).

Participation should be a process of working with people so that over time they are enabled to make their own decisions, etc.,. Environmental circumstances are changed later only through and with the cooperation and effort of the people.

What is "development"?

Development is a dialogue in reflection and action. It is to name the 'world' in order to change it. Once "named", the world in its turn reappears to the namers as a new problem and requires of them a new naming. People are placed in, and as partakers of, their environment in word, in work, and in action and reflection. Development is the encounter between men who want to name the world; development is not possible between those who want to give new names to the world and those who do not. Development is an act of "creation"; working in love, humility, and faith in an atmosphere of mutual trust between the participants.

Much more can be said about what development really is, but the emphasis should be on the people and on the continuous changes in which they are partakers to enable them to reflect on their environment and to take action accordingly.

How to be effective in development work?

As was mentioned earlier many rural development projects in Nepal have been unsuccessful. What about UMN projects? Only a few programs have ended thus far: the agricultural program of the Gorkha CHP and the work in Nawal Parasi. Looking only at the work in Gorkha District, the results of that program were praiseworthy during its existence, but disappeared soon after it was closed down. The training part did have more remaining results (courses for farmers).

The question is raised: how do technical assistance, new seeds, new breeds, new methods, more information, visits of consultants, etc., play their role in the kind of development we are aiming for; development with lasting results? There is a danger that our efforts are becoming an act of depositing in which the people are the depositories and we the depositors. The only action allowed to the people is to receive! But is what has been offered suitable for them? They may even become collectors of ideas and things which they "store away", but in the last analysis they are alienated from their environment through lack of creativity, transformation of ideas, and knowledge. More effective ways of doing development work need to be found.

One effective way is education, since here is an opportunity to change people while they are also participating in the process; education not in the sense of giving knowledge only, but education which emphasizes making people aware of their own situations, etc.,. That means people have to learn:

- (1) to interpret their own problems.
- (2) to discover and explain the causes of those problems.
- (3) to find solutions.
- (4) to take responsibility.

This form of education focuses on "problem solving". When we describe a problem as a: "hindrance between the present situation and the ideal situation which needs to be solved before the ideal situation can be reached", then education can remove some of these hindrances, for example:

- (a) Lack of knowledge or skills. People may not recognize the problem or know how to solve it.
- (b) Lack of motivation. People may see the problem but not bother to do anything about it. This often happens in a culture with a fatalistic world-view, but it may be that other, more important problems need to be solved first. By implanting new points of view, people can be motivated.
- (c) Lack of means. This can sometimes be overcome by teaching, if the teaching is realistic about the people's situation.

Not all "hindrances" can be removed, but education can help people to be aware of their own problems and can make them more able to solve those problems themselves.

For education to be effective, the worker-people relationship must become a two-way process in which the worker and people teach each other. Communication must be in a dialogue which results in action and reflection. The worker must understand the people and what knowledge is important to them. He must learn about their particular situation. The educational process must be dynamic; one which results in the development of people (both the worker and the community) first before any attention is given to changing the environment.

To train can therefore be defined as: "to give intentional help with solving and preventing problems through communication".

Rural development ought to be a process that increases the capacity of rural people to control their environment and training in which the trainer and the trainees are constantly changing roles is an effective way to achieve that goal.

Literature Used

1. New Strategies for Rural Development, G.H. Axiun, 1978.
2. Approaches to participation in rural devel., P. Oakley, 1984.
3. Rural development and social change, J.M. Heredero, 1979.
4. Rural Development in Nepal; problems and prospects, B.P. Pradhan, 1982.
5. Pedagogy of the oppressed, P. Freire, 1972.
6. Too much aid; too little development, J.M. Luhn, 1987.
(art. in Developm. International.)

Willem van Dis
UMN-RDC
Feb., 1988

Training Programme Model for RDC

INTRODUCTION

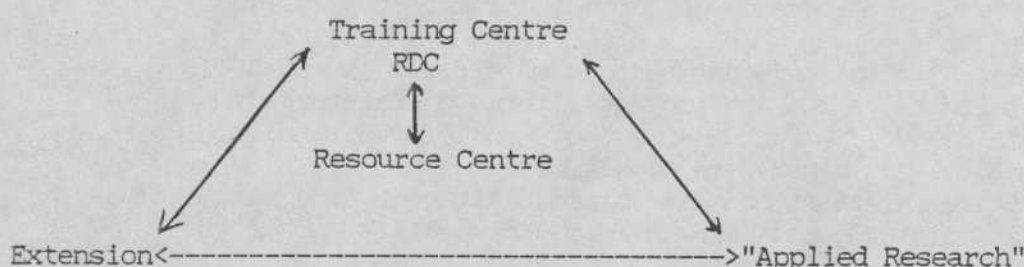
Referring to some discussion points, some general remarks can be put together which will help in developing a long-term direction for RDC.

- 1) Some sections of RDC are being underutilized as far as the skills of the RDC staff are concerned.
(Terms of Reference of "Organizational Study of RDC")
- 2) Some sections are not being used effectively by RDC's "clients" - the UMN projects (Terms of Reference).
- 3) RDC is no longer directly involved in project planning, implementation, and evaluation. Although indirectly, it is in some projects (Okhaldhunga, Surkhet).
- 4) RDC is not directly involved in the recruiting of or the placing of personnel in projects (RDS+RDC - relations).
- 5) RDC does not have any local community involvement, except via the AHIP training courses and clinic.
- 6) Since RDC does not have that much community involvement, there is the danger that the RDC staff does not get enough experience and ideas to assist project staff in a practical way. (At present all the expatriates working in RDC have come to RDC directly from LOP except one and it normally takes one to two years before anyone feels himself competent to offer any services.)
- 7) It is recommended that the RDC staff have a high degree of professional competence, field experience, consulting experience, and cultural knowledge (Study Report).
- 8) RDC should operate as one organization and not as separate units. The situation of the people in Nepal calls for a team-approach. Different disciplines doing things together gives a better understanding of that situation).
- 9) RDC should continue giving the services (Study Report).
- 10) The RDC farm has the potential for being an important training ground (Study Report). The Tansen farm and project area can be added.
- 11) Training by RDC should be aimed at reaching local people and staff. This is very important, because a proper understanding by the local communities of the usefulness of a particular training will have a considerable effect on the success of its implementation (Study Report).
- 12) RDC should gain experience in working with communities to understand the resources available in people and how the dynamics of "people participation" can work. This would also enable RDC staff to assist UMN projects in this approach.

- 13) RDC should be more directly involved in working with people
---- farmers, women, teachers, JTAs, nursery foremen, etc.,
---- in order to take part in the process of rural
development.

Model: TRAINING CENTRE - EXTENSION - APPLIED RESEARCH

Out of the preceding statements the following model can be drawn.



- A. Training Centre: The focus of RDC will be the Training Centre which will offer courses on a non-formal basis; courses for farmers, women, etc., from UMN project areas but also for other organizations. This means the direct link between UMN projects and RDC is given up in this model, although the priority towards UMN projects remains. By breaking the direct link with the projects an agreement for the Training Centre should be sought presumably with The Ministry of Education (non-formal education) or with Ministry of Panchayat and Local Development.

If it is not possible to get an agreement, this model would remain the same except that restrictions would be put on our services as they are now (only for UMN projects as part of HQ Support).

- B. Extension: This will include most of the present activities of RDC such as: visiting, advising, designing, communicating with HMG and other agencies, providing assistance and orientation, and will also include the follow-up of trainees. These services will be mainly for UMN projects only.

There will be some limitations on services RDC is supplying now such as personnel secondment to projects. The responsibility of maintaining an adequate staff lies with the project. If the project wants to start a particular program they should hire their own staff. As it is now, RDC seconds staff during busy periods but then is expected to find other work for these people during slack periods. The projects should be responsible to carry their own people through slack periods.

Part of the extension work is also the the coordination of the professional areas between the projects/organizing meetings and seminars etc.,.

Another dimension of extension is the possibility of being able to create new models for rural development out of the dialogue between trainers and the community. In order to have the freedom to do this the (RDC) training centre should become an independent rural development project. An agreement for this from The Ministry of Education may be difficult to get, but it is also possible to change the wording a little: RDC: a rural development project with training opportunities.

This does not mean that RDC will become a training programme cum training centre all at once. This model is a way-to-go but each section will go at its own speed! This model includes the services given by RDC already and the flexibility is there to change the services when needed (or as requested).

- C. Applied Research: To be able to train people and to do extension work, some "research" must be done. Most of the latter is already underway: trials and demonstrations at Tansen and the Pokhara farm; surveys; evaluations. More emphasis should be put on: the study of farming systems (for understanding the relationship within a system a wholistic approach is needed) and the study of non-formal-education (its possibilities and practices).

The "research" should always relate directly to the training and extension functions of the Centre.

- D. Resource Centre: All three main areas (training, extension, research) are getting input from the resource centre. The resource centre is fed from compiled resources (training) other programs/projects (extension) field trials etc. (research) and books (library).

Working Assumptions

Some assumptions have to be made in order to reach the ultimate goal of RDC becoming primarily a training centre with extension and applied research divisions.

1. In the long-run, a signed agreement with HMG making the RDC training centre a separate UMN project is needed, although the emphasis will still be on serving other UMN programs.
2. Availability of adequate personnel, finances, facilities, etc., on a consistent basis.
3. People participation leading to a sense of discovery; all communication in the form of a dialogue is a right philosophy.
4. Consistent support from the Rural Development Board, Education Board (Non-formal education), Health Services Board, etc.
5. The appropriateness of programs and activities.

How can the trainings be organized?

In setting up trainings the questions For Whom?, What?, Where?, How?, When?, and By Whom? are essential ones.

For Whom?

It is the best to train people whose behaviour, background, needs, etc., are known. The focus should be on: farmers, women, entrepreneurs, health workers, nursery workers, JTAs, maintenance workers, teachers, rural development workers, etc.,. Primarily, the courses will be for UMN-project areas but they will be offered to others as well. The aim should be to reach as many people as possible.

What?

RDC already has information and experience that can be adapted for training courses. All the existing programs have something to offer. Some expansion in the direction of human health also may be desirable. The needs felt by the target groups are most important, although the trainer may see other problems and needs that new to be aimed for as well. The trainer's and the trainees' opinions are both needed. In order to know what to teach about farming systems for example, discussions and surveys are important. What are the problem areas for the people and what are not problems. This should be the criterion for what should be included in a practical training program.

Where?

The main emphasis in training should be practical. Therefore, there must be something . . . to do, to see, to measure, to control, etc.,.

Possibilities are:

- 1) In the field. Trainings of 1 to 2 days upto 2 weeks. Follow-up training can be given in the projects as well. The strong point of holding trainings in the field is that the dialogue takes place in the people's own environment.
- 2) In a centre, e.g., Tansen or Pokhara. Certain activities are not always possible in the field and for this reason a training centre can be very useful. The strong point of bringing people together at a training centre is that it enlarges their horizon by bringing them into contact with people from other locations who may have similar problems but different solutions for those problems. It may also increase the status of the people after they return to their village. (Selection of trainees is very important. Do they represent the communities' ideas? Are they leaders?)

In practice, it will probably be desirable to hold trainings both in the field and at a central location.

How?

How is somewhat dependent on what and where, but a few suggestions can be offered:

1. Courses by section. Each section organises its own course. The existing course for animal health workers offered by AHIP is an example.

2. Courses with contributions from two or more sections. For example:
1-day sanitation/toilet making (WSC/Health Services)
2-day care of bullocks (AHIP)
3-day bamboo growing (HASP/RICP/TREES)
etc.,.

When

This depends on demand but otherwise, whenever it can be practically done. Schedule will also be dictated by topic.

By whom?

The circle should be wider than just the RDC staff. People from the projects with a lot of experience should also be asked to take part in the training. And even other experts, e.g., from HMG/N, etc., could be invited. Thus, their experience can be shared. The Health Services Board could assist with courses involving health education, sanitation, and nutrition.

Strong points

1. Centralized so that coordination is possible (integrated rural development systems).
2. Each program has a "back-bone" activity so that "slack-time" is filled with activities concerning training.
3. Makes use of the flexibility in the RDC structure.
4. Uses the existing situation as a start.
5. Separate project and not part of HQ any more.
6. Presumably, in future more Nepali staff (at 8-9 level).
7. Training as strategy for development is included.
8. Integration/coordination and communication can function in a good manner.
9. This model can become a "training centre" for other boards (Health education, etc.,) as well as a RD-service centre.
10. Practically, (not ideally, maybe) it is good to have specialists in a resource centre.
11. Community involvement via training and follow-up.
12. May be easier to get an agreement or letter of understanding from Min. of Ed.
- 13.
- 14.
- 15.

Weak points

1. Additional skills are needed (good Nepali, teaching ability).
- 2.
- 3.
- 4.
- 5.

Discussion

- The primary target group for training shall be farmers.
- We should concentrate on training people, not on building an "institution" with an eye to the future on how it is to be taken over by HMG or carried on by others. We should remain fluid and responsive to the needs of the people.
- A feasibility study should be done: "RDC - A Training Centre".
- Trainings should not only happen in a centre, but when possible, in the field as well.

Willem van Dis
March, 1988

UNITED MISSION TO NEPAL

**Minutes of the
BOARD OF DIRECTORS MEETING
and
EXECUTIVE COMMITTEE MEETING
held in Kathmandu
16-21 November 1988**

UMN BOARD OF DIRECTORS

Minutes of the Meeting held in Kathmandu

19-21 November, 1988

The Annual Meeting of the Board of Directors of the UMN was held at the Blue Star Hotel, Kathmandu. Sessions began at 7 p.m. on Saturday, 19th November, and continued through to 5 p.m. on Monday 21st November.

Dr. Leon Morris led the Bible studies on the first evening and the two successive mornings, and his ministry was greatly appreciated.

BD-1/88. Schedule of Membership and Roll Call. The schedule of membership of the meeting was as follows, with delegates present as indicated:

A) Member Bodies and their delegates:

Assemblies of God - Rev. Andrew McCabe
Baptist Missionary Society - Miss Joy Knapman
Christian Church (Disciples) - Dr. Ruth Catton (absent)
Church Missionary Society, Australia - Rev. David Claydon
Church Missionary Society, UK - Mr. Malcolm Warner
Church of North India - none
Church of South India - Bishop M.C. Mani
Committee for Service Overseas, Germany - Mr. Christoph Dehn
Church of Scotland - Bishop John Ghose (absent)
Danish Santal Mission - Mr. Jorgen Pedersen
Evangelical Free Church of Finland - Miss Riitta Siikanen
Evangelical Lutheran Church in America - Rev. Warner Luoma
Finnish Evangelical Lutheran Mission - Rev. Paavo Kilpi
Gossner Mission - Mrs. Barbel Barteczko-Schwedler
Interserve - Mr. Richard Clark
Japan Antioch Mission - Rev. Minoru Okuyama (absent)
Japan Overseas Christian Medical Cooperative Service -
Dr. Kojo Tamura
Korea Christian Medico-Evangelical Association - Mr. Hong Bom Kim
Mennonite Board of Missions - Mr. Ronald Yoder
Mennonite Central Committee - Mr. Paul Myers
Methodist Church, UK - Rev. Swaminathan Jacob
Norwegian Himal-Asia Mission - Mr. Einar Kippenes
Orebro Mission - Mr. Erling Wennemyr
Presbyterian Church in Canada - Mr. Glen Davis
Presbyterian Church in Ireland - Rev. Terry McMullan
Presbyterian Church Synod, Mizoram - Rev. Lalpianga (absent)
Presbyterian Church, USA - Dr. Carl Friedericks
Regions Beyond Missionary Union - Rev. Geoff Larcombe
Swedish Free Mission - Mr. Billy Johansson
Swiss Friends for Missions in India & Nepal - Mr. Fredi Grob
Tear Fund, UK - Rev. David Applin
United Church of Canada - Mr. Jack Lakavich (absent)
United Church of Christ in Japan - Rev. Yozaburo Kimijima (absent)
United Methodist Church, USA - Miss Marge Mayer
Wesleyan Church, Dr. Earle Wilson (absent)
World Concern - Mr. Paul Kennel
World Mission Prayer League - Mr. Bob Andrews

B) Christian Church in Nepal representatives:

Dr. Rajendra Rongong
Mrs. Mannu Rongong

C) Co-opted members:

International Nepal Fellowship - Dr. Bill Hawes
Leprosy Mission - Dr. Wim Theuvenet

D) Ex-officio members:

Executive Director - Mr. Howard Barclay
Treasurer - Mr. Lynn Miller
Personnel Secretary - Mr. Graeme Guger
Education Secretary - Mr. David McConkey
Asst. Education Secretary - Mr. Ryohei Takatsu
Engineering & Industrial Development Secretary - Mr. Lionel Mackay
Asst. Engineering & Industrial Dev. Secretary - Mr. Wynn Flaten
Health Services Secretary - Dr. Trevor Strong
Asst. Health Services Secretary - Dr. Ken Snider
Rural Development Secretary - Mr. Jim Alexander

Education Department representative - Mr. Mark Keller
Engineering & Industrial Department representative -
Mr. Gordon McConkey
Health Services Department representative - Dr. Graham Toohill
Rural Development Department representative - Mr. Henk Ymker
Annual Conference representative - Mr. Peter Quesenberry.

E) Observers:

Committee for Service Overseas, Germany - Mr. Hermann Luehrs
Church World Service - Dr. David Barnhart
Evangelical Lutheran Church of America - Dr. Jerry Yovonie.

BD-2/88. Agenda. The Agenda was adopted as presented by the Executive Director.

BD-3/88. Confirmation of Minutes. The Minutes of the Board of Directors meeting held 24-26 November, 1987 had been circulated to all members present at that meeting. It was RESOLVED to accept these, and to affirm them as a correct record of proceedings.

BD-4/88. Orientation Session. On the opening evening session of the Board, slides illustrating the work of the mission were presented, and explanatory commentaries given by the Executive Director, Treasurer, Personnel Secretary and the four Department Secretaries.

BD-5/88. Tribute to Gordon Ruff. Gordon Ruff made a significant contribution in the life of the UMN, especially in the years 1966 to 1979. His first involvement was as a Board member, representing the UPC, USA from 1966 to 1975. During that whole time, he was a member of the Executive Committee. One of his special contributions was on the Finance Committee for six years, both as a member and as its Chairman. Gordon was Vice President of the Board for three years, and President for two years: a very significant achievement.

Following his service at this level, Gordon was appointed Executive Secretary (Director), and after regular language study he took up his appointment in June 1976, serving a three-year term in this position. He concluded this service to UMN, and accepted the position of Acting Treasurer from June to October 1979, before retirement. At Board level and in administration, Gordon exhibited strong and valuable leadership ability from which the UMN has greatly benefitted. He was one of God's good gifts to the Mission.

Gordon was born in September 1914 in California, and, after completing a Masters Degree in Divinity at Princeton Theological Seminary, was ordained into the ministry in May 1943. Gordon served as a missionary to India from 1947 till his transfer to Nepal in 1976: in

all a total of 32 years in overseas ministry. Following his retirement he continued an active interest in the work of UMN, and led groups of interested friends to visit India and Nepal, thus enlarging the vision of many Christians to the work of God's kingdom overseas.

News was received in May 1988 of Gordon's sudden collapse and death while playing golf. We remember the faithful support of his wife Peggie through all the years overseas, and her ministry among us. May the God of comfort give her and the members of the family His peace and strength at this time of loss.

BD-6/88. Changes in Schedule of Membership.

- a) Church of Scotland: It was noted that the member body formerly listed as the Darjeeling Diocesan Council & Church of Scotland will now be known as the Church of Scotland, with the understanding that the Darjeeling Diocesan Council is a part of the Church of North India.
- b) Methodist Church in India: It was RESOLVED to accept the Methodist Church in India into the membership of the UMN, with gratitude to God for their interest and participation.
- c) Presbyterian Church in Korea: The Executive Director was encouraged to continue negotiation with the PCK with a view to possible membership next year.

BD-7/88. Moratorium on membership of new non-Asian member bodies. After a very full discussion, the following decisions were taken:

- a) It was RESOLVED to continue the moratorium on the membership of new non-Asian member bodies. However, in view of differing opinions, the Executive Committee is requested to take up the matter for further discussion in April, and to bring back a report to the next meeting of the Board.
- b) In view of UMN's desire to demonstrate the universality of the Gospel by increasing the participation of Asian appointees, it was RESOLVED:
 - i) To encourage applications from Asian organisations for membership in UMN;
 - ii) To encourage member bodies to send Asian representatives to the Board where appropriate and possible;
 - iii) To encourage member bodies to recruit Asians for service in the UMN.
- c) Individuals with concerns in relation to the size of the Board meeting were requested to correspond directly with the Executive Director.

BD-8/88. Annual Reports and Financial Statements for the year 1987/88. The written annual reports and statements from the Executive Director, Treasurer and Department Secretaries were noted. Important items were high-lighted, and the Executive Director reported on current developments in the country. Of special note was the signing of four agreements within the past six months:

- Health Services agreement and Patan Hospital agreement;
- Andhikhola Project Irrigation Program agreement;
- Institute of Technology and Industrial Development, Butwal agreement;
- Surkhet Project agreement.

It was RESOLVED to receive the annual reports as follows:

- Appendix A - Executive Director's Report
- Appendix B - Treasurer's Consolidated Statement
- Appendix C - Headquarters Project Report
- Appendix D - Missionwide Support Project Report
- Appendix E - Education Department Report
- Appendix F - Engineering & Industrial Development Dept. Report
- Appendix G - Health Services Department Report
- Appendix H - Rural Development Department Report.

The project summary annual reports were also available for Board members who wished to take them.

- BD-9/88. North American Consultation. The Executive Director reported on consultation visits to the home offices of member bodies in North America in April/May of this year, which had proved to be very helpful. A one-day consultation was also held in London with a number of UK member bodies.
- BD-10/88. 35th Anniversary. It was noted that the UMN will celebrate its 35th anniversary in March 1989, and encouragement was given for the preparation of a special publication to mark the event.
- BD-11/88. Report from Selection Committee. The Convenor of the Selection Committee appointed in EC(1)-10/88 reported on progress made. The member body delegates were challenged to consider their responsibility in the suggesting of names of suitable candidates for the post of Executive Director.
- BD-12/88. Relationship with the Church. A number of Church representatives shared discussion with the Board for part of one session, and their input was received with deep interest. It was noted that expressed areas of needed assistance include leadership training, adult literacy, and skill-development and income-generating programs.
- BD-13/88. Personnel Report. The Personnel Secretary presented a written report, and encouraged member bodies to continue to seek suitable, competent people for service with the UMN. Improvements made in personnel administration have been appreciated by member bodies, and further suggestions were submitted.
- BD-14/88. Human Resources Management report. Ref. BD-14/87. A follow-up report was received and noted. Appreciation was expressed for this report, and for the way administration has worked to meet the needs high-lighted in the original evaluation. It was agreed to accept the proposal of the Executive Committee in EC(2)-11/88 that this be regarded as the final report.
- BD-15/88. System of Planning and Reporting. The initial document was noted, and it was agreed to endorse the action of the Executive Committee in EC(2)-14/88.
- BD-16/88. Long Term Plans. A verbal report was received, and it was noted that a study of the subject is being continued. The formation of Long Term Plans will be dependent on the outcome of the study of the revised system referred to in BD-15/88. A paper on growing urbanisation was also received, and noted with interest.
- BD-17/88. Industrial Development Evaluation. The action of the Executive Committee found in EC(2)-30/88 was noted, and affirmed.

- BD-18/88. Small group discussions. The Board divided into five small groups for discussion in one session, and concerns were brought back to the plenary session of the Board by the Rural Development group, these concerns centering on the importance of forestry programs and the need for emphasis on women's affairs in the country. After discussion it was RESOLVED to accept this report, and to approve the following resolution:
- Women's Affairs. The Executive Director is requested to formulate goals, strategies, policies and administrative structure for the handling of women's affairs within the UMN program, for review and approval by the Executive Committee, and for subsequent adoption by the Board of Directors at the November 1989 meeting.
- BD-19/88. Nepaliation. A number of papers written by senior UMN administrative staff were presented to the Board, and note was taken of the action in EC(2)-29/88. It was RESOLVED to receive the papers; to welcome the Executive Committee action; and to request the EC to appoint three members to work with the Executive Director and Erling Wennemyr as a Working Committee appointed by the Board to study further the issues of Nepaliation raised in the papers presented. The Working Committee is requested to report back to the Board, and contributions from each Board member are invited in the light of current discussions. Specific issues addressed should include:
- Why is the UMN here?
 - What is the permanence of the UMN?
 - What is its relationship to the Church?
- The object of the study should be to consolidate existing material and pinpoint issues, rather than to make a definitive statement.
- BD-20/88. Annual Conference, 1988. The Annual Conference representative, Peter Quesenberry, presented an interesting report on the Conference, held in May this year. The spiritual ministry of Dr. Gottfried Osei-Mensah was greatly appreciated by the large number of UMN Appointees gathered.
- BD-21/88. UMN Constitution. Ref. BD-12/87,a. The Constitution had been amended to include the changes requested by the Board in 1987, and the newly revised version had been circulated to members two months before this meeting. It was RESOLVED to accept and approve the amendments, and to ratify the action of the Board in 1987, adopting this Constitution as valid from the date of this present meeting. The revised Constitution is found in Appendix J to these Minutes.
- BD-22/88. UMN Bye-laws. Further to BD-12/87,b, study and correspondence had continued throughout the year on the revised Bye-laws, and an amended version had been circulated to member bodies and Board members two months prior to the present meeting. Further minor amendments were also forwarded by the Executive Committee, largely of an editorial nature, and it was agreed to include these changes also.
- It was RESOLVED to approve the finally amended Bye-laws as found in Appendix J, valid from the time of this meeting. Sincere appreciation was expressed for the detailed work carried out on this document by administration.
- BD-23/88. Proposed amendments to Bye-laws. It was RESOLVED to recommend to the Board meeting of 1989 that the following further sections be included in the Bye-laws:
- a) 6.4.9. The concerned Heads of Institutions, Project Directors and Department Representatives shall be invited to

Extended Coordinating Committee sessions to deal with the following:

- Recommend medium/longterm and summary annual project plans and budgets;
- Monitor annual plans, reports and financial statements against the approved medium/longterm plans.

b) 9.2. new 6. To report to Finance Committee any supplementary budget actions taken by Coordinating Committee.
(Renumber following clauses in 9.2.)

BD-24/88. Nominating Committee. A Nominating Committee had been appointed early in the meeting to bring to the Board recommendations for the appointment of Executive and Finance Committee members for the coming year. This committee was comprised of: Marge Mayer (Convener), Riitta Siikanen, Geoff Larcombe, David McConkey and Paul Myers.

BD-25/88. Executive and Finance Committees. On the recommendation of the Nominating Committee, it was RESOLVED to appoint the following persons to serve on these committees for the year 1988/89:

a) Executive Committee:

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

b) Finance Committee:

Chairman of Finance Committee: Billy Johansson
Chairman of the Board: Richard Clark
Other member of Finance Committee: Ron Yoder.

BD-26/88. Dates of coming meetings. It was agreed to set these as follows:

Finance Committee:	24 April, 1989
Executive Committee:	26-27 April, 1989
Finance Committee:	17 November, 1989
Executive Committee:	19-20 November, 1989
Board of Directors:	21-23 November, 1989
Finance Committee:	24 April, 1990
Executive Committee:	26-27 April, 1990
Finance Committee:	13 November, 1990
Executive Committee:	15-16 November, 1990
Board of Directors:	18-20 November, 1990.

It was requested that policy papers to be discussed at the Board be forwarded to members several months in advance so that they may have the benefit of input from the member body home staff.

BD-27/88. Vote of thanks. Sincere appreciation was expressed to the Chairman for his able and competent leadership of the meeting, and also to UMN staff members for much detailed work in the preparation of papers.

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

UMN EXECUTIVE COMMITTEE

Minutes of the Meeting held in Kathmandu,

16-18 November, 1988

The Executive Committee meeting lasted for two and a half days, starting at 1.30 p.m. on 16th November, and was held at UMN Headquarters, Thapathali. Each day's sessions were opened with devotions, led by Richard Clark, Marge Mayer, and Paavo Kilpi.

Roll Call. Members were present except as indicated:

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

Ex-officio: Howard Barclay, Executive Director
Lynn Miller, Treasurer
Graeme Guger, Personnel Secretary
David McConkey, Education Secretary
Lionel Mackay, Engineering & Industrial Development Secy.
Trevor Strong, Health Services Secretary
Jim Alexander, Rural Development Secretary
Mark Keller, Education Department representative
Gordon McConkey, Engineering & Industrial Development
Department representative
Graham Toohill, Health Services Department representative
Henk Ymker, Rural Development representative

Co-opted for particular sessions:

Wynn Flaten, Assistant EID Secretary
Odd Hoftun, Industrial Development resource person
Ken Snider, Assistant Health Services Secretary
Gareth Wardell, Asst. to Personnel Secretary.

Agenda. The agenda was accepted as presented by the Executive Director.

EC(2)-1/88. Confirmation of Minutes. The Minutes of the meeting held on 24-25 April, 1988 had been circulated to members. These were accepted and confirmed as a correct record.

EC(2)-2/88. Executive Director's Overview. The Executive Director reported on the major areas of development and the current situation in the country and mission. This report was helpful and appreciated.

EC(2)-3/88. Annual Reports and Financial Statements for the year 1987/88. The annual reports from Administration and the Departmental Secretaries, together with the Treasurer's Consolidated Statements, for the year 1987/88 were received, and the main highlights were noted. It was RESOLVED to accept and approve these, found as appendices to these minutes as listed in BD-8/88. Copies of the project annual summary reports were also circulated to EC members for background information, and are printed as appendices.

EC(2)-14/88. Revised system of planning and reporting. An initial document outlining a revised system of planning and reporting was received. It was RESOLVED to receive this, and to encourage that the material be further developed for detailed consideration at the next meeting of the EC. The financial implications should also be included in the system in terms of initial planning and funding, and long-term effects.

EC(2)-15/88. New Appointees accepted. The acceptance of the following new personnel for service with the UMN was affirmed, with thanks-giving:

Jane Andrews, administrative secretary, BMS
Larry and Phyl Asher, teacher and nurse, UMC
Graham and Debbie Atkinson, teacher and nurse, BMS
Brend and Marita Augustin, community motivator and homemaker, OM
Hubert and Nan Budding, engineering technician and homemaker, PCC

Linda Christie, nurse, CMSA
Sally Cripps, teacher, RBMU
Richard and Suzanne Friedericks, communications developer and teacher, PC, USA

Frank and Val Garlick, doctors, Interserve
David and Cathy Grosz, forester and homemaker, WMPL
Mike and Diane Heindl, engineer and doctor, WMPL
Caroline Hinchcliffe, teacher, Interserve
Kuni Itoh, doctor, JOCMCS
Leif and Karin Loerum, engineering hydrologist and secretary, BUN

Andrew and Linda Mason, biomedical technician and doctor, BMS
Irmeli Merilainen, dentist, FELM
Helen McClure, administrative secretary, CC(Disc)
Eija Pohjosenpera, nurse, FELM
Michael and Lynden Prince, training consultant and homemaker, Interserve

Joy Ransom, teacher, BMS
Richard Rasmussen, teacher, WMPL
Alec and Diane Street, building manager and homemaker, BMS
Valerie Tuffin, nurse, Interserve
Arjen and Marjo van Essen, engineer and homemaker, TF Holland
Adrie and Randa Verweij, nurse and homemaker, Interserve
Asbjorn and Mia Voreland, personal counsellors, NHAM
Graham and Isobel Weller, engineer and homemaker, Interserve
Dean and Brenda Wyse, agriculturalist and homemaker, MBM.

EC(2)-6/88. Appointees leaving Nepal. The Executive Committee expressed sincere gratitude for the past term of service to the following UMN personnel who will be leaving Nepal in the near future, or have left recently, on furlough, sick leave, or indefinitely; and affirmed the relevant CC actions taken:

Jim and Karen Allen, development administrator, Interserve
Jean Baird, teacher, Interserve
Maj Bokinge, nurse, SFM
Malcolm and Shiobhan Brook, doctor, Interserve
Kerry Brown, nurse, Interserve
Roydon Chesswas, food technologist, Interserve
Henk and Elly Chevalking, nurse tutor, Interserve
Paul and Sue Collier, anaesthetist, CMSA
Dave and Rosemary Cooke, development worker, Interserve
Mary Cundy, social worker, Interserve (after 31 years of service in Nepal with UMN)
Thomas and Karin Doehne, teacher and nurse, CSO

Jim Dunn, doctor, Interserve
 Trevor and Janet Durston, engineer, MC, UK
 Alison Garrett, engineer, independent
 Bob and Sharon Gsellman, doctor, ELCA
 Seija Hjelt, community worker, EFCF
 Finlay and Rachel Hodge, agriculturalist, MC, UK
 Stuart and Janet Kidd, doctor, Interserve
 Vuokko Konola, dentist, FELM
 Winnie Lau, business manager, Interserve
 Nick Linton, engineer, independent
 Stuart and Pirjo Little, dentist, BMS
 Tove Madsen, teacher, DSM
 Gordon McConkey, administrator, UCC
 David and Ann McConkey, teacher, Interserve
 Linda McKee, nurse, PCI
 Richard Poole, engineer, independent
 Ray and Barbara Reeves, maintenance worker, PCI
 Silvia Scholz, doctor, CSO
 Ryohei and Taeko Takatsu, teacher, UCCJ
 Margaret Thoday, teacher, independent
 Winnie Thuma, marketing consultant, Interserve
 Kima and Vani Tochwawng, health educator, PSCM
 Aino Tuppurainen, nurse, EFCF
 Klas and Maria Ulenius, dentist, OM
 Maarten van den Dool, agriculturalist, Interserve
 Willem and Mieke van Dis, agriculturalist, Interserve
 Magne and Dorothea Vestol, engineer, BUN
 Kathy Witherington, doctor, WCon.
 Henk and Gerrie Ymker, agriculturalist, Interserve
 Mark Zimmerman, doctor, independent/UMC.

EC(2)-7/88. Resignations. The Executive Committee noted with regret that resignations had been received from the following former UMN Appointees:

Ken and Jill Anderson, surgeon, RBMU
 Katie Dick, communications developer, C of S
 Carolyn Gallagher, nutritionist, MC, UK
 Kevin and Becky Kose, nurse, Interserve
 Brian and Olivia Little, development worker, PC, USA
 Helen Matthews, nurse, Interserve
 Ginger Stokely, nurse, Interserve
 Shwu Eng Tan, administrative secretary, Interserve
 Tom and Moira Wilson, construction supervisor, C of S.

EC(2)-8/88. Personnel applications. The need was expressed for more detailed information about professional training and experience to be submitted in order to assess a candidate's suitability; and also the need for more detailed job descriptions to be supplied to sending bodies.

EC(2)-9/88. Selection Committee Report. The Convenor of the Selection Committee gave a brief report of progress to date, and thanks was expressed to the Committee for their work. A further report will be made to the Board.

EC(2)-10/88. Management Training. It was RESOLVED to request administration to look at the area of mid-level management training for proven and promising Nepali employees in UMN administration, other projects and related organisations, with the intent of increasing local capability at this level. An initial progress report outlining the exploration of these needs and the possibilities for meeting them would be welcome at the next EC meeting.

- EC(2)-11/88. Human Resources Management Report. An annual follow-up report was received, further to BD-14/87, and special note was taken of current concerns: counselling provision, work loads, and the re-assignment process. Appreciation was expressed to administration for the follow-up work done over the past few years, and support expressed for the suggestion that this be the last annual review of the initial issues raised, while certain aspects will be worked on further. The idea of an evaluation to be made on present progress in the light of the original survey made in 1985/86 was encouraged.
- EC(2)-12/88. Finance Committee Minutes. The Minutes of the Finance Committee meeting held on 15 November, 1988 were received and noted in detail. It was RESOLVED to accept and approve these actions, with gratitude to the Finance Committee for the good assistance given in the financial aspects of the work.
- EC(2)-13/88. Provident Fund. It was RESOLVED to approve that the 1988 interest payout rate for the Provident Fund be set at 13%. Further that any surplus over the 13% be distributed as a bonus payout in the same year.
- EC(2)-14/88. Long Term Plans and Budgets.
- a) Missionwide Support Project. It was RESOLVED to approve the LTP for this project, noting the strong move towards Nepalisation of posts. Appendix 31 to these Minutes.
 - b) Gandaki Boarding School. It was RESOLVED to approve the revised LTP to include an extra class, pending final approval of this by the Education Ministry. Appendix 32 to these Minutes.
 - c) Lalitpur CDHP. A Statement of Direction for the project was received and noted. A detailed LTP will be expected at the next meeting of EC.
 - d) Okhaldhunga CHP. An outline of the revised planning for the project was noted, dividing administrative responsibility for the rural development and health services aspects of the CHP. This paper was accepted, and full LTPs anticipated at the April meeting of EC.
- EC(2)-15/88. Rural Development work. The news of the signing of the Surkhet Project agreement was received with thanksgiving. Administration was encouraged to use the potential of this small rural development project, to develop it, and to research and take up other new similar opportunities as it is possible.
- EC(2)-16/88. Jhimruk Hydel Project. The draft agreements with HMG and NHAM were received, together with other information clarifying the legal status of the project and the liability of UMN. It was requested that the clause on BPC Board representation in the agreement with NHAM be reviewed; also that the need for the training of engineers and management as outlined in EC(1)-26/88 be kept in mind. This information was received with gratitude, and a further outline of planning requested for the April meeting.
- EC(2)-17/88. Minutes of Coordinating Committee and Extended Coord. Comm. The Minutes of the regular meetings held had been circulated to EC members, and these were received and noted with appreciation. Specific issues raised in the ECC Minutes are recorded in the following Minutes.

- EC(2)-18/88. Teacher Training Program. Ref. EC(1)-16/88. A Letter of Understanding is being negotiated with the Education Ministry to cover the establishment of resource centres similar to one set up in Pokhara. It is planned to begin these in five campuses, and to second up to ten Appointees to train teachers.
- EC(2)-19/88. Training and Scholarship Program. Ref. EC(1)-16/88. The results of a survey carried out amongst former students were noted with interest. The effectiveness of scholarships awarded will continue to be monitored. It is hoped that more applications will be received from women, and for JTA training.
- EC(2)-20/88. GBS, Pokhara. Ref. EC(1)-21/88. It was noted that the long term expectancy of involvement in the school beyond 1992 would include the secondment of teachers in English and Science, the training of staff and continuation of the scholarship program, but not administration.
- EC(2)-21/88. Report on Education work. At this time when there is a distinct change in emphasis in education work, the EC received with interest a report summarising the earlier involvement in the secondment of teachers to village schools, and the initial establishment of Mahendra Bhawan and GBS, etc.
- EC(2)-22/88. Language Program.
- a) New study system. Ref. EC(1)-24/88. The new system of study, including new materials and some of the LAMP method, is still being tried out and adapted, and results are encouraging.
 - b) Cost of LOP. The fee for the initial five month course has been increased this year, but because the number of students has been lower than usual and a number of expenses are fixed, the program is running at a deficit.
- EC(2)-23/88. New Technical Education Council. The EC heard with interest that the Technical Education and Vocational Training Council has approached the UMN for assistance in a pilot program promoting apprenticeship training. The UMN has had much experience in this area, and is concerned to contribute to this program. Administration was requested to follow up the negotiations, and to assess the needs and the resources required and available.
- EC(2)-24/88. Tansen Hospital future. Ref. EC(1)-21/88, f. The HSS reported that the long term planning is still in process, and no final decisions have been made. It is hoped to bring recommendations to the EC in April.
- EC(2)-25/88. Okhaldhunga Hospital. Reports on the effects of the earthquake in August had been circulated, indicating that the hospital and most residences were badly affected and would need to be rebuilt. The HSS reported on progress made in planning and negotiations with HMG. It was RESOLVED to approve the rebuilding in principle, and to request further planning and a report in April, if possible with the assurance of government approval.
- EC(2)-26/88. Rural Development Centre, Pokhara. It was RESOLVED to approve the following revised plans and budgets for the year 1988/89:
- a) Horticulture and Agronomy Support Program, Ref. EC(1)-17/88. This is found as Appendix 33 to these Minutes.

b) TREES Program, found in Appendix 33 to these Minutes.

EC(2)-27/88. Surkhet Project evaluation. The report of the evaluation was received with interest, including the specific information on the development of income-generation.

EC(2)-28/88. Women's Interest Group. The involvement of UMN in the upgrading of the status of women in Nepal is a matter of ongoing concern, and a progress report was received with appreciation.

EC(2)-29/88. Nepalisation and UMN's involvement in institutions. A full discussion took place, noting the papers presented to the Board, and it was emphasised that specific issues need to be faced rather than the seeking of definitions.
The EC recognised the importance of the issues regarding Nepalisation and UMN's ongoing role in its institutions. It also recognised the efforts of administration to contribute to the ongoing discussion of these matters. And yet, major concerns remain which need to be addressed. Therefore it was suggested that the Board consider setting up its own Working Group to address these issues, and to formulate questions or recommendations to which the EC and/or administration can clearly respond. It was assumed that this Group would work by correspondence, or in conjunction with other meetings.

EC(2)-30/88. Industrial Development Evaluation. Further to EC(1)-20/88, the EC received a very full response from UMN administration to the "Grierson Report". This obviously represented hard and detailed study and work on the part of administration, and particularly the EID Secretary, over the past six months. Sincere appreciation was expressed for this, and for the active way in which the administration had taken up seriously the challenges and issues raised in the Grierson report. It was recognised that in re-assessing policies and work developments, in the Nepal situation some of the matters challenged could be reaffirmed as they stand, while other criticisms have alerted UMN personnel to areas where further study and improvement needs to be pursued. It is the concern of the UMN that these particular issues, and the policies and purposes of each part of EID work, be kept under review and up-to-date in the future.

Almost a full day of the EC meeting was given to study and discussion of the Grierson report and the UMN response, and certain amendments and additions were requested in the wording of the latter to reflect EC concerns. It was RESOLVED to receive the response with gratitude; and to accept the amended Recommendations in principle as a Working Paper in terms of general strategy for EID work, to be reflected in developing policy and practice, and in the Long Term Plans which should be revised where necessary. The initial summary and the Working Paper are to be presented to the Board for information. Copies of the Grierson Report will be made available to Board members desiring to have it, together with the full UMN response. These will also be made available on request to UMN Appointees and senior Nepali staff members in or related to EID. The two documents should be read together, and it is requested that the report be treated as confidential.

Administration is requested to continue working on the issues raised as set out in the Working Paper, and is encouraged to arrange seminars for appropriate professional groups so as to obtain input and advice in further developing specific plans. Administration is also encouraged to develop wider contact with

HMG and other Nepali organisations as so to be aware of wider perspectives. The EC requested a report of ongoing progress in dealing with the issues raised, to be given at the April meeting.

EC(2)-31/88. Proposed Constitution and Bye-laws. The EC considered questions raised and proposed further changes in the revised Constitution and Bye-laws being presented to the Board, and forwarded its own recommendations on these items.

EC(2)-32/88. Appointees' Manual. The new Manual, ~~as called for in the Bye-laws~~, was presented, and new policies which had been included were brought to the attention of EC. It was requested that Bye-law changes made at the Board should be rationalised in the Manual, and the use of the masculine gender throughout the Manual was referred back to administration for further consideration.

Warm appreciation was expressed to administration for the work done on this document, which was approved in amended form. This is found in Appendix K to these Minutes, printed on this occasion as a reference to the former Bye-laws.

EC(2)-33/88. Videos. It was noted that videos have been made locally on the work carried out in DCS, Butwal and in Tansen. Encouragement was expressed for other projects to make videos of their areas of work, and administration to seek the necessary funding.

EC(2)-34/88. Vote of thanks. Sincere appreciation was expressed to the Chairman and all members of EC for their contribution to the meeting; also to administration and secretaries for the preparation of material.

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

Minutes of the

UMN FINANCE COMMITTEE MEETING

held in Kathmandu, on November 15, 1988

The meeting of the Finance Committee was held at UMN Headquarters, and was opened with devotions led by Lynn Miller.

Roll Call. Members were present as follows

Chairman of the Finance Committee	Jorgen Pedersen
Chairman of the Board	Richard Clark
Other member of Finance Committee	Paul Myers
Executive Director	Howard Barclay
Treasurer	Lynn Miller
Ex-officio members, part time	Lionel Mackay, Engineering & Industrial Development Secretary
	Trevor Strong, Health Services Secretary
	David McConkey, Education Secretary

Agenda. The agenda was adopted as presented by the Treasurer, with appreciation expressed for its helpful outlay and explanations.

FC(2)-1/88 Confirmation of Minutes. The Minutes of the meeting held on April 22, 1988 were accepted and confirmed as correct.

FC(2)-2/88 Financial Report for 1987/1988. The Treasurer presented the financial statements for the year 1987/1988, and pointed out significant items in the consolidated statements. Matters of particular note included:

- a) The Consolidated Balance Sheet only includes the UMN share of joint programmes (such as Patan Hospital, GBS, the Companies etc).
- b) Per Capita Grant receipts includes some payments for the previous year which were received late.
- c) The Language fund ended the year with a deficit. Fees have been raised in 1988/1989, as many expenses are fixed, and the number of students fewer.
- d) Training & Scholarship Programme: The policy of putting aside full funding for each scholarship granted was queried. It was requested that the matter be reviewed and alternatives presented to the next meeting of the FC for consideration.

It was RESOLVED to recommend to the Executive Committee that the financial statements for 1987/1988 be accepted with gratitude.

FC(2)-3/88 Allocation of 1987/1988 surplus. After discussion, it was RESOLVED to recommend to the Executive Committee that the year-end surplus of NRs 4,487,731 be distributed as follows:

Investment Fund	NRs 1,475,000
Gratuity Fund	3,000,000
Undesignated Fund	12,731

FC(2)-4/88 Supplementary budgets for 1988/1989. Minor supplementary budget approvals given by Coordinating Committee were confirmed, and are listed in FC(2)-21/88. Larger items were brought to the Finance Committee for consideration, and it was RESOLVED to recommend to the Executive Committee approval of the following:

a) Nursing Campus: Kitchen/Dining Room block, additional	NRs 400,000
b) Okhaldhunga: Revised budget (App 33), additional	545,000
c) Area Services (App 33), additional	34,300
d) KISC: Building	500,000
Vehicle	450,000
e) Butwal Area Services: Air conditioners	200,000
f) BPF: Poplar trials, revised budget (App 34)	66,000
g) RDC: TREES, revised budget (App 35), additional	39,000
h) HASP, revised budget (App 35), decrease	(69,500)

FC(2)-5/88 GBS Girls' Hostel. Further to FC(1)-6/88, c, it was reported that the Coordinating Committee had approved the budget of NRs 350,000, with the assurance that the furnishings were of an appropriate standard, and recognising that the matter of the surrounding wall had been questioned.

It was RESOLVED to confirm this action, with the expectation of a full report at the next Finance Committee meeting.

FC(2)-6/88 Equipment in isolated areas. It was requested that serious consideration be given to the practicality of placing equipment such as photocopiers (needing specialised and often frequent maintenance) in isolated areas, and that administration report back to the next Finance Committee meeting.

FC(2)-7/88 Nursing Campus painting. It was requested that a total budget for the entire work be brought to the Finance Committee in April, so that one action may be taken for the whole project.

FC(2)-8/88 Policy of supplementary budgets. Concern was again expressed about the continued requests for supplementary budgets as a result of incomplete budgeting. Administration was requested to ensure the inclusion of all items in the initial budget as far as possible.

FC(2)-9/88 GBS long term budget. A revised Long Term plan and budget were presented for GBS on receiving indications from HMG to add a further grade to the school. It was RESOLVED to recommend to the Executive Committee approval of the revised budget of NRs 740,000 additional (new total of NRs 13,800,000, App 32), provided that a final decision is made to revise the Plan.

FC(2)-10/88 UMN Children's Education. Further to EC(1)-18/88 and FC(1)-7/88, it was noted that the recommendation of the Coordinating Committee to the Executive Committee is the following policy:

- All students should pay a capital fund fee on joining any Tutorial Group or KISC.
- Normally the capital needs of the group will be supplied from this fund. (The Education Secretary is requested to draw up the rules of the capital fund, to be submitted and presented to the Coordinating Committee.)

- c) For special capital items outside the scope of such funds, requests may be submitted in the normal way to the Coordinating Committee in consultation with the Education Secretary.
- d) Funding for such approved items will be sought by the Treasurer from donor agencies, excluding member bodies who do not use these facilities.

It was requested that the rules in b) above be submitted to the Finance Committee and Executive Committee, making clear the type of capital funding covered, the maximum amount, etc. in the event a budget is brought for approval to FC/EC.

FC(2)-11/88 UMN Companies and related matters.

- a) Legal aspects: The legal status of liability has been clearly defined, and this report was reviewed by the Finance Committee. It was recognised that the UMN must be very careful in making minuted statements or agreements with the Companies, and in ensuring that the liability is clearly stated.

It was further requested that a record be set up and maintained clearly identifying the authorised, subscribed, and paid up capital for each Company.

- b) Board representation: Ref FC(1)-9/88. It was recognised that the Directors appointed to Company Boards are a very important link between the Companies and the FC/EC. It is essential that there be continuity in the service of such Directors, and that they are fully acquainted with UMN policies concerning finances, etc, while recognising the need for individual judgment on certain issues.

- c) Routing of funds for BTI expansion programme: The following options for the routing of NORAD funds have been suggested. Administration is requested to explore these and to assess which is the most appropriate:

- i) That BTI/UMN request HMG to arrange for clearance retroactively for NHE to serve as a channel for the NORAD grant money.
- ii) That a new agreement be made with NORAD by NHAM for the remaining part of the funding for BTI.
- iii) That the remaining portion of the grant for the support of BTI training not be accepted. (It is possible that NHE may be able to request NORAD to use some of this money for training within NHE.)

- d) Jhimruk Project: Ref FC(1)-10/88. The report regarding UMN liabilities in undertaking the Jhimruk Project was accepted with thanks. The matter of Board representation is referred to the EC for consideration.

- e) Working Capital Fund: It was RESOLVED to approve the recommendation of Extended Coordinating Committee as follows:

As the Tax Office has refused to allow interest payments as deductible expenses.

- i) No interest will be levied on Working Capital Fund loans with effect from 1 Shrawan 2045 (July 16, 1988);
- ii) With effect from 1 Poush 2045 (December 15, 1988), all normal Working Capital Fund loans will be cancelled, and the Working Capital Fund be used for the following
 - a) To provide security for bank loans to UMN-related companies;
 - b) To provide, in special cases, interest-free loans to UMN-related Companies.
- iii) Companies will be encouraged to develop relationships with banks so that they will in future have access to such loans without dependence on UMN for guarantees. UMN will assist in gathering information on the availability of loans through established banks.

f) Gobar Gas Co: A very encouraging report was received on the progress of the Company, in which the ADB is the largest shareholder and is taking an active lead. UMN is encouraged to pursue the possibility of handing over its shares in the Company to HMG.

g) BWI: The Company has made a loss, and changes need to be made. Options being considered are a joint operation with BPF, or the transfer of shares to management. It was RESOLVED to encourage administration to pursue these, and to report back to the next Finance Committee meeting. In the event that a decision needs to be made before the Finance Committee meeting in April, the matter should be referred to the Finance Committee Chairman.

FC(2)-12/88 Tansen Hospital. Ref EC(1)-21/88, f. The Health Services Secretary outlined reasons why the present renovation programme has been delayed, and no decision has been made concerning the future expansion of the hospital. Meanwhile, it was RESOLVED to authorise that the provision for the option of minor expansion be included in the renovation programme which should be carried out next year.

FC(2)-13/88 Earthquake damage. A report was received, noting that the Okhaldhunga Hospital and some residences will need to be re-built. Grants of NRs 2,127,369 have been received or committed to date for the Earthquake Fund, and payments totalling NRs 542,006 have been authorised. These include:

- a) A grant of NRs 100,000 to the HMG Central Relief Fund;
- b) An approved amount of NRs 130,000 for a foot bridge near Okhaldhunga hospital, which is also a development aid project.

FC(2)-14/88 Investments. The Treasurer reported on the present situation. Appreciation was expressed for the careful management and close control of investments by the Treasurer and Finance Committee Chairman.

FC(2)-15/88 Audit Committee Report. Audit reports have been received for five projects for the year 1987/1988 so far. A full report will be submitted to the Finance Committee in April when all audits have been completed.

FC(2)-16/88 Salary Matters.

- a) It was reported that salaries were raised by 16 % in 1988, to match Government increases over a two-year period.
- b) It was RESOLVED that for 1989/1990 budget purposes, a 15 % increase in salary (including adjustments and increments) be authorised.
- c) It was noted that an overall assessment of the salary scale is being made, considering salary and allowances.
- d) It was requested that in connection with the Gratuity Fund,
 - i) consideration be given to the question of whether the liability should be funded in full or in part;
 - ii) beginning with the year 1989/1990, provision for gratuity fund liability be incorporated into the budget of each project/programme of the mission.

FC(2)-17/88 Provident Fund. It was RESOLVED to recommend to the Executive Committee that the 1988 payout rate for the Provident Fund be set at 13 %. Further it was RESOLVED to recommend that any surplus above the 13 % be distributed as a bonus payout in the same year.

FC(2)-18/88 Proposed Revised Bye-Laws.

- a) It was noted that the authority given in 6.4.7 and 9.2.8 appear to be in conflict.
- b) It was recommended that 5.1 be amended to read: "To be a sub-committee of the Board to review financial matters of the mission, and to report directly to the Executive Committee."

FC(2)-19/88 MSP statement. A year-to-date financial statement for the Missionwide Support Project was received and noted.

FC(2)-20/88 Vote of thanks. Sincere appreciation was expressed to the Treasurer for his work and implementation of procedures; also to Paul Myers for his valued contribution to the Finance Committee over the past two years, and to the Chairman for his conscientious and thorough work and leadership of the Finance Committee.

FC(2)-21/88 Coordinating Committee actions. The Coordinating Committee actions regarding financial matters taken since the last meeting of the Finance Committee were accepted and confirmed, and are appended for record:

Coordinating Committee Executive actions

1) BANK ACCOUNTS

- a) Bank Signatory for Andhikhola. It was agreed that David Cooke's name be added as an additional signature on the Andhikhola Project's Galyang bank account, and that the name of Arjun Dhital be deleted from the same account. (CC-76/88).
- b) Bank signatories for Jumla and TSP. It was agreed to approve the following signatories:
 - Jumla Project account: Project Director, Business Manager, UMN Co-Head Const. Course, UMN representative to KTS, ASO, UMN Treasurer.
 - Training & Scholarship Program: UMN Treasurer, TSP Business Manager, TSP Administrator, Education Secretary, H Business Manager.

2) SUPPLEMENTARY BUDGETS. The following supplementary budget items were approved:

CC-84/88:	GBS, Pokhara, girls' hostel	350,000.
CC-90/88:	Nursing Campus, photocopier	30,000.
CC-107.1/88:	Amp Pipal, generator parts	12,500.
CC-129/88:	Okhaldhunga, renovation to AN building	20,000.
	fuel storage building	20,000.
	MSP, addnl. for computer in lieu of electronic typewriter previously budgetted	5,000.
CC-144/88:	Business School, Fees, ESL Program	2,400.
	Textbooks/training supplies	5,400.
	Earthquake Fund, Central Earthquake Disaster Relief	100,000.
CC-165/88:	Okhaldhunga, bridge near hospital	130,000.
CC-177/88:	Business School, video equipment	72,000.
	TSP, photocopier	80,000.
ECC-46.4/88:	TSP, office equipment and safe	27,000.
ECC-51.3/88:	Teacher Training, 3 Walkman playbacks	6,000.
	Display board, ELRC	1,000.
	Material for Science RC	5,000.
ECC-61.5/88:	CDHP, Majkunda Agric. centre roof repair	15,000.
	Asrang Health Post fridge	12,000.
	Asrang HP microscope (solar panel)	35,000.
	Computer printer	25,000.
ECC-61.6/88:	Earthquake Fund, Lalitpur Dist. (pending approval)	90,000.
ECC-62.3/88:	Palpa, workshop bench drill	10,000.
	canteen cash register	25,000.
ECC-66.5/88:	Andhikhola, increase office and store space	25,000.
ECC-67.4/88:	Butwal, turbine model for 200th inst. celebration	20,000.
	computer	60,000.
ECC-72.4/88:	Surkhet, increase in salaries	100,000.
	decrease in water systems	(100,000.)
ECC-78.3/88:	MSP, insurance	14,000.
	computer hard disc and software	28,000.
CC-191/88:	Earthquake Fund, aid to CDHP staff house repair	20,000.
	loan to CDHP staff house repair	80,000.
	Gorkha, additional chowkidhars' salaries	25,000.

3) EMPLOYMENT AND SALARY MATTERS

- a) CC-96/88. Amendments to Promotion Criteria. It was RESOLVED to approve changes to criteria for Agriculture and Forestry workers and Hospital workers as per the recommendations of PCC.
- b) CC-132/88. Cost of living increase. It was RESOLVED to approve a 16% salary increase and the allowance schedules as presented, subject to consultation with the Chairman of the Finance Committee; effective 1st Shrawan 2045 (July 1988).

4) BOARD APPOINTEE MATTERS

- a) CC-133/88: Rent allowances. It was RESOLVED to approve the following rent allowances for the year 1988/89:

Okhaldhunga:	Single/couple with no children	200.
	Couple with one child	380.
Andhikhola:	Single	100.
	Couple with 3 or more children	300.
Butwal:	Single	700.
	Couple with no children	1000.
	Couple with one child	1200.
	Couple with two children	1400.
Gorkha:	Couple with one child	270.

Palpa:	Single person	900.
	Couple with children	1,550.
Pokhara:	Single person	1,000.
	Couple with no children	1,200.
	Couple with one child	1,400.
	Couple with two children	1,600.
Surkhet:	Single person/couple	265.
	Couple with two children	385.
Kathmandu:	Single person	2,000.
	Couple with one child	2,300.
	Couple with two children	2,750.
	Couple with four or more chn.	3,500.

c) Loss/Damage of Personal Property. It was RESOLVED to approve the policy regarding responsibility for loss/damage of personal property, to be included in the Appointees' Manual. (CC-143/80).

4) GENERAL.

CC-125/88. Hospitality Fund. The UMN Hq Hospitality Fund may be used at the discretion of the Executive Director, either by himself or by any of the CC members, for contacts and relation-building on behalf of UMN with HMG/N and NGO officials and UMN guests. This fund may also be used for certain celebrations, like signing of agreements with HMG/N. Any spending to be approved by the ED or his designate."

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

CONSTITUTION

for THE UNITED MISSION TO NEPAL

[APPROVED, NOVEMBER 1987 and RATIFIED, NOVEMBER 1988]

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 "Appointees" 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 it to be God's will, and responding to the prayers and fellowship of His people, UMN was founded, as an interdenominational body, under the auspices of the National Christian Council of India and Pakistan in Nagpur, India, on March 5th, 1954.

3 PURPOSES

- 3.1 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.
- 3.2 To undertake proper care and treatment of the sick, prevention of disease, education of children and adults, rural and industrial development, and other activities within these purposes.
- 3.3 To train the people of Nepal in professional skills and 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. Appointees 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 upon the payment of an annual grant to UMN, or both. Member Bodies will pay annual per capita grants for their Workers, to cover the administrative costs of UMN, as defined in the Bye-Laws.
- 5.3 Member Bodies will offer Workers to UMN. When accepted by UMN, those Workers will be under the administration of UMN. Member Bodies will not withdraw Workers from UMN without mutual agreement.

6 ORGANISATION

- 6.1 The Board is the controlling body of UMN.
- 6.2 The Board will 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 Establishing an Executive Committee to act for the Board between Board Meetings and to ensure that Board policies are implemented.
 - 6.4.4 Ensuring that funds are available for the work of UMN by obtaining contributions from Member Bodies, Church and Mission groups, and other sources.
 - 6.4.5 Determining the location of the Headquarters of UMN.

7 AMENDMENTS

- 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.

BYE-LAWS

for THE UNITED MISSION TO NEPAL

[APPROVED, NOVEMBER 1988]

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PART A - INTRODUCTORY AND MEMBERSHIP

1 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 "Appointees" 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 "Department" 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 Appointees, with their full personal support, or paid annual grants for two successive years in either case, will normally be removed from UMN's Register of Membership.

PART B - BOARD AND COMMITTEES

3 BOARD

3.1 Membership

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

Executive Director.
Treasurer.
Personnel Secretary.
Department Secretaries.
Assistant Department Secretaries.
The Representative elected for each Department.
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's 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.

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

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

- 3.4.2 New delegates to be appointed the following year.

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

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

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

4 EXECUTIVE COMMITTEE

4.1. Purpose

To act for the Board between Board Meetings and ensure that Board policies are implemented.

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.

Department Secretaries and the Representative elected for each Department.

4.3 Meetings

- 4.3.1 At least twice a year.

- 4.3.2 Two months written notice will be given. In an emergency, the Executive Director may, with authority of the President, call a meeting at shorter notice.

- 4.3.3 The quorum exists when at least half the voting members are present.

- 4.3.4 The Executive Director may seek a correspondence vote from voting members of the Executive Committee by circulating to them details of a matter upon which decision is required and indicating his recommendation. The Executive Director will take action only if a two thirds majority of members support the recommendation. Such action will be confirmed at the next meeting of the Executive Committee.

4.4 Duties

- 4.4.1 To direct the Executive Director, in accordance with Board policies, and report to the Board on significant issues.
- 4.4.2 To recommend annually to the President two representatives from the Christian Church in Nepal to serve on the Board.
- 4.4.3 To nominate to the Board persons for appointment as Executive Director and Treasurer, and approve the Executive Director's appointment of the Personnel Secretary, Department Secretaries, and Personal Counsellors.
- 4.4.4 To be Trustees of the UMN Provident Fund and other funds entrusted to UMN.
- 4.4.5 To determine each year the Per Capita Grant to be provided with each Appointee.
- 4.4.6 To receive and approve Medium/Longterm and Summary Annual Project Plans; and Overall Departmental Reports, as well as budgets and statements.

5 FINANCE COMMITTEE

5.1 Purpose

To be a sub committee of the Board to review financial matters of the mission and report directly to the Executive Committee.

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.

Department Secretaries, for business relating to their Department.

The Board will appoint a chairman from among the Board Members on the Committee.

5.3 Meetings

Normally before each Executive Committee meeting.

5.4 Duties

- 5.4.1 To receive from the Executive Director with recommendations 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 To review sources from which grants to UMN may be available.
- 5.4.3 To advise the Executive Committee regarding investments, endowments and reserves.
- 5.4.4 To 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.
Department Secretaries.

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

6.3 Meetings

As needed.

6.4 Duties

6.4.1 To advise on personnel posts and service of Appointees.

6.4.2 To advise on rules for Appointees and UMN employees.

6.4.3 To consider Plans and Budgets, Reports, Financial Statements, and Audit Reports and make recommendations, where appropriate, to the Executive Committee and the Finance Committee.

6.4.4 To appoint an Audit Committee, of one representative from each Department, to study and report on Annual Financial and Audit Reports.

6.4.5 To advise on professional and technical policy for each Department.

6.4.6 To advise on acquisition, use and disposal of properties.

6.4.7 To receive supplementary budget items, up to an amount determined by the Finance Committee, between Finance Committee meetings and recommend for action.

6.4.8 To 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 and Executive 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 upon recommendation of the Executive Committee 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, by the Board upon recommendation of the Executive Committee.

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 Appointee who holds no UMN administrative post.

8.1.3. The Convenor will, by communicating with Member Bodies, Appointees 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 select two or three candidates for presentation to the Executive Committee.

8.1.5 Prior to presentation to the Executive Committee the Convenor will circulate particulars of the selected candidates to Member Bodies and Appointees, for comment.

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

8.1.7 The Executive Committee will make appointments of Acting Executive Directors for periods longer than 4 months.

8.2 Duties

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

8.2.2 To maintain UMN's Register of Membership.

8.2.3 To be an ex-officio member of all UMN committees.

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

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

8.2.6 To be responsible for signing contracts and agreements.

8.2.7 To appoint the Personnel Secretary, Department Secretaries and Personal Counsellors, subject to the proposal being presented to the Appointees for comments and subject to approval of the Executive Committee.

8.2.8 To appoint upon recommendation of the Co-ordinating Committee the Project Directors and Heads of Institutions and, where necessary, Area Services Officers for geographical areas.

8.2.9 To appoint, upon advise of the concerned Department Secretary, Board Directors of Companies, in which UMN has share ownership.

8.2.10 To appoint, upon advise of the Treasurer, Shareholders Representatives to Companies, in which UMN has share ownership.

8.2.11 To direct the work of the Treasurer, Personnel Secretary, Department Secretaries, Director of Missionwide Support Project.

- 8.2.12 To be responsible on recommendation of the Co-ordinating Committee for acceptance, assignment and service of Appointees.
- 8.2.13 To be responsible for planning and budgeting.
- 8.2.14 To submit an annual report to the Board and Executive Committee.
- 8.2.15 To be responsible for annual auditing of UMN accounts and report to the Finance Committee.
- 8.2.16 To designate a Co-ordinating Committee member to act in his absence.

9 TREASURER

9.1 Appointment

- 9.1.1 Three years, by the Board upon recommendation of the Executive Committee. The recommendation will be circulated to Appointees, for comment prior to presentation to the Board.
- 9.1.2 An Acting Treasurer will be appointed by the Executive Director for periods up to four months. For longer periods the appointment will be made by the Executive Committee.

9.2 Duties

- 9.2.1 To be UMN's chief financial officer.
- 9.2.2 To receive and account for monies.
- 9.2.3 To initiate and co-ordinate funding requests and communicate with funding agencies.
- 9.2.4 To maintain accounts and prepare Annual Financial Statements.
- 9.2.5 To issue notices and agenda and record and distribute minutes of Finance Committee meetings.
- 9.2.6 To be responsible for UMN bank accounts and investments.
- 9.2.7 To be a signatory on all UMN bank accounts and authorise other signatories after consulting with Co-ordinating Committee.
- 9.2.8 To prepare and recommend Budgets and Per Capita Grant amount.
- 9.2.9 To recommend persons for business management posts.
- 9.2.10 To perform other duties assigned by the Executive Director.

10 PERSONNEL SECRETARY

10.1 Appointment

- 10.1.1 Three years, by the Executive Director who will first seek recommendations and comments from Appointees and to be approved by the Executive Committee.
- 10.1.2 An Acting Personnel Secretary will be appointed by the Executive Director for periods up to four months.

10.2 Duties

- 10.2.1 To be UMN's chief personnel officer.
- 10.2.2 To consult with Department Secretaries and communicate with Member Bodies regarding service of Appointees.

- 10.2.3 To keep a file on each Appointee.
- 10.2.4 To be responsible for initial language acquisition and orientation of Appointees.
- 10.2.5 To issue upon the recommendation of Co-ordinating Committee rules for Appointees and UMN employees.
- 10.2.6 To perform other duties assigned by the Executive Director.

11 DEPARTMENT SECRETARIES

11.1 Appointment

- 11.1.1 Three years, by the Executive Director who will first seek recommendations and comments from Appointees assigned to the particular Department and to be approved by the Executive Committee.
- 11.1.2 An Acting Department Secretary will be appointed by the Executive Director for periods up to four months.

11.2 Duties

- 11.2.1 To be the executive officers for the Department.
- 11.2.2 To advise the Executive Director on assignments and other matters relating to Appointees.
- 11.2.3 To provide direction and assistance to Heads of Institutions and Project Directors, particularly in matters regarding project structures and coordination with other departments for components within projects.
- 11.2.4 To conduct every two years an election for the Representative for their Department to the Board, Executive and Co-ordinating Committees.
- 11.2.5 To be responsible for preparation of Annual Plans, Budgets, Reports, Statements and Long-term Plans for their Department.
- 11.2.6 To perform other duties assigned by the Executive Director.

PART D - MEMBER BODIES

12 MEMBER BODIES

- 12.1 Member Bodies will process applications for Appointees in accordance with their own rules and regulations.
- 12.2 Except in emergency (to be judged by the Executive Director), six months notice of withdrawal of an Appointee by a Member Body will be given.
- 12.3 If the service of an Appointee is no longer required, the Executive Director will normally give six months notice to his Member Body.
- 12.4 Member Bodies will decide home leave dates for Appointees provided by them. To be done in consultation with UMN Administration.
- 12.5 Leave and Furlough are the financial responsibility of Member Bodies.
- 12.6 Member Bodies will seek to provide financial support for the work of UMN.
- 12.7 Member Bodies may appeal to the Executive Committee in matters affecting them or Appointees provided by them. Appeal will be in writing to the Executive Director.

PART E - FINANCE

13 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 Asadh.
- 13.3 Heads of Institutions, Project Directors and Area Services Officers will, in consultation with their Department Secretary, prepare Annual Budgets in the form and at the time prescribed, and submit them to the Executive Director, Treasurer, and Department 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 Department Secretary.
- 13.5 An annual Per Capita Grant covering Appointees' housing and UMN-supplied services and contributing towards other administrative costs will be assessed for payment by Member Bodies and other personnel sending organisations.

PART F - MISCELLANEOUS

14 ANNUAL CONFERENCE

There will be an Annual Conference for Appointees.

14.1 Purpose

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

14.2 Representative to the Board

An Appointee elected by each Annual Conference will represent the Conference at the Annual Board Meeting.

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.

APPOINTEES MANUAL

[as APPROVED NOV 1988]

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PART A - INTRODUCTORY

1.0 PURPOSE

The purpose of this Appointees Manual is to provide general information about your stay with the United Mission to Nepal.

It does not attempt to cover each and every situation you might encounter, but brings together into one manual guidelines previously set out in a number of sources. Naturally it will need to be updated from time to time as circumstances change.

This manual may never be totally complete and definitive, nor is it intended to be. If it is useful to you as a place where information can be readily found, it will have served its purpose.

2.0 DEFINITIONS AND INTERPRETATION

In this Manual:

- | | | | |
|-----|--|-------|---|
| 2.1 | "UMN" | means | The United Mission to Nepal. |
| 2.2 | "Member Bodies" | means | Church, Mission and other Christian Groups named as members in UMN's Register of Membership. |
| 2.3 | "Sending Bodies" | means | Church, Mission and other Christian Groups, recognised by UMN, who are not Member Bodies but who provide Appointees to UMN. |
| 2.4 | "Appointees" | means | personnel (not UMN employees), accepted by UMN, either by assignment by Member Bodies, Sending Bodies or otherwise, to work under UMN auspices. |
| 2.5 | "Department" | means | one of UMN's areas of professional activity, such as Health, Education, Engineering and Industrial Development and Rural Development. |
| 2.6 | Words expressing the singular include, where applicable, the plural, and vice versa. | | |

PART B - UMN OBJECTIVES

3.0 FOUNDATION

Believing it to be God's will, and responding to the prayers and fellowship of His people, UMN was founded, as an interdenominational body, under the auspices of the National Christian Council of India & Pakistan in Nagpur, India, on March 5th, 1954.

4.0 PURPOSES

- 4.1 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.
- 4.2 To undertake proper care and treatment of the sick, prevention of disease, education of children and adults, rural and industrial development, and other activities within these purposes.
- 4.3 To train the people of Nepal in professional skills and leadership.

5.0 BASIS OF FAITH

UMN:

- 5.1 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.
- 5.2 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.
- 5.3 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. Appointees will be free to observe the sacraments and other ordinances of the Church in accordance with their own usages.

PART C - UMN STRUCTURE

6.0 BOARD

The Board is the controlling body of UMN.

7.0 EXECUTIVE COMMITTEE

The Executive Committee acts for the Board between Board Meetings and ensures that Board policies are implemented.

8.0 FINANCE COMMITTEE

The Finance Committee is a sub committee of the Board to review financial matters of the mission and to report directly to the Executive Committee.

9.0 CO-ORDINATING COMMITTEE

The Co-ordinating Committee is an advisory body to the Executive Director.

10.0 INSTITUTION AND PROJECT MANAGEMENT

- 10.1 Institution and Project management, and the powers of Heads of Institutions and Project Directors, will vary according to size and type of work, and will be set out in the Institution or Project Constitution and Bye-Laws or Statement of Objectives and Working Rules.
- 10.2 The Constitution and Bye-Laws or Statement of Objectives and Working Rules will include:
 - 10.2.1 A statement of the Institution or Project philosophy and objectives;
 - 10.2.2 The Institution or Project management structure and procedures;
 - 10.2.3 The duties of the Head of Institution or Project Director. (To include calling of Project/Area meetings)

10.2.4

The relationship between the Head of Institution or Project Director and the Department Secretary.

11.0 DEPARTMENT REPRESENTATIVES

- 11.1 A Department Representative to the Board and the Executive and Co-ordinating Committees will be elected for two-year terms by the Appointees assigned to each Department.
- 11.2 Each Department Secretary is responsible for conducting a biennial election for the Representative for his/her Department.
- 11.3 Duties of Department Representatives:
 - 11.3.1 To attend meetings of the Board and Executive Committee, and those meetings of the Co-ordinating Committee to which the Executive Director invites them.
 - 11.3.2 To report to Appointees in their Department on decisions and items of interest arising from those meetings.
 - 11.3.3 To act as a link between Appointees in their Department and the Executive Director and place before the Executive Director concerns or opinions requested by Appointees, after normal channels have been fully used.
 - 11.3.4 To keep abreast of developments in Institutions and Projects within their Department.

PART D - APPOINTEES' SERVICE

12.0 COMMITMENT FROM APPOINTEES

- 12.1 Appointees are expected to:
 - 12.1.1 Have a call from God to work in Nepal;
 - 12.1.2 Co-operate with Christians from other denominations;
 - 12.1.3 Accept the Constitution, Bye-Laws and policies of UMN; and
 - 12.1.4 Be subject to the laws of Nepal.
- 12.2 The Executive Director will draw the attention of Member Bodies and Sending Bodies to the need to inform applicants of the personal commitment expected from Appointees.

13.0 CONTRACTUAL RELATIONSHIPS

Although there is no employer and employee relationship between UMN and an Appointee, the following contractual relationships govern the service of each Appointee:

- 13.1 Between UMN and the Appointee's Member Body or Sending Body there is a contractual relationship, based on the UMN Constitution and Bye-Laws, under which the Member Body or Sending Body agrees to provide the Appointee for service with UMN in Nepal, and UMN agrees to accept the Appointee and use him in the work of UMN.

13.2 Between UMN and the Appointee there is a contractual relationship, based on the UMN Constitution and Bye-Laws, so far as they relate to the service of Appointees, and the provisions of this Manual.

13.3 Between the Member Body or Sending Body and the Appointee there is a contractual relationship, based on the Constitution and Bye-Laws or Rules and Regulations of the Member Body or Sending Body.

14.0 RECRUITMENT

14.1 The Personnel Secretary will circulate to Member Bodies and Sending Bodies a list of approved personnel needs.

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

14.3 When a Member Body or Sending Body has an applicant it considers suitable it will offer him to UMN for service in Nepal. In doing so the Member Body or Sending Body will send the candidate's personal data to the Personnel Secretary. A statement may be made regarding personal choice for place of service in Nepal.

14.4 In some cases, individuals may approach UMN directly with an offer to fill an approved post. In exceptional circumstances and if there are valid reasons for not coming through a recognised body, they can be dealt with using the same criteria and under same conditions as a person coming through a Member or Sending Body.

14.5 The Department Secretary, in consultation with the Executive Director, Heads of Institutions and Project Directors concerned, will consider the qualifications of the candidate, in relation to approved personnel needs.

14.6 The Executive Director, after consulting with the Co-ordinating Committee, will accept or reject the candidate.

14.7 The Personnel Secretary will advise the Member Body or Sending Body of the decision.

14.8 The Member Body or Sending Body will inform the Personnel Secretary when it has been decided to send the candidate to Nepal, and will agree with the Personnel Secretary the candidate's date of arrival in Nepal.

15.0 ASSIGNMENTS

15.1 The Executive Director is responsible for the assignment and service of Appointees.

15.2 The Personnel Secretary consults with Department Secretaries and communicates with Member Bodies and Sending Bodies regarding the assignment of Appointees.

15.3 The Co-ordinating Committee advise the Executive Director on assignment of Appointees.

15.4 There will normally be at least two Member Bodies or Sending Bodies represented among the Appointees working in each Institution or Project.

15.5 Married Couples

15.5.1 It is expected that one of a couple will be appointed to a full-time assignment. The spouse may also accept a full- or part-time assignment.

- 15.5.2 When assigning an Appointee, consideration will be given to the potential work capabilities and desires of the spouse.

15.6 Relationship to Department Secretaries

- 15.6.1 Appointees assigned to approved posts will be accountable to the Department Secretary responsible for their Institution or Project.

- 15.6.2 An Appointee whose work affiliates him to a Department Secretary different from that of his/her profession can seek professional advice by the Department Secretary to whom he/she relates by profession, and may participate in seminars relating to that profession.

- 15.6.3 Spouses may, at their request, relate specifically to a Department and be listed under that Department with all associated privileges and responsibilities.

16.0 JOB DESCRIPTIONS

- 16.1 Job descriptions are available for approved posts.

- 16.2 A job description will generally contain:

Title of the post;
Institution or Project in which the post is located;
Department Secretary to whom the post holder relates;
Qualifications and experience required;
Main duties and responsibilities of the post holder;
Person to whom the post holder is responsible;
Supervisory responsibilities attached to the post;
Special conditions or circumstances attached to the post.

(Details and specific duties can be prepared in a separate working document for use within the Project.)

- 16.3 An Appointee will be given a copy of the job description before he/she is asked to accept assignment to a post.

- 16.4 Job descriptions may be amended only after consultation between the Appointee and his/her Supervisor and authorised by the level above the Supervisor. Copies will be forwarded to the Department Secretary and the Personnel Secretary.

17.0 MID-TERM AND PRE-HOME LEAVE INTERVIEWS

- 17.1 The service of each Appointee will be reviewed half way through his/her term, if the term is more than two years, by:

- 17.1.1 An interview between the Appointee and his/her Head of Institution or Project Director;

- 17.1.2 A report of the interview, with any recommendations, being sent to the Department Secretary (and the professional Department Secretary, if applicable);

- 17.1.3 The report, and any recommendations, being discussed with the Appointee by the Department Secretary, and copies forwarded to the Appointee's Member Body or Sending Body by the Personnel Secretary, if required.

17.2 The process of considering the return of an Appointee after home leave will be carried out before he/she goes on home leave by:

17.2.1 An interview between the Appointee and his/her Head of Institution or Project Director; and a review by his/her Department Secretary (and his/her professional Department Secretary, if applicable);

17.2.2 Reports of these interviews, with any recommendations, being sent to the Personnel Secretary, who will advise the Executive Director;

17.2.3 The decision of the Executive Director;

17.2.4 The reports, any recommendations and the decision being discussed with the Appointee by the concerned Department Secretary or the Executive Director, and copies forwarded to the Appointee's Member Body or Sending Body by the Personnel Secretary.

18.0 TERMINATION OF SERVICE

18.1 Resignation

Except in emergency (to be judged by the Executive Director), six months' notice of resignation by an Appointee will be given. The Appointee will give notice to his/her Member Body or Sending Body, at the same time indicating his/her intention to the Executive Director, seeking from the Member Body or Sending Body permission to resign. If the Member Body or Sending Body grants permission, the notice period will be deemed to commence when indication was first given to the Executive Director.

18.2 Suspension

If a Department Secretary, Head of Institution or Project Director considers it necessary, he/she may suspend an Appointee for whom he/she is responsible, having given him a written statement of reasons for the action. The Appointee will leave the Institution or Project at the time of suspension and report to the Executive Director.

18.3 Dismissal

The Executive Director will give six months' notice to an Appointee, and to his/her Member Body or Sending Body, when his/her services are no longer required, except when the Executive Director deems such notice to be to the detriment of the work, in which case the Executive Director has the right of instant dismissal. The Member Body or Sending Body will normally be consulted before notice of dismissal is given to an Appointee. The Member Body or Sending Body has right of appeal to the Executive Committee.

18.4 Retirement

The age at which an Appointee retires from service with UMN is determined by the Appointee's Member Body or Sending Body, as defined in its Constitution and Bye-Laws or Rules and Regulations.

18.5 Ill Health

If an Appointee suffers continued or recurrent ill health for three months in any twelve-month period, his/her case will be referred by his/her Head of Institution or Project Director to his/her Department Secretary. After obtaining medical opinion and consulting with the Appointee, the

Department Secretary will recommend to the Executive Director the replacement of the Appointee, or other action thought necessary.

18.6 Death

18.6.1 The Personnel Secretary will make available to each Appointee papers giving advice on action to be taken if an Appointee dies in Nepal.

18.6.2 Each Appointee must complete, and deposit with the Personnel Secretary, written instructions concerning the disposal of his/her body and his/her personal effects if he/she dies in Nepal.

PART E - CONDITIONS OF SERVICE

19.0 LANGUAGE

UMN's Policy Document on Language Study is issued by the Education Secretary. Copies are available from his/her office and from the Language Consultant and the Orientation Administrator. The Policy Document will include the following:

19.1 New Appointees will normally be assigned to the Language and Orientation Programme to learn the Nepali language, during which time he/she relates to the Personnel Secretary.

19.2 The Language and Orientation Programme also includes orientation about UMN and Nepal and its people, culture and religions.

19.3 During the Language and Orientation Programme Appointees will be assigned to an Institution or Project, initially on a part-time basis. Appointees should continue language study until they have completed the appropriate language assessment.

19.4 Normally there is a Project Language Supervisor appointed to each Project, who organises and coordinates language studies at the Project.

20.0 HOUSING

20.1 Provision of Housing

20.1.1 UMN will provide Appointees with housing and basic furniture.

20.1.2 Area Services Officers are responsible for housing in their areas except in Kathmandu where CSD will provide.

20.1.3 Areas Services Officers are assisted by a Project Housing Committee or an Area Housing Committee.

20.1.4 Appointees will accept housing, belonging to or leased by UMN, allocated to them; but if none is available Appointees may choose their own, in consultation with the Area Services Officer or CSD in Kathmandu.

20.1.5 The Treasurer, with concurrence of CC, sets maximum rents and co-ordinates and advises on housing rules, regulations and policies for each area.

20.1.6 If there is no Area Services Officer responsibilities assigned to him will be assumed by the Head of Institution or Project Director.

20.2 Housing Management

- 20.2.1 Area Services Officers or CSD in Kathmandu will negotiate and sign leases.
- 20.2.2 Leases will normally be for one year.
- 20.2.3 If the rent exceeds the approved maximum, the Appointee occupying the housing will normally pay the excess.
- 20.2.4 In setting maximum rent account will be taken of children, up to their 19th birthday, who live with their parents or annually visit them.
- 20.2.5 Leases will be negotiated on the basis that the landlord provides housing in good condition (including painting, plumbing and other maintenance). UMN may pay rent in advance to have necessary work done. If renovations or alterations are required, UMN may bear all or some of the cost, depending on negotiations with the landlord.
- 20.2.6 Ongoing maintenance will be paid for by UMN, but maintenance required because of misuse or carelessness by the Appointee or his/her family will be charged to the Appointee. UMN will not pay for installation or maintenance of water heaters.
- 20.2.7 Appointees are expected to care for housing occupied by them and leave it in as good a condition as when their occupation commenced, making reasonable allowance of fair wear and tear.
- 20.2.8 Appointees must not sublet housing without approval from the Area Services Officer or CSD in Kathmandu.

20.3 Payment for Utilities

- 20.3.1 Appointees will pay their own electricity charges.
- 20.3.2 Outside the Kathmandu Valley UMN will pay Appointees' water charges. Inside the Kathmandu Valley Appointees will pay their own water charges.

20.4 Seconded Appointees

Contracts for secondment of Appointees will, if possible, stipulate that the organisation to which secondment is made will provide housing and furniture for the Appointee. If this is not possible the responsibility will be assumed by the Area Services Officer or CSD in Kathmandu.

20.5 Personal Property Loss/Damage

- 20.5.1 UMN will only take responsibility for loss of or damage to property which UMN has purchased, received through donation, or received into its care and for its use through a written contractual agreement. Loss of or damage to

all other personal property will be borne by the owner.

- 20.5.2 Project Directors are authorized to enter into a written agreement for the temporary use of personally owned property with a maximum value of Rs. 10,000. Agreements regarding property with a value above Rs. 10,000 must be approved by the UMN Treasurer channeled through the Project Director.
- 20.5.3 UMN provides services to owners of personal property which may include transport, storage, or whatever. UMN provides these services so as to minimize time and energy required in handling personal affairs. Due to the magnitude of uninsurable risks faced here in Nepal, responsibility for loss or damage to personal property must be borne by each individual owner. It is expected that UMN will take reasonable care in the provision of the above services. However, it is the responsibility of Appointees to inform themselves beforehand of the responsibility UMN will bear in the case of various services. Disputes regarding individual cases should in the first instance be taken up with the Project Director concerned.
- 20.5.4 Appeal on the implementation of any provisions of this policy may be sought under the standard appeal process, described elsewhere in this manual.
- 20.5.5 When possible and appropriate, Appointees are encouraged to insure their goods. Some may already be covered through arrangements with their Sending Bodies.

21.0 PERSONAL FINANCES

- 21.1 The Treasurer issues information papers on 'Money Matters' and 'Income Tax', copies of which may be obtained from the Treasurer's Office and Institution and Project business offices.
- 21.2 A personal account will be maintained for each Appointee at the Treasurer's Office or, for those who live outside the Kathmandu Valley, at their Institution or Project business office.
- 21.3 A personal account operates as a bank account in that the Appointee may deposit and withdraw money as required. Items payable by the Appointee to UMN, such as language fees and visa fees, will be charged to his/her personal account.
- 21.4 UMN is allowed by Nepali law to handle only Nepali rupees and to receive personal cheques in foreign currencies. Appointees must not transact cheques on behalf of someone else.
- 21.5 UMN is not allowed by Nepali law to deal in travellers cheques or foreign currency/cash. An Appointee who needs to cash travellers cheques or change foreign currency should do so through a bank or an authorised money changer, such as one of the major hotels in Kathmandu.

22.0 VISAS

Each Appointee is responsible for obtaining through the Personnel Department, visas for himself/herself and his/her family, from His Majesty's Government of Nepal for the period of residence in Nepal. Guidelines about Nepali visas (and visas for India and some other countries) are issued by the Personnel Secretary and copies may be obtained from that department and Institution and Project business offices.

23.0 TRAVEL AND TRANSPORTATION

23.1 The following costs will be refunded by UMN to Appointees, at approved rates, from the UMN Missionwide Duty Travel Account:

23.1.1 Costs of personal travel and transport of goods of Appointees to new assignments, including change of assignment after home leave and assignment to an Institution or Project after the Language and Orientation Programme.

23.1.2 Personal travel costs for official business approved by the Executive Director or a Department Secretary.

23.1.3 Personal travel costs of attending seminars centrally organised by UMN.

23.1.4 Personal travel costs for work orientation of Appointees in the Language and Orientation Programme.

23.2 The following costs will be refunded by UMN to Appointees, at approved rates, from other UMN Accounts:

23.2.1 Personal travel costs of Heads of Institutions, Project Directors and others attending the Co-ordinating Committee as representatives of the Institution or Project will be refunded from the travel account of their Institution or Project.

23.2.2 Personal travel costs of delegates attending an Institution or committee meeting will be refunded from the travel account of that Institution or Project.

23.2.3 Personal travel costs of attending seminars not centrally organised by UMN will normally be refunded from the travel account of the Institution or Project, or other body organising the seminar.

23.3 The following costs are not refunded by UMN:

23.3.1 Costs of personal travel and the transport of goods of Appointees to or from their place of assignment in Nepal. These may be refunded by the Appointee's Member Body or Sending Body, according to their own rules.

23.3.2 Personal travel costs of Appointees on official business for a UMN-related company or other organisation. These may be refunded according to the rules of that company or organisation.

23.4 Rates of refund for personal travel

23.4.1 Travel in Nepal will, if possible, be other than by air.

23.4.2 If air travel is used because no other reasonable transport is available an authorisation, signed in advance by the Head of Institution or Project Director, must be submitted with the claim for refund.

23.4.3 Rates of refund (including rates for use of private vehicles for official business when written authority is given in advance by the Head of Institution or Project Director), are set by the Co-ordinating Committee. (Details of the present rates are available from the UMN Treasurer and Institution and Project business offices).

23.5 Rates of refund for accommodation and food

Appointees are expected to keep hotel and room costs as low as reasonably possible. Refunds will be made of actual costs within the rates set by the Co-ordinating Committee. (Details of the present rates are available from the UMN Treasurer and Institution and Project business offices).

23.6 Rates of refund for transport of goods

Refunds will be made according to the rates set by the Co-ordinating Committee. (Details of the present rates are available from the UMN Treasurer and Institution and Project Business Offices).

23.7 Travel abroad

Travel abroad (beyond India) on official business may be undertaken by Appointees only with prior permission from the Executive Director or a Department Secretary.

23.8 Storage of goods of Appointees on home leave

23.8.1 Storage of goods during home leave for up to two years is the responsibility of the Institution or Project in which the Appointee has been working.

23.8.2 Costs of transportation of goods for storage by the Institution or Project will be refunded by UMN, but not costs of transportation of goods to another location for storage, except in case of re-assignment.

(PLEASE note also 20.5 in connection with storage.)

24.0 WORKING HOURS

24.1 Working Hours will vary in Institutions and Projects, but Appointees are expected to carry a full work load in their assignment and observe normal working hours.

24.2 Normal working hours are regarded as those which Nepali employees in the Institution or Project are required to work.

24.3 Although it is recognised that, in responding to the call of God to work with UMN, Appointees are also called to live in Nepal and bear witness to Christ in the community, they are expected to make time, outside normal working hours, for other commitments of their calling.

24.4 Appointees who are often required to work outside normal working hours have the right, in consultation with their Head of Institution or Project Director, to reduce their working hours correspondingly, provided it can be done in an orderly way without giving the impression of laxity with regard to work.

25.0 LEAVE

25.1 Annual Leave

- 25.1.1 Member Bodies and Sending Bodies put Appointees under the authority of UMN regarding leave.
- 25.1.2 Conditions vary in Institutions and Projects, but it is recommended that Appointees take five weeks annual leave, plus (for those living outside the Kathmandu Valley) travel time for one round trip each year between their Institution or Project and Kathmandu.
- 25.1.3 Annual Leave may be taken only by arrangement with the Head of Institution or Project Director.
- 25.1.4 Additional leave, or variation in annual leave for any purpose, may be taken only by permission of the Head of Institution or Project Director and the Department Secretary.
- 25.1.5 Each Area Services Officer, Head of Institution or Project Director will keep a leave register. Travel information about Appointees going beyond the borders of Nepal will be given to the Executive Director, Head of Institution or Project Director and the Area Services Officer.
- 25.1.6 Annual leave should be taken within each full year of service.

25.2 Religious days and National days

Appointees may, in consultation with their Head of Institution or Project Director, take five additional days leave on religious days or their own National days plus the Birthday of His Majesty the King of Nepal and the Nepali Constitution Day.

25.3 Mission Business and Conferences

Extra leave may be approved by the Executive Director, with the notification of the Personnel Secretary, for the following purposes in connection with Member Bodies or Sending Bodies:

- 25.3.1 Up to one week a year for business meetings or consultations, if a request is made by the Member Body or Sending Body;
- 25.3.2 Up to two days a year for fellowship conferences and meetings.

25.4 Home Leave

Home leave will be granted to Appointees after such period as their Member Bodies or Sending Bodies decide. Mid-term breaks arranged for Appointees by Member Bodies or Sending Bodies will be regarded as being in lieu of Annual Leave for that year.

25.5 Financial Responsibility

Leave (including home leave) is the financial responsibility of Appointees and their Member/Sending Bodies.

25.6 Medical Leave

25.6.1

When an Appointee is off sick in his/her Project, it is understood that the Section Leader and Project Director will be informed. If the Appointee is off sick for more than four days, he/she should be seen by one of the HS Appointees - doctor as first choice, and nurse where there is no doctor - who will recommend to the Project Director the amount of sick leave required. Where there is no HS Appointee in the Project, the Project Director will decide whether the patient needs to be referred for medical treatment.

25.6.2

No Appointee should be referred outside the Project, nor himself/herself leave the Project for medical reasons, without the knowledge and concurrence of the Project Director.

25.6.3

Whenever an Appointee is referred for medical treatment, the doctor consulted is asked to estimate the amount of sick leave he/she is expected to need and to communicate this to the patient, who will inform the Project Director promptly. If the amount of sick leave is greater than two weeks, the doctor should inform the Medical Coordinator.

25.6.4

In case of serious illness and/or hospitalisation, the doctor in charge of the patient is asked to inform the Department Secretary, the Medical Coordinator and the Project Director of progress, and to give advice regarding duration of sick leave and return to full-time/part-time work.

26.0

PAID WORK OUTSIDE UMN

Spouses who wish to take up paid work outside UMN should a) clear the situation with their sending body, b) clear type of work with UMN to ensure it is not in conflict with our aims and purposes, and c) obtain their residents visa for staying in Nepal through their employer.

It is not felt wise to use visas granted by HMGN for UMN work in another work context within Nepal unless it is an agreed UMN secondment.

27.0

RIGHT OF APPEAL

Appointees have right of appeal to the Executive Committee in matters affecting them. Appeal will be in writing through the Head of Institution or Project Director to the Department Secretary, who will send it to the Executive Director for presentation to the Executive Committee.

PART F - FACILITIES FOR APPOINTEES

28.0

HEALTH CARE

28.1 The cost of Health care for Appointees and their families is the responsibility of Appointees and their Member Bodies and Sending Bodies.

28.2 The Health Services Secretary will make available to each Appointee advice on health care and related subjects.

29.0 CHILDREN'S EDUCATION

- 29.1 The cost of education for their children is the responsibility of Appointees and their Member Bodies or Sending Bodies.
- 29.2 UMN tries to provide tutorial groups for children aged 5 - 11 years in Kathmandu and some Projects.
- 29.3 In Kathmandu, the Kathmandu International Study Centre (KISC) provides facilities for older children to participate in correspondence courses from their home countries, with some tutorial assistance from the staff of KISC. There are also hostel facilities at KISC.
- 29.4 In Kathmandu there is a British Primary School and American and Norwegian Schools (the latter for Scandinavian children) and at Pokhara there is the INF Primary School.

30.0 CSD SERVICES

A guide to the services provided by the Central Services Department in Kathmandu is issued by the Missionwide Support Project Director, and copies are available from him and Institution and Project business offices.

31.0 PERSONAL COUNSELLORS

Personal Counsellors, accountable to the UMN President, are available to Appointees. Their duties are:

- 31.1 To be available to Appointees, and others, for confidential counselling;
- 31.2 To visit Appointees in Institutions and Projects;
- 31.3 To be available to teach and lead Bible studies; and
- 31.4 To give pastoral care.

32.0 AREA SERVICES OFFICERS

The administrative structures of Institutions and Projects vary and the Department Secretary/ies will determine through consultation which of the following duties an Area Services Officer will have and will agree with the Head of Institution or Project Director the amount of time for which the Area Services Officer will be released from his/her work responsibilities to carry out the duties:

- 32.1 Normally report and be accountable to the Project Director.
- 32.2 Normally be responsible for Appointees' housing and guest housing.
- 32.3 Prepare area services budgets, maintain accounts and prepare plans, reports and statements for the Project Director.
- 32.4 Provide guidance, communication, encouragement and fellowship to Appointees in the area through personal contact, by initiating activities to promote good social relationships and spiritual enrichment, and help new Appointees to settle and adjust to life in the area. When necessary matters of concern may be brought to the notice of the Personal Counsellor(s), the Personnel Secretary, the Executive Director or other members of the Coordinating Committee.
- 32.5 Endeavour to maintain co-operation and unity of purpose between personnel and Projects in the area.

- 32.6 Designate an Appointee in the area to deputise for him when necessary.
- 32.7 Perform other duties assigned by the Project Director.

33.0 ANNUAL CONFERENCE

There will be an Annual Conference for Appointees.

33.1 Purpose:

- 33.1.1 Spiritual refreshment of Appointees.
- 33.1.2 Discussion about the work of UMN.
- 33.1.3 Unity among Appointees through fellowship and recreation.
- 33.2 The Conference will elect an Appointee to represent it at the next Annual Board Meeting.
- 33.3 The Conference will elect a Committee to serve from the close of the Conference at which it is elected to the close of the next Conference.
- 33.4 The Conference Committee, in consultation with the Executive Director and the Personal Counsellors, will plan the next Conference.
- 33.5 Minutes will be kept of the Conference, and the Conference Committee will forward recommendations from the Conference to the Executive Director.
- 33.6 The Conference will appoint a Nominating Committee responsible for obtaining at least two nominations for every elected post of the Conference.

PART G - AMENDMENTS

34.0 AMENDMENTS

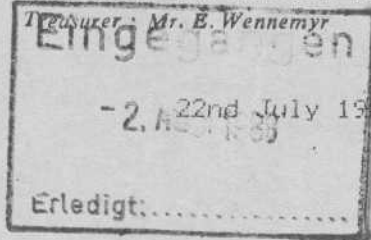
- 34.1 Clauses in this Manual originating from the Constitution and Bye-Laws may be amended only in accordance with the Constitution and Bye-Laws.
- 34.2 Notice of proposed amendments to other clauses in this Manual, together with the wording, will be given to the Personnel Secretary at least two months before a meeting of the Executive Committee.
- 34.3 The Personnel Secretary will immediately circulate the proposed amendments to members of the Executive Committee.
- 34.4 To be adopted, proposed amendments must be approved by a majority of those present and voting at the Executive Committee.
- 34.5 The amendments, if so approved, will take effect from the date of the Executive Committee meeting.

THE UNITED MISSION TO NEPAL



Executive Director: Mr. J. H. Barclay

Treasurer: Mr. E. Wennemyr



Telephone : 212179, 215573, 212668.

Telex : 2315 UMNEPA

Telegram : UMNEPAL

Location : K - 1-325 Thapathali

Mailing address :

POST BOX 126

KATHMANDU, NEPAL

Dear Henm-Uve,

We understand from information received last year that you will be the delegate from your mission to the UMN Board of Directors, 1988, and welcome you warmly. We look forward very much to your participation and sharing with us on that occasion.

Please note the dates for the meetings:

- See in Bangalore*
- Wednesday 19 October : Dinner at Blue Star Hotel at 6 p.m., followed by Bible Study and Orientation Session.
 - Thursday 20 October : Sessions of the Board Meeting from 8.30 a.m. to 6 p.m. This will include the midday meal. The opening session each day will be the Bible Study.
 - Friday 21 October /

I am enclosing a paper which I would request you to kindly complete and return to me as soon as possible. If you wish to hold this for a little while until you have fuller information to enter on the form, please acknowledge receipt of this letter and indicate dates and accommodation. Then we know at least that you have received it and can do some preliminary planning for the accommodation.

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

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

We will be in touch with you again later concerning further details of the meeting, but will appreciate your help in getting these arrangements under way.

Yours very sincerely

Anders Kammensjö
Anders Kammensjö

Asst to the Executive Director

NEPALIZATION never happens
or
Nepalization of ourselves (11/11/88)

At one Coordinating Committee meeting, I was listening to the discussion about one lady who seemed to have been mishandled by UMN. One thing struck me about this discussion. People are talking about handling of this problem as if they are in UK or Australia or US. This way of discussion seldom happens in Japan (my home country). And we are in Nepal. I mean the way people talked is more like western than Asian/Nepali way of doing business. UMN has NOT been as serious about Nepalization as it speaks about it.

If UMN will try to keep as many expats as possible inside the country, it should drop the idea of Nepalization. It would be more honest to every body.

On the other hand, if UMN is honest enough to respect the agreement with HMG, that UMN is not taking part in any church related work as an organization, UMN, as high as board, should be open to non-christians. For example, the present composition of CC is 100% non-Nepali and UMN is dominated by westerners.

To me, there are two problems. One is that it is cheaper for UMN to use expats than Nepali since UMN itself doesn't have to pay to them. (Of course in many other ways, it is more costly.) The other reason is that some of UMNers want to just stay on so that they think, they can help Nepali church. How can UMN Nepalize itself then?

If UMN is serious about Nepalization (which I doubt VERY MUCH), I suggest UMN makes a rule to get a Nepali counter-part (trainee) for each post which will be needed when all the expats leave the country. For the Education Department for example;

Secretary (expat—>Nepali)

|
Assistant Secretary (Nepali—>expat—>Nepali)

|
GBS (Nepali Headmaster with expats assistants/consultants)

NFE (Nepali coordinator with a expat consultant)

JUMP (Nepali director with expats help)

etc.

This is just an example. But I believe when we draw plans, this kind of rule of Nepalization MUST be included in the parameters for every project and programme. Otherwise it will NEVER happen.

However, the problem is not a superficial one. It is rather a theological or ideological one.

To me, Nepalization is to Nepalize ourselves so that we share the sufferings of people in this country. We are here to meet our Lord who has been working in this part of the world amongst the people in this country and take part in His work. And that is only part of our work. We share our work with our friends at home so that they can learn and change themselves. Unless so-called developed countries change their attitude and their way of life, there is no hope for the people in this country from their efforts. I see our work can have very strong impact on the people at home. That is possible only when we learn humbly from the people here and Nepalize ourselves. (TAKATSU ryohei)

Fa Board

CONSTITUTION

for THE UNITED MISSION TO NEPAL

[APPROVED, NOVEMBER 1987 - FOR RATIFICATION, NOVEMBER 1988]

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 "Appointees" 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 it to be God's will, and responding to the prayers and fellowship of His people, UMN was founded, as an interdenominational body, under the auspices of the National Christian Council of India and Pakistan in Nagpur, India, on March 5th, 1954.

3 PURPOSES

- 3.1 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.
- 3.2 To undertake proper care and treatment of the sick, prevention of disease, education of children and adults, rural and industrial development, and other activities within these purposes.
- 3.3 To train the people of Nepal in professional skills and 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 upon the payment of an annual grant to UMN, or both. Member Bodies will pay annual per capita grants for their Workers, to cover the administrative costs of UMN, as defined in the Bye-Laws.
- 5.3 Member Bodies will offer Workers to UMN. When accepted by UMN, those Workers will be under the administration of UMN. Member Bodies will not withdraw Workers from UMN without mutual agreement.

6 ORGANISATION

- 6.1 The Board is the controlling body of UMN.
- 6.2 The Board will 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 Establishing an Executive Committee to act for the Board between Board Meetings and to ensure that Board policies are implemented.
 - 6.4.4 Ensuring that funds are available for the work of UMN by obtaining contributions from Member Bodies, Church and Mission groups, and other sources.
 - 6.4.5 Determining the location of the Headquarters of UMN.

7 AMENDMENTS

- 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.

BYE-LAWS
for THE UNITED MISSION TO NEPAL

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PART A - INTRODUCTORY AND MEMBERSHIP

1 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 | "Appointees" | 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 | "Department" | 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 Appointees, with their full personal support, or paid annual grants for two successive years in either case, will normally be removed from UMN's Register of Membership.

PART B - BOARD AND COMMITTEES

3 BOARD

3.1 Membership

- 3.1.1 Each Member Body is entitled to appoint one Board Member, who shall not be an Appointee.
- 3.1.2 Two Board Members will be appointed annually for one year by the UMN President, upon the Executive Committee recommendation, from the Christian Church in Nepal.
- 3.1.3 Ex-officio representatives, with voice but no vote:
- Executive Director.
 - Treasurer.
 - Personnel Secretary.
 - Department Secretaries.
 - Assistant Department Secretaries.
 - The Representative elected for each Department.
 - 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's 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.

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

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

3.4.2 New delegates to be appointed the following year.

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

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

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

4 EXECUTIVE COMMITTEE

4.1. Purpose

To act for the Board between Board Meetings and ensure that Board policies are implemented.

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.

Department Secretaries and the Representative elected for each Department.

4.3 Meetings

4.3.1 At least twice a year.

4.3.2 Two months written notice will be given. In an emergency, the Executive Director may, with authority of the President, call a meeting at shorter notice.

4.3.3 The quorum exists when at least half the voting members are present.

- 4.3.4 The Executive Director may seek a correspondence vote from voting members of the Executive Committee by circulating to them details of a matter upon which decision is required and indicating his recommendation. The Executive Director will take action only if a majority of (Alt: if there is a consensus among) members support the recommendation. Such action will be confirmed at the next meeting of the Executive Committee.

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hux

4.4 Duties

- 4.4.1 To direct the Executive Director, in accordance with Board policies, and report to the Board on significant issues.
- 4.4.2 To recommend annually to the President two representatives from the Christian church in Nepal to serve on the Board.
- 4.4.3 To nominate to the Board persons for appointment as Executive Director and Treasurer, and approve the Executive Director's appointment of the Personnel Secretary, Department Secretaries, and Personal Counsellors.
- 4.4.4 To be Trustees of the UMN Provident Fund and other funds entrusted to UMN.
- 4.4.5 To determine each year the Per Capita Grant to be provided with each Appointee.
- 4.4.6 To receive and approve Longterm/Overall plans and reports, as well as budgets and statements.

5 FINANCE COMMITTEE

5.1 Purpose

To be a review body for the Executive Committee in financial matters. (Alt: To be a sub committee of the Board to review financial matters of the mission.)

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.

Department Secretaries, for business relating to their Department.

The Board will appoint a chairman from among the Board Members on the Committee.

5.3 Meetings

Normally before each Executive Committee meeting.

5.4 Duties

- 5.4.1 To receive from the Executive Director, upon recommendation of the Treasurer and with recommendations 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 To review sources from which grants to UMN may be available.
- 5.4.3 To advise the Executive Committee regarding investments, endowments and reserves.
- 5.4.4 To 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.
Department Secretaries.

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

6.3 Meetings

As needed.

6.4 Duties

6.4.1 To advise on personnel posts and service of Appointees.

6.4.2 To advise on rules for Appointees and UMN employees.

6.4.3 To consider Plans and Budgets, Annual Reports, Annual Financial Statements, Audit Reports and Long-term Plans and make recommendations to the Executive Committee and, where appropriate, the Finance Committee.

6.4.4 To appoint an Audit Committee, of one representative from each Department, to study and report on Annual Financial and Audit Reports.

6.4.5 To advise on professional and technical policy for each Department.

6.4.6 To advise on acquisition, use and disposal of properties.

6.4.7 To receive supplementary budget items, up to an amount determined by the Financial Committee, between Financial Committee meetings and recommend to the Treasurer for action.

6.4.8 To 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 and Executive 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 upon recommendation of the Executive Committee 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, by the Board upon recommendation of the Executive Committee.

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 Appointee who holds no UMN administrative post.

8.1.3. The Convenor will, by communicating with Member Bodies, Appointees 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 select two or three candidates for presentation to the Executive Committee.

8.1.5 Prior to presentation to the Executive Committee the Convenor will circulate particulars of the selected candidates to Member Bodies and Appointees, for comment.

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

8.1.7 The Executive Committee will make acting appointments of Executive Director for periods longer than 4 months.

8.2 Duties

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

8.2.2 To maintain UMN's Register of Membership.

8.2.3 To be an ex-officio member of all UMN committees.

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

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

8.2.6 To be responsible for signing contracts and agreements.

8.2.7 To appoint the Personnel Secretary, Department Secretaries and Personal Counsellors, subject to the proposal being presented to the Appointees for comments and subject to approval of the Executive Committee.

Alt: To appoint upon the recommendation of Executive Committee the Personnel Secretary, Department Secretaries and Personnel Counsellors, subject to the proposal being presented to the Appointees for comments.

8.2.8 To appoint upon recommendation of the Co-ordinating Committee the Project Directors and Heads of Institutions and, where necessary, Area Services Officers for geographical areas.

8.2.9 To appoint, upon advise of the concerned Department Secretary, Board Directors of Companies, in which UMN has share ownership.

8.2.10 To appoint, upon advise of the Treasurer, Shareholders Representatives to Companies, in which UMN has share ownership.

- 8.2.11 To direct the work of the Treasurer, Personnel Secretary, Department Secretaries, Director of Missionwide Support Project and Area Services Officers.
- 8.2.12 To be responsible on recommendation of the Co-ordinating Committee for acceptance, assignment and service of Appointees.
- 8.2.13 To be responsible for planning and budgeting.
- 8.2.14 To submit an annual report to the Board and Executive Committee.
- 8.2.15 To be responsible for annual auditing of UMN accounts and report to the Finance Committee.
- 8.2.16 To designate a Co-ordinating Committee member to act in his absence.

9 TREASURER

9.1 Appointment

- 9.1.1 Three years, by the Board upon recommendation of the Executive Committee. The recommendation will be circulated to Appointees, for comment prior to presentation to the Board.
- 9.1.2 An Acting Treasurer will be appointed by the Executive Director for periods up to four months. For longer periods the appointment will be made by the Executive Committee.

9.2 Duties

- 9.2.1 To be UMN's chief financial officer.
- 9.2.2 To receive and account for monies.
- 9.2.3 To initiate and co-ordinate funding requests and communicate with funding agencies.
- 9.2.4 To maintain accounts and prepare Annual Financial Statements.
- 9.2.5 To issue notices and agenda and record and distribute minutes of Finance Committee meetings.
- 9.2.6 To be responsible for UMN bank accounts and investments.
- 9.2.7 To be a signatory on all UMN bank accounts and authorise other signatories after consulting with Co-ordinating Committee.
- 9.2.8 To recommend proposed Budgets and Per Capita Grant amount.
- 9.2.9 To recommend persons for business management posts.
- 9.2.10 To perform other duties assigned by the Executive Director.

10 PERSONNEL SECRETARY

10.1 Appointment

- 10.1.1 Three years, by the Executive Director who will first seek recommendations and comments from Appointees and to be approved by the Executive Committee.
- 10.1.2 An Acting Personnel Secretary will be appointed by the Executive Director for periods up to four months.

10.2 Duties

- 10.2.1 To be UMN's chief personnel officer.
- 10.2.2 To consult with Department Secretaries and communicate with Member Bodies regarding service of Appointees.

- 10.2.3 To keep a file on each Appointee.
- 10.2.4 To be responsible for initial language acquisition and orientation of Appointees.
- 10.2.5 To issue upon the recommendation of Co-ordinating Committee rules for Appointees and UMN employees.
- 10.2.6 To perform other duties assigned by the Executive Director.

11 DEPARTMENT SECRETARIES

11.1 Appointment

- 11.1.1 Three years, by the Executive Director who will first seek recommendations and comments from Appointees assigned to the particular Department and to be approved by the Executive Committee.
- 11.1.2 An Acting Department Secretary will be appointed by the Executive Director for periods up to four months.

11.2 Duties

- 11.2.1 To be the executive officers for the Department.
- 11.2.2 To advise the Executive Director on assignments and other matters relating to Appointees.
- 11.2.3 To provide direction and assistance to Heads of Institutions and Project Directors.
- 11.2.4 To conduct every two years an election for the Representative for their Department to the Board, Executive and Co-ordinating Committees.
- 11.2.5 To be responsible for preparation of Annual Plans, Budgets, Reports, Statements and Long-term Plans for their Department.
- 11.2.6 To perform other duties assigned by the Executive Director.

PART D - MEMBER BODIES

12 MEMBER BODIES

- 12.1 Member Bodies will process applications for Appointees in accordance with their own rules and regulations.
- 12.2 Except in emergency (to be judged by the Executive Director), six months notice of withdrawal of an Appointee by a Member Body will be given.
- 12.3 If the service of an Appointee is no longer required, the Executive Director will normally give six months notice to his Member Body.
- 12.4 Member Bodies will decide home leave dates for Appointees provided by them. To be done in consultation with UMN Administration.
- 12.5 Leave and Furlough are the financial responsibility of Member Bodies.
- 12.6 Member Bodies will seek to provide financial support for the work of UMN.
- 12.7 Member Bodies may appeal to the Executive Committee in matters affecting them or Appointees provided by them. Appeal will be in writing to the Executive Director.

PART E - FINANCE

13 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 Asadh.
- 13.3 Heads of Institutions, Project Directors and Area Services Officers will, in consultation with their Department Secretary, prepare Annual Budgets in the form and at the time prescribed, and submit them to the Executive Director, Treasurer, and Department 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 Department Secretary.
- 13.5 An annual Per Capita Grant covering Appointees' housing and UMN-supplied services and contributing towards other administrative costs will be assessed for payment by Member Bodies and other personnel sending organisations.

PART F - MISCELLANEOUS

14 ANNUAL CONFERENCE

There will be an Annual Conference for Appointees.

14.1 Purpose

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

14.2 Representative to the Board

An Appointee elected by each Annual Conference will represent the Conference at the Annual Board Meeting.

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.

UNITED MISSION TO NEPAL

PERSONNEL NEEDS LIST

NOVEMBER 1988

The United Mission to Nepal is a Christian Mission seeking workers with a clear commitment to Christ as Saviour and Lord, and a call of God to service in Nepal. The great need is for such workers who are prepared to join with colleagues from many countries, churches and professional backgrounds. They must have an attitude of flexibility and adaptability to assignments, and to living and working conditions in Nepal which are very different from those in their home countries and may lead to real frustration as well as the joys of such service. Personal qualities of humility and receptiveness are important for an effective presence in this country.

The list below consists of personnel required for approved posts in UMN and, unless otherwise stated, long-term workers are preferred. The United Mission does not offer a salary to expatriates but looks to the member organizations to send the needed workers with full support, and will try to link any suitable enquirers with such member bodies. Further details can be supplied on request to:

Gareth Wardell, United Mission to Nepal, Post Box 126, Kathmandu, Nepal.

The following key is given to help indicate the urgency of the different needs:

- *** = VERY URGENT
- ** = URGENT
- * = PRESSING NEED

URGENCY

HEALTH SERVICES:

- *** GENERAL PHYSICIAN
(Internist) to work in a busy unit of 138 bed Patan Hospital in Kathmandu.
- *** PSYCHIATRIST
to be part of an ongoing community mental health programme, to do research, teaching Nepali medical staff, and curriculum development for such staff.
- *** GENERAL SURGEON
A qualified general surgeon is required to work in a busy unit of a Patan Hospital in Kathmandu.
- *** OBSTETRICIAN/GYNEACOLOGIST
A fully qualified Obstetrician and Gynecologist is required to work in a busy unit at the 138 bed Patan Hospital in Kathmandu.
- *** DENTISTS
for work in UMN's Dentistry and Oral Health Programme which includes both clinical and community dentistry, teaching and supervision of dental assistants.

*** PHARMACIST

to take charge of the Medical Supplies Department which procures, stocks and distributes medicines for all UMN and INF projects across the country.

** LABORATORY TECHNICIANS

(Medical Technologists) with broad general laboratory experience including chemistry and haematology, who are prepared to undertake supervisory duties, are needed for laboratories with low level technology in Patan and Tansen Hospitals. Experience in a blood bank would be helpful.

** PHYSIOTHERAPIST

required urgently for Patan Hospital, responsibilities include training and development of Nepali staff.

** NURSE ANAESTHETIST

to participate in the surgical programme of a 100 bed hospital as well as assisting in training Nepali Anaesthetic Technicians.

** IN-SERVICE NURSE EDUCATOR

for ongoing education of nursing staff of the 100-bed Tansen Hospital and 138 bed Patan Hospital.

** NURSE EDUCATORS

for staff of the UMN Nurse Campus which trains registered nurses in a basic nursing programme.

* STAFF NURSES

for involvement in UMN hospitals working under Nepali nursing staff. Registered nurses with certificates in general nursing and preferably midwifery, at least one year of post basic training experience preferred.

* GENERAL MEDICAL PRACTITIONERS

experienced, preferably with extra training in parasitology and infectious diseases, for all-round diagnosis and treatment of a wide range of diseases. Interest in teaching paramedicals and ability to work within a team approach to health care. Experience in paediatrics and obstetrics required for some posts.

RURAL DEVELOPMENT:

*** VETERINARIANS

These positions call for basic large animal clinical work, but primarily to train village based animal health workers and give them logistic support. The location will be Pokhara, but project visitation is called for, up to 25% of the time. Key qualities required are flexibility and people-oriented communication skills. Basic administration skills would be helpful.

*** JOB CREATION/INCOME GENERATION CONSULTANT.

The position is that of Section leader for the Rural Income Creation Programme (RICP) of the Rural Development Centre (RDC). The location will be Pokhara, but project visitation will be called for, up to 25%. The job will be to advise and provide logistic support

to project based programmes; coordinate resource assessments; feasibility studies; marketing support; entrepreneur development; appropriate training programmes; fulfill administrative duties called for in running the section; etc.

***** AGRICULTURAL CONSULTANT**

The position is that of Section Leader for the Horticulture Agronomy Support Programme (HASP) of the Rural Development Centre (RDC). The location will be Pokhara, but project visitation will be called for, up to 25%. The job will be to advise and provide logistic support to project based agriculture programmes; develop community-targeted training programmes; programme evaluation; fulfill administrative duties called for in running the section; etc.

**** LIVESTOCK SPECIALIST**

The position calls for research and training programme development skills. The job will be to carry out various research projects at a field level and carry the results through to report writing and adaption to a community targeted animal health/husbandry training programme. The location will be Pokhara, but extensive field visitation will be required.

**** RURAL SOCIOLOGIST ECONOMIST.**

The position necessitates carrying out research, surveys and evaluations for various rural development subjects and programmes. Skills must include data compilation/writing/editing. the person will be expected to work easily on their own and be self motivated. The position will be based in Pokhara, but project visitation is required, up to 25% of the time.

*** FIELD-BASED PROGRAMME MANAGER.**

The position calls for someone able to live in a remote area and take up leadership of a community development programme. The person must have experience and qualifications either in general development, or in specialist areas related to community development. Administration and personnel related skills are essential. An understanding of integrated, community-participative development philosophy and methodology is expected.

*** AGRICULTURALISTS/FORESTERS.**

These positions call for people to act as advisors to and co-partners in village based, community participative agriculture and forestry programmes. Training and motivation skills are emphasized.

ENGINEERING AND INDUSTRIAL DEVELOPMENT:

***** LINESMAN SUPERVISOR**

An electrician/linesman, experienced in rural electrification, to be responsible for training and supervising of distribution line staff for both the erection and operation phases of a rural electrification programme; also assisting in research and development installations in a pilot project of another area.

**** ARCHITECT AND COST CONSULTANT/SUPERVISOR**

people are needed for a team to design buildings for mission projects. The team needs to design small to medium buildings using available materials. Structural design is sometimes needed.

**** MECHANICAL AND PRODUCTION ENGINEERS**

to work with water turbine manufacturer and general engineering workshop.

**** INDUSTRIAL ACCOUNTANT**

A person is needed to review and improve upon current accounting methods in a Civil Construction Company. This could be a short-term assignment of up to two years, possibly longer.

**** WATER SYSTEMS ENGINEERS**

are needed to work with planning and construction of rural drinking water systems and small irrigation schemes. Training of technicians would be an important part of the job.

*** MANAGEMENT CONSULTANT**

needed to give management training and advice to UMN related industries as well as outside entrepreneurs so that they can better manage their businesses. Such people will need to adapt their experience to Nepal's working environment. There are also openings for adaptable and experienced persons in management and marketing within companies in the hydro power construction field.

EDUCATION:

***** HEALTH INSTRUCTOR**

person with both medical and teaching experience needed for teaching in a remote technical school. Teaching and living conditions are basic. Previous experience in Asia preferable.

***** CONSTRUCTION COURSE INSTRUCTOR**

needed to teach subjects such as construction methods, surveying, carpentry, technical drawing to teenage students in a remote technical school. Teaching experience and technical skill needed.

***** MODERN LANGUAGES TUTOR**

to supervise and guide secondary level students in modern language at the Kathmandu International Study Centre. To take part in extra curricular activities on a school-wide basis.

**** GRAPHIC ARTIST**

to work in a programme producing multi-media communications materials for INF/UMN programmes. Training in graphic design with experience in screen printing and illustration work. Some administrative experience would also be desirable.

*** PRIMARY TUTORIAL TEACHERS**

Experienced primary teachers to teach small groups (4-12 children) of primary aged mission children, of varying nationalities, in some of our rural and urban projects. The medium of instruction is English.

MISCELLANEOUS:

**

BUSINESS MANAGERS/ACCOUNTANTS

with experience, able to train and supervise staff. For work in administration at various projects (small/medium hospitals, construction site, rural centres, schools) and UNHCR related industries. The training of Nepali staff is a key responsibility in these assignments.

GW/kd
17/11/88

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RECOMMENDATIONS FROM EC REGARDING THE CONSTITUTION AND THE BYE-LAWS

FOR THE UMN BOARD NOVEMBER 1988 :

CONSTITUTION (Compare document dated 16 Sept 88):

4 BASIS OF FAITH

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. Appointees will be free to observe the sacraments and other ordinances of the Church in accordance with their own usages.

(Note: This is only editing according to BD-12a/88)

BYE-LAWS (Compare document dated 20 Sept 88) :

4 EXECUTIVE COMMITTEE

4.3 Meetings

- 4.3.4 The Executive Director may seek a correspondence vote from voting members of the Executive Committee by circulating to them details of a matter upon which decision is required and indicating his recommendation. The Executive Director will take action only if a two thirds majority of members support the recommendation. Such action will be confirmed at the next meeting of the Executive Committee.

4.4 Duties

- 4.4.6 To receive and approve Medium/Longterm and Summary Annual Project Plans ; and Overall Departmental Reports, as well as budgets and statements.

5 FINANCE COMMITTEE

5.1 Purpose

To be a sub committee of the Board to review financial matters of the mission and to report directly to the Executive Committee.

5.4 Duties

- 5.4.1 To receive from the Executive Director, ~~upon recommendation of the Treasurer and with recommendations 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.

[Recommended AMENDMENTS to Constituion & Bye-Laws --- by EC 18 Nov 1988]

6 CO-ORDINATING COMMITTEE

6.4 Duties

- 6.4.3 To consider Plans and Budgets, Annual Reports, Annual Financial Statements, and Audit Reports and Long-term Plans and make recommendations, where appropriate, to the Executive Committee and ~~where appropriate~~, the Finance Committee.
- 6.4.7 To receive supplementary budget items, up to an amount determined by the Finance Committee, between Finance Committee meetings and ~~recommend to the Treasurer~~ for action.
- 6.4.9 The concerned Heads of Institutions, Project Directors and Department Representatives shall be invited to Extended Coordinating Committee sessions to deal with the following :
- Recommend Medium/Longterm and Summary Annual Project Plans and Budgets
 - Monitor Annual Plans, Reports and Financial Statements against the approved Medium/Long-term Plans.

8 EXECUTIVE DIRECTOR

8.1 Appointment

- 8.1.7 The Executive Committee will make ~~acting~~ appointments of Acting Executive Directors for periods longer than 4 months.

8.2 Duties:

- 8.2.7 To appoint the Personnel Secretary, Department Secretaries and Personal Counsellors, subject to the proposal being presented to the Appointees for comments and subject to approval of the Executive Committee.
(This means to leave as proposed)
- 8.2.11 To direct the work of the Treasurer, Personnel Secretary, Department Secretaries, Director of Missionwide Support Project and Area Services Officers.

9 TREASURER

9.2 Duties:

NEW Clause (to be inserted after 9.2.5)

To report to Finance Committee of supplementary budget actions taken by Coordinating Committee.

- 9.2.8 To prepare and recommend ~~proposed~~ Budgets and Per Capita Grant amount.

11 DEPARTMENT SECRETARIES

11.2 Duties

- 11.2.3 To provide direction and assistance to Heads of Institutions and Project Directors, particularly in matters regarding project structures and coordination with other departments for components within projects.

12 MEMBER BODIES

- 12.4 Member Bodies will decide home leave dates for Appointees provided by them. To be done in consultation with UMN Administration.

(Please note this wording; a Member Body actually proposed "in coordination")

INDUSTRIAL DEVELOPMENT SURVEY

Further to EC(1)-20/88, the Executive Committee received a very full response from UMN administration to the "Grierson Report". This obviously represented hard and detailed study and work on the part of administration, and particularly the EID Secretary, over the past six months. Sincere appreciation was expressed for this, and for the active way in which the administration had taken up seriously the challenges and issues raised in the Grierson report. It was recognised that in reassessing policies and work developments, in the Nepal situation some of the matters challenged could be reaffirmed as they stand, while other criticisms have alerted UMN personnel to areas where further study and improvement needs to be pursued. It is the concern of the UMN that these particular issues, and the policies and purposes of each part of EID work, be kept under review and up-to-date in the future.

Almost a full day of the EC meeting was given to study and discussion of the Grierson report and the UMN response, and certain amendments and additions were requested in the wording of the latter to reflect EC concerns. It was RESOLVED to receive the response with gratitude; and to accept the amended Recommendations in principle as a Working Paper in terms of general strategy for EID work, to be reflected in developing policy and practice, and in the Long Term Plans, which should be revised where necessary. The initial summary and the Working Paper are to be presented to the Board for information. Copies of the Grierson report will be made available to Board members desiring to have it, together with the full UMN response. These will also be made available on request to UMN Appointees and senior Nepali staff members in or related to EID. The two documents should be read together, and it is requested that the report be treated as confidential.

Administration is requested to continue working on the issues raised as set out in the Working Paper, and is encouraged to arrange seminars for appropriate professional groups so as to obtain input/advice in further developing specific plans. Administration is also encouraged to develop wider contact with HMG and other Nepali organisations so as to be aware of wider perspectives. The EC requests a report of ongoing progress in dealing with the issues raised, to be given at the April meeting.

UMN'S INDUSTRIAL WORK
RESPONSE TO EXECUTIVE COMMITTEE

November 1988

I. SUMMARY

During most of 1987 an extensive evaluation of the UMN industrial development work in Butwal has been carried out. The preliminary work consisted of a number of surveys, including surveys of BTI, and of the industrial growth of Butwal. Some of this work was done by UMN appointees, and some by a Nepali research company. The final stage of the evaluation was the visit of Mr. John Grierson of the Cranfield School of Management, whose brief was to prepare an overall report, focussing particularly on training, on hydro power development, and on Private Limited Companies as a mechanism for development.

John Grierson's report was received in early 1988; while this was supportive, particularly of the training given by BTI, it was sharply critical of many aspects of UMN's work. This report has provoked much discussion within UMN, also involving a number of outside people. It has led to the preparation of a thorough review of UMN's work in this area. This had already been requested by the Executive Committee (EC(2)-15/87), but the strongly critical nature of the evaluation report has meant that much more time and discussion has been put into this process than may otherwise have been the case. Some senior managers in the related companies, as well as UMN appointees working in industrial development, have been included in these discussions. This in itself has been extremely beneficial; it has become apparent that many people working within UMN have not had a clear view of the overall purposes of our industrial development work. However during the discussions which have taken place this overall view has been clarified. This debate has also brought into focus matters which at this stage need further work.

In looking at the evaluation it has been felt necessary to place it in a wider context. There are two aspects to this: one is the external factor of the needs of Nepal, particularly as perceived by HMG and set down in their policy and planning documents. The other aspect is the history of UMN's industrial work. We do not start from a blank sheet of paper. Rather we have to work in the light of the present circumstances of those organisations in which we have been involved. This history in itself forces certain commitments on us: however it also provides us with new opportunities which open up to us because of our previous experience.

It has also been felt necessary to compare UMN's philosophy of development with that of the external evaluator. This is a crucial point. The UMN work in the industrial field spans a quarter century. During this same period development philosophies have come and gone. They change fast; the work of an agency like UMN cannot change at the same speed. Indeed, were we to attempt to do so, we would never achieve anything. Rather we must listen to the latest philosophies and ideas and adapt them in the light of our experience. Our industrial development work has the advantages (and disadvantages) of continuity. That means that the philosophy has been worked out in practice over a period of time, and has a breadth based on this long experience.

A number of specific issues have been discussed in detail. We have looked in particular at the use of Private Limited Companies, and compared them with alternative structures. It is suggested that the company structure is the only one available to us for projects which we may expect to be handed over to Nepali ownership and control. We have examined the issues of the setting of policy and the control of the work through the companies, and of complexity. It is recognised that we face a dilemma: in order to coordinate, central control is needed; but for organisations to be handed over to Nepali ownership they must be independent. Similar considerations arise in the case of structural complexity. We have considered the reasoning behind UMN's extensive involvement in the hydro power field. It is suggested that UMN has the opportunity to make a unique contribution in this field. In addition we have responded to questions on training and legal issues. A paper has also sought to outline the reasoning behind our research and development work. This discussion will continue. One matter which is discussed in a number of contexts is the question of scale of industrial work. We have been involved in two size ranges, medium and small. It is suggested that our involvement in the medium-size sector is focussed on the building up of a basic infra-structure in the hydro power field, and this sector needs UMN's direct involvement. The small-scale sector on the other hand is best promoted by indirect support, particularly in training, and in the development of suitable technologies.

Finally a number of decisions have already been taken, and recommendations have been presented to the Executive Committee. A statement has been given of the basic purpose of UMN's industrial development work. Strategies to achieve this have been outlined. Statements are also presented on nepalisation, on coordination and control, and on structures. A basic thrust in following through these matters will be the development of clear statements of UMN's goals for involvement in the various organisations, and paths to nepalisation. Stronger support for those involved on company Boards will be given. There will be twin directions in this work. There will be a focus on our existing work. And there will be an exploration of new opportunities which may be open to us.

II. Working paper

A. Long term plans

The following is seen as expressing UMN's main purpose and strategies for EID work. These will be reviewed when revising Long term plans for this sector:

1. Basic purpose

UMN acknowledges the need of industrial development as one of top priority for Nepal, so as to build up a strong economic base, and so as to create alternative employment opportunities.

2. Strategies

The following strategies for industrial development are affirmed:

a. Training

The training of skilled technical and managerial manpower will continue as a key strategy in the following ways:

1) Formal training

Efforts will continue to hand BTI over so that it may continue within the national framework. In addition UMN will explore the opportunities for assisting in the development of new apprenticeship training centres. This may be in an existing industrial centre (e.g. Metauda) or in a completely new area (e.g. Chisapani, the site of the Karnali Hydro-electric Project).

The DCS Advanced Training Programme will continue to be developed to provide higher levels of academic training to suitable people with practical experience. Assistance will continue through the Training and Scholarship Committee to provide in-service training for technical and managerial staff.

2) Informal (on-the-job) training

The continuing importance of on-the-job training will be stressed. It will be seen as a prime duty of all UMN appointees working in the industrial development sector. This will be stressed particularly during the recruitment of expatriates, so that from the start this is seen as a prime objective.

b. Technology transfer

The development and adaptation of technology suitable for Nepal will continue. A balance will be maintained between technologies suitable for the different sizes (see d. below), and also different types of industry.

c. Infra-structure development

UMN will continue to support the development of the energy resources of Nepal through appropriate institutions. If UMN is involved in the opening of an apprenticeship training centre in an under-developed region of Nepal, consideration will be given to the needs for basic infra-structure.

d. Development of industries

UMN will continue its direct involvement in the development of industries as follows:

1) Medium scale industries

UMN will continue its present involvement in medium scale industries (Himal Hydro and NHE), which are seen as providing a national resource for Nepal. The goal is to have industries which are able to be run under Nepali management and ownership. Plans will be drawn up detailing the UMN involvement, and time scales for nepalisation/hand-over.

2) Small scale industries

UMN will continue to seek to be a catalyst for the development of small scale industries by providing training and applying new technologies. In the case of new technologies it may be necessary for UMN to set up production/promotion units in order to demonstrate the opportunities of the technology. However it should not be a goal to establish permanent units.

e. Legal structures

In recognition of our desire to contribute to the building up of an industrial infra-structure in Nepal, UMN is committed to seeking to establish industries and other related organisations that will further the goals of providing the basic needs of Nepal. Where suitable legislative frameworks exist such organisations will be established within these frameworks. However it is also recognised that there are situations for which new frameworks must be established. In such cases UMN will be prepared to establish experimental projects to test new methods or concepts.

When a proposed project involves the use of structures for which there is no present legislative basis, approval will only be given after study has been made of the possible on-going commitment that this may involve for UMN, and after ascertaining that there are adequate resources available to provide for this new commitment, as well as other existing commitments.

It should be noted that the lack of a suitable legal framework for such projects does not mean that they are illegal. Their legality is provided by an agreement with HMG, providing a basis for UMN's involvement in the project.

f. Remote locations

It is recognised that our involvement in companies provides valuable opportunities for the presence of expatriate personnel in remote locations. It is affirmed that UMN will continue to second people to the companies for such assignments where appropriate, while recognising the need for support for personnel in isolated locations. Particular concerns include:

- 1) Adequate communication links for regular and emergency situations.
- 2) Pastoral care.
- 3) A planned programme of visits from UMN administrative and pastoral personnel, in addition to company management.

3. Nepalisation

UMN affirms that its goal is to see all companies run as fully Nepali institutions. This means that:

- 1) They will be competently run by Nepali staff at all levels.
- 2) UMN will hand over its share interests to suitable Nepali ownership, at a speed which is appropriate in each case, depending on the technological level.
- 3) Each company will work as an independent autonomous body, which will develop its own strategies, and which will make its own operational decisions. [While UMN remains a shareholder of any company, the strategies will be influenced by UMN through its representatives on the Board.]

B. Action plan

1. UMN Administration

- a. UMN will determine for each company, in consultation with the company's management, the main goals for UMN's assistance to the company. These goals will form the basis for secondment of personnel and financial assistance to the company. Where appropriate goals will be listed for families of companies: structural and financial inter-relationships between the companies will be noted.
- b. UMN will request each company in which there are UMN expatriates on the staff to prepare a plan and timetable for the nepalisation of management and technical staff. This should show the number of expatriate posts, and plans for employing and training Nepali staff. This will be presented to the Executive Committee in April 1989, and kept under review.
- c. UMN will review, together with the management of each related company, the options for the handover of UMN's share interests, and prepare a report and proposed timetable for the above. This will be presented to the Executive Committee in April 1989, and kept under review.

Where companies are closely related, options will be set out for handing them over either as distinct units, or as linked families.

In preparing options for handover, attention will be given to the following issues:

- 1) the effect of any proposed handover on the future operation of the company, and the possibility of maintaining the ethical basis for its operation. In each case the extent that this will be a consideration will have to be agreed; we must bear in mind the fact that, after we hand over our shares we should not attempt to continue to influence the direction of a company, except in so far as we may be asked for specific advice.
 - 2) the effect of handover on other activities.
 - 3) financial implications.
 - 4) meeting legal responsibilities.
- d. UMN will establish and clarify the responsibilities of UMN appointed representatives to company Boards. It is suggested that the following distinctions should be made:
 - 1) UMN commitment/control
UMN will commit, in accordance with approved plans, the following resources to companies:
 - a) Financial assistance, primarily in the form of share investment.

- b) Seconded personnel

It would be the responsibility of UMN appointed representatives to keep UMN informed of significant issues of future directions.

2) UMN concerns

UMN has a number of concerns which it wishes to see addressed in its involvement in the companies. These include:

- The fulfilment of the companies' purposes
- Training of Nepali staff
- Coordination between related companies
- The ability of the companies to competently manage their business in a commercially viable manner
- The ethical basis of the businesses

These concerns may be expressed in general policy statements or in specific resolutions. UMN appointed company Board members will be expected to note such UMN concerns, and to keep UMN informed on key aspects of their implementation.

In particular, clear direction will be given regarding what matters should be referred back to the appropriate level in UMN for wider input.

e. A Board members manual will be written which will cover the following:

1) A general introduction to the structure of companies, and the role of Board members (including their responsibilities to the shareholder and to the company).

2) Specific UMN directions on the responsibilities of Board members.

f. Seminars will be held 2 to 3 times per year for UMN appointed Board members to provide a forum for acquainting UMN appointees with the manual, and also for discussing issues of concern to the companies.

g. The ethical guidelines will be reviewed and there will be on-going discussion on how to address such issues in the environment in which we work.

h. Attention will be given to the recruitment of committed Christian people who are also professionally competent. Ways will be sought to strengthen this aspect of the recruiting process.

i. UMN will explore the possibility of a more active role in providing technical and management consultancy services to non-UMN industries.

j. UMN will explore the possibility of dispersing sections of the present work in Butwal to new areas.

2. UMN appointed Company Board members

- a. It should be recognised that companies are specialised mechanisms which require competent management. Particular attention should be given to the training of managerial capacity. This may be addressed by a combination of on-the-job support and advice, and academic training. It should also be recognised that structural and financial inter-relationships between companies increase the level of complexity.
- b. It is recognised that continuity of personnel is a key factor in increasing nepalisation.
- c. For those companies which are not interdependent on others, and where UMN appointed directors are a minority, it will be the policy to encourage the other partners to shoulder the main responsibility at Board level, until UMN has been able to hand over its shares. In such cases there will be little UMN input into the direction of the companies.
- d. Legal issues need to be kept clear and up to date.
- e. Existing inter-relationships of fixed assets other than land should be analysed, and proposals prepared for adjustments so that each company owns the assets employed in its activities where this is desirable.
- f. The issue of the BTI land should be reviewed, and if possible proposals will be prepared for the possible transfer of its ownership to those companies using it. At the same time a study should be made of the legislation and procedures for the operation of industrial estates to find out if this is a model which could be applied to the BTI complex. These proposals will be studied in conjunction with considerations on the future financing of BTI.

The funding of BTI needs to be assured.

Minutes of the "Women's Interest Group" meeting, 6 th July 1988,
2:30 at HQ.

People present: Kath White, Thulis Hofton, Seija Hjelt, Gillian Norval, Marcia Smith, Lyn Leane, Jim Alexander, Miriam Krantz, Ruth Overvold, Gareth Wardell, Mary Auld, Winnie Thuma, Sabine Hausler.

The meeting was chaired by Kath White. Recommendations coming out of the questionnaires returned and made at the last meeting at AC were used as a frame for discussion and decision making for actions to be taken in the future.

People present at AC meeting: Jim Alexander, Dick Smith, Marcia Smith, Thomas and Karin Doehne, Dorothea Vestol, Winnie Thuma, Tim Thomas, Kath White, Sabine Hausler, Gareth Wardell, Wendy Moore, Anne-Therese Ness, Miriam Krantz, Gillian Norval.

Discussion points

UMN internal:

1) The questionnaires returned shall be discussed at project and staff meetings, ASO meetings and also include Nepali Staff.

2) Nominate contact persons in each project.

Lyn Leane + Kath White will draft a letter to be sent to all project directors and ASO's to that effect.

3) Add a post to UMN (BA or Nepali) to specialize on women's interests.

This recommendation should be made to the Coordinating Committee. Winnie Thuma, Gareth Wardell, Lyn Leane, Marcia Smith, and Sabine Hausler took the responsibility to draft a job description for this post. Jim Alexander will facilitate the administrative process.

4) At next AC a substantial session on women's issues (may be 2 hrs) should be held.

In preparation for this session a seminar will be held. It will be organized by the group mentioned under 3). Unassigned UMN spouses, UMN staff, women from the Nepali Church and women from other organizations working in Nepal shall be invited. The meeting will be called several months in advance so that everybody can come.

Church World Service is willing to fund such a seminar. Name list of Nepali women that could be invited: Dropati Rokayo, Dr. Vijaya Shrestha, Sareeta Sharma, Manu Rongong, Bishnu Budhakoti Shrestha, Devi Lama, Sarita Devkota, Indira Shrestha, Bina Pradhan, Indira Rana, Hari Pradhan, Phulmati Basnet, Meera Sharma, Roshani (Tansen), Shoba Gurung.

5) Gillian Norval offered to spend some time to find out about training and education available for women.

Jim offered help in secretarial and computer services needed by the group.

Training

6) The projects should be encouraged to nominate women trainees (RDC, Scholarships etc.)

Some more creativity in the kinds of training that are available is needed. Up to now the scholarship program mainly sponsors formal schooling. Women, according to the TOR should be favoured for scholarships, but often girls don't have equal access to education to start with and cannot compete with boys.

Gillian will find out about low level, short term vocational training suitable for village women.

A copy of the scholarship application procedures should be obtained.

Kath talked about the Churchill Trust in Australia that gives scholarships for training of any kind without formal qualifications. One example mentioned was a cancer patient who was sponsored to go abroad and study the use of cancer patients as counselors for other cancer patients.

7) We should investigate the available information on training for women in the scholarship office and at HQ Library(box file).

Gillian will do this.

8) We should consider how to get women involved in training and how to make contact with women who need training.

This could be the role of the contact persons in the projects.

9) Training required in: English, motivator's training, group organisation, book keeping, management, teaching, agriculture, animal health, forestry.

The South Asian Partnership has compiled some information about training courses available (Gillian will find out).

10) Investigate the possibilities of sending people to Asian seminars and courses on women's issues. The Allahabad course for rural women leaders was said to be very good.

Liaison

11) We should establish links with Nepali women's organizations, for example the Professional Business Women's Club, or CWD.

A notice about meetings of these will be posted at the mail room notice board.

12) The questionnaire should be mailed to Nepali UMN staff, and also be circulated to selected Nepali women.

13) Literacy is seen as a good medium to help women.

Other topics discussed

- A selection of books and articles was displayed.

Lyn Leane will contact HS library and the RDC library and make a list.

- Little booklets that tell stories about women's lives from AKP were shown. Some of these stories are very touching, they could make a good start for discussions with village women. Jim suggested that they be circulated to decision makers in UMN in order to raise their awareness about the issue.

Kath is setting up a letter exchange between Tamil and Nepali women for exchange of information. The Tamil women have decided to work on the following topics this year: sewage in urban slums (their home), income generation, alcoholism of husbands, wife beating, multiple marriages and deserted wives.

- A workshop for Christian women writers has been held in Kathmandu recently, 8 women attended.
- Unassigned wives who live in the village could look into the possibility of teaching girls who don't go to school in basic literacy.

Thulis mentioned that when NFE was formally introduced as part of the projects, wives who had been giving informal training stopped their activities, in that respect NFE had a bad effect on the involvement of spouses.

- One recommendation in the questionnaire returns was that Westerners should listen more to Nepali women and not dominate. Sometimes we don't even realize how we impose our Western culture on Nepalis. They in turn often believe that Western culture is deeply associated with Christian culture.

Marcia made the following statement of intent: "we address ourselves to looking at our own need as a Mission to learn more about our systems of operation, our own biases and how they lead us to tend to dominate both Asians and Asian women".

- In the Hindu society the position of women inhibits them to initiate action for change. They have to submit, be quiet. How does this affect our concern to help women?

Marcia mentioned that even in the US it is publicly stated now that "the poor" are mostly women.

The next meeting of the "Women's Interest Group" will be on the 10th of August 1988, 2:30 in the Orientation Room at HQ.

Sabine Hausler

1. Dorothea Vestol	AKP
2. Christine Stone	GBS, Pokhara
3. Karin Doehe	Okhaldhunga
4. Maj Bokinge	Tansen CHP
5. Tanja Strom	AKP
6. Cathy Gowans	HQ
7. Mark Keller	Pokhara
8. Val Collett	Paimey
9. Jean Baird	Jumla
10. Marlene Evans	Gorkha
11. Ann Lycett	HQ
12. Collier	Patan
13. Bob Gsellman	Patan
14. Trevor Durston	Butwal
15. Barbara Brown	Tansen
16. Henk and Garrie Ymker	Tansen CHP
17. Hazel Buckner	Butwal
18. Maarten van den Dool	Pokhara
19. Winnie Lau	Amp pipal
20. Roydon Chesswas	RDC, Pokhara
21. Cathie Barlow	HQ
22. Per-Anders Lindgren	Butwal
23. Wade Bradshaw	Pokhara
24. Willem van Dis	Pokhara
25. Keith Fisher	Pokhara
26. Kath White	HQ
27. Seija Hjelt	CDHP
28. Gillian Norval	CDHP
29. Marcia Smith	Ktm
30. Lyn Leane	Ktm
31. Jim Alexander	HQ
32. Miriam Krantz	HQ
33. Ruth Overvold	HQ
34. Gareth Wardell	HQ
35. Mary Auld	HQ
36. Winnie Thuma	HQ
37. Sabine Hausler	HQ
38. Tim Thomas	Okhaldhunga
39. Wendy Moore	Amp pipal
40. Al & Peggy Schlorholtz	HQ
41. Graeme Guger	HQ
42. David McConkey	HQ
43. Wynn Flaten	HQ
44. Andrew Bulmer	Surkhet
45. Thulis Hofton	Ktm
46. Heather Payne	Surkhet
47. Howard Barclay	HQ
48. Barclays	Pokhara
49. Darlene Hullo	HQ

Kathmandu
August 4th

Dear

In January, all expatriate adults in UMN were sent a questionnaire about the impact of the Mission's work on Nepali women, and about 6 weeks ago, a summary of the responses received was also sent out.

Concurrently, a Womens' Interests Group has been formed to help the mission in its discussion of issues affecting Nepali women. The Womens' Interests Group has started to research scholarship and training opportunities for Nepali women, has made contact with Nepali womens' and professional organizations, has considered a workshop for Christian women writers, has begun to collect resources about women in development and is planning a seminar of Nepali women to discuss relevant development issues.

The Womens' Interests Group is asking all UMN projects to appoint a person (male or female) with the time and interest to foster womens' concerns at project level and to liaise with the group in Kathmandu.

As well, it is hoped that several people in Kathmandu will be able to perform a similar task. Your name has been suggested as one who would have the ability and interest to join this womens' task group in Kathmandu, meeting perhaps monthly. You alone will know if you have the time to set aside for this! Some of the tasks envisaged for such a Kathmandu group include:

- 1) liaison with other NGOs/GOs
- 2) coordination of information and collection of resources
- 3) establishment of network of womens' interests conveners in each project of UMN and in Kathmandu
- 4) sensitive and non-threatening awareness building with-in UMN
- 5) convening seminars
- 6) reading and keeping up to date on new issues

No one person will thus shoulder the variety of responsibilities involved, but it is hoped that a post will eventually be added to UMN (BA or Nepali) for the coordination of this focus on womens' interests.

Would you please consider becoming a part of this group?

Although it is short notice, the Womens' Interests Group meets next on Wed 10th August in the Orientation Room at HQ at 2 pm, and we would be delighted if you could join us at that time. Alternatively, please reply briefly by short note me through the internal UMN mail. Please also do not hesitate to contact me about questions you have arising from this letter.

We look forward to your reply,

Yours sincerely,

Lyn Leane
Secretary, Womens' Interests Group

P.S. We are currently living in the Barclay's house. The phone is at present out of order but you may like to try phoning just in case it has been repaired.

August 9, 1988

Training Opportunities for Nepali Women
Preliminary list

I. Education

Teacher training

- 1) Given by: Various campuses
Entrance qualification: S.L.C. pass
There is also a special 150 hrs. course for teachers who have passed SLC, but have no teacher-training certificate.
- 2) Primary school teacher training
Given by: Seto Gurans
Entrance qualification: class 8 pass (but this is changing to SLC).
- 3) Nursery Nurse training (Kindergarten Teachers)
Given by: Seto Gurans
Entrance qualification: literate

Non-formal Education

Facilitator's Training

Given by: SPACE
Duration: 2 weeks

II. Health

Village Health Worker

Given by: Public Health Department of the Ministry of Health
In: Pathlaiya, Pokhara, Dhankuta and Surkhet
Entrance qualification: class 8 pass (students are selected by their own panchayat)

Auxiliary Nurse Midwives

In: Tansen and Bharatpur
Entrance qualification: class 8 pass (but there is strong competition, so SLC may be needed.
Duration: 2 years

Community Medical Auxiliary Worker (CMA)

In: Tansen, Dhankuta and Surkhet
Entrance qualification: SLC pass, with preference to those from remote locations
Duration: 1 year

Traditional Birth Attendants (TBA)

By: SPACE
Duration: short courses

III. Forestry

Course in forestry skills for women
By: Ministry of Forestry, Kathmandu
Duration: 3 weeks
Some financial assistance is given for this.

IV. Bee keeping

By: Captian Thapa, Kirtipur

Duration: 1 week

Contact through CDHP

V. Animal Health Training

By: Rural Development Centre, Pokhara

Duration: 2 weeks

Contact Maarten van den Dool, AHIP, RDC

VI. Other Courses needing further Enquiry:

Ariculture

Women's Training Centres

Association of Craft Producers:

"Tailor-made" courses for specific needs

Sewing Training

"Sunita Silai" - Sewing training school

Department of Cottage and Village Industries

Gandhi Ashram

Programmes for destitute women

Butwal Technical Institute

Women's Skill Development

PERSONNEL REPORT TO UMN BOARD

PERSONNEL

This year has seen two extremes with our Language and Orientation Programme, from a very large group in January (31 adults, 13 children) to one of the smallest groups in many years this August (14 adults, 7 children). The latter group was adversely affected by the signing of the new Health Services Agreement in May this year and the consequent need to obtain approval for all new personnel destined for health services projects, PRIOR to their arrival in Nepal. Four new appointees were delayed as a result of this procedure, but within six weeks, approval was received and all four had arrived to commence their LOP training.

We are grateful to our Member Bodies for the positive response to our pleas for personnel last November, in particular for much needed tutorial Group Teachers. We are meeting our present needs in this area, but would always welcome offers of long-term service.

We would value your help in finding personnel to meet the following URGENT needs:

Laboratory Technicians,
Psychiatrists,
Dentists,
Physicians/Surgeons.

Veterinarians,
Nurse Educators,
Engineers,

From the UMN end, the procedure for accepting new candidates for service in Nepal at regular Coordinating Committee meetings has been helpful in speeding up decision making. Indeed, it has been necessary following re-introduction by HMGN of the need to obtain prior approval for certain categories of new personnel before they can enter Nepal. (There was a period in about 1976 when this was enforced for about 18 months, and then allowed to lapse in practice).

We continue to welcome suggestion on ways and means of improving the procedures for accepting candidates and invite you to discuss these with us.

This year has seen a reduction in the number of appointees repatriated for health reasons (six only), Although some have been quite serious.

We would like to acknowledge with gratitude the contribution made by our Medical Co-ordinator and those who have helped her; the Personal Counsellors and for the valuable work of Dr. Chris Wright (our remaining psychiatrist), and Dr. Ross Chambers who has carried on the work while Chris has been on furlough.

VISAS

The Visa Section has continued to process all Residence Visas, Re-entry Visas and Trekking Permits, amounting to well over 2000 Visas/Permits per annum.

Cont.

Apart from the delay in arrival for the four new health appointees, there have been no major problems in this area. Resident Visas are currently being processed in two/three weeks maximum and no difficulties are being experienced. However, the department faces a dilemma over the matter of free visas. Recently signed agreements have made provision for free visas for a large number of UMN personnel. However, attempts to obtain free visas, particularly for personnel working in the Adhikhola project, have been time consuming, very frustrating and have met with little success. There appears to be no correlation between those Government departments that give agreement to such facilities and the departments responsible for issuing them. The Personnel Department is investigating this matter further, but at present we continue to pay for most UMN visas and are experiencing no difficulties in obtaining them.

It is worth emphasising once again that, even in the climate of increased tightening-up on expatriates visas for all organizations in Nepal, UMN has still never had a visa refused in 35 years. This is something for which we are immensely grateful to God

GENERAL

The Personnel Secretary wishes to thank Gareth Wardell for the hard work put in during his furlough earlier in the year and then again during the times he was busy with other duties or absent with typhoid. This has been the greater part of the year. Gareth is ably assisted by Ashok Chhetri in the Visa Section, and Sue Law working with short termers, and by Krishna Man Dongol, our very capable Department Secretary.

On a personal level, the Personnel Secretary and his assistant have continued to offer advice on a wide range of personnel and management related issues within the mission. Also, much progress has been made with the computerisation of personnel information on expatriates, and a start has been made on computerising visa information.

PRINCIPAL STATISTICS

Detailed information on UMN expatriate personnel is contained in the separate UMN Personnel Profile, as in previous years. However, principal statistics to note are:

Number of expatriates at 30 September 1988: 399 (last year: 398)

Number of expatriate posts filled at September 1988: 236.

G.D.Gugeri

gg/kd
14/11/88

-----87-88 Actual-----					Recurring Unspent Program Fund Program				
PCS & Local Gifts/Grants : Recurring Capital Program					Budget Capital Gifts 1987-88 Fund Balance				
Income Rec'd/Applied:Expenditure Expenditure Expenditure					Incr(Decr) 15 July 1988 Incr(Decr) 15 July 1988				
=====									
HEALTH SERVICES									
Patan Hospital	923,382	1,701,000	3,435,776	1,095,070	(2,512,393)	605,922			
Nursing Campus	247,843	1,272,081	1,385,597	1,077,925	(1,137,754)	194,156			
CDNF Lalitpur	378,504	6,642,970		5,800,623			1,220,851	4,288,814	
Mental Hlth & Drug Abuse Prev	89,217	13,084		303,611			(201,310)	424,759	
Leprosy Serology		118,685		118,685					
Seconded Health Workers Equip			534		(534)				
Oral health	19,738		45,262		(25,524)				
Medical Supplies Department	7,113,345	457,211	0	457,211	7,255,378	0	(142,033)	(142,033)	
Palpa Hospital	7,609,092	1,954,728	9,723,173	508,203	(2,094,200)	1,426,644			
Palpa Workshop	506,857	103,506	593,304	64,749	(6,447)	38,757			
Palpa Horticulture/Agronomy	44,316	124,929	181,308		(12,063)				
Palpa Community Health	324,867	1,324,816		1,875,388			(225,703)	(22,015)	
Gorkha Hospital	1,767,865	512,977	2,826,331	167,130	(1,057,282)	344,663			
Gorkha Community Health	230,202	563,496		623,979			169,719	855,842	
Okhaldunga Hospital	533,292	148,215	1,169,451	124,822	(636,159)	23,393			
Okhaldunga Community Health	182,692	500,076		1,073,250			(389,682)	(19,158)	
=====									
TOTAL HEALTH SERVICES	20,051,214	15,438,574	19,360,736	3,495,118	17,050,914	(7,482,357)	2,633,535	431,842	5,386,209
=====									
ENG & INDUSTRIAL DEV'L									
Butwal Project Admin	8,780		16,134		(7,354)				
Butwal DCS Administration	370,639	300,460	465,269	114,326	(94,630)	186,134			
Butwal DCS Service Dept	45,251		49,940		(4,689)				
Butwal DCS Rural Electr	110,099	6,372		579,523			(463,052)	(203,913)	
Butwal DCS Roofing Tiles	83,931	177,496		194,797		66,630	(22,866)		
Butwal DCS Advanced Training	16,200	40,118		56,669		(351)	(5,242)		
Butwal DCS Design Office	231,487		237,386		(5,899)				
Butwal DCS R & D Workshop	98,611	271,953		350,087		20,477	41,824		
Butwal DCS Mgmt Consultancy	24,960			36,557		(11,597)	(11,597)		
Butwal DCS Small Turbines	3,242,132		3,192,530		49,602				
Butwal Evaluation	13,300	74,367		164,559		(75,892)	8,647		
Butwal Indust'l Coordinator	6,690		14,379		(7,689)				
Butwal Asha Craft		5,000		619		4,381	4,381		
Promotion Apprenticeship Trng			1,704		(1,704)				
Andhi Khola Hydel	520,000	25,003,000		25,523,000		0	0		
Andhi Khola Drinking Water	21,810	839,455		323,329		537,936	537,936		
Andhi Khola Co-op Society	30,000			114,025		(84,025)	(51,368)		
Andhi Khola Irrigation	103,961	411,428		252,300		263,089	224,716		
Andhi Khola Resource Cons.	68,161	353,015		393,677		27,499	52,871		
Andhi Khola Administration	33,744	114,000		155,840		(8,096)	(8,096)		
Andhi Khola Vehicles	178,322			198,734		(20,412)	(12,779)		
=====									
TOTAL ENG & INDUSTRIAL DEV'L	5,208,078	27,596,664	3,977,342	114,326	28,343,716	(72,363)	186,134	255,587	554,514
=====									
RURAL DEVELOPMENT									
RDC Administration	609,457	68,350		677,807		0	0		
RDC Studies and Evaluation	8,989	60,000		75,699		(6,710)	10,599		
RDC Income Creation	174,208	161,992		329,986		6,214	421,055		
RDC Farm	187,752	117,000		297,691		7,061	7,061		
RDC Animal Health	196,123	289,800		487,334		(1,411)	387,191		
RDC horticulture & Agronomy	86,044	396,190		365,944		96,290	171,752		
RDC Water Systems	73,500	328,500		206,776		195,224	221,281		
RDC Tree Planting	133,825	470,116		306,322		297,619	434,377		
Sunkhet Project	406,577	1,670,220		1,074,211		1,002,586	432,670		
=====									
TOTAL RURAL DEVELOPMENT	1,876,475	3,562,168	0	0	3,841,770	0	0	1,596,873	2,085,906
=====									
1987-88 Totals	33,693,308	67,433,650	38,107,880	6,898,434	59,902,392	(8,263,486)	3,400,415	1,001,324	16,771,426
=====									

-----87-88 Actual-----					Recurring	Unspent	Program Fund	Program	
:: PCS & Local Gifts/Grants ::					Recurring	Capital	Program	Budget	Capital Gifts
:: Income					Rec'd/Applied	Expenditure	Expenditure	15 July 1988	15 July 1988
								Incr(Decr)	Fund Balance

GENERAL ADMINISTRATION AND BA SUPPORT (funded by PCG)

Missionwide Support Project	::	2,374,649	2,009,059	6,465,987	1,445,652	::	(6,091,138)	643,407	::
M S P Salyan Guesthouse	::	449,571		436,203		::	13,368		::
M S P Prea Sadan Guesthouse	::	668,201		697,023		::	(28,822)		::
Fleming House	::					::			::
M S P Maintenance	::	99,501		83,025		::	16,476		::
M S P Health Care Unit	::	200,745		206,957		::	(6,212)		::
M S P Small Truck	::	28,765		45,184		::	(16,419)		::
M S P Toyotas & Minibus	::	116,887		115,195		::	1,692		::
M S P Big Truck	::	196,098		168,485		::	27,613		::
Seconded School Workers	::			13,325		::	(13,325)		::
Jumla Area Services	::		5,042	193,779	19,414	::	(193,779)	(14,372)	::
Pokhara Area Services	::	31,766	35,000	342,989	6,023	::	(311,223)	28,977	::
Seconded EID Workers	::			25,500		::	(25,500)		::
Surkhet Area Services	::	4,432		25,292		::	(20,860)		::
Lalitpur Area Services	::		20,000	54,691	16,882	::	(54,691)	3,118	::
Palpa Area Services	::			407,540		::	(407,540)		::
Palpa Guesthouse	::	242,606	13,000	218,244	17,017	::	24,362	(4,017)	::
Gorkha Area Services	::	90,942	26,557	190,783	12,861	::	(99,841)	13,696	::
Gorkha Guesthouse	::	52,037	3,963	47,479	75	::	4,550	3,888	::
Okhaldunga Area Services	::	18,531		71,693		::	(53,162)		::
Butwal Area Services	::	13,440		236,781	5,775	::	(223,341)	(5,775)	::
Butwal Guesthouse	::	175,389	114,000	207,713	221,563	::	(32,324)	(107,563)	::
Andhi Khola Area Services	::	19,681	20,000	113,138	5,876	::	(93,457)	14,124	::
Per Capita Grants	::		7,550,997			::	7,550,997		::
Allocation for Capital Items	::			397,907		::	(397,907)		::
TOTAL GEN ADMIN & BA SUPPORT	::	4,783,441	9,877,618	12,764,921	1,751,138	::	(430,483)	575,483	0

LANGUAGE LEARNING (funded by language fees)

Language and Orientation	::			1,184,568		::	(1,184,568)		::
Language Consultant	::	42,669		61,950		::	(19,281)		::
Palpa Language	::	13,089		1,777		::	11,312		::
Jumla Language	::	7,740				::	7,740		::
Gorkha Language	::	48,435		37,865		::	10,570		::
Pokhara	::	8,178				::	8,178		::
Okhaldunga Language	::	2,630				::	2,630		::
Butwal Language	::	9,580		2,207		::	7,373		::
LDP Per Capita Grants	::		1,039,457			::	1,039,457		::
TOTAL LANGUAGE	::	132,321	1,039,457	1,288,367	0	0	(116,569)	0	0

EDUCATION

GCP (Joint INF/UMN Project)	::		300,000		304,198	::		(4,198)	::
Materials Development	::			865		::	(865)		::
Jumla Project	::	1,086,960	2,291,803		5,349,059	::		(1,970,296)	3,576,111
Training and Scholarship	::		2,431,390		2,692,046	::		(260,656)	3,556,445
Student Fin Assist Program	::		1,579,719		1,542,022	::		37,697	701,884
Business School	::	107,742	93,115	199,855	83,654	::	(92,113)	9,461	
Seconded Teachers	::	387,375		411,370		::	(24,003)		
Non-formal Education	::	59,702		104,416		::	(44,714)		
Gandaki Boarding School	::		3,223,142		1,150,000	1,162,865		910,277	910,277
TOTAL EDUCATION	::	1,641,779	9,919,169	716,514	1,537,852	10,745,992	(161,695)	5,263	(1,292,978)

DISTRIBUTION OF GIFTS/GRANTS

Headquarters & Missionwide Support Projects	36,657
Mental Health & Drug Abuse Prevention Programme	6,552
Forestry Programmes	2,625,116
Palpa Hospital	1,577,781
Palpa Horticulture & Agronomy Support Programme	121,000
Palpa Community Health Programme	1,314,000
Gorkha Hospital	361,468
Gorkha Community Health Programme	70,910
Okhaldunga Hospital	82,588
Okhaldunga Community Health Programme	500,876
Nursing Campus	2,203,730
Patan Hospital	1,138,841
Lalitpur Community Development & Health Programme	5,910,793
Jumla Project	1,154,444
Training & Scholarship Programme	1,684,331
Student Financial Assistance Programme	1,623,953
Business School	86,116
Gandaki Boarding School	2,073,143
Development & Consulting Services, Butwal	7,856
Butwal Technical Institute Expansion Programme	339,567
DCS Rural Electrification Programme	6,372
Evaluation of Industrial Work in Butwal	74,367
Rural Development Center Administration	26,174
RDC Animal Health Improvement Programme	566,800
RDC Agronomy & Horticulture Programme	396,190
RDC Income Creation Programme	61,992
RDC Water Systems Programme	328,500
Andhi Khola Hydel and Rural Electrification Programme	25,003,000
Andhi Khola Irrigation Programme	411,428
Surkhet Project	1,669,724
Endowment Fund	43,800
Recurring Budget in General	314,541
Other funds including undesignated gifts	1,924,466
Medical Assistance Fund, General	1,469,801
Medical Assistance Fund, Patan Hospital	1,965,725
Medical Assistance Fund, Palpa Hospital	1,771,084
Medical Assistance Fund, Gorkha Hospital	584,069
Medical Assistance Fund, Okhaldunga Hospital	523,367

TOTAL DISTRIBUTION

60,061,120

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

From Member Bodies	
Assemblies of God, USA	1,968
Baptist Missionary Society, UK	376,859
Christian Church (Disciples), USA	21,868
Danish Santal Mission	327,734
Darjeeling Diocesan Council & Church of Scotland	97,837
Evangelical Free Church of Finland	400
Finnish Evangelical Lutheran Mission	5,185,300
Gossner Mission, West Germany	645,723
Interserve (BMMF International)	93,824
Evangelical Lutheran Church in America	54,587
Mennonite Board of Missions, USA	138,833
Norwegian Himal-Asia Mission	25,585,778
Orebro Mission, Sweden	5,398,695
Presbyterian Church in Canada	88,153
Presbyterian Church in Ireland	2,379,112
Presbyterian Church, USA	641,931
Swedish Free Mission	9,405
Swiss Friends For Nepal	65,300
Tear Fund, UK	180,165
United Church of Canada	1,053,698
United Methodist Church, USA	2,094,472
World Missionary Prayer League, USA	19,206

	44,460,848

From Other Donors	
Australian Embassy	111,849
Barnabas Trust, UK	396,828
Bread For The World, West Germany	1,725,396
Christoffel Blinden Mission, West Germany	590,682
Church World Service, USA	579,367
C C Marshall Ltd, UK	351,233
Dartmouth College Church, USA	218,286
Fairlie, Lillian H. Estate, USA	232,533
ICCO, Holland	3,338,992
International Ministries, American Baptist Churches	987,000
Leprosy Mission International	686,727
Norwegian Church Aid	1,644,538
Tear Fund, Australia	1,653,269
Union Biblical School, Holland	401,494
World Council of Churches	137,848
Other Donors	2,544,231

	15,600,272

TOTAL GIFTS/GRANTS RECEIVED	60,061,120
	=====

PER CAPITA GRANTS

Grants From Member Bodies	
Assemblies of God, USA	17,440
Baptist Missionary Society, UK	322,069
Christian Church (Disciples), USA	-
Church Missionary Society, Australia	319,680
Church Missionary Society, UK	227,760
Church of North India	12,096
Church of South India	16,800
Committee for Service Overseas, West Germany	69,440
Danish Santal Mission	146,701
Darjeeling Diocesan Council & Church of Scotland	104,649
Evangelical Free Church of Finland	104,840
Evangelical Lutheran Church in America	139,360
Finnish Evangelical Lutheran Mission	235,941
Gossner Mission, West Germany	34,662
Interserve (BMMF International)	2,353,406
Japan Antioch Mission	34,880
Japan Overseas Christian Medical Cooperative Service	17,600
Mennonite Board of Missions, USA	200,584
Mennonite Central Committee, USA	183,480
Methodist Church, UK	191,840
Norwegian Himal-Asia Mission	209,800
Orebro Mission, Sweden	355,880
Presbyterian Church in Canada	64,929
Presbyterian Church Synod, Mizoram	75,180
Presbyterian Church in Ireland	82,282
Presbyterian Church, USA	166,440
Regions Beyond Missionary Union	171,275
Swedish Free Mission	34,880
Swiss Friends For Nepal	21,500
Tear Fund, UK	173,290
United Church of Canada	135,975
United Church of Christ, Japan	34,400
United Methodist Church, USA	105,120
Wesleyan Church, USA	17,440
World Concern, USA	192,172
World Missionary Prayer League, USA	250,504
Korea Christian Medico-Evangelical Association	10,205
Other Per Capita Grants	716,497
TOTAL PER CAPITA GRANTS RECEIVED FOR 1987-88	7,550,997

UNITED MISSION TO NEPAL
SUMMARY STATEMENT OF INCOME AND EXPENDITURES
For the Year Ended 15 July 1988

	Revenue	Expenditures
GENERAL ADMIN & BA SUPPORT	15,091,542	14,516,059
LANGUAGE LEARNING	1,171,778	1,288,367
EDUCATION	11,722,643	13,000,358
HEALTH SERVICES	42,972,145	39,906,768
ENGINEERING & INDUSTRIAL DEV'L	32,877,105	32,435,384
RURAL DEVELOPMENT	5,438,643	3,841,770
TOTAL	109,273,855	104,988,706
UNALLOCATED 1987-88 SURPLUS	4,487,731	
GRAND TOTALS	113,761,586	104,988,706
	=====	=====

Notes:

1. Revenue and expenditures include recurring, capital, and programme budgets. Amounts needed to balance recurring budget expenditures are included as revenue. Capital funds carried forward from preceding years are included as revenue.
2. Total revenue includes 8,268,829 as Personnel Contributed Services (PCS) and 25,424,479 of other income generated in Nepal.
3. Expenditures include 38,107,880 of recurring expenditures, 6,898,434 of capital expenditures, and 59,982,392 of programme expenditures.

DETAIL OF UNALLOCATED 1987-88 SURPLUS

Grants Received For Recurring Budget	6,442,413
Foreign Currency Exchange Rate Gain	4,544,757
Interest Income	1,647,458

	12,634,628

Funds Allocated To Recurring Budgets	
General Admin and BA Support	430,483
Education	161,695
Health Services	7,482,357
Engineering & Industrial Dev'l	72,363

	8,146,897

Unallocated 1987-88 Surplus	4,487,731
	=====

UNITED MISSION TO NEPAL
Consolidated Balance Sheet
15th July 1988
(all figures are in NRs., \$1 U.S. = NRs. 23.50)

16/7/87		

86,642,277	Fixed and Other Assets	128,878,298
62,513,723	Current Assets	68,130,620
(9,518,839)	Current Liabilities	(11,514,648)

139,637,161	Net Assets	185,494,270
=====		
Represented by:		
1,403,719	Gratuity Fund	1,240,346
3,007,031	Undesignated Fund	3,123,927
16,129,414	Other Funds	12,442,194
-	Endowment Fund	43,800
2,008,887	Unspent gifts for capital items	3,400,415
3,582,031	Unallocated current year surplus	4,487,731
17,041,829	Programme Funds	16,771,426
3,840,761	UMN related companies working capital	4,341,753
92,623,489	Accumulated Capital	139,642,678

139,637,161		185,494,270
=====		

Note:

1. Guarantees by UMN, issued and outstanding at 15th July 1988:
 - a) BWI, Rs. 58,280 Expires 5th January 1989
 - b) NHE, Rs. 25,000 Expires 21st July 1988



THE UNITED MISSION TO NEPAL

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

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

POST BOX 126
KATHMANDU, NEPAL

November 18, 1988

To: All Member Bodies

Dear Friends,


Last April I sent you information about the inflation factor in Nepal, together with the Foreign Exchange Rates.

According to decision by the UMN Executive Committee, you should get this information from us twice yearly, so it is time for me to send it again.

The cost of living index (inflation) factor on a yearly basis is at an average + 4.55%, official figures as per latest information (Mid-Sept. 87-88) .

I enclose the latest official Exchange rate schedule, as well.

Yours in Christ,


Lynn Miller
Treasurer

LM:hm

Encl:

Nepal Rastra Bank Foreign Exchange Department Today's Exchange Rates

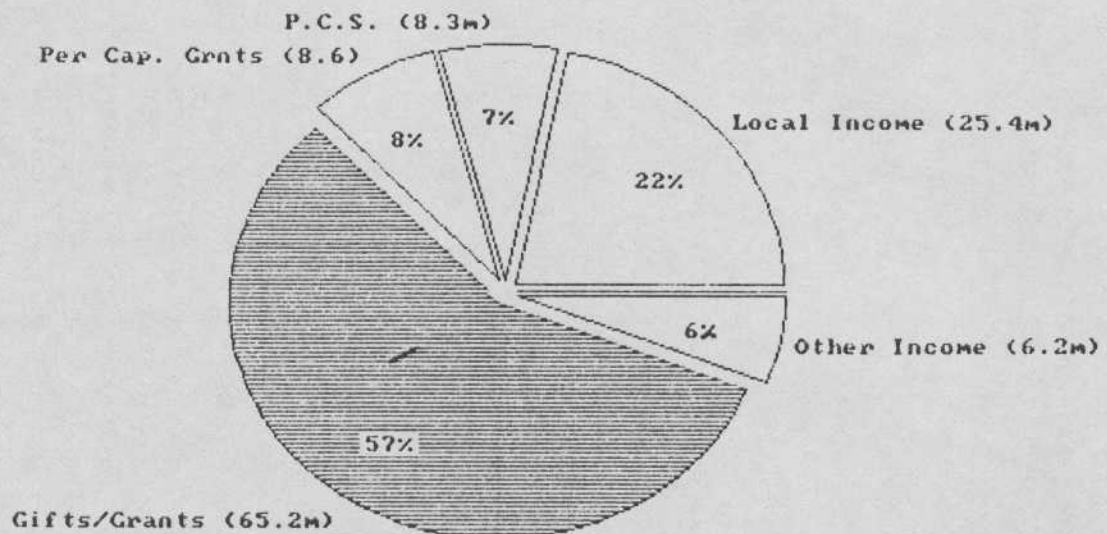
18TH NOVEMBER 1988

CURRENCY	UNIT	BUYING	SELLING
Indian Rupee	100	Rs. 168.00	Rs. 168.15
U.S. Dollar	1	Rs. 24.90	Rs. 25.10
Pound Sterling	1	Rs. 45.81	Rs. 46.27
Australian Dollar	1	Rs. 21.53	Rs. 21.75
Canadian Dollar	1	Rs. 20.42	Rs. 20.62
Swiss Franc	1	Rs. 17.34	Rs. 17.52
Deutsche Mark	1	Rs. 14.56	Rs. 14.70
Netherlands Guilder	1	Rs. 12.90	Rs. 13.02
Singapore Dollar	1	Rs. 12.87	Rs. 12.99
French Franc	1	Rs. 4.26	Rs. 4.30
Japanese Yen	10	Rs. 2.03	Rs. 2.05

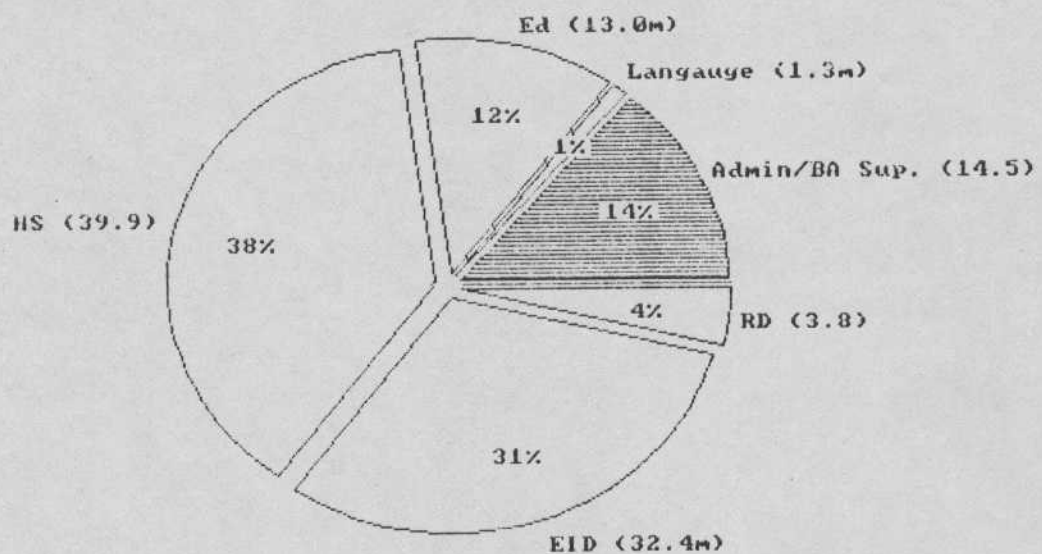
BUYING RATES ONLY

Swedish Kroner	1	Rs. 4.14
Austrian Schilling	1	Rs. 2.06
Belgian Franc	10	Rs. 6.90
Italian Lira	100	Rs. 1.94
Danish Kroner	1	Rs. 3.74
Hongkong Dollar	1	Rs. 3.18
Saudi Arab Riyal	1	Rs. 6.62

UMN 1987/88 INCOME (Rs. 113.8 mill.)



UMN 1987/88 EXPENDITURE (Rs. 105 mill.)



APPLICATION FOR MEMBERSHIP TO UNITED MISSION TO NEPAL

Methodist Church in India (MCI)

1856

MCI started under the first Methodist missionary from America.

1981

MCI became an autonomous church affiliated with the United Methodist Church, USA. MCI is operating all over India, with approximately 600,000 members and is organisationally episcopal.

Aims & Objectives

"The Methodist Church in India is the Body of Christ in and for the world as part of the Church Universal. Its purpose is to understand the love of God as revealed in Jesus Christ, to bear witness to this love to all people and to make them His disciples. Under the discipline of the Holy Spirit, the Church exists for the proclamation of the love of God, the maintenance of worship, the edification of believers and the redemption of the world. In furtherance of this aim, it shall engage in evangelical, educational, medical, social, literary, agricultural, socio-economic, vocational, technical, industrial and such other activities which are in harmony with the policies, doctrines and Articles of Religion of the Methodist Church in India."

The Methodist Church in India affirms first: its mission within the territorial boundaries of India; the second: that as a part of 'the Body of Christ in and for the world', it is also committed to a global mission."

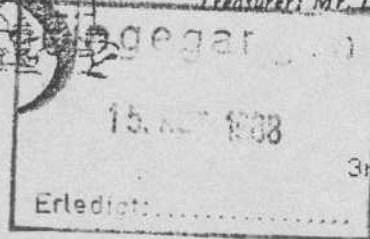
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THE UNITED MISSION TO NEPAL

Executive Director: Mr. J. H. Barclay
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Location: K-1-325 Thapathali
Mailing address:
POST BOX 126
KATHMANDU, NEPAL



3rd August 1988

Dear Member Bodies and Delegates to UMN Board of Directors

In a letter sent to you dated 22nd July regarding the UMN Board Meeting, the dates unfortunately referred to the wrong month. In an attempt to rectify this, a note was written on the backside of the envelopes. Everybody might not have noticed this, so to be sure I am sending you this letter.

Please note that the right dates for the 1988 Board Meetings are:

- Saturday 19 November : Dinner at Blue Star Hotel at 6 p.m., followed by Bible Study and Orientation Session.
- Sunday 20 November : Sessions of the Board Meeting from 8.30 a.m. to 6 p.m. This will include the midday meal.
- Monday 21 November / The opening session each day will be the Bible Study.

I do apologize for any inconvenience to you, due to this mistake of ours.

Please, do not forget to return the form, enclosed in my former letter, so we can go ahead with the planning.

Yours very sincerely

Anders Kammensjö
Asst to the Executive Director

Minutes of the UMN Womens' Interest Group meeting Wednesday 10th August 1988
2.30 pm at HQ. (These minutes also contain a report of the small meeting on
18/7/88.)

Present: Seija Hjelt, David Truss, Marcia Smith, Darlene Miller, Lyn Leane,
Gareth Wardell, Gillian Norval, Kath White, Cathy Gowans and Winnie Thuma.
apologies: Jim Alexander

Kath White chaired the meeting. The minutes from the 6/7/88 meeting were
used section by section as a framework for discussion.

From 6/7 minutes

1) Lyn Leane and Kath White reported that a letter to all project directors
and ASO's had been sent. It was too early to have received replies.

2) Lyn, Gareth and Winnie reported about the SMALL MEETING held on
18th July. Main points arising from this meeting:

- i) task of meeting was to draft a job description for a post in
UMN (BA or Nepali) to specialize on womens' interests.
However, such a post could not be in operation inside 2 years
(because of recruitment and LOP procedures). Hence it was
felt preferable to look at using our existing personnel.
- ii) as well as the appointment of womens' interests conveners at
project and ASO group level, it was felt desirable to ask the
following women to consider being part of a task group which
would focus on womens' issues in KTM:
Linda Alexander Greet Warmels Ingrid Olofsson
Birgit Kammensjo Margot Longley Alison Mackay
Marcia Smith Darlene Miller Carol Stevens

Kath and Lyn had written these letters and the following
responses had been received (as at 10/8/88).

Linda Alexander - unable to join as yet but wishes to be kept
well-informed.

Alison Mackay - does not wish to join but is interested in
Christian Nepali womens' writing.

Darlene Miller - in attendance at 10/8 meeting and expressed
a firm interest in being involved-convening
seminar and in formation of Kathmandu task
group.

iii) It was recommended that a coordinator be found for this group
in KTM, because of the following factors:

- a) it would add status to the task and within UMN if post
had an official mandate from the UMN Board.
- b) Kathmandu is the best place for keeping in touch with
developments in womens' via GO's and NGO's, and it was
seen as desirable to have 1 person at least with a finger
on this pulse.

Nancy Molin was mentioned as a possible person for this post.
Nancy returns to KTM 11 Aug. and Gareth will be consulting her
regarding this.

iv) Task group (KTM) - possible activities (ie "job description")

- 1) liaison with other NGO's/GO's
- 2) coordination of information and collection of resources
- 3) establishment of network of womens' interests convenor
in each project of UMN and in KTM.
- 4) sensitive and non-threatening awareness-building within
UMN.
- 5) convening seminar
- 6) reading and keeping up-to-date on womens' issues, and
the encouragement of creative thinking about them.

v) Report from 18/7 meeting (cont.)

the meeting ended with discussion about the role and status of
women within UMN, particularly of unassigned spouses.

Minutes
2.30 pm
18/7/88.

Present:
Gareth
apologies:

3) EXPATRIATE UMN WOMEN

This topic also received attention at the 10/8 meeting (arising from 6/7 part 3). Kath recalled that confusion about the role of expat. UMN women had surfaced in the questionnaire (1/88). While it was felt that the Women's Interest Group was primarily for the development of Nepali women, the following pts. were made:-

- 1) UMN perceived attitudes toward its womenfolk may be read by the outside world as "the Christian way to treat women" or as modelling Christian wives' roles (in the case of spouses). This needs to be well-sensitized - is our own house in order in this area?
- 2) Gareth observed that UMN procedures regarding women (eg. screening of spouses) compare well with other expat. organizations in Nepal where little such account of spouses is taken. Gareth also reported that there would probably be UMN Board support for

d) a womens' interests coordinator

b) a coordinator for unassigned spouses, if such posts were requested.

- 3) Marcia's recommendation "As part of UMN's looking at the example of Christian womens' participation in Nepali society, we ask personnel to address the questions that arise about participation of spouses on a part-time basis". Marcia said she hoped that this would give the request the status if needed.

- 4) 6/7 minutes part 4. Session on womens' issues at next AC. Vishnu Rai's name to be added to list 6/7 part 4. Lyn to write to Anders or Sue Law about a slot at AC 1989 re womens' issues. Re the preliminary seminar proposed, questions of who - how many times before AC - getting adequate village representation were raised. Proposal made to gather Nepali UMN employees for initial consultation. Lynn Miller is aware of money available solely for womens' work in UMN i.e. funding for prelim. seminar might be available readily enough.

5) GILLIAN'S REPORT re TRAINING SCHEMES etc for NEPALI WOMEN

Gillian had compiled a 2 page list which was distributed. Hard facts were difficult to obtain eg. details of entrance requirements and syllabus.

SAP at Lazimpat compiling a list of training opportunities.
information on UMN scholarships (P. Nepali)

- * UMN bias is officially towards women/poor/ remote areas
 - * doesn't grant scholarships for fine arts and law
 - * felt needs' consideration
 - * no limit in age
 - * would such a scholarship lead to employment?
- courses for which UMN scholarships are granted include
- | | | |
|----------------------------|-------|-------------|
| certificate of engineering | B.Ed. | Commerce |
| B. Sc. | | M. Commerce |
| health - nurses' training | | |

Emphasis at present falling on scholarships rather than training. Gareth pointed out that opportunities are limited for women within the UMN system because of the you-come-to-us policy (and most Nepali women tend not to be this assertive). Furthermore, it was felt that the above scholarship courses available are not readily accessible to many women.

Kath said UMN projects need to be alerted to the necessity of nominating suitable local Nepali women for scholarships. UMN's scholarship + training (S+T) arm needs to broaden in its training aspect eg. in the kind of non-formal training provided in an apprentice relationship.

Kath may be able to produce a summary + page reference sheet outlining scholarship opportunities for Nepali women.

It was generally felt that the whole field of S+T needs to be opened wider. If only academic courses are available, opportunities and access for women will remain too narrow, despite the S+T goodwill.

6) from p.3 of 6/7 minutes (other topics)

Lyn had visited both the UMN central library and the RDC library (Pokhara) to begin compiling a selective list of books available re Nepali womens' development. This was still in process; however, Lyn and Cathy Gowans suggested that copies of the excellent Peace Corp booklet "Women in Development" Resource Manual should be obtained for each member of the Womens' Interest Group. Cathy to pursue this. Lyn and Cathy to visit Kirtipur Campus library to find resources on Nepali women. Kath mentioned that a second workshop for Christian womens' writer would be held at her home on 28th August. Winnie will advise group re date and venue of next INWID meeting. David said that in his work with forestry committees in CDHP (South Lalitpur) he had to deal mostly with men when the forestry work itself is carried out predominantly by women.

Kath and Gareth left at this point.

Discussion about next meeting

It was suggested that Dropati Rokaya, CDHP and Devi Lama AKP (who will be just returned from women-in-devt. conference in India) should be invited to next meeting, and that all persons who have shown an interest in the Womens' Interests Group previously should also be invited to attend.

Purpose of meeting - to hear how UMN can best impact on women in the project.

- to frame question and issues to be brought to pre-seminar conference.

Lyn to arrange with Kath re date for next meeting, and advise members.

Re: UMN TRAINING AND SCHOLARSHIP

The following paper comprises some tentative suggestions submitted for your consideration. Because I have not yet studied any documents relating to UMN Training programme, perhaps what I write hereunder will recommend practice and approaches that are already in operation; if so, read these as a welcome confirmation of current procedures. If they are new, I believe they will repay thorough discussion.

RECOMMENDATION: That training of persons with minimal or no qualifications be considered as of equal importance as scholarships for those already holding some qualification.

JUSTIFICATION: In Nepal, there is an increasing number of academically trained men and some women. The majority of these, I understand, are from middle-class and higher caste backgrounds, have had a largely theoretical education, expect to secure well paid office or administrative jobs upon graduation, and prefer to live and work in Kathmandu or some city centre. However, a major need in Nepal is for skilled artisans/technicians/tradespeople whose varied skills are required to shape a fully developed society and economy. For the training of such people, few opportunities exist, whereas overseas-financed study opportunities are available to the former group. Until Nepal has her own body of printers, graphic artists, writers and book-binders, an indigenous publishing industry cannot be developed; without this, so much of the input into education cannot come to fruition. Until Nepal has highly skilled designers, draughtsmen/women, inventors, specialised machine operators and entrepreneurs, our output in income-generation projects will remain uncompetitive, appealing only to a sympathetic tourist market. Until Nepal has confident and competent artists, musicians, theatre workers and film makers, then the society's values will continue to be unexamined and unrecorded by any powerful and penetrating consciousness. In these areas, and in all the areas that make up a modern complex society, people who have been exposed to ideas and training are needed. But this is not all: they need to be people who can produce tangible results and who are prepared to use these talents for the good of the country.

SOME POSSIBLE PROCEDURES:

A : CHURCHILL FELLOWSHIP MODEL: This is an unique training programme operating in Australia. As a 1984 recipient of such a Fellowship, I was able to observe its operation quite closely. It has the following characteristics:

1. Annually, individuals are invited to submit their own proposal for overseas training of 4 months duration (12 mo. in the case of Performing Arts). No pre-requisite

- qualifications are required, nor is there any limit on the type of training proposed, but proposals must be accompanied by relevant references.
2. A committee selects promising proposals and call these candidates for a 1/2 - 1 hour interview with a committee of content-related specialists (there are 5 broad content areas: agriculture, industry, education and social welfare, creative arts, health, each with its own interviewing committee).
 3. The candidate must persuade the committee that s/he will benefit personally from the training, and that the country will benefit from his/her contribution. The candidate may bring samples of his/her work and will outline how s/he believes this training will be applied. The committee asks searching questions about the candidate's past achievements in this field, and about future plans.
 4. Awards are made to successful candidates selected from each of the content areas. The fellowship covers economy class fares and medium-range living allowances adjusted to the country-of-study's cost of living.
 5. On return, candidates must report in words and/or produce some item (eg. song recital, painting) on the outcomes of the study.

I believe that this model is practicable for Nepali candidates, given some adaptations such as a second person preparing a study/training proposal for non-literate candidate. Also the T.S.O. would need to do more investigation into possible training placements than is necessary in western countries. I have in mind village potters, iron-workers, tailors, carpenters as well as poets, printers, gardeners, etc.

B : ON-THE-JOB TRAINING FOR UMN EMPLOYEES: In a number of our project areas and institutions, Nepalis without qualifications or formal training are employed. Their opportunities for job-related training in Nepal are often limited. I therefore suggest that each project look at every category of staff that it employs and nominate some areas for on-the-job training. For example:

1. Headquarters employs about 4 gardeners, none of whom have any horticultural training. We also have gardeners at the guesthouses, Patan Hospital, UMN Nursing Campus, as well as some out-of-Kathmandu project sites. As far as I know, Nepal offers no practical course in the horticulture trade, yet it is a burgeoning retail and employment area. Could we not set aside one day per week for these malis to be trained by a UMN BA horticulturalist, using our own grounds and equipment? This might involve setting up a glass-house near the bicycle shed, developing Prem Sadan's area adjacent to the store as a vegetable garden, and so on.

2. DCP has an inadequately-trained staff for graphic design, printing and AV production. Could one day per week be set aside as a time-tabled day for these staff to receive scheduled training in all aspects of their work? Alternatively, if some relevant training opportunity is available within Kathmandu or the project area, staff could be released on full pay for a certain number of hours per month and with fees paid to attend such training (eg. drawing lessons at a private class).

The adoption of such practice would increase the quality of service that UMN gets from its own employees, would extend its aim of training Nepalis for the country's development, and would benefit individuals.

Areas which come quickly to mind are the above, plus catering trade, computer operation, cleaning and servicing work and motor maintenance, all of which offer good employment prospects in Nepal.

A certificate of training and employment could be issued at the completion of a reasonable length of service and training.

- C : AWARDS TO WOMEN: Because the number of qualified women in Nepal is far below that of men, I believe we ought to apply different criteria to the selection of women for training and scholarships. For instance, women applying for SLC completion or first tertiary qualification should be very sympathetically considered. Women without any schooling at all and with minimal training should be favoured in the above on-the-job training and Churchill-type training. Women should be urged to apply for training and flexible arrangements considered so that training is made feasible.

- D : CORRESPONDENCE AND PART-TIME COURSES: Throughout the world, the majority of mature persons increase their professional/trade qualifications by voluntary, self-financed attendance at evening and vacation courses, and by correspondence education. I consider it ill-advised to cause our Nepali colleagues to believe it is their right to receive full-time, fully-paid further education, but we could help them to take independent steps by helping to locate suitable part-time correspondence courses and by assisting with fees and some time-allowance from work, in the case of our own employees.

- E : WIDE CIRCULATION OF SCHOLARSHIP AND TRAINING PROVISIONS: Because, under our present system, an employee can only be considered for S. & T. awards if recommended by his/her project, which probably means that in practice the initiative is taken by the Project Director, I suggest that all BAs be circulated with a summarised copy (2 pages?) of S. & T. Office

services and procedures, so that they too can be on the look-out for promising Nepalis to recommend; this is especially appropriate for our women employees, who are usually less 'pushy' than some males, and may need a long time of counselling by female BAs before consenting to nomination.

CONCLUSION

I suggest that only in unusual circumstances should a Nepali be sent to a western country for scholarship and training purposes. Having been myself involved in setting up itineraries for overseas students studying NFE-Adult Literacy through our Australian National University Programme, I have become convinced that the disparities between the two settings are so great that little of lasting benefit is gained, other than the experience of living in a western culture. This latter may be a benefit, but it may also have a negative effect, in that it can cause discontent or despair with Nepal. A setting more closely corresponding to Nepal's own stage of development is a better testing and demonstration ground for the validity of the course than is a western country.

Kath White -

Kathleen A. White
NFE Consultant

29/8/88

cc: Executive Director
Training and Scholarship Office
Training and Scholarship Committee
Functional Secretaries
Women's Interest Group

KAW/ipb

UMN WORK AND NEPALI WOMEN
Summary of responses to questionnaire sent to all UMN adults in
January, 1988

1. No. of respondents: 28 total (9 men, 19 women)
2. Projects represented: Gorkha (3); Butwal (3); Ktm (7); Surkhet (1); Okhaldhunga (2); Pokhara (5); Palpa (4); AKP (2); Paimsey (1).
- 3a. Communities experienced: Newar, Brahmin, Chhetri, Magar, Tamang, Gurung, Rai, Kathmandu mixed, Christian.
- 3b. Years of experience: Range: 1 yr — 30 years
Mean : 6.25
- 4a. Traditional position of women in Nepali societies:
 - Subservient, kept in ignorance
 - no political status (in practice) and no participation
 - suffering
 - burdened with constant work for long hours every day.
 - but also sets religious/devotional standards for family
 - sometimes "power behind the throne"
 - sometimes farm manager-in-charge during husbands absence.

4b. Activities carried out by Nepali women:

Family/house	Farm/Field	Other
- Child bearing	Tending animals	Labouring (carrying stones)
- Child care	collecting fodder	knitting, spinning, weaving
- Food processing	Organising male &	Trading
preparation and serving	female work crews at	Making straw mats
	harvest time	Handicrafts
- Lipnu	Seed selection &	Shop keeping (city)
- Grinding grains	storage	Attending festivals
- Carrying water and	Milking animals	Performing puja
firewood	Hoeing, weeding,	Office work
- Household work	planting &	Supervising building of own
(washing, etc.)	harvesting	house (city)
- Making Takshi		

5a. Involvement of Nepali women in UMN projects:

- i) as staff members: 17/28 respondents said Nepali women were involved.
- ii) in the planning process: 6/28 respondents said Nepali women had participated in planning.
- iii) as target group: 16/28 respondents said that Nepali women were a target group.
- iv) in other capacities: the following "other capacities" were mentioned:
Staff representative, Household helpers, construction workers.

Have Nepali women benefited from UMN programs?

13/28 respondents gave no answer.

2/28 were uncertain.

13/28 said 'yes' and noted the following benefits:

- employment
- easier access to drinking water
- equality in treatment
- health education and services
- literacy
- handicrafts training
- as wives of BTI tradesmen
- training in animal health
- gain of self-respect
- challenge

How to incorporate women's concerns into UMN projects? There were many suggestions made, which we have loosely grouped under a few headings:

a) Employment:

- Open all UMN positions to women, revise post lists
- Recruit highly qualified Nepali and expatriate women to senior posts; these then become role models for younger women.
- Have women with vision in leadership positions.
- Give more responsibility to Nepali women according to their capabilities.
- Involve women in industry and agriculture (female technical staff).

b) Education and Training:

- Encourage girls and women to fulfil their educational potential.
- Increase UMN scholarships for women.
- Training should include many more women.
- Currently health and some handicraft training is given to women; training and follow-up in many other fields should be offered/open to them.
- Give training to widows and needy women.

c) Planning and Programmes:

- UMN should listen to Nepali women and not dominate.
- Involve expatriate women to reach Nepali women.
- Include expatriate and Nepali women in project planning groups.
- Educated Nepali women have to lead.
- Increase literacy and income generation programmes.

d) Awareness of women's position in Nepal:

- Understand Nepali laws about women.
- Second UMN expatriate women to Nepali women's organisations.
- Sensitize UMNers to the effect of our projects on women.

e) Christian perspectives:

- Adopt a Biblical attitude toward the oppressed.
- Fellowship and service on our part will bring about change.

f) Miscellaneous other points:

- Use women in theatre groups for health teaching.
- In one project, women's concerns are seen to dominate.
- Change must come from within the community itself.
- 'Nepali men are threatened by women's increased skills and earning capacity.
- Effect of mothers employment: Children can be neglected.
- Male expatriates find it difficult to work with Nepali women.
- Women may be involved in income generating work, but men may control the money.
- Do not creat a 'women's lib' attitude.
- do not set up separate women's programmes because it is fashionable.
- Although Nepali women and girls work hard, these activities are done with friends and seem to be enjoyed.

8. Those interested in discussing this matter further:

10/28 respondents said 'Yes'
3/28 undecided
7/28 said 'No'
2/28 would be on furlough
6/28 gave no answer

Summary compiled by:
Sabine Hausler and Kath White
27/4/88
Code - WOMEN

Women Development

Women is the centre point of a home. In the context of Nepal, most of the domestic work is done by women.

That way a women plays very important role in home. Home is the first school of a child. In that way women should be trained teachers before be coming mothers. The UMN is helping in many ways for the development of women, such as providing scholarship to girls and women in school and campuses.

What ever has been done so far is not enough. Now the time has came for us to be more involved in women development. This is the time we have think about the women in the community as a whole, in order to provided them with formal and non-formal education. His majesty's government is also giving more emphasis to women development. This is the national demand and one of the important point of the basic needs programme.

If we really want to do women development work I would like to suggest the following points.

1. It should be a separate component.
2. Need trained and experienced staff.
3. Start on small scale in the beginning.
4. At first give encouragement to their own traditional activities then gradually develop to scientific way.
5. Teaching should be in non-formal way with special emphasis on practical skills.
6. It will be better if there is one training centre our own.
7. Loan in small scale is benefical.

Mrs. Draupadi Rokaya
NFE Coordinator
CDHP.
2045/5/30.

Presented at "Women's Interest Group" meeting September 15, 1988 at HQ, Kathmandu

Project Activities:

a) Surkhet project has moved further in the direction of women's development as an explicit objective of their rural development work. Literacy classes are attended mostly by women. Another 3 months training course for village girls in literacy, nutrition, health, food processing, soap making handicraft production etc. was held. Some village women have started to make woven bags for the local market. New ways of involving women in the project activities are being explored. A Senior Women Development Officer to join the team is currently being recruited.

b) Shridar Khanal working in Palpa CHP planned literacy groups for women and is exploring possibilities for income generation with these groups.

Vuokko Konola is coordinating handicraft groups producing different items.

c) Andhikhola project compiled some stories told by women who attend the literacy programme. A women income generation group doing embroidery is being helped by the project. Devi Lama attended a course on video film making in Bangalore, India: "Women and Media in Development".

d) The women's groups in Thalajung Makaising and Ghaku started by Anna-Therese Ness have been continued under Robert Judge's guidance. They got a large order (2000 pieces) for bags from Pokhara and are trying hard to fulfill it.

e) RDC is planning to run training courses for women on different topics. Roydon Chesswas from RICP gave training on soap making and preparation of dried banana chips to village girls in Surkhet.

TREES is currently gaining experience in village level forestry training.

RDC is very interested to include Nepali women in training courses and has given strong support to the Women Interest Group.

Although there have only been little tangible results of ^gchange towards further involvement of Nepali women in our work we are encouraged by people's interest and dedication.

Sabine Hausler, RDC/KTM
27th September, 1986

Progress Report on the Activities of the
"Women Interest Group"
November 1987 - September 1988

During the last year a "Women Interest Group" was formed by people concerned about the lack of women's involvement in UMN's development work in order to tackle the problem on a missionwide basis.

The Rural Development Secretary, Jim Alexander encouraged and supported this group strongly. The result of the group's activities has certainly been a growth of interest, a stimulation of discussion, and awareness building in UMN. A monthly working group meeting is held in Kathmandu now. The group has met three times.

The following is a list of activities that have been carried out since the Board requested UMN in November '87 to look into possibilities of reaching Nepali women with its programmes more than in the past.

Activities on the central level in Kathmandu:

1. In January of 1988 a questionnaire was sent to all UMN expatriates including unassigned spouses in order to compile UMN's experience of women's role in Nepali society, to assess what experience there is in the mission of working with women, and how Nepali women could become involved in our work more.
2. A half-day session on "Women and Development" was held at the RDC Seminar in Pokhara in May. The returns of the questionnaire were discussed and a Women Development Officer of HMG shared her experience. A recent study on how income generation has affected Nepali women's status in society was discussed as well. About 30 board appointees working in rural development attended the seminar.
3. A short group meeting was held at Annual Conference. The topics brought up were discussed at the "Women Interest Group" meeting on 6th July, 1988.
The original small group (Kath White, Winnie Thuma, Sabine Hausler) extended into a larger group of people in UMN who are interested in women's issues. A monthly working group meeting in Kathmandu was established.
4. Gillian Norval compiled a list of training opportunities for rural women.
5. Lyn Leane and Kath White wrote a letter to all UMN projects asking for nomination of liaison persons in each project who could convene between the "Women Interest Group" and their respective project.
6. Kath White wrote a paper about furthering possibilities of scholarships for women with little or no previous formal training.
7. Lyn Leane and Cathy Gowans compiled a bibliography about women and development.
8. A christian women writers group met for two workshops in Kathmandu. Beulah Wood convened the first, Paul Seefeldt the second, and Kath White will convene the third on October 8th, 1988.