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UNITED MISSION TO NEPAL

OVERALL ANNUAL REPORTS FOR THE YEAR 1986/87

(Appendices to November 1987 Board and Executive Committee Minutes)

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FOR THE YEAR 1986/1987

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APPENDIX A

EXECUTIVE DIRECTOR

Annual Report to Nov. 1987

In this report I am dealing mainly with the period of time since our last Board Meeting as I believe it will be much more helpful to members of the Board to have the kind of report, which will bring them up to date with the situation in areas of the life of the mission as they are now, rather than a period of time up to July, that is 5 months prior to our meeting.

I do want to commence this report with thanksgiving to God for His goodness to us in so many many ways, and acknowledge His rule and authority over the LMN and us as members serving together both overseas and here in Nepal.

I wish to report to you on a number of matters which I believe are important in the activities of the work of LMN in Nepal over the past twelve months.

1. Changes. This has been a dominant feature of this past year. Last year the Education Secretary had just taken up work in his new role. With the division of the Economic Development into Engineering & Industrial and Rural Development we now have two new Functional Secretaries. In Health, although we knew that change was coming at the time of this meeting, November 1987, the change happened sooner than expected, so that now our Functional Secretary team is a very new one. As well, I am sure the Board needs no reminder that at this meeting we will also be appointing a new Treasurer.

However, change has also been a part of Headquarters (HQ) in the matter of restructuring as described in the Headquarters Report. I already see advantages in the establishing of the Missionwide Support Project as an arm of HQ but distinct in its activities, while HQ itself more clearly defines the administrative and executive work being carried on. The work of the Coordinating Committee continues to provide a focal point where the Executive Director meets regularly with the Treasurer, Personnel Secretary, and the four Functional Secretaries. The change in this area is that in the place of the previous three Functional Boards, an Extended Coordinating Committee (ECC) meets at appropriate times of the year together with Project Directors and other representation from projects and Board Appointees. The ECC is to review the work of projects in terms of planning and reporting, as well as take up other areas of responsibility formerly carried by the Functional Boards. The first round of such meetings in August and September this year has been encouraging.

The physical plant of HQ, with its new central building, has had its teething problems. These are being overcome and we are feeling now the benefit of being together in one location rather than being scattered as we were previously in at least five different rented buildings. We are grateful to God indeed for provision of this new centre.

2. Relationships. These are always very important and there are a number of places where this needs constant attention. We see this internally, e.g. within HQ, HQ to projects, within projects itself, amongst expatriates, as well as between expatriate and Nepali workers. For this report however, I mention a number of external relationships.

- 2.1. With HMG/N. In our work we are regularly and frequently meeting government officials, often at high levels. We are in almost every case listened to with respect and consideration. Up to Secretaries of Ministries we can usually find opportunity to speak and make our point. However, dealing with lesser officials is also very important and much time is needed to make clear our case. We often discover that these level people have the details and understanding of our business well in hand and perhaps it is here in our negotiating that our work will either move or remain.
- 2.2 Equally important is our relationship with local government officials where our projects are situated. With the introduction of the government policy of decentralization, we are just starting to feel or hear some movement in its implementation. It does seem but a small whisper. However, the policy is there and we need to be working at open, positive interaction at the local level.
- 2.3 With community. This will often come through the service we render. However, we are easy targets for criticism because of our Christian basis and because of our foreignness. There is a need to express our Christian servanthood, as well as the other directive of Christ that our light should so shine that they may see our good works and glorify our Father in heaven. This is a challenge and responsibility, not only to the teams of people working in our various projects but also to each individual member of UMN, many living very closely and identified with the people of their community either in urban or rural locations.
- 2.4 Relations with the Nepali Church. We continue to hold these relationships as important and there will be opportunity at the Board Meeting to have further discussion, as well as meet with some of the leaders of the Christian church.

3. Project Agreements. These will be detailed in functional presentations. We may not appear to have very much progress to report at the time of writing, but activity has been constant. At least we cannot be accused of not trying to have our agreements in up-to-date order. In some we have felt much progress and encouragement; in others there have been frustration and even discouragement. However, these agreements are important and we must keep working towards clear signed agreements for all our project work.

It is also our purpose to seek to discover new openings that might come to us that would fit our philosophy and resources. We have not emphasized this aspect because of our felt need to consolidate where we are at present.

4. Human Resources Management Study (Liechty Report). This report continues to be a focal point of assessment of our personnel work. I reported to the Executive Committee in April 1987 that, at that time, of the 22 recommendations given in the report, as many as 15 of these had been given specific thought, and action taken in quite a number of them. Projects have all been circularized with detailed computer printouts of their own response. A number of projects have taken up this matter in discussion together as a means of self assessment to find ways of responding to their own needs. Member Bodies have also been circularized as was directed by the Board and although very little feed back has been received, one hopes there has also been positive action and response to recommendations of the report that would be helpful to you.

5. Management Study Report. This has continued to be a document providing direction as well as guidelines in both the planning of our work and activity flowing from it. I believe it will take more time for us to see more clearly some aspects of this study, and perhaps only as we work at it will the finer details be understood and more adequately applied.
6. Personnel. I think numberwise we have remained fairly stable. We speak of being over 400 Board Appointees in UMN and we need to keep that number in mind of the people we have to care for, not forgetting the 200 or more children as well in our family. Even the numbers of our children are rapidly increasing with no fewer than 25 new babies this year.

At the same time, I believe we must be careful to differentiate and designate those actually working in approved and specific posts. Word is spreading that UMN has 400 workers. We are reported as being the largest expatriate organisation in Nepal. And perhaps we are too. However, I think we need to express more accurately the numbers of people working in approved posts and I believe this in turn would help our image. It is likely that it would reduce our numbers to about 280. I want to emphasize that this is in no way taking from either the importance or the contribution of our spouses. However, we are hearing expressions in government circles of the need of limiting numbers of expatriates, and I believe we should start emphasizing this number of workers in UMN. May I add that there are a number of our approved posts still not filled and we need to continue looking for those people who are going to meet the needs of our projects, especially where the lack of such people creates added burdens and pressures on us.

7. Health of Expatriates. While dealing with personnel I must comment on this matter. I believe I have never known a time of more serious or widespread ill-health in the mission. It has been a matter of constant prayer concern throughout this year. It has drawn heavily on the resources of our medical people. It has involved the repatriation of 14 of our people this year. There have been a number of serious cases of hepatitis and typhoid. A further concern has been that it has involved both physical and emotional problems of ill-health. There is no easy answer to this matter. We need the earnest prayers of our worldwide fellowship to support us.
8. Visas. We continue to be grateful for visas given in response to every application made. Our story continues that throughout the history of UMN we have not as yet had one visa refused. Will it continue? I believe we cannot count on it. One hears of visas being refused to other organisations, of much tighter control on who is acceptable and who is not. We also find in our negotiations for new agreements the matter of numbers of expatriate personnel being raised. Recently there was a hold up of the issuing of visas for over two weeks. We don't know the reason but they did continue to be issued as previously. As I write now, again we have had no visas issued for a month. Certainly this time has included the Dasai festival. But we are told questions are being raised about the numbers of UMN visa requests. We have also been requested to provide extensive details of our people as well as a history of traditions and practises in the past in obtaining UMN visas. At present we await the outcome.
9. Nepalisation. This is again on our agenda and, as requested by the Board, a paper for discussion will be presented. As research and discussions on this subject have continued this year by request of the Executive Director, one factor that does seem to emerge is the diversity of understanding of what Nepalisation is, and therefore uncertainty as to how we might respond to

it. There are also areas of constraint which could appear to make the passage of Nepalisation frustrating and slow. One common factor is that we believe there is something right about it which keeps us seeking ways to respond to the concept.

10. The future of UMN. We believe ultimately this is in the hands of our sovereign God. At the same time, we are also seeking to continue our homework in terms of long term planning, of which you will receive an up date.

However, I should report to you what we have heard unofficially, but of which there is also some evidence. The report received, as we understand from the Palace itself, is that at the conclusion of our present General Agreement in 1990, UMN will be transferred from the responsibility of the Foreign Ministry to come under the Social Services National Co-ordinating Council (SSNCC). This is a council headed by Her Majesty the Queen. We are told that all Non-Government Organisations (NGO) will come under this body. A number of NGOs are already responsible to it, while others are being transferred.

What does this mean to UMN? We do not know. We hear such diverse reports of the experience of those working under SSNCC. We believe it is helpful for us to hear of this matter now while we still have almost 3 years remaining. It gives us opportunity to learn of others' experiences as well as to learn from the SSNCC itself, and if necessary to start planning now should that change have to take place. We can be thankful that this has not been dropped on us for immediate implementation.

Conclusion.

For the Christian, life must be real with its challenges. Seeking the best, often failing, sometimes a compromise and at times real frustration. What is new? But we do take courage that God is with us. He is in control of all things. His purposes are coming to pass in Nepal. I speak on behalf of each of my colleagues in Nepal, and express gratitude and thanks both to God and to you, for your participation and good support as together we are sharing in His activities in Nepal.

J. Howard Barclay
Executive Director

APPENDIX B

UMN TREASURER

Consolidated Statements for 1986/87

UMN CONSOLIDATED BALANCE SHEET AS AT 16TH JULY 1987

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

15/7 1986:

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

Represented by:

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

Notes:

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

- BWI, Rs. 137,248.-. Expires 1/10 1987.
- BWI, Rs. 91,640.-. Expires 20/8 1987.
- BWI, Rs. 58,280.-. Expires 6/7 1988.
- BWI, Rs. 174,835.-. Expires 6/7 1988.
- NHE, Rs. 232,500.-. Expires 15/1 1988.
- NHE, Rs. 212,500.-. Expires 15/1 1988.
- NHE, Rs. 205,000.-. Expires 15/1 1988.

TOTAL N.Rs. 1112,003.-.

2. Recurring deficits plus ASO capital consists of:

| | |
|--|--------------------|
| General Administration Mw, Expenditure | 8,194,138. |
| General Fund Statement, Expenditure | <u>6,678,625.</u> |
| (of which 2,280,000.- for PH was paid during 1986/87). | <u>14,872,763.</u> |

GENERAL ADMINISTRATION MISSIONWIDE

(Funded by Per Capita Grants Income)

| <u>INCOME</u> | <u>Budget</u> | <u>Actuals</u> | <u>Difference</u> |
|--|------------------|------------------|-------------------|
| Per Capita Grants | <u>7,400,000</u> | <u>7,383,262</u> | <u>(16,738)</u> |
| <u>EXPENDITURE</u> | | | |
| MW Statement, deficit | 3,567,000 | 4,646,189 | 1,079,189 |
| Headquarters Project | 1,546,826 | 1,064,723 | (482,103) |
| BAs' Support System (outside Kathmandu Valley) | 2,145,700 | 1,377,562 | (768,138) |
| ASD Capital Expenditure allocated during 86/87 | <u>1,028,864</u> | <u>1,105,664</u> | <u>76,800</u> |
| | <u>8,288,390</u> | <u>8,194,138</u> | <u>(94,252)</u> |
| <u>Surplus/Deficit</u> | <u>(888,390)</u> | <u>(810,876)</u> | <u>(77,514)</u> |

INCOME AND EXPENDITURE SUMMARY

FINANCIAL YEAR 1986/87

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

Notes:

1. The amounts for Health Services function etc. include recurring, capital and programme statements.
2. The General Administration MW Expenditure consists of Recurring 7,088,474 plus paid ASD capital during 1986/87 1,105,664.
3. The total Personnel Contributed Services (PCS) amounts to around 6,900,000 for the year.
4. Income generated in Nepal (apart from PCS) amounts to around 19,200,000 for the year. Some internal transfers are included in this amount.

MISSIONWIDE BALANCE SHEET AS AT 16TH JULY 1987

| 15.7.86 | Fixed Assets | Notes | 16.7.87 |
|-------------------|--|------------------|-------------------|
| 200,000 | Furniture and Equipment (Ktm Valley) | | - |
| | <u>Investments</u> | | |
| | Investments in Companies (Shares) | 23,545,624 | |
| 12,085,371 | Less Depreciation | (3,019,629) 1. | 20,525,995 |
| 200,000 | Securities | | - |
| 5,600,000 | Deposit in Himal Hydro (Property at Tapathali) | | 5,600,000 |
| | Deposit in Nepal Hydro and Electric (Property at Sanepa) | | |
| <u>7,392,000</u> | | <u>7,392,000</u> | 33,517,995 |
| <u>25,277,371</u> | <u>Current Assets</u> | | |
| 8,213 | Deposits | | 8,213 |
| | Accounts Receivable | 1,383,156 2. | |
| 46,408 | Less provision against bad debts | (219,063) | 1,164,093 |
| 500,500 | Loans | 3. | 340,000 |
| 218,988 | Personal accounts debit balance | | 282,262 |
| 8,573,837 | Projects debit balances | 4. | 11,576,674 |
| - | Prepaid allocations for 1986/87 | 5. | 8,031,853 |
| 2,541,873 | Sundry debtors and prepayments | 6. | 420,237 |
| 32,815,871 | Cash at bank | 7. | 41,136,553 |
| 534,841 | Cash in hand | | <u>605,310</u> |
| <u>45,240,531</u> | | | 63,565,195 |
| | <u>Current Liabilities</u> | | |
| 500,000 | Butwel Working Capital Fund | | 500,000 |
| 38,641 | Medical Insurance | | 33,246 |
| 124,697 | Accounts payable | | 145 |
| 2,224,974 | Personal accounts credit balance | | 2,634,345 |
| 9,089,714 | Projects credit balances | 4. | 15,519,604 |
| 285,962 | Sundry creditors and accruals | 6. | 17,510 |
| 126,740 | Provident Fund clearing | | <u>296,312</u> |
| <u>12,390,728</u> | | | (19,001,162) |
| <u>58,327,174</u> | <u>NET ASSETS</u> | | <u>78,082,028</u> |
| | <u>Represented by</u> | | |
| 1,191,958 | Gratuity Fund | | 1,403,719 |
| 2,705,509 | Undesignated Fund | | 3,007,031 |
| 9,405,185 | Other Funds | 8. | 16,104,096 |
| | Surplus (before deficits in Projects are distributed) | | |
| 15,912,770 | Missionwide Capital | | 18,454,794 |
| <u>29,111,752</u> | | | <u>39,112,388</u> |
| <u>58,327,174</u> | | | <u>78,082,028</u> |
| | <u>Note:</u> | | |
| | Surplus end of financial year | 18,454,794 | |
| | Prepaid during 1986/87 (including MW Statement, deficit | 8,031,853 | |
| | HQ Project, deficit | 1,064,723 | |
| | BA's Support System (outside Ktm valley) | 1,377,562 | |
| | General Fund Statement (except 2,280,000 for PH paid during 1986/87 and included in the 8,031,853 above) | 4,398,625 | 14,872,763 |
| | <u>SURPLUS FOR 1986/87</u> | | <u>3,582,031</u> |

Note 1: INVESTMENT IN COMPANIES (SHARES)

| | |
|---|---------------------|
| Butwal Technical Institute (not shares) | 5,130,624.- |
| Butwal Power Company | 11,283,000.- |
| Himal Hydro | 2,670,000.- |
| Butwal Engineering Works | 500,000.- |
| Butwal Wood Industries | 55,000.- |
| Butwal Plywood Factory | 3,164,000.- |
| Gobar Gas Company | 743,000.- |
| | <u>23,545,624.-</u> |

Note 2: ACCOUNTS RECEIVABLE

| | | |
|---|---------------------|-----|
| Nepal Grindlays Bank, temporary guarantee charged | 888,696.15 | xx) |
| Ram Kunwar case pending | 174,933.61 | xx) |
| Dilip Kumar Rimal case pending | 23,219.- | xx) |
| Philippine Company | 20,910.- | |
| Renovations on Howard Barclays house | 195,809.58 | |
| Interest earned | 47,316.08 | |
| Minor receivables | 32,271.81 | |
| | <u>1,383,156.23</u> | |

Note 3: LOANS GIVEN

| | |
|-----------------------------------|-------------------|
| Gandhaki Boarding School, Pokhara | <u>340,000.00</u> |
|-----------------------------------|-------------------|

Note 4: PROJECT BALANCES

| | | |
|--|----------------------|----------------------|
| Headquarters | 290,924.64 | |
| Health Services office | 734,308.78 | |
| Palpa Project | 2,795,788.73 | |
| Gorkha Project | 1,056,120.18 | |
| Okhaldunga Project | 537,214.23 | |
| Nursing Campus | | 18,564.07 |
| Lalitpur CDHP | | 3,622,406.18 |
| INF | | 9,519.02 |
| Patan Hospital | 437,464.42 | |
| Education Service office | 347,761.90 | |
| Pokhara Project | | 939,268.67 |
| Jumla Project | | 4,210,528.56 |
| Training & Scholarship programme | | 3,579,739.18 |
| Student Financial Assistance programme | | 664,186.86 |
| Business School | 63,622.71 | |
| KISC | | 748,839.79 |
| Gandhaki Boarding School | 236,621.46 | |
| EDB Service office | | 270,618.91 |
| Butwal Project | | 1,203,816.44 |
| Andhi Khola Project | | 234,452.96 |
| Surkhet Project | 544,108.18 | |
| BPC AHREP | 205,361.45 | |
| HQ Building Project | 4,065,320.99 | |
| Himal Hydro | 262,056.58 | |
| NHE | | 11,728.46 |
| DCP | | 5,934.95 |
| | <u>11,576,674.25</u> | <u>15,519,604.05</u> |
| Balance | <u>3,942,929.80</u> | |
| | <u>15,519,604.05</u> | |

Note 5: PREPAID ALLOCATIONS DURING 1986/87

| | |
|--------------------------------|------------------|
| Patan Hospital | 2,280,000 |
| Area Service, capital | 1,105,664 |
| Missionwide Statement, deficit | 4,646,189 |
| | <u>8,031,853</u> |

Note 6: SUNDRY DEBTORS, CREDITORS, PREPAYMENTS AND ACCRUALS

| | | |
|------------------------------|------------|---------------|
| Prepaid rents | 182,000.- | |
| Accrued Interest | 215,331.30 | |
| Various Suspense | 22,906.15 | 17,509.77 |
| | 420,237.45 | 17,509.77 |
| Balance | | 402,727.68 x) |
| x) See Note 8. "Other Funds" | 420,237.45 | 420,237.45 |

Note 7: CASH AT BANK

| | |
|--|---------------|
| Nepal Bank, current a/c | 486,618.74 |
| Nepal Bank, convertible a/c | 110,022.41 |
| Nepal Bank, savings a/c | 2,226,638.94 |
| Chase Manhattan, current a/c | 355,144.02 |
| Chase Manhattan, money market a/c | 5,826,786.84 |
| Union Bank of Switzerland, current a/c | 91,522.48 |
| Svenska Handelsbanken, deposit a/c | 30,375,718.19 |
| American Express, current a/c | 20,764.46 |
| Grindlays, London, current a/c | (365,833.21) |
| Grindlays, London, call a/c | 426,420.43 |
| Nepal Grindlays Bank, savings a/c | 883,682.06 |
| Nepal Grindlays Bank, current (US\$) a/c | 699,067.58 |
| | 41,136,552.94 |

Note 8: OTHER FUNDS

| | |
|---|---------------|
| Prepayments of PCG for 1987/88 | 318,445.- x) |
| Prepayment of Gorkha CHP for 1987/88 | 494,500.- x) |
| Prepayment of Nursing Campus for 1987/88 | 357,151.- x) |
| Unknown gifts | 443,189.- x) |
| Forestry Fund | 100,464.- |
| Leprosy work | 64,500.- |
| Emergency fund | 104,684.27 |
| Language learning fund | 456,509.- |
| Investment fund | 9,000,000.- |
| Patan Hospital staff quarters | 209,732.75 |
| Nursing Campus | 537,619.- |
| Patan Hospital | 1,225,661.74 |
| Okhaldunga dispensary | 27,278.50 |
| Support of Asian Missions workers childrens education | 4,860.- |
| Seconded teachers equipment fund | 26,155.- |
| Tear Fund, for future projects | 542,420.- |
| Various donors, for any project | 2,190,927.51 |
| | 16,104,096.77 |

x) The prepayments and the unknown gifts are part of the Suspense a/c in the Trial Balance.

xx) In the Trial balance the Accounts Payable is made up of

| | |
|-----------------------------|-----------|
| Provision against bad debts | 219,063.- |
| Butwal Working Capital fund | 500,000.- |
| Various | 145.- |
| | 719,208.- |

GENERAL ADMINISTRATION MISSIONWIDE

(RECURRING)

| <u>INCOME</u> | <u>Budget</u> | <u>Actuals</u> | <u>Difference</u> |
|--|---------------|----------------|-------------------|
| Per Capita Grants | 7,400,000 | 7,383,262 | (16,738) |
| <u>EXPENDITURE</u> | | | |
| MW Statement, deficit | 3,567,000 | 4,646,189 | 1,079,189 |
| Headquarters Project ^{x)} | 1,645,064 | 1,064,723 | (580,341) |
| BA:s Support System (outside Kathmandu Valley) ^{x)} | 2,145,700 | 1,377,562 | (768,138) |
| | 7,357,764 | 7,088,474 | (269,290) |
| <u>Surplus/Deficit</u> | <u>42,236</u> | <u>294,788</u> | <u>252,552</u> |

Note:

In addition to the recurring Expenditure there is ASO capital Expenditure, paid during 1986/87, 1,105,664.

PER CAPITA GRANTS

| <u>GRANTS FROM MEMBER BODIES</u> | <u>ACTUALS 1986/87</u> |
|--|------------------------|
| American Lutheran Church | 16,720 |
| Assemblies of God, USA | - |
| Baptist Missionary Society, UK | 289,851 |
| Christian Church (Disciples), USA | - |
| Church Missionary Society, Australia | 311,040 |
| Church Missionary Society, UK | 166,673 |
| Church of North India | 12,096 |
| Church of South India | - |
| Committee for Service Overseas, West Germany | 98,400 |
| Danish Santal Mission | 119,660 |
| Darjeeling Diocesan Council & Church of Scotland | 66,880 |
| Evangelical Free Church of Finland | 120,691 |
| Finnish Evangelical Lutheran Mission | 204,894 |
| Gossner Mission, West Germany | 65,456 |
| Interserve (BMMF International) | 915,420 |
| Japan Antioch Mission | 35,040 |
| Japan Overseas Christian Medical Cooperative Service | 35,000 |
| Lutheran Church in America | 114,800 |
| Mennonite Board of Missions, USA | 158,812 |
| Mennonite Central Committee, USA | 171,920 |
| Methodist Church, UK | 202,560 |
| Norwegian Himal-Asia Mission | 521,640 |
| Orebro Mission, Sweden | 393,699 |
| Presbyterian Church in Canada | 20,353 |
| Presbyterian Church Synod, Mizoram | - |
| Presbyterian Church in Ireland | 170,400 |
| Presbyterian Church, USA | 214,130 |
| Region Beyond Missionary Union | 245,950 |
| Swedish Free Mission | 65,456 |
| Swiss Friends for Nepal | 20,850 |
| Tear Fund, UK | 113,040 |
| United Church of Canada | 174,259 |
| United Church of Christ, Japan | 33,120 |
| United Methodist Church, USA | 136,320 |
| Wesleyan Church | 16,720 |
| World Concern, USA | 154,480 |
| World Mission Prayer League, USA | 259,680 |
| OTHER PER CAPITA GRANTS | 5,646,010 |
| LANGUAGE FEES | 574,024 |
| <u>TOTAL PER CAPITA GRANT RECEIVED 1986/87</u> | <u>1,163,228</u> |
| | <u>7,383,262</u> |

Note:

| | | |
|----------------------------|---------------------------|------------------|
| The budget for 1986/87 is: | Per Capita Grant, general | 6,400,000 |
| | Language Per Capita Grant | 1,000,000 |
| | | <u>7,400,000</u> |

The Per Capita Grant received is slightly less than expected. Some of the Member bodies have not paid in full for 1986/87.

MISSIONWIDE STATEMENT

STATEMENT FOR JULY 1986 - JULY 1987

| <u>Income</u> | <u>Budget 1986/87</u> | <u>Actuals 1986/87</u> | <u>Difference budget/actuals</u> |
|--|---------------------------|----------------------------|--------------------------------------|
| Annual Conference | 95,000 | 238,890 | + 143,890 |
| Miscellaneous income | 10,000 | 15,606 | + 5,606 |
| | <u>105,000</u> | <u>254,496</u> | + <u>149,496</u> |
| <u>Expenditure</u> | | | |
| Language expenses | 980,000 | 1,149,530 | + 169,530 |
| Orientation expenses | 20,000 | 13,698 | - 6,302 |
| Legal fees | 15,000 | 11,083 | - 3,917 |
| Furniture for BA:s in the Kathmandu valley | 200,000 | 268,694 | + 68,694 |
| Furniture transportation | 6,000 | 16,544 | + 10,544 |
| Bank charges | 150,000 | 169,057 | + 19,057 |
| Duty travel | 40,000 | 47,050 | + 7,050 |
| Change in assignment | 100,000 | 112,902 | + 12,902 |
| Insurance | 6,000 | 4,805 | - 1,195 |
| Rent allowances | 1,500,000 | 1,903,116 | + 403,116 |
| Repairs and maintenance | 150,000 | 298,105 | + 148,105 |
| Publicity | 100,000 | 76,452 | - 23,548 |
| Board meeting expenses | 25,000 | 31,976 | + 6,976 |
| Executive Committee travel | 50,000 | 158,388 | + 108,388 |
| Printing of Minute books | 20,000 | 47,213 | + 27,213 |
| Consultations outside Nepal and Executive Intern. travel | 180,000 | 44,569 | - 35,431 |
| Annual Conference | 190,000 | 406,608 | + 216,608 |
| Conferences and Seminars | 25,000 | 3,059 | - 21,941 |
| Hospitality | 5,000 | - | - 5,000 |
| Expenses for Archives | - | 2,671 | + 2,671 |
| Writing off bad debts | - | 89,207 | + 89,207 |
| Provision for bad debts | - | 44,129 | + 44,129 |
| Miscellaneous expenses | 10,000 | 1,829 | - 8,171 |
| | <u>3,672,000</u> | <u>4,900,685</u> | + <u>1,228,685</u> |
| Deficit | (3,567,000) | (4,646,189) | |

Notes:

The expenditure budget is overspent by Rs. 1,228,685 The main explanations are as follows:

- Rent allowances, repair & maintenance of houses, furniture and transportation of furniture accounts for 630,459, or 51 % of the overspending. The number of BA:s living in Kathmandu was underestimated, and so was the speed of the raise of the rents. The rent allowances UMN pay are very low compared to what expatriates in aid-agencies pay. We compete partly by keeping a very good repairs & maintenance standard.
- The annual conference was underestimated on both the income and expenditure side. We aim at having the subsidy to 50 % of total cost. When the budget was made we did not know that we had to pay for two guest-speakers, airfare from Europe and return. The expenditure overspending compared to budget is 216,608 which is 18 % of the total overspending.
- Executive Committee travel was overspent by 108,388, or 9 % of the total overspending. It is very difficult to predict how much travel costs the Executive Committee members will claim.
- Writing off. and provision for bad debts amounts to 133,336, or 11 % of the total overspending. BWI fraud case 22,345, Childrens Hostel 50,000, Dilip K. Rimel 23,219, and Company in the Philippines 20,910. In addition a loss on refrigerator ordered by mistake 16,862.

HEADQUARTERS PROJECT BALANCE SHEET as at 16th July, 1987

| <u>1985/86</u> | | <u>Notes</u> | <u>1986/87</u> |
|---------------------|--|------------------|--------------------|
| 999,822 | <u>Fixed Assets - net value</u> | 1 | 842,674 |
| | <u>Current Assets</u> | | |
| 49,017 | Stock | 2 | 86,649 |
| <u>5,000</u> | Cash - stamp imprest | | <u>6,000</u> |
| 54,017 | | | 92,649 |
| <u>1,053,839</u> | <u>Total Assets</u> | | <u>935,323</u> |
| | <u>Current Liabilities</u> | | |
| 916,611 | Treasurers Office | | 290,924 |
| 117,473 | Sick & Annual Leave Payable | 3 | 88,765 |
| <u>1,900</u> | Accounts Payable | | <u>-</u> |
| <u>1,035,984</u> | | | <u>379,689</u> |
| <u>17,855</u> | <u>Net Assets</u> | | <u>555,634</u> |
| | <u>Represented by:</u> | | |
| 1,350,617 | Accumulated Capital | | 1,174,847 |
| 48,942 | Unspent Capital money - surplus | 1 | 445,510 |
| <u>(1,381,704)</u> | <u>Recurring fund deficits/surplus</u> | 4 | <u>(1,064,723)</u> |
| <u>17,855</u> | | | <u>555,634</u> |
| <u>Notes:</u> | | | |
| 54,621 | 1) Furniture | 48,067 | |
| 454,144 | Equipment | 573,320 | |
| 276,608 | Vehicles | 221,287 | |
| <u>214,449</u> | Minor Equipment | <u>-</u> | |
| <u>999,822</u> | | <u>842,674</u> | |
| 21,000 | 2) Margarine | - | |
| 4,617 | Greeting Cards | 53,154 | |
| - | Posters | 14,294 | |
| <u>23,400</u> | History books | <u>19,200</u> | |
| <u>49,017</u> | | <u>86,648</u> | |
| 24,336 | 3) Annual Leave | 16,502 | |
| <u>93,137</u> | Sick leave | <u>72,263</u> | |
| <u>117,473</u> | | <u>88,765</u> | |
| (1,265,809) | 4) General Fund - deficit | (1,099,390) | |
| 51,589 | HQ Truck - surplus | 25,499 | |
| (6,023) | HQ Vehicles " | 23,852 | |
| (10,628) | Small Truck - deficit | (1,630) | |
| (75,203) | Prem Sadan - deficit | (40,187) | |
| (54,276) | Salyan House - surplus | 23,027 | |
| (13,473) | Fleming House " | 4,106 | |
| 7,623 | Project Flat | - | |
| <u>(15,504)</u> | Asha Niketan | <u>-</u> | |
| <u>(1,381,704)</u> | | <u>1,064,723</u> | |

BOARD APPOINTEES SUPPORT SYSTEM (OUTSIDE KATHMANDU VALLEY)

| <u>Recurring</u> | <u>Income</u> | <u>Expenditure</u> | <u>Balance</u> |
|-----------------------------------|------------------|--------------------|--------------------|
| Jumla Project Area Services | 160 | 190,378 | (190,218) |
| Jumla Project Language | 5,922 | - | 5,922 |
| Seconded School workers | 302,302 | 327,008 | (24,706) |
| Palpa Project Area Services | 131,985 | 343,102 | (211,117) |
| Palpa Project Guesthouse | 167,689 | 181,240 | (13,551) |
| Palpa Project Language | 17,090 | 11,387 | 5,703 |
| Gorkha Project Area Services | 96,092 | 249,975 | (153,883) |
| Gorkha Project Guesthouse | 50,077 | 46,028 | 4,049 |
| Gorkha Project Language | 11,126 | - | 11,126 |
| Okhaldunga Project Area Services | 25,190 | 64,067 | (38,877) |
| Okhaldunga Project Language | 3,870 | - | 3,870 |
| Lalitpur Project Area Services | - | 27,382 | (27,382) |
| Pokhara Project Area Services | 4,092 | 249,010 | (244,918) |
| Pokhara Project Guesthouse | 1,142 | 9,642 | (8,500) |
| Pokhara Project Language | 38,682 | 28,257 | 10,425 |
| Butwal Project Area Services | 19,567 | 322,308 | (302,741) |
| Butwal Project Guesthouse | 163,872 | 159,252 | 4,620 |
| Butwal Project Language | 16,580 | 10,096 | 6,484 |
| Andhi Khola Project Area Services | 19,304 | 176,087 | (156,783) |
| Andhi Khola Project Language | 3,224 | 3,224 | - |
| Surkhet Project Area Services | 3,557 | 38,242 | (34,685) |
| Lahan Area Services | - | 22,400 | (22,400) |
| | <u>1,081,523</u> | <u>2,459,085</u> | <u>(1,377,562)</u> |
| <u>Capital</u> | | | |
| Jumla Project Area Services | 3,860 | 21,124 | (17,264) |
| Pokhara Project Area Services | <u>35,000</u> | <u>34,574</u> | <u>426</u> |
| | <u>38,860</u> | <u>55,698</u> | <u>(16,838)</u> |
| <u>GRAND TOTAL</u> | <u>1,120,383</u> | <u>2,514,783</u> | <u>(1,394,400)</u> |

Notes:

1. The budgeted total Income is very close to the Actual Income.
The budgeted Expenditure is considerably higher than Actual Expenditure, Rs. 3,091,500 compared to Rs. 2,514,783. Office of EDS is not included.
The total Actual deficit is Rs. 776,300 lower than budgeted.

GENERAL FUND STATEMENT FOR 1986/87

| <u>INCOME</u> | <u>Budget</u> | <u>Actuals</u> | <u>Difference</u> |
|--|------------------|-------------------|-------------------|
| Gifts for recurring budget | 6,227,390 | 5,092,963 | (1,134,427) |
| Interest earned | 500,000 | 1,719,121 | 1,219,121 |
| Gain on exchange rate | - | 4,259,448 | 4,259,448 |
| | <u>6,727,390</u> | <u>11,071,532</u> | <u>4,344,142</u> |
| <u>EXPENDITURE</u> | | | |
| Health Services recurring | 5,686,200 | 6,556,325 | 870,125 |
| Education recurring | 322,190 | 434,912 | 112,722 |
| Rural Development recurring | 67,000 | - | (67,000) |
| Engineering and Industrial Development recurring | <u>152,000</u> | <u>(312,612)</u> | <u>(464,612)</u> |
| | <u>6,227,390</u> | <u>6,678,625</u> | <u>451,235</u> |
| <u>SURPLUS</u> | <u>500,000</u> | <u>4,392,907</u> | <u>3,892,907</u> |

Notes:

1. Patan Hospital recurring actual allocation Rs. 2,744,965 is included in the total Health services recurring Rs. 6,556,325.
2. The surplus of Rs. 312,612 for the Engineering and Industrial Development function is due to the fact that Small Turbine and Mills Program has given a good surplus for the year.
3. The above Actual Expenditure consists of the allocations needed to cover all deficits of recurring statements; these deficits are to be covered by Income under General Fund.

HEALTH SERVICES FUNCTION - SUMMARY

| <u>Recurring</u> | <u>Income</u> | <u>Expenditure</u> | <u>Balance</u> | |
|-------------------------|-------------------|--------------------|---------------------|---------------------|
| Health Service Office | 493,997 | 736,122 | (242,125) | |
| Missionwide maintenance | 59,193 | 75,586 | (16,393) | |
| Dental program | 18,810 | 15,557 | 3,253 | |
| Health Care unit | 199,814 | 172,190 | 27,624 | |
| Medical Supplies | 3,271,932 | 3,043,307 | 228,625 | |
| Nursing Campus | 131,123 | 987,586 | (856,463) | |
| Palpa Project Hospital | 6,697,637 | 8,181,011 | (1,483,374) | |
| Palpa Project Workshop | 543,374 | 473,575 | 69,799 | |
| Palpa Project HASP | 37,539 | 151,725 | (114,186) | |
| Gorkha Project Hospital | 1,665,269 | 2,693,907 | (1,028,638) | |
| Okhaldunga Dispensary | 516,856 | 916,338 | (399,482) | |
| | <u>13,635,544</u> | <u>17,446,904</u> | <u>(3,811,360)</u> | |
| <u>Capital</u> | | | | |
| Health Services Office | 214,531 | 192,382 | 22,149 | |
| Patan Hospital | - | 3,292,125 | (3,292,125) | |
| Nursing Campus | 3,084,083 | 2,344,325 | 739,758 | |
| Palpa Project | 1,450,948 | 1,010,380 | 440,568 | |
| Gorkha Project | 180,796 | 129,646 | 51,150 | |
| Okhaldunga Project | 162,978 | 110,946 | 52,032 | |
| | <u>5,093,336</u> | <u>7,079,804</u> | <u>(1,986,468)</u> | |
| <u>Program</u> | | | | <u>Ack. balance</u> |
| Mental Health program | 752,804 | 343,247 | 409,557 | 626,068 |
| Palpa CHP | 220,449 | 1,423,988 | (1,203,539) | 203,689 |
| Gorkha CHP | 765,834 | 595,244 | 170,590 | 686,123 |
| Okhaldunga CHP | 719,409 | 661,266 | 58,143 | 370,524 |
| Lalitpur CDHP | <u>8,226,352</u> | <u>5,150,918</u> | <u>3,075,434</u> | <u>3,067,964</u> |
| | <u>10,684,848</u> | <u>8,174,663</u> | <u>2,510,185</u> | <u>4,954,368</u> |
| <u>GRAND TOTALS</u> | <u>29,413,728</u> | <u>32,701,371</u> | <u>(3,287,643)</u> | |

Notes:

1. Recurring Health Services Office includes also Statistics and Evaluation.
2. Patan Hospital (Capital) covers recurring and capital. Budgeted allocation was 2,736,000 but actual allocation amounts to 3,292,125. 460,215 of this increase is provision for leave liability which never was considered before.
3. Medical Supplies has produced a surplus during 1986/87, and Nursing Campus and Tansen Hospital have needed lower allocations than budgeted. The opposite is true for Gorkha Project Hospital and Okhaldunga Dispensary. Palpa CHP, Gorkha CHP, Okhaldunga CHP and Lalitpur CDHP have all spent less than budgeted.

EDUCATION FUNCTION - SUMMARY

| <u>Recurring</u> | <u>Income</u> | <u>Expenditure</u> | <u>Balance</u> | |
|---------------------------------|-------------------|--------------------|-------------------|---------------------|
| Education Service Office | 310,919 | 665,469 | (354,550) | |
| Business School | 88,472 | 168,834 | (80,362) | |
| | <u>399,391</u> | <u>834,303</u> | <u>(434,912)</u> | |
| <u>Capital</u> | | | | |
| Education Service Office | 178,000 | 135,332 | 42,668 | |
| Gandhaki Boarding School | 1,600,000 | 450,000 | 1,150,000 | |
| | <u>1,778,000</u> | <u>585,332</u> | <u>1,192,668</u> | |
| <u>Program</u> | | | | <u>Ack. balance</u> |
| Jumla Project | 4,437,428 | 4,472,689 | (35,261) | 5,546,407 |
| Training and Scholarship Progr. | 4,021,503 | 2,350,775 | 1,670,728 | 3,817,101 |
| Student Financial Assistance | 1,335,445 | 1,095,734 | 239,711 | 664,187 |
| Program | <u>9,794,376</u> | <u>7,919,198</u> | <u>1,875,178</u> | <u>10,027,695</u> |
| <u>GRAND TOTALS</u> | <u>11,971,767</u> | <u>9,338,833</u> | <u>2,632,934</u> | |

Notes:

1. The accumulated balance for Training and Scholarship program includes Rs. 3,300,000.- already allocated for scholarships granted.
2. The Education Service Office budgeted deficit as Rs. 304,100 compared to actual deficit Rs. 354,550.
3. The figures for GBS refer to the Girls' Hostel.

RURAL DEVELOPMENT FUNCTION - SUMMARY

| <u>Recurring</u> | <u>Income</u> | <u>Expenditure</u> | <u>Balance</u> | |
|---------------------------------------|------------------|--------------------|----------------|----------------|
| RDC Administration | 444,713 | 444,713 | - | |
| RDC Farm | 238,519 | 238,519 | - | |
| | <u>683,232</u> | <u>683,232</u> | | |
| <u>Capital</u> | | | | |
| RDC Administration | 65,283 | 65,283 | - | |
| <u>Program</u> | | | | Ack. balance |
| RDC Animal Health Improvement Program | 532,034 | 284,811 | 247,223 | 388,602 |
| RDC Horticulture/Agronomy Program | 134,636 | 257,967 | (123,331) | 75,462 |
| RDC Rural Industries Program | 506,061 | 309,332 | 196,729 | 414,841 |
| RDC Treeplanting Program | 831,944 | 441,328 | 390,616 | 136,758 |
| RDC Studies and Evaluation Program | 375,615 | 330,464 | 45,151 | 17,309 |
| RDC Water Systems Consultancy Program | 289,797 | 224,983 | 64,814 | 26,057 |
| Surkhet Project | 947,762 | 1,448,567 | (500,805) | (569,916) |
| | <u>3,617,849</u> | <u>3,297,452</u> | <u>320,397</u> | <u>489,113</u> |
| <u>GRAND TOTALS</u> | <u>4,366,364</u> | <u>4,045,967</u> | <u>320,397</u> | |

Notes:

1. The surplus from the RDC budgets have indicated some unrealistic planning, especially in budgeting for posts which have not been filled. This has been dealt with, and revised budgets for 1987/88 submitted.
2. The deficit in the Surkhet Project statement is primarily a result of materials needed for next year's water supply work being purchased in this year. In addition, the hiring of new staff was underestimated.

ENGINEERING AND INDUSTRIAL DEVELOPMENT FUNCTION - SUMMARY

| <u>Recurring</u> | <u>Income</u> | <u>Expenditure</u> | <u>Balance</u> |
|------------------------------------|------------------|--------------------|----------------|
| Office of EDS | 315,431 | 285,962 | 29,469 |
| DCS Administration | 373,413 | 464,470 | (91,057) |
| DCS Purchasing, Clearing, Forward. | 43,550 | 49,070 | (5,520) |
| DCS Design Office | 207,003 | 210,029 | (3,026) |
| DCS Small Turbine & Mill Progr. | 2,714,776 | 2,324,214 | 390,562 |
| Industrial Dev. Coord. Office | 28,250 | 28,731 | (481) |
| Butwal Project Office | 12,600 | 19,880 | (7,280) |
| Nawal Parasi Hills Dev. Project | - | 55 | (55) |
| | <u>3,695,023</u> | <u>3,382,411</u> | <u>312,612</u> |
| <u>Capital</u> | | | |
| Butwal Project | 3,066,559 x) | 690,645 | 2,375,914 |

x) Including "Other funds", 16,199.

| <u>Program</u> | | | | <u>Ack. balance</u> |
|--|-------------------|-------------------|------------------|---------------------|
| Promotion of Apprenticeship Training Program | - | 19,105 | (19,105) | 192,973 |
| Andhi Khola Project - AHREP | 22,703,000 | 15,766,000 | 6,937,000 | 11,472,000 |
| AKP - Irrigation Development | (741,100) | 176,061 | (917,161) | (38,373) |
| AKP - Drinking water | 321,055 | 180,388 | 140,667 | 548,287 |
| AKP - Forest, Soil & Water cons. | 56,000 | 56,064 | (64) | (64) |
| AKP - Community Forestry | 202,387 | 177,015 | 25,372 | 25,372 |
| AKP - Rural Industries | 95,338 | 87,033 | 8,305 | (6,586) |
| AKP - Non formal Education | 42,300 | 56,216 | (13,916) | (37,030) |
| AKP - Appropriate Technology | 68,950 | 15,256 | 53,694 | 146,914 |
| AKP - Agricultural Development | 74,000 | 57,711 | 16,289 | 21,947 |
| AKP - Cooperative Society | - | 52,178 | (52,178) | 32,657 |
| AKP - Administration | 147,100 | 120,903 | 26,197 | (144,179) |
| AKP - Vehicle Operation | 132,577 | 101,696 | 30,881 | 7,633 |
| DCS - Rural Electrification | 112,779 | 266,446 | (153,667) | 259,139 |
| DCS - Research & Dev. Workshop | 173,098 | 301,097 | (127,999) | 21,345 |
| DCS - Roofing Tile | 98,901 | 166,249 | (67,348) | (89,496) |
| DCS - Advanced Training | 11,992 | 16,883 | (4,891) | (4,891) |
| DCS - Evaluation of Industr. Work | 123,790 | 38,251 | 85,539 | 85,539 |
| IDC - BTI Extension Program xx) | 954,000 | 972,772 | (18,772) | (44,262) |
| IDC - BPF Forestry Plantation xx) | 580,988 | 588,988 | - | - |
| IDC - BPF Poplar Trial xx) | 93,064 | 87,176 | 5,888 | 5,888 |
| IDC - Gobar Gas Promotion/Ext. xx) | <u>1,784,312</u> | <u>1,817,100</u> | <u>(32,788)</u> | <u>3</u> |
| | <u>27,034,531</u> | <u>21,112,588</u> | <u>5,921,943</u> | <u>12,454,816</u> |

xx) These statements are part of our sister organisations statements. For the BPF Forestry Plantation UMN has undertaken up to Rs. 2,000,000 as a loan, but this is kept for the time being as a guarantee.

| | | | |
|---------------------|-------------------|-------------------|------------------|
| <u>GRAND TOTALS</u> | <u>33,796,113</u> | <u>25,185,644</u> | <u>8,610,469</u> |
|---------------------|-------------------|-------------------|------------------|

Notes:

1. STMP budgeted to break even. A price rise to counteract previous deficit gave this surplus. No price increase foreseen now.
2. PAT activities at a very low level.
3. AK Irrigation Dev Prog: Donor took back grant. Activity low because no agreement.
4. AK Drinking Water. Activity low because stricter requirements for sanitation.
5. DCS Evaluation of Industrial Work. Major expenditure planned - in 1987/8.

GIFTS FROM DONORS, OTHER THAN PER CAPITA GRANTS

Receipts from Member Bodies:

| | | |
|--|-----------|------------|
| American Lutheran Church | 219,000 | |
| Assemblies of God, USA | 2,571 | |
| Baptist Missionary Society, UK | 109,428 | |
| Christian Church, Disciples, USA | 1,369,297 | |
| Church Missionary Society, UK | 432,760 | |
| Church of North India | 1,331 | |
| Danish Santal Mission | 367,014 | |
| Darjeeling Diocesan Council & Church of Scotland | 13,107 | |
| Evangelical Free Church of Finland | 7,000 | |
| Finnish Evangelical Lutheran Mission | 5,999,853 | |
| Interserve (BMMF International) | 79,969 | |
| Japan Overseas Christian Medical Cooperative Service | 134,783 | |
| Lutheran Church in America | 1,075,000 | |
| Mennonite Board of Mission, USA | 375 | |
| Mennonite Central Committee, USA | 401,100 | |
| Methodist Church, UK | 76,454 | |
| Norwegian Himal-Asia Mission | 6,717,703 | |
| Orebro Mission, Sweden | 4,933,890 | |
| Presbyterian Church in Canada | 30,965 | |
| Presbyterian Church in Ireland | 67,345 | |
| Presbyterian Church, USA | 2,780,421 | |
| Regions Beyond Missionary Union, UK | 10,972 | |
| Swedish Free Mission | 63,723 | |
| Swiss friends for Nepal | 12,206 | |
| Tear Fund, UK | 2,422,055 | |
| United Church of Canada | 1,095,838 | |
| United Methodist Church, USA | 2,419,167 | |
| World Mission Prayer League, USA | 47,387 | 30,890,714 |

Receipts from other donors:

| | | |
|---|-----------|-------------------|
| Barnabas Trust, UK | 334,000 | |
| Bread for the World | 838,070 | |
| Christoffel Blinden Mission, West Germany | 311,437 | |
| ICCO, Holland | 2,962,591 | |
| International Ministries ABC, USA | 651,000 | |
| Leprosy Mission | 467,753 | |
| Tear Fund, Australia | 1,436,565 | |
| Union Biblical School, Holland | 313,280 | |
| World Council of Churches | 260,300 | |
| Various donors | 2,424,160 | 9,999,156 |
| Transfer from Suspense a/c | | 1,375,100 |
| | | <u>42,264,970</u> |

Gifts from donors distributed

| | |
|---|-------------------|
| Headquarters | 1,204 |
| Health Service Office and Programmes | 754,489 |
| Palpa Project | 267,000 |
| Gorkha Project | 1,040,889 |
| Okhaldunga Project | 651,127 |
| Nursing Campus | 949,919 |
| Patan Hospital | 206,000 |
| Lalitpur CDHP | 6,791,445 |
| Education Service Office and Programmes | 203,712 |
| Jumla Project | 3,102,267 |
| Training & Scholarship Programme | 2,760,129 |
| Student Financial Assistance Programme | 1,288,382 |
| Business School (correction) | (11,143) |
| Gandaki Boarding School | 1,314,953 |
| DCS Butwal | 304,562 |
| Gobar Gas Extension Programme | 1,695,900 |
| RDC Pokhara | 1,301,700 |
| Andhi Kholu Project | 7,988,058 |
| Surkhet Project | 838,070 |
| Communication Development Production | 1,080 |
| Recurring budget in general | 655,606 |
| Other funds incl. Undesignated and Suspense x) | 6,198,348 |
| Medical Assistance Fund General | 1,026,218 |
| Medical Assistance Fund - Patan Hospital | 1,642,383 |
| Medical Assistance Fund - Tansen Hospital | 640,811 |
| Medical Assistance Fund - Amp Pipal Hospital | 364,989 |
| Medical Assistance Fund - Okhaldunga Dispensary | 286,872 |
| | <u>42,264,970</u> |

x) Most of this has been distributed to Projects/Programmes, either during 1986/87 or 1987/88 financial year.

APPENDIX C

HEADQUARTERS PROJECT

Annual Report for July 1986 - July 1987

1. Summary Report

This past twelve months has been a time of change for Headquarters. We have been actively restructuring Headquarters, working towards a separation of activities associated with the administration of UMN and those activities of a missionwide service/support nature.

There has been a division of the Economic Development work into Engineering & Industrial Development and Rural Development. There have been a number of changes in leadership, specifically in the four functional roles and in the appointment of a Project Director for the Missionwide Support Project (which includes Central Services Department).

Change in Location: The move into the new Headquarters building occurred.

2. Project Objectives

The objectives of Headquarters have been as follows:

- a. The Coordinating Committee continued to meet regularly, at least monthly, coordinating the work of finance, personnel, administration and functional work areas.
- b. Communication with member bodies and functional agencies, and general supporters in matters of finance, personnel, information and prayer.
- c. Liaison with HMG/N for visas, agreements, special permissions, and generally building and strengthening relationships.
- d. Serving projects, both through administration and through service areas, in matters of personnel, finance, communication, purchasing, counselling, guesthouse facilities, and other activities.

3. New Building

This year has seen the fulfillment of the new building program. While the building was occupied at the end of the year, there are still some areas of completion needed, and also time to adjust to and settle into the new location. There is also the ongoing establishing of the physical lines of communication.

4. Project Activities

Because of the restructuring of Headquarters, these activities have now been divided for reporting into the two areas towards which we have been working: that is, administration and support services.

A) HQ Administration

- a. HQ Administration: The officers responsible for the following activities support the leadership of the Executive Director, and are members of the Coordinating Committee:
- b. Functional Secretaries' offices: The division of Economic Development as directed by the Board into Engineering & Industrial Development and Rural Development has been effected, and Functional Secretaries have been appointed. The four Functional Secretaries have carried their leadership in supporting projects for which they are responsible in areas of personnel, planning (including longterm planning), agreements, and overall advice. They have been supported by administrative and consultancy staff members.

- c. Treasurer's office: The main tasks of this office are: funding, consolidating budgets and statements, being the 'bank' of the projects and programs, being responsible for liquidity and investments, having ongoing contact with the projects and programs over business matters, and being advisor to the Functional Secretaries and Executive Director in financial aspects of the Mission. During 1986/87 preparation has been done for the inclusion of most of the smaller Kathmandu-based projects into the Accounts Office.

We have been looking for a systems analyst who could give guidance to UMN for computerisation of routines, but no one has answered our appeals, and therefore the Information Processing Committee has put a hold on further developments in that area.

The 1985/86 financial year auditing was completed during 1986/87, partly by our UMN expatriate auditor who left in January 1987, and partly by a short-term auditor. Preparations have taken place to engage a Nepali audit firm as no expatriate auditor is available.

- d. Personnel Office: This office has provided advice to the functional areas on personnel matters, and given assistance with particular personnel issues involving our Board Appointees and employees. We continue to work on the Human Resources Planning of personnel policies. This includes a follow-up to the Human Resources Study.

This office has also dealt with over 500 enquiries for work from expatriates, and has processed over 2,000 visa applications.

A Management Consultant has been appointed late in the current period, and is settling into the training/consulting role. Some progress has been made in the task of implementing the Management Study approved by the Board in November 1986, but the major part still lies ahead.

Personal Counsellors: During the year we have received assistance from two counsellors, both based in Kathmandu. However, this continues to be an area where we are in need. We are particularly grateful in this respect for the extra assistance given by our psychiatrist and our Medical Coordinator, as well as others in medical administration.

B) Missionwide Support Project

- a. Missionwide Support Project: This is being established as a separate project with its own Project Director. For administrative purposes it will relate to the Coordinating Committee. Its activities are:
- b. Business Manager's and accounts office managed the accounts of the HQ and Missionwide accounts, and those of personnel located in the Valley.
- c. Central Services Department continued to service the projects missionwide with purchasing and transporting 118,933 kg of goods, logging 16,000 km, purchasing 725 air and 160 bus tickets, and processing close to Rs.300,000 in import licences, as well as other administration-related duties.
- d. Kathmandu Valley Housing was involved with the property management and maintenance of UMN holdings within the Valley, currently handling 100 leases.
- e. Publications Office has been involved with the publication of the UMN Prayer Calendar, "UMN Health Services in Nepal", and a number of revisions of existing publications.
- f. Public Relations Office has been developing in order to meet the PR needs of UMN. It is also exploring the possibility of the production of a visual publication and other visual aids.

- g. The guesthouses have been home for more than 1,600 people, including language students and project people while in Kathmandu.
- h. Mailroom activities continue to grow each year. This year it handled 211,228 pieces of mail, plus countless internal letters.
- i. The Archives Office has been busy cataloguing and organising the many valuable and important files on the history of the UMN.
- j. The Library, although housing mainly reference books and materials for health services, has served many other fields as well. The library has not yet fully integrated into the project, but the process has begun.
- k. Missionwide Maintenance, who was formerly related to the Health Services Office, provides specialised assistance in the maintenance of medical and non-medical equipment, including electronic equipment, in all UMN projects and departments.
- l. Office Services has been developing to ensure the smooth flow of business between the various offices within the project.
- m. Open House Clinic has been very busy this past year, assisting in the delivery of many new UMN babies, giving vaccinations to keep people healthy, and putting in hours of visitations and consultations. Although this work is not yet fully integrated into the project, the process has begun.

Howard Barclay
Executive Director

Keith Smith
MSP Director

APPENDIX D

EDUCATION BOARD Annual Report 1986-87

1. Summary

As for the other Functional Boards, the past year has been one of gradual working towards implementing the new administrative structure as approved in the November 1986 Board meeting. The final Education Board meeting was held in March 1987 and marked the changeover to a system of using professional/advisory groups as forums for discussing strategy. This is a significant and welcome move forward.

A new Education Secretary and new Assistant Education Secretary shared responsibilities in the Education sector and towards the end of the year moved office to the new HQ building.

Most projects continued as in the previous year with new involvement on Okhaldhunga and the Kathmandu International Study Centre. The work in Makaisingh was terminated.

The main concerns have been real difficulty in recruitment of badly needed people and the continuing delay in getting an agreement for seconded teachers.

2. Brief Reports of Projects/Programmes

Gandaki Boarding School

English medium is now used in classes 4-7. Some work has been done on curriculum development, particularly in Science and class 7 English. 71 students are on scholarship assistance and in 1987 there are 37 girls at the school. There has been a good, calm working atmosphere throughout the year. The Health Centre, largely funded by UNHCR was opened in November and construction of the new girls hostel was begun in May. Cooperation with Budhanikanta School was continued in scholarship recruitment.

Jumla

Construction of the KTS campus has continued at a moderate rate. Shortages of suitable building supervisory staff, both Nepali and expatriate, has been a serious on-going problem. Lack of suitable staff has meant that materials development for the KTS teaching programme has not progressed as much as hoped for. Two members of staff have been sent by UNHCR on in-service training and three have returned. For different reasons this training programme also has not progressed as quickly as planned.

The workload on the team members was a serious issue addressed, and limits were put on the size of the team and the extent and nature of extension work.

Jumla Forestry Long Term Plans were approved and work expanded.

Seconded School Workers

Secondment of personnel in Kathmandu (Mahendra Bhawan School), Ryalechaur (Kaski), Namjung and Thalajung (Gorkha) and Jumla was continued throughout the year.

Involvement in Makaisingh (Gorkha) was terminated in mid year and a new secondment was initiated in Umu (Okhaldhunga). The hoped for move into Jajarkot District was not possible because the Letter of Understanding for our seconded teachers has still not been signed. Teachers taught mostly English, Maths or Science and were involved in different ways and to varying degrees in the local community.

Teacher Training

Two teacher educators have been seconded during the past year to the Butwal Campus and Prithi Nandan Campus, Pokhara. They have taught English and methodology of teaching to different groups. The continuing frustrations of straight Campus teaching raised a question of our manner of involvement in Teacher Training. This is now being looked at.

UNN Children's Education Support Programme

Primary Tutorial Groups have operated throughout the year in Amp Pipal, Andhikhola, Butwal, Jumla and Tansen. The Children's Hostel in Kathmandu has now closed, but boarding facilities are offered at the Kathmandu International Study Centre which opened in February 1987.

The first six months of KISC's operation has been very encouraging and the number of students (now 24) vindicates the step of faith taken to open the Centre.

Finding staff for the tutorial groups has been extremely difficult.

Education Consultants

- i) The Language Consultant was much involved in getting further information on language issues arising from the Leitchy Report. This is being included in a review of the Language and Orientation Programme. He also provided linguistic services and advice to language learners and was a link person with the LARC Language School.
- ii) The Consultant Librarian has spent periods of times working in the Gandaki Boarding School Library, the Karnali Technical School Library, the Rural Development Centre Library and the Scholarship Office Library. She has trained staff in each location, advising on organization and made progress in cataloguing. She has also, by invitation, worked for a short period in the Curriculum Development Centre Library of Tribhuvan University.

NFE Consultant

The NFE Support Programme was manned for most of the year by a Nepali Consultant. He made several project visits to train facilitators, produced some printed materials for literacy and numeracy work and acted as resource person for UNN NFE workers in different projects. In May he went for training in Canada for six months. At the end of the year, an experienced expatriate consultant came to head up this programme.

Language and Orientation Programme

As a result of the Human Resources Management Study it was realised that help and encouragement is needed after completing the five-month Basic Course. There has been much thought and discussion on ways to motivate study and monitor progress.

Refresher and/or continuing study has been available to those returning from furlough.

In two five month sessions 50 students studied the Basic Course, 16 BAs passed the complete first year exam and 9 passed the second. Another 33 passed the first year oral exam and 5 passed the second.

The Orientation Administrator coordinated a very good Orientation Programme for Basic Course students and provided invaluable counselling for them.

Business School

A 7 month Secretarial Science Course and shorter ESL courses were run during the past year. The graduates are of a high standard and normally have no difficulty getting jobs. A part-time English teacher is the only expatriate involved in this school. Plans to start a Word Processing Course have been postponed.

Training and Scholarship Programme

52 general scholarships for campus level studies and 50 in-service scholarships were granted. One advanced study scholarship was awarded. A decision was taken by the Education Board to increase the staff at the office in order to set up a resource facility for projects - keeping up to date material on courses available in the sub-continent and further afield. There was a full revision of the programme's guidelines.

Student Financial Assistance Programme (SFAP)

This Programme has continued to give financial assistance to boys and girls studying in classes 1-10 in various schools throughout the country. The emphasis continues to be in giving help to poor students in remote places as well as to children of lower salaried UMN employees. The number of students assisted increased by about 17% over the 1985-86 period (total 207 students). Local administration was tightened up in a few locations. It seems that the central administration of SFAP could be done better and this is being studied.

3. Agreements

Despite numerous visits to various ministries throughout the year, the Letter of Understanding, covering the secondment of village school teachers has not yet been signed. At this stage there had been no negative response to it, but not much progress either.

This means:- no move into Jajarkot has been possible, as we had hoped.

- no active recruitment of village teachers could be done.
- one teacher in Umbu has been told she can no longer teach in the school.

4. Personnel

I am grateful to God for all the good people we have, and for those who stay. As at July 1987, almost 50% of Education people were in their second term.

However, there have been two major areas of unfulfilled need during the year: a) Primary tutorial group teachers
b) Construction supervisors at Jumla

Inability to adequately fill these posts has meant added stress, anxiety and work overload for others. I feel that it is essential that our method of recruitment is looked at carefully to see if such problems can be solved.

This year showed an unusually high number of health problems, missionwide, and this has affected the Education area as well. In two cases repatriation was required.

5. Finance

I am happy that all the Education projects are in a fairly healthy state and funding has not been a problem.

With UMN having given a working capital grant to GBS, we hope that the school will be on a firmer financial footing now. If one further probable grant comes through, Jumla's programme budget will be virtually completely funded. Greater than budgeted income in both Scholarship programmes has meant that we could award more scholarships. Although KISC is not an official UMN project, money has come in fairly well from member bodies. However, they are not yet fully financially self-supporting.

6. Looking ahead

As I look back, with gratitude to God, on the past year there are some issues which clearly need to be looked at carefully in the coming months:

- | | |
|--|---|
| a) <u>The recruitment of personnel</u> | - Can it be done better? |
| b) <u>Language study</u> | - LOP Review. Realistic assessment of language ability. |
| c) <u>GBS</u> | - An international school study indicated some areas of concern which may affect UMN involvement. |
| d) <u>Teacher Training</u> | - More appropriate and effective involvement. How? |
| e) <u>Agreement</u> | - Urgently follow up the Seconded Teachers Agreement. |
| f) <u>SFAP</u> | - Proceed with amalgamating this with the Training and Scholarship Programme. |

God's help is clearly needed!

David McConkey
Education Secretary

HEALTH SERVICES

Annual Report July 1986 - July 1987

1. Overview

During the past year there have been many avenues of service available, and those have been grasped by both Nepali and expatriate staff to the benefit of many thousands of individuals and many communities. UMN is fortunate to be able to offer to individuals and communities fairly comprehensive care through the linking of our hospitals and CHPs. Throughout the year these links have been strengthened. The support of these projects has been a major effort (by UMN). Some of our special programmes have been able to pioneer new work in the country (e.g. Community Mental and Dental Health) and to support these specialised aspects of our projects. Another avenue of fruitful service has been the secondment of BAs to the Institute of Medicine and Ministry of Health.

2. Project/Programme Reportsa) CDHP, Lalitpur

The two keywords to summarize the year's activities are progress and shortage. In both the development and health sections work has progressed into new areas, with particular concentration on the Bhattedanda panchayat with drinking water systems, nurseries and a new health post. The work has, however, been hampered by staff shortages, resulting in no work being done in Rural Industry and Food Technology, and the MCH subcentre at Gotikhal being closed for about ten months of the year.

The MCH work continues out of the 5 health posts and 5 subcentres. The patient attendance at MCH clinics is marginally down on last year, but vaccination levels are similar. Given the shortages in personnel, this is a very commendable achievement. Nutrition status continues to be a source of concern, with some heill areas experiencing 50%-60% of children being malnourished. The expansion of the dental program was hindered by a high turnover of health assistants. The mental health program continues in the 5 health posts and Lubhu MCH clinic.

The tree component has increased the number of contract nurseries from 12 to 19, and first class seedlings grown to over 186,000. The survival rates show some improvement over previous years indicating greater awareness by farmers to protect what is planted. The agricultural work is entering its second phase since constraints such as fodder availability, animal health and traditional attitudes and customs have improved or changed.

Drinking water systems have been installed in Bhattedanda serving 256 households and 1652 persons. A small irrigation scheme has also been installed in Bhattedanda covering 10 hectares and benefiting 15 families. NEF classes have been held in 5 panchayats with 434 participants, which is almost double last year's total. Training continues to be a major activity of CDHP, both for the staff and for outside people using our facilities (54 weeks of residential training to outsiders).

b) Nursing Campus, UMN Programme

This programme has continued to offer high quality certificate nursing training to 84 female and 8 male students (first-year 36, second-year 29, third-year 27). Each year has been involved in theoretical classes and practical and field training in Patan Hospital, Bir Hospital, HMO/N Family Planning Project, HMG health

posts, Family Planning Association of Nepal and CDHP. Various instructional and coordination committees have been held to increase internal and external coordination and relationships. For the first time male students have been admitted and seem to be fitting in well. Many staff participated in the formulation of a new curriculum. Application was made to have the LMN Programme made a separate campus relating directly to the Dean's Office, (ICM) and not a sub-campus of the Maharajgunj Campus.

The perennial water shortage continued in the dry season. A new 26-seater Toyota Coaster was acquired. Building renovations continued throughout the year and promise to yield a more functional building in the near future.

c) Tansen Hospital

The hospital continued to provide both out-patient and in-patient care to patients from Palpa District and regions far beyond. The completion of the OPD renovations (including changes in 18 depts.) has greatly facilitated the handling of out-patients. OPD numbers increased by 15.4% to 88,586. Daily attendances went to well over 500 patients and near the end of the reporting period a limit of about 450 patients per day was set to ensure adequate care. In the Minor Operating Room/Emergency Room area the work greatly increased, but with a concomitant decrease in the work of the main operating room. In-patient admissions did not increase, showing that there is strict limitation and increasing ambulatory care. A fee rise of an average of 25% resulted in an increased income and a drop in the LMN Subsidy to 16%. The new Minimal Care Unit was established and is greatly appreciated and well utilized. Work was begun on evaluating the system of giving free care. The general shortage of water continued and dialogue began with the local community and the water engineer to increase the supply.

d) Palpa Community Health Programme

The Palpa Community Health Programme, using Tansen as its base and working in close co-operation with the LMN Mission Hospital and the HMG/N District Offices, has fulfilled its two-fold aim of supporting His Majesty's Government (HMG) in its Primary Health Care programme in Palpa District and being involved with local communities in their self-development efforts by means of jointly planned and implemented Health, Agricultural, Drinking Water and Literacy Programmes. CHP has been involved in visiting His Majesty's Government (HMG) Health Posts in Palpa promoting Primary Health Care and MCH clinics. Seminars have been held for health post staff. In seven panchayats (population 22,848) CHP has been involved in a community multi-disciplinary health programme.

In these panchayats committees have been supported; and active Village Health Workers, chosen by their own panchayat, have carried out regular house visits (3,384 houses) for health education and motivation. Volunteers, Community Health Leaders and Midwife volunteers, have been trained and follow-up of them continued (170 Persons). Immunisation coverage has reached 48%. Latrine coverage has reached 24% useable latrines according to a recent survey (46% of households have built one at some stage). Malnourished children (9%) have been identified and followed up. Animal Health Volunteers (24) have received continued training and follow-up. A medicine supply is ensured on a sale basis, and a total 1,403 animals were treated. Six farmers have been supported and followed up in developing their own kitchen gardens. Considerable motivation has been carried out in all panchayats as regards soil conservation and fodder production. Planting was commenced in one panchayat. Two water systems (36 houses) were completed and handed over to their communities. Water source surveys (13) were conducted in seven panchayats for feasibility.

the town clinic has provided maternal and child health services and midwifery services, as well as being a training base for medical assistants and nursing students. 8651 clinic patients were seen.

e) Horticulture and Agronomy Support Programme

HASP, based in Tansen, continued its support programme throughout the year. A new building near the top of the hospital compound was completed. This is a sun-dried mud brick building, and uses as much local material as possible. Because local craftsman were unable to read the plans, the HASP leader had to be more involved in the building project than originally planned. This meant that less time was available for crop trials, seed production and distribution, soil conservation work, and visits to other projects by the HASP leader. A number of visitors visited the programme but not many from within UMN.

f) Okhaldhunga Dispensary

The 20 bed hospital is located in the truly rural area of Okhaldhunga District. It is the only health facility with in-patient capacity to serve the more than 150,000 people in the district. In the past year almost 13,000 out-patients and more than 1,000 in-patients were treated. In addition to the ongoing in-patient and out-patient work, the following activities need mentioning.

A three-day eye camp was held in cooperation with Lahan Eye Hospital and CHP. About 430 people were examined and 35 operated on, mainly for cataracts. A visiting dentist from UMN's dental program spent time in CHP, and a week in hospital. Two building programs were finished. We have been able to reduce the percentage of indirect free care to 35%, although fees have been increased. We will continue to review our fees regularly, but the constraint is that the income of the people in this poor area does not keep up with inflation. An official letter was received from the Ministry of Health to inform us that their budget at present does not allow for the establishment of a district hospital in Okhaldhunga. In general we have enjoyed good and friendly relationships with the local officials. One of the major setbacks in the past year was the absence of a Nursing Superintendent for 9 months. The in-service training of our nurse aide trainees did suffer a bit, and we are glad that this was picked up quickly again by our new Nursing Superintendent. Patient numbers are on the increase, but manageable with the existing level of staffing and facilities. We have benefitted greatly from visits by HSO staff and Patan Hospital-based workers, and would hope that the services from these two sources will continue to be available in the future.

g) Okhaldhunga CHP

The work of the CHP continued as planned in 14 panchayats in Okhaldhunga District. Each panchayat has a different mix of activities depending on community interest, and participation, HMG/N permission and staff availability. The main emphasis of the work has been on prevention, motivation, supporting HMG/N services, panchayat involvement, training and education. Some 80 men and 20 women from 10 panchayats were trained as Community Health and Development Leaders (CHDLs) - all volunteers. They received training in basic health, hygiene, disease prevention, agriculture and animal health. Seven MCH clinics were run in conjunction with HMG/N health posts on the Expanded Programme of Immunisation (HMG/N). Health education classes were held in several schools. Six Non-Formal Education classes were held. Two

the town clinic has provided maternal and child health services and midwifery services, as well as being a training base for medical assistants and nursing students. 2821 clinic patients drinking water systems were completed, benefitting a total of 95 houses. In one outlying panchayat, where 3 BAs are resident, a community clinic was started using locally raised funds for medicines. Community forestry work was begun and a school kitchen garden established. CHDL training and NFE classes were also conducted in this panchayat. Preparation for tree planting and anti-erosion work was begun in another panchayat. Regular visits were made to HMG offices, and 8 one-day seminars were held for HMG/N health post in-charges. A major evaluation of the CHP work was completed by the UMN Studies and Evaluation Programme.

h) Amp Pipal Hospital

In contrast to recent years there have been very few significant changes in the last year. Out-patient numbers have increased by 9% and in-patient admissions have increased by 24%. However, there has been a marked change in medical practice as shown by a decrease in the number of lab and X-ray procedures ordered and a decrease in the average in-patient length-of-stay. This attempt to lessen the cost for patients has resulted in a less than expected income, while expenditures remained as budgeted. Therefore there has been a higher than expected UMN Subsidy of 51%. The addition of the post of nurse-educator has proved to be beneficial, and it has become a priority to keep this post filled. It has continued to be difficult to recruit suitably trained Nepali staff, and the turn over in professional staff has been unsettling. There have been some problems with the integration of the Maternal Child Health Clinic into the hospital. The busy season lasted longer than usual last year, adding extra pressure to the hospital staff, but they coped well.

i) Gorkha CHP

This year has seen a consolidation of the direction of the programme, with continued emphasis on a participatory approach with communities towards increasing understanding and application of measures that lead to improvements in the health status of the population. This has meant that the major emphases of our work have been in training and follow-up of volunteers, and in developing closer working relationships with local political structures. The vaccination programme has expanded to include 5 panchayats, whereas involvement in the 3 static MCH clinics has diminished as local committees have taken more responsibility for running them. After many years of agricultural work, this aspect of the programme has finally been phased out, and the farmland handed over to the panchayat for use by the school. A programme of repairs to existing drinking water systems has commenced, with repairs on 2 of the 44 systems completed. Four expatriate nurses and one nutritionist have been resident in 3 panchayats outside Amp Pipal. They have been involved in helping train volunteers in non-formal education and literacy, MCH clinics, antenatal and postnatal care, health education and in teaching women handicrafts. The CHP offices have moved down to the hospital, in order to encourage a closer working relationship, and to enable more efficient use of joint resources. 16 expatriate and 13 Nepali staff are working in the target area of 5 panchayats, with a total population of about 25,000.

j) Patan Hospital

Patient numbers have increased in every service. Staff posts have all been filled, except in the nursing service where it remains difficult to retain trained nurses because of the countrywide

shortage and expanding job opportunities. Despite the shortage of nurses, the hospital has had an average bed occupancy of 81%, and the nurses are to be commended for their hard work and loyalty, and for managing the workload without detriment to the patients. A major decision affecting staff was to reduce annual leave from 8 to 6½ weeks, the difference being compensated for by an increase in salary. The Maintenance Department has continued to have problems with the roof leaking in many places.

There has been a constant struggle to keep the old Landrover on the road, but there is hope that the new Health Director of the Central Region, also Chairman of the hospital Board, will be able to obtain permission for us to buy a customs-free bus. Of great concern is the rise in the hospital subsidy from 30% to 40% of the operating cost. Several factors are involved in this. One is that in the past we have looked to private patients to help subsidize poorer ones, but now nursing homes and clinics have opened up, drawing private patients away from central hospitals. Another is that customs duty charged on all imported supplies, equipment and spare parts is the same as that charged to any profit business enterprise. The Board has approved a 20% overall fee increase in the coming year, but this will still not meet the deficit caused by increases in salary and cost of supplies. Some patients will not be able to pay the increased charges, and Government seems unable to give more. Therefore we look to the UMN, without whose help the hospital would have to close.

Health Services Medical Supplies

The past year has brought about sweeping changes in HSMS, including a complete turnover of personnel, development of new ordering systems, a mission-wide drug formulary for all UMN projects, and preparation for merger with our INF counterpart, the Medical Supplies Dept. In future the merged program will be the UMN Medical Supplies Dept. For the second part of the year we felt the loss of all the HSMS staff, the hiatus being managed by people from HSO and Patan Hospital. Staff have gradually been replaced, including a pharmacist from INF to be the director of the new MSD. During 1986/87 we have actively sought ways to reduce the cost of drugs to UMN projects, improve the service and control shortages of essential drugs, and make HSMS a self-supporting program. To begin with, a major review of drug sources and logistics of purchasing was conducted in the fall of 1986. Then we prepared a final UMN formulary, with input from all projects, prepared by the Pharmaceutical Advisory Group and approved by HSB in March 1987, and agreed to stock only those items on the Formulary.

Mental Health and Drug Abuse Prevention Program

The Mental Health Program continued to emphasise disseminated mental health care integrated into the existing health services. The community mental health pilot project in Lalitpur CDHP was consolidated through the year, and a CDHP staff member has taken over some of the supervisory work. The program is now used as a clinical attachment for medical students. The mental health work in Tansen was supported. One psychiatrist began a secondment to the Institute of Medicine for 3-4 sessions per week, including a teaching and clinical load, shared research and the production of a teaching manual. The expatriate case load increased throughout the year, and was a strain on the remaining psychiatrist. Relations with govt. psychiatrists and services continued to be good. The resignation of one psychiatrist half-way through the year added to the load of the remaining one. He has not yet been replaced.

The Drug Abuse Prevention Program (DAPP) continued to stimulate and work with local drug abuse prevention programs. Advice, information and support was given to these programs. DAPP has developed an information service, an information folder (used in police training), posters, a national symbol, and short video spot which was added to home videos in some shops. The team conducted a study tour of SE Asia which was helpful. The first survey on drug use was started. The death of the Nepali counterpart has greatly affected the program. There has been a marked change in attitude to drug abuse in the last two years. The community and political attitude is positive towards drug abuse prevention. There has been a marked increase in law enforcement.

m) UMN Dental Programme

The work carried out by this programme, which includes all the work not done in Patan Hospital, CDHP, Tansen Hospital and Palpa CHP, but which does use the services of dentists assigned to these programmes, resulted in visits to Jumla, Okhaldhunga and Palmeay, lectures to the UMN Nursing Campus, and the production of a set of teaching flash cards. "Oral health" training centers in Thailand and India were visited. The Dental Advisory Group met 3 times and proposed the position of a Dental Programme Director to lead this work.

n) Seconded Workers

Six UMN BAs were seconded to the Institute of Medicine (ICM) and one to the Ministry of Health, Nursing Division. Three BAs involved in the Nursing Campus have been involved in teaching and clinical supervision of post-basic nursing students, curriculum development and evaluation tools. During this coming year, 2 BAs will retire and we will need to seek their replacements. One BA has been teaching psychiatry and one teaching physiology and immunology. A biochemist and the immunologist have been involved in developing a Leprosy Serology Survey, which did not begin in the reporting period. The BA seconded to the Division of Nursing has been involved in developing a training programme for Traditional Birth Attendants. The work was cut short when she had to return home on sick leave after a car accident while returning from field training.

o) Health Services Office

This office has continued to provide support, direction and guidance to the health services projects and programmes. Areas of activity have included the screening of the medical papers of expatriate applicants, the procurement and distribution of drugs and supplies, an expatriate clinic, nutrition consultancy, statistics and evaluation consultancy and processing, library, biomedical maintenance and help with training opportunities for Nepalis. There has been a complete change over at Functional Secretary level, with a change in the Assistant Health Services Secretary and, near the end of the year, the Health Services Secretary leaving due to ill health.

3. State of Agreements

During the year discussions continued with HMG/N Ministry of Health regarding the General Health Agreement and the Letter of Intent for Patan Hospital. Basically no progress has been made. We are now up to draft No. 11 for the General Health Agreement. The lack of agreements has caused problems in the importing of equipment, supplies and medicine. In the last month (after this reporting period) there seems to be some forward movement in the Agreement. We pray that this will continue.

4. Overview of Personnel

For most programmes BA posts have been fairly well filled, and have enabled our programmes to function adequately. However, there is no depth in BA coverage, and therefore annual leaves and sickness are covered with difficulty at times. Usually this means that those who remain must double up in their duties, adding to stress and reducing the time available for language study.

During the year there has been an acute shortage of some key Nepali technical staff - Health Assistants (HA), Auxiliary Nurse Midwives (ANM), Community Medical Assistants (CMA) and Staff Nurses. These are responsible for patient care and teaching in our hospitals and CHPs, so a shortage hampers the work greatly. It is commendable that those who remained in our programmes have handled their very heavy workloads well. For some programmes there has not been a lack of technical staff, but rather a high turn over of these staff (e.g. In Patan Hospital 16 out of 23 new HAs have left in the last 2 years). This means that the programme spends a lot of time and energy training new staff, but does not see the fruit of it.

Two key posts for which BAs need to be recruited in the near future are a Laboratory Technician for Patan Hospital (by Jan 1988) and a 2nd psychiatrist for the Mental Health Programme (by July 1988). In the coming year 2 of our 3 Nurse Educators at the Institute of Medicine Campus in Maharajjung are leaving. We would like to replace them with suitably qualified Nurse Educators. These secondments to the Institute of Medicine are seen as key areas of potential ministry.

5. Overview of Finances

Each of our CHPs and Special Programmes has been fully funded, except for a shortfall in expected income for CDHP, resulting in a deferment of some capital expenditure and a delay in filling some posts. Most of the other programmes had problems in spending all their income. This was due to several factors - a change in programme emphasis away from service delivery to community motivation, to blocks in developing programmes (e.g. the Dhulikhel Jail Project in the Mental Health Programme), to community participation being less than expected, or to a lack of staff hindering programme development.

Three out of our 4 hospitals had much bigger UMN Subsidies than the target of 25% of recurring expenditure. Tansen Hospital had a subsidy of only 18%. It seems that a large proportion of the patients travel long distances to receive treatment at this hospital, and that those who can afford to come can also afford the fees. The hospital administration has been asked to try and make sure that the level of fees do not inhibit the patients from coming.

We suspect that the rate of inflation in the hills is much higher than the rest of the country, and since most of the population do not have a major cash income, the hills are getting poorer. And so it seems that a subsidy target of 25% was unrealistic for Amp Pipal and Okhaldhunga hospitals, and this will need to be reviewed. Patan Hospital's subsidy was much higher than the target, and this has prompted a complete review of the fee structure.

6. Looking Ahead

All projects and programmes have been moving ahead towards their long term goals. During the year the parameters for the major programmes were reviewed. Only in Palpa Project and CDHP were there significant changes made to these parameters. In Palpa Project the idea of "one health unit" running both hospital and CHP was not considered viable in the present climate in Nepal. Secondly, after looking at the functioning of the Patan Hospital Board, the thought of an "independent board" was likewise shelved for the present. In CDHP the plan of almost total withdrawal of the project from the Kathmandu

Valley was set aside because of the importance of the valley centres for training purposes. Last year 54 weeks of residential training were provided in these centres. This will increase in the future because there is much more community health in the new nursing curriculum; however, there will be some reduction in CDHP's valley work.

At present the Health Services does not have a permanent Health Services Secretary, and it does not look as if this post will be filled in the near future. This means that there can be no major changes in the direction of the work, and yet major issues will need to be dealt with. We need to pray that God will continue to lead in this interim period and guide us to the person of His choosing for this important role.

One issue arising out of the reporting of 1986/87 is the need for a review of the level of UMN subsidy in our hospitals. It has become evident that target subsidy should be worked out carefully for each hospital because their individual circumstances vary so much. How do we determine the capacity of the patients to pay, then set our fees appropriately, and yet without disadvantaging the poor?

The anomalous situation of HASP needs to be addressed. It is situated in the midst of a health project, administered by the Health Services, and yet it is a purely agricultural programme. Most involved feel that it would be best administered by the Rural Development Secretary. Perhaps then the wealth of information generated could be better utilized.

This last year has seen great opportunities for service through our hospitals, CHPs and other programmes. We are thankful for all the hard work put in by our staff, both Nepali and expatriate, and for the necessary funds being made available. We give God the glory for all He has done, and we look in this coming year to see the great things He is going to do.

Paul Curtis
Assistant Health Services Secy.

ENGINEERING AND INDUSTRIAL DEVELOPMENT BOARDAnnual Report 1986/71. Summary and overview

The Engineering and Industrial Development Board was formed in April 1987 as a result of the decision of the UMN Board to divide the work of the former Economic Development Board into two separate functional areas. The work at Butwal and Andhikhola projects comes under this Board, as well as the coordination of UMN's involvement in the Companies of which it is a shareholder.

In addition the Engineering and Industrial Development Secretary (EIDS) is responsible for recruiting of Board Appointees to fill engineering related posts in the projects of other Functional Boards. The main area of responsibility this involves is finding staff for the building and maintenance programmes of UMN projects.

The year has seen a large effort put into the implementation of the Management Study report. In particular this has meant the working out of new ways of decision making, and the preparation of Long term Plans in a format more suitable for setting project parameters. This has led in particular to a reevaluation of the number of programmes within the Andhikhola Project, as a result of which consolidation has been implemented from the current year.

The year has seen some very significant areas of progress, as well as a number of difficulties. Particular points to mention are:

- A very encouraging recovery by Butwal Wood Industries (BWI) from the effects of the fraud case. There has been record production: the fraud case has been settled: steps have been taken towards the workers owning shares: a new manager has been appointed.
- Butwal Power Company (BPC) has established a Consultancy Division to work particularly in the field of design for hydro power projects.
- A Management Consultancy Programme has been established in Development and Consulting Services (DCS) which has begun to provide advice and training to the related Companies. In addition the Advanced Training Programme has been providing academic training to the staff of DCS and the companies.
- Three small industries for manufacturing Roofing Tiles have been established with the assistance of DCS.
- Eight villages received electricity through the Small Turbine and Mill Programme.
- Further testing has led to improvements in the design of the hydraulic ram pump, and preparations have been made for the regular installation programme within STMP.
- Much groundwork had been laid in the Evaluation of Industrial Work in Butwal, which will be completed within the next year.

- Arising out of the Evaluation, attention has been given to the issues of the needs of **under-privileged groups** in Butwal. As yet this has not led to a concrete action; however awareness has been raised, and this matter needs to be addressed as the cities and towns of Nepal begin to mushroom.
- Significant progress has been made in the construction of the **Andhikhola Hydel and Rural Electrification Project (AHREP)**. The tailrace construction has progressed well; the construction of the draftshaft has restarted with new procedures during the year and is now 43% complete. Continued attention is needed to keep to schedule, and difficulties have been experienced with the reliability of vital equipment.

Much detailed planning has been done for the Rural Electrification component, so that it can enter its trial phase during the coming year.

Particular difficulties have included:

- A difficult raw material situation for the **Butwal Plywood Factory** due to HMG discontinuing the supply of timber to industries. It is envisaged that it may be necessary to close the Factory for a time.
- **Himal Hydro and Nepal Hydro and Electric** have continued to experience difficulty in winning orders through tenders.
- **Himal Hydro and Nepal Hydro and Electric/Butwal Engineering Works** have experienced industrial difficulties during the year including strike action. In the latter case this arose through unclear directives from HMG, and this has been one of a number of symptoms of an increasingly difficult climate for industries to operate in.
- Shortage of personnel in the **building field** has meant that the teams in the DCS Design Office and on the Jumla Project building programme have been overstretched and have had to work under exceptional stress.
- Difficulties in negotiating agreements for the **Andhikhola Irrigation and Forestry Programmes** have severely hampered the work.
- The partial collapse of the building under construction for the **Andhikhola Cooperative Society Aid Programme** has been a discouragement; however it is leading to a more serious participation of the Cooperative Society, and may well in the end have beneficial results.

2. Report of Projects

Butwal Project

Work has started on the evaluation of the Butwal Project, and this will be completed during the current year.

Development and Consulting Services (DCS)

In all departments, except for the Design Office, DCS has had a good year. The Small Turbine and Mill Programme has continued its regular installations, and has taken on an increasing number of village electrification installations. This has been taken over from the Rural Electrification Programme, which has provided training to staff, as well as continuing development of the low wattage cooker. The Research and

Development Workshop has reopened; it has concentrated on the completion of the ram pump design, and training STMP staff for installation. The Advanced Training Programme continued to develop course material, as well as teaching students in English, Maths, supervision and Galvanising. The Management Consultancy Programme was started, and has offered advice and training to related organisations. The Design Office has been hampered by staff shortages, but has nevertheless worked on buildings for the BTI Extension Programme, the Gandaki Boarding School girls' hostel and the AKP Cooperative Society warehouse.

Related Organisations

We continued to contribute to the development of Butwal Technical Institute (BTI) and the Companies in which UMN has a share interest through secondment of personnel, as well as through membership of their Boards. Particular programmes in this sector in which UMN has had a part related to BTI, Butwal Plywood Factory (BPF) and the Gobar Gas Company. The BTI extension programme has continued, with buildings being provided to expand BTI's capacity to 96 trainees. The BPF Forestry Programme has planted smaller areas than planned, but nevertheless has achieved significant progress, and is viewed by many people in the forestry sector as an example of what should be done for commercial forestry. The future of this programme is dependent on HMG giving BPF an agreement under the Leased Forest Rules. The Gobar Gas Promotion and Extension Programme was completed, under which subsidies for plant construction have enabled the Company to establish a healthier financial base. Preliminary discussions have been initiated with regard to the eventual handover of UMN's share interest in the company. No progress has been made on the handover of BTI, and the decision on this had been postponed until the Institute of Technology and Industrial Development (ITID) agreement has been implemented.

Andhikhola Project

Significant progress has been made during the year in the Andhikhola Hydel and Rural Electrification Project (AHREP), with progress on the tailrace and headrace tunnels, the dropshaft and the dam. Revised working methods on the dropshaft have enabled this to proceed steadily. In addition the transmission line is expected to bring power to the site by February 1988. This will ease the difficulties which have been experienced with breakdowns, particularly of generators, which have been the major difficulty. A number of safety issues have been satisfactorily addressed. Planning is being done for the Rural Electrification Programme, which will start with a pilot scheme when the transmission line reaches the site.

Further design has been done for the irrigation programme, but progress on redistribution of land is delayed by the lack of agreement. The Drinking Water and Sanitation Programme has continued more slowly than planned, due to stricter controls being exercised to ensure that village sanitation is effectively implemented before water systems are installed. The Galyang system has been expanded, with ram pumps from DCS. There have been difficulties in getting reliable operation of these pumps, but progress has been made in resolving these, with the assistance of DCS and of the Appropriate Technology Programme. Other rural development programmes have finished their activities, in preparation for the consolidated structure to be implemented during the current year. Forestry activities have continued with motivation of individuals and communities, and with the establishment of vegetative erosion control practices. The Agriculture Programme demonstrated improved crops, as well as continuing involvement with Youth Clubs in animal raising. The Rural Industry Programme has continued to work

with a local ladies sewing group, which has now been established as a separate unit. The Cooperative Society Aid Programme has focussed on the construction of a warehouse; this is being built by a local contractor under the supervision of the Society. Weaknesses in supervision led to a partial collapse in the monsoon, but this has led to a reevaluation of the supervision practices. Non Formal Education has continued to support the other programmes.

Promotion of Apprenticeship Training Programme

Activities during the year have focussed on assisting BTI in evaluating its training programme, and suggesting new patterns of training to supplement the existing 4 year programme.

3. State of Agreements for Projects

We have continued to operate with only one valid project agreement, that for the Andhikhola Hydel and Rural Electrification Project. In addition we have a letter of authorization from the Ministry of Panchayat and Local Development which has enabled us to assist with the construction of drinking water systems in the Andhikhola area.

Negotiations for the agreements for Irrigation and Forestry within the Andhikhola Project have been slow and difficult. At the present stage there has been considerable local pressure for the Irrigation Agreement, and this pressure has had a useful effect in getting some response and support for the programme at a ministerial level. Work on the Forestry Agreement appears to have been hampered by a change of personnel within the Ministry of Forests: after an initial enthusiastic response from the Ministry about our proposal, we are now in a position where conditions have been set which would be very difficult for us to work within.

Progress on the renewal of the Agreement for the Institute of Technology and Industrial Development (ITID) in Butwal has been much more encouraging. After detailed discussions a revised draft has been submitted: since this revision incorporates the suggestions of the officials in the Ministry of Finance as well as the concerned Department, we are hopeful that the passage of the agreement through the various Ministries up to Cabinet Level will be relatively smooth.

4. Overview of personnel

The year has seen stability in the leadership of the two Projects of the EIDB, and this has resulted in increased overall stability. However there have continued to be shortages in the overall leadership situation, with the Industrial Development Coordinator having to cover for the furlough of one of the BA Company Managers, as well as having to take a major part in the management of Butwal Wood Industries. The major shortage has been in the building field. DCS Design Office and the Jumla building programme have been consistently understaffed, and this has led to great frustration as well as overwork. Recruiting efforts have been focussed on this need, and as a result a number of enquiries are being processed: however the time involved in the recruitment process means that the results of this will not become evident until the end of the current year. There has also been a need for more assistance in the EIDS's office, and routine work has suffered.

Overall, however, the personnel situation has been encouraging.

5. Overview of finance

The Treasurer has continued to procure funds so that all programmes have continued to operate as planned, within the limits of other constraints. One setback has occurred in the funding of the Andhikhola Irrigation Programme: due to the delay in the agreement, both funding agencies involved have withdrawn their promises of funding: however we have been encouraged to reapply.

Of particular significance is the fact that approval has been given to the increased funding from NORAD for the revised budget for AHREP. However we still await commitment from HMG for their share of this budget, as well as towards the increased share capital in Himal Hydro. We are also waiting for the Nepal Industrial Development Corporation (the other main shareholder in the Butwal Plywood Factory) to commit themselves to funding for the BPF plantation.

6. Looking Ahead

As indicated earlier much work has been done on putting long term plans into a format which will enable effective medium term planning to take place, and it is expected that these will be presented to the Executive Committee in April 1988. These will be used to project personnel needs up to three years ahead, to assist in recruiting.

Particular areas for which thought needs to be given include:

- a) The future pattern of training within Butwal Technical Institute.
- b) How to effectively promote the concept of apprenticeship training.
- c) Future directions for Himal Hydro, NHE and BPC, with particular attention to the possibility of involvement in the Jhimruk Khola project after the completion of the Andhikhola power plant.
- d) How to effectively promote the development and establishment of rural industries, taking care to address the business and marketing side of such enterprises, as well as the technical.
- e) How UNIN should address the trend to urbanization in Nepal which will become increasingly apparent in the closing years of the century.

Lionel Mackay

RURAL DEVELOPMENT BOARDAnnual Report 1986/871. SUMMARY AND OVERVIEW

In April 1987 what was formerly the Economic Development Board (EDB) was divided into two separate functions. At that time, Rural development (R.D.) became an entity of its own under the office of the newly appointed Rural Development Secretary (RDS). The two projects which became administratively managed by this office are the Rural Development Center (RDC) and the Surkhet Project for Income Generation and Development of Cottage Industries (Surkhet).

The RDS is professionally linked to all rural development personnel and programs throughout UMN projects. He is responsible for recruitment for all R.D. posts and has advisory input to all R.D. programs. Rural Development has had seconded people in 6 UMN projects throughout the past year.

Generally speaking, the efforts of the past year have largely gone into establishing the operative function of the RDS, while specifically fulfilling responsibilities in administrative and professional relationships. Attempt has also been made to outline long term vision and plans. This work has been complicated by the fact that 3 different people have held the rural development responsibilities in the past year: the former Economic Development Secretary (EDB); the newly appointed RDS; and then an acting RDS to cover while the RDS has been on home leave.

The division of EDB has had positive effect on rural development in UMN. R.D. people are very encouraged with the results of this change. They feel the new structure has given them better support and representation.

2. PROJECT REPORTSSURKHET.

This integrated rural development project has now completed its fifth year of operation. In the past year major emphasis has been in the following areas of activity: women's skill development and income generation; non-formal education; water systems --- drinking and irrigation; conservation and forestry; and health care.

Surkhet Project has made working with women a priority in all of their activities. This most strongly shows up in their skills development work. Last year a 3 month training was held for 18 women who were encouraged to return to their villages and train other women. As a result of this 76 women have now learned various skills. In non-formal education, out of 161 participants (75% women) 70% were judged to be literate by the end of their course.

Five water systems are in various stages of completion. This area has proved to be the most difficult of the project's activities. Set-backs occurred in several systems, primarily as a result of insufficient on-site technical input and supervision. Recruitment efforts are going on to try and resolve this problem.

Community forestry has continued with good interest shown by the local people. However, because the project's forestry technician and component leader had both gone off for training during the course of the year, some of the activities suffered.

In health, 9 village health workers received training and field support. Nearly 1,500 patients were treated in a low profile clinic.

Surkhet project has grown in numbers; 8 new staff were hired, which brings the total number of personnel up to 14. Two of the 14 are away on studies.

RURAL DEVELOPMENT CENTER.

With the establishment of the RDS office the role of RDC has taken on more of a purely technical/advisory nature than in the past. This service provides critical support to the RDS and to many of our R.D. people scattered throughout the Mission. The Water Systems Consultancy section was added to the project and the Studies and Evaluation Program was phased out because of lack of personnel and under-utilization.

A new Director was appointed during the past year, the outgoing Director having gone on home leave. Other major personnel changes also occurred, new leadership coming into almost every section. This lack of consistency in leadership has been a particular problem in RDC, but it has also provided for some major changes in emphasis. A particularly exciting development is the stress being laid on providing training courses to people in our project areas. Historically, the Animal Health Improvement Program has emphasized this area, but now each section is being encouraged to do so. This will also provide more program continuity, sections not having to only wait for requests coming in from the projects.

Major revisions in personnel and program direction have been recommended as a result of serious internal evaluation. It has been seen that RDC needs to consolidate its structure, to remain as flexible and mobile as possible to offer support to R.D. work and workers. RDC must not become a means to its own end, but rather, it must remain free to serve others.

3. STATE OF AGREEMENTS

In the past year the office of the RDS has been working to secure two agreements. The Surkhet Project agreement has been approved by the Director General of the Department of Cottage and Village Industries. He has sent it off with a high recommendation to the Finance Ministry. The Andhi Khola Forestry Component agreement has not been looked upon favorably by the Ministry of Forestry. Rather, a decision has been passed down which states that foreigners are not to be involved in the implementation of such activities in that area. UMN is contesting that decision, stressing that we seek not only to fund forestry activities, but to offer competent field work as well.

4. OVERVIEW OF PERSONNEL

Overall, our personnel situation has been stable. Rural Development is privileged to have some of the best people in UMN. Together we have a team which is skilled, committed to their work, and full of determination to serve Christ and the people of Nepal.

Some area of concern have been the high turnover of people in RDC; the cutting back of R.D. components and therefore posts in various projects; and the difficulty in recruiting people for several specialist posts and remote areas in general. A specific concern has been the issue of how we in UMN give sufficient support to our people in more isolated situations.

5. OVERVIEW OF FINANCE

We have had sufficient funds for all the programs within RDC and Surkhet Projects. Overspending in Surkhet was due primarily to more involvement in water systems than was planned. Underspending in RDC was a result of some unrealistic planning, but mainly from a good number of unfilled posts.

6. LOOKING FORWARD

With the official submission of the Surkhet Project agreement, that project has come up with a 5 year outline of involvement. This will be translated into UMN's long term planning format and submitted at the April, 1988 meetings. Likewise, revision to RDC's long term plans are also being undertaken. The major reason for this is the need to have more quantifiable objectives and ongoing evaluation to determine our effectiveness.

A major development is a proposal for a new rural development project being submitted for discussion at the November, 1987 Executive Committee meeting.

UNITED MISSION TO NEPAL

Minutes of the
BOARD OF DIRECTORS MEETING

and

EXECUTIVE COMMITTEE MEETING

Held in Kathmandu

16 - 21 November 1986

Minutes of the

UMN BOARD OF DIRECTORS MEETING

held in Kathmandu, 18-21 November, 1986

The Annual Meeting of the Board of Directors of the UMN was held at the Blue Star Hotel, Kathmandu. Sessions began at 7.15 p.m. on Tuesday, 18th November, and continued until 1 p.m. on Friday, 21st November, 1986.

Dr. John Piet led the Bible Studies on the opening evening and at the beginning of the morning sessions, and appreciation was expressed for this ministry.

A number of church leaders spent part of one session with the Board, sharing news, and this was greatly appreciated.

BD-1/86. 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: Dr. Jack Reents
Assemblies of God: Rev. Ronald Peck
Baptist Missionary Society: Rev. Neil McVicar
BMMF International: Miss Janette Cowan
Christian Church (Disciples): Mr. Keith Jamieson
Church Missionary Society, Australia: Dr. Alan Cole
Church Missionary Society, UK: Mr. Malcolm Warner
Church of North India: None
Church of South India: None
Committee for Services Overseas, Germany: Mr. Helmut Hertel
Darjeeling Diocesan Council & Church of Scotland: Bishop John Ghose
Danish Santal Mission: Mr. Jorgen Pedersen
Evangelical Free Church of Finland: Miss Riitta Siikanen
Finnish Evangelical Lutheran Mission: Rev. Paavo Kilpi
Gossner Mission: Mrs. Else Furthmuller-Meyer
Japan Antioch Mission: Rev. Minoru Okuyama
Japan Overseas Christian Medical Cooperative Service: Mr. Kentaro Shiozuki

Lutheran Church in America: Dr. Jack Reents
Mennonite Board of Missions: Mr. Ron Yoder
Mennonite Central Committee: Mr. Paul Myers
Methodist Church, UK: Rev. Swaminatan Jacob
Norwegian Himal-Asia Mission: Mr. Einar Kippenes
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. Lalngurauva Ralte
Presbyterian Church, USA: Rev. Newton Thurber
Regions Beyond Missionary Union: Rev. Geoff Larcombe
Swedish Free Mission: Mr. Billy Johansson
Swiss Friends for Missions in India & Nepal: None
Tear Fund: Rev. David Applin
United Church of Canada: None
United Church of Christ, Japan: None
United Methodist Church, USA: Miss Marge Mayer
Wesleyan Church: Dr. Wayne Wright
World Concern: Mr. Paul Kennel
World Mission Prayer League: Mr. Bob Andrews

B) Representatives of the Christian Church in Nepal:

Mr. Mongol Maharjan
Mr. Bir Bahadur Khawas

C) Ex-officio members:

Executive Director: Mr. Howard Barclay
Treasurer: Mr. Erling Wennemyr
Education Secretary: Mr. David McConkey
Health Services Secretary: Miss Jeannette Hyland
Acting Economic Development Secretary: Mr. Al Schlorholtz
Asst. Education Secretary: Miss Ann Lycett
Asst. Health Services Secretary: Dr. Del Haug
Asst. Economic Development Secretary, ID: Mr. Lionel Mackay
Asst. Economic Development Secretary, RD: Mr. Peter Quesenberry
Education Board Representative: Mr. Ryohei Takatsu
Health Services Board Representative: Miss Niekie Waaning
Economic Development Board Representative: Mr. Roger Lunden
Workers' Conference Representative: Miss Margaret McCombe

D) Co-opted members:

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

E) Observers:

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

BD-2/86. Change of name of Member Bodies. The following changes are noted and recorded:

- a) The Free Church of Finland is now known as the Evangelical Free Church of Finland;
- b) BMMF International will be known as Interserve as from 1 January 1987.

BD-3/86. Agenda. The Agenda was accepted as presented by the Executive Director.

BD-4/86. Confirmation of Minutes. The Minutes of the Board of Directors meeting held on 16-19 April, 1985 had been circulated to all members of that meeting. It was RESOLVED to accept these and to confirm them as correct.

BD-5/86. Orientation Session. At the opening meeting of the Board, the Executive Director, Treasurer, Functional Secretaries and Personnel Secretary outlined the main items of interest within their areas of responsibility and work.

BD-6/86. Annual Reports and Financial Statements for the year 1985/86. It was RESOLVED to accept and approve the Reports and Statements as follows:

Administration:

- Appendix 1 - Executive Director
- Appendix 2 - Treasurer's consolidated statements
- Appendix 3 - Provident Fund (calendar year 1985)
- Appendix 4 - Headquarters Project

Education:

- Appendix 5 - Education Board
- Appendix 6 - Seconded School Workers
- Appendix 7 - Pokhara Education Project
- Appendix 8 - Jumla Project
- Appendix 9 - Language and Orientation Program
- Appendix 10 - Training and Scholarship Program
- Appendix 11 - Student Financial Assistance Fund

- Appendix 12 - Children's Hostel
- Appendix 13 - Business School
- Appendix 14 - Education Service Office

Health Services:

- Appendix 15 - Health Services Board
- Appendix 16 - Health Services Office
- Appendix 17 - Palpa Project
- Appendix 18 - Gorkha Project
- Appendix 19 - Okhaldhunga Project
- Appendix 20 - Lalitpur Community Development & Health Project
- Appendix 21 - Nurse Campus, UMN Program
- Appendix 22 - Patan Hospital

Economic Development:

- Appendix 23 - Economic Development Board
- Appendix 24 - EDB Service Office
- Appendix 25 - Butwal Project
- Appendix 26 - Rural Development Centre, Pokhara
- Appendix 27 - Andhikhola Project
- Appendix 28 - Surkhet Project.

BD-7/86. Long Term Plans. Revised Long Term Plans for Administration, Education projects and most Economic Development projects were received and reviewed, together with the outlined Health Services proposed policies and guidelines, on the basis of which the health services projects' Long Term Plans will be revised and presented in 1987.

The Long Term Plans were accepted with appreciation, but also with an expression of the need for further standardisation of presentation, timing, evaluation procedures, etc. It was RESOLVED to refer this matter to the Executive Committee, to approve a procedure which would be practical and still fulfil the requirements of the Board, recognising the varying kinds of projects, staggered timing of funding and therefore of relevant plans, etc.

BD-8/86. Human Resources Management Study. The report by Russ and Marge Liechty, following their year in Nepal, was presented to the Board of Directors by the Executive Director. The response from the Executive Committee, which had studied the report, was also shared. The Executive Director made a full presentation of the background, implementation and substance of the report, and reviewed observations and recommendations coming from it. Mention was made of activity already happening in response to some problem areas seen in the recommendations.

The Board entered into a full discussion, expressing first their great appreciation to the Liechtys for their work.

It was recognised that some issues had resulted from the very nature of UMN, its wide spectrum, its varied expectations, and the changed attitudes to commitment, and these are not easily addressed. Note was made of the partial nature of the report inasmuch as there was no Nepali participation in the study.

In response to the study the following guidelines were provided, responsibility for implementation to be directed through the Executive Director:

- a) The need to prepare a comprehensive and coordinated plan with objectives, schedule of activities, and provision for evaluation. This will include responsibilities of action for various groups, including administration and Board Appointees, as well as member bodies, especially in terms of personnel preparation.
- b) While there is a need for a comprehensive approach, this should not

prevent addressing specific areas as opportunity arises. Care should be taken that the management study currently being undertaken should not overshadow areas of personal needs, e.g. language, spouses, etc.

- c) Board Appointees at project level should be encouraged to find forums to study the report. Areas of conflicting response especially may be shared for greater understanding, which could help towards a better self-assessment and response to some issues.
- d) In addressing these problem areas, the need of a spiritual response should be considered. There should also be an emphasis on the need to understand, serve and relate to the people of Nepal.

A review of the progress in areas highlighted by the recommendations will be brought back to the Board.

BD-9/86. Reasons for people leaving UMN. The Board received the results of this study as authorised in BD-11/85. This report was seen as being strongly related to the Human Resources Management Study, with indications that its areas of concern were substantially covered by the recommendations of the Human Resources Management Study. It was RESOLVED that the report on the Study of Reasons for people leaving be regarded as related to the larger document, and therefore needing no separate action.

BD-10/86. UMN Management Study. A full discussion followed on the issues highlighted in the Management Study and its recommendations, together with the Executive Committee comments in EC(2)-20/86. It was RESOLVED:

- a) To express gratitude to the Management Consultant and administration for the work put into this study, and also to the Board for good, open discussion on the issues raised.
- b) To request administration to implement the 27 recommendations as approved and listed in Appendix I to these Minutes; further, to bring back a report to the next Board Meeting concerning the effect of the changes made, and pointing out areas where further amendments are needed.
- c) To request that consideration be given to the Personnel Secretary's duties as listed in the Bye-laws, and to see if amendments are needed;
- d) To instruct that consideration be given to the matter of enlarging the membership of the Coordinating Committee by representation of Board Appointees, with particular attention being given to the role of of such representation within the total role of the Coordinating Committee. It is again confirmed that the Coordinating Committee is still responsible, through the Executive Director, to the Executive Committee as representing the Board.

BD-11/86. Screening and Acceptance of Candidates. This matter was discussed fully, noting the recommendations of the commission, the Coordinating Committee, and the Executive Committee as outlined in EC(2)-23/86.

It was RESOLVED to confirm and approve the procedures listed in EC(2)-23/86, amending only the final recommendation by requesting that the appropriate amendments to the Constitution and Bye-laws be brought to the Board in 1987.

BD-12/86. Constitution and Bye-law amendments.

- a) Ratification of Constitutional amendment. It was RESOLVED to ratify the amendment made in BP-16/85, changing Const. V, B, 2 to read:

"Ex-officio members: The Executive Director, Treasurer, Functional Secretaries, Assistant Functional Secretaries, one Board Appointees"

representative from each Functional Board, and the elected representative of the Workers' Conference, all of whom will have voice but no vote."

b) Representation on the Board.

- i) It was RESOLVED to approve the following amendment to the wording of Const. V, B, 1, to be ratified by the Board in 1987:

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

- ii) It was agreed not to amend Bye-law II, C accordingly until the Constitutional amendment has been ratified.

c) Workers' Conference.

- i) It was RESOLVED to approve the following amendment to the wording of Const. V, B, 2, to be ratified by the Board in 1987:

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

- ii) It was agreed not to amend Bye-law XII in that wherever the words "Workers' Conference" appear they be substituted with "Annual Conference" until the Constitutional amendment has been ratified, but to recommend that the change be implemented in practice in the spirit of the foreshadowed resolution.

- d) Other Bye-law amendments. Proposed amendments had been circulated, including the recommendations of EC(1)-47/86, EC(2)-58/85, BD-18/85,d, and EC(1)-14/86, together with many changes arising from the approval of the Management Study recommendations. It was RESOLVED to approve these, with necessary minor editorial corrections, as listed in Appendix II to these Minutes.

BD-13/86. Relationship of UMN to the Nepali Church. It was RESOLVED to request that a small committee be set up, comprising of representation from administration, the Nepali Church and non-Board Appointees, with the Executive Director as Convener; the members of the committee to be chosen by the UMN President and the Executive Director. This committee is assigned to discuss mutual relationships between UMN as an organisation and the Church, and as a result to propose amendments to the Statement of Aims and Purposes, if needed. (Note also EC(2)-40/86).

BD-14/86. Appointment of Executive Director. Ref. EC(2)-15/86. It was RESOLVED to appoint Howard Barclay as Executive Director for a further three year term from 1 January 1987. The Board wishes to record its deep gratitude for Howard's leadership in the mission, and its confidence in and prayer for him as he continues bearing this heavy responsibility.

BD-15/86. Division of Economic Development function. In view of the increasing size and diversity of the Economic Development work, it was RESOLVED to divide this into two functional areas: Rural Development and Industrial Development. Ref. EC(2)-16/86.

BD-16/86. Personnel needs. Various needs were brought to the attention of the Board from time to time through the meeting, and member bodies are encouraged to seek for personnel for posts which are vacant, or will be falling vacant in the near future:

| | |
|--|-------------------------|
| Treasurer | Personal Counsellors |
| Asst. to Executive Director | Systems Analyst |
| Health Services Secretary | Project Directors |
| Asst. Health Services Secy. | Secretaries |
| Auditor | Culture Resource Worker |
| Head of English Dept., GBS | Tutorial Teachers |
| Doctors with general medicine experience | |

BD-17/86. Recruitment of personnel and Language study. Arising from discussion of the annual reports and the Human Management Resources Study, it was **RESOLVED** to record the Board's affirmation of:

- a) The need to recruit personnel who are willing to commit themselves to a minimum of two full terms of service; (see BD-18/79,c & BD-26/80,a).
- b) The need for member bodies and sending agencies to encourage and inspire their candidates to take language study seriously, and make it one of their first priorities in their early years in Nepal;
- c) The request of the Education Board that member bodies encourage and assist candidates to get language learning training before coming to Nepal, (ref. EC(2)-33/86,last para);
- d) The need for member bodies to emphasise to candidates before leaving the necessity for flexibility in assignment. (ref. EC(2)-21/86,b.)

While recognising that there are some places for shorter term people (up to three years), it is obvious that those who serve for extended periods in Nepal have more opportunity to overcome language, culture and other problems raised in the "Liechty Report", and can contribute a more effective role in work and service after the initial term of basic orientation.

BD-18/86. Education of UMN children. Some members of the Board were able to visit the premises of the new Kathmandu International Study Centre, and the reports of developments and action of FC(2)-10/86 and EC(2)-34/86 were noted. It was agreed to affirm the principle that member bodies support the financial needs of KISC at this time, and that information about this be sent to all member bodies and sending agencies.

BD-19/86. Annual setting of Per Capita Grant. It was **RESOLVED** to delegate the authority to set the amount of the Per Capita Grant annually to the Executive Committee, meeting in April each year, and to request that the necessary Constitutional changes be brought to the Board for action.

BD-20/86. Per Capita grant policy for short-term workers. It was reported that the policy set by the Board in BD-13/85,g had been difficult to implement, and the Executive Committee had provisionally approved an alternative policy which was found to be appropriate, as set out in EC(2)-11/85. It was **RESOLVED** to confirm and approve this policy for short-term workers.

BD-21/86. Per Capita Grant for Asian Member Bodies. Ref. BD-14/85. After discussion it was **RESOLVED** that where Asian member bodies find it difficult to meet the full per capita grant, they should pay what they can towards this and provision will be made for the balance by UMN.

A similar arrangement will be made for costs involved in the schooling of UMN Asian children, administered by the administration.

BD-22/86. Nepalisation. Administration was asked to bring to the Board next year a definition of the term Nepalisation, recognising that it is a complex matter and has many aspects and implications beyond the filling of posts by Nepali staff. The particular emphases of implementation should be clarified, and input from Board members and Board Appointees sought in the discussion.

BD-23/86. Forestry Program. The action of EC(2)-37/86 was noted, and it was **RESOLVED** to endorse the request that study continue regarding the possibility of a general forestry agreement, while the work will be implemented at project level. Further that in future the forestry sections of the work will be dealt with through the normal plans and reports of each project, and not as a separate topic by the Board.

- BD-24/86. Workers' Conference Report. The Conference representative, Margaret McCombe, gave an interesting report on the two gatherings held since the last Board Meeting, in May 1985 and May 1986. Dr. Roland Hellston had been the speaker at the 1985 Conference, and Dr. Martin Goldsmith in 1986, and the Bible study and ministry brought by these two special guests had been very greatly appreciated.
- BD-25/86. Observers on the Board. Administration was asked to again consider the guidelines for Observers approved in 1985, and to bring a recommendation to the Executive Committee for consideration and guidance as to the possibility of permitting Observers to the Board from Christian supporting agencies.
- BD-26/86. Nawal Parasi Report. Ref. BD-25/85, b. It was reported that the decision has been made not to pursue the possibility of re-opening work in the Nawal Parasi area at the present time, but that a small committee is observing the developments in that location.
- BD-27/86. Moratorium on Member Bodies. Further to the action of BD-11/84,a, it was RESOLVED to extend the moratorium on accepting new member bodies, except for Asian members, for a further year.
- BD-28/86. General Agreement. The Executive Director reported that the UMN General Agreement had been renewed since the time of the last Board Meeting, and it is now valid to 26 May, 1990. The Board expressed deep thanksgiving to God for this extension of the Agreement, and the helpful cooperation of His Majesty's Government in the process.
- BD-29/86. Asia Consultations. The Executive Director reported that in May/June, 1986 he has been able to visit most of the interested agencies based in Hongkong, Japan and Korea on behalf of the UMN, and was encouraged by the desire expressed for continuing or increased involvement in the work of the Mission.
- BD-30/86. Small groups. The value of the small group discussions at the Board, and consequent opportunity to study the annual reports more thoroughly, was recognised, and a request made that these be planned again for the meeting next year. It was appreciated that the major business matters of the Human Resources and UMN Management Reports had meant that it had not been possible to give time to small group discussions this year.
- BD-31/86. Tribute to Mrs. Sobi Itoh. The Board received, with great sorrow and a sense of loss, news of the tragic death of Dr. Mrs. Sobi Itoh, who was a Board Appointee from 1971 to 1977 with her husband, Dr. Kuniyuki Itoh, and with their six children, at Okhaldhunga; and expressed its sincere condolence to their family and her sending body, JOCS.
- The Board learned that Dr. Sobi, with her husband, was seriously considering possible re-assignment to UMN in two years time, and was training herself physically and spiritually, as well as in her profession, and that the accident took place during her mountain training at Mt. Fuji. The Board acknowledged with gratitude her contribution to UMN through her dedicated service to the people of Nepal as a gynaecologist, as well as through her support to her husband and children in a difficult setting during her UMN days, and her continued interest in UMN work and support to the Nepalis by regularly sending scholarships, and helping medical students in Japan to become interested in UMN work.
- The Board prays that God's special mercy may be abundant upon Dr. Kuniyuki Itoh, to sustain him in overcoming the hardship, and to give him courage and faith to live on in God's calling in years to come.

The Executive Director committed the Itoh family to the Lord in

prayer, and also Thomas and Karin Doehne, whose little daughter, Carolin, had died in Okhaldhunga in June 1986 after a short illness.

BD-32/86. 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 Committees for the coming year. This Committee was comprised of: Janette Cowan (Convenor), Malcolm Warner, Keith Jamieson, Kentaro Shiozuki, and Erling Wennemyr.

BD-33/86. Executive and Finance Committees. On receiving the recommendations of the Nominating Committee, the following elections were made for the year 1986/87:

Executive Committee:

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

Finance Committee:

| | |
|--------------------------------|-----------------|
| Chairman of Finance Committee: | Jorgen Pedersen |
| Chairman of the Board: | Neil McVicar |
| Other member of Finance Comm: | Paul Myers. |

BD-34/86. Election of Committees. It was brought to the attention of the Board that it is sometimes difficult for members to know immediately whether or not they would be free to serve on the Executive Committee if so asked. It was requested:

- That the Coordinating Committee set dates for the Board 18 months to two years ahead;
- That information be sought before the Board Meeting as to the coming year's delegates and their availability to serve on the Executive Committee.

BD-35/86. Dates of Meetings. It was RESOLVED to set the dates of meetings for the coming year as follows:

| | |
|----------------------|---|
| Finance Committee: | 24 April, 1987 |
| Executive Committee: | 27-28 April, 1987 |
| | (Closed session at Blue Star, 26 April). |
| Finance Committee: | 20 November, 1987 |
| Executive Committee: | 22-23 November, 1987 |
| Board of Directors: | 24 November evening - 27 November noon, 1987. |

BD-36/86. Vote of thanks. The Board expressed very real appreciation to the administration and all who had worked hard in preparation for the meeting; to the delegates who had given time and much effort to the business of the meeting; and to the Chairman for his wise, careful and gracious leadership.

The Board assured administration of its prayer for God's enabling and guidance as they seek to implement the many important decisions made during the meeting.

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

APPENDIX I

RESOLUTIONS OF THE BOARD ARISING FROM THE UMN MANAGEMENT STUDY

(Ref. BD-10/86, b)

1. Nature of Organisation

Pressure from workloads should not be allowed to turn UMN into a diverse Christian aid organisation, but the Mission should concentrate on those tasks which it can do well, in locations of most significance, as part of the total church.

2. Relationship with the Church

The UMN should give increased attention to the area of cooperation and understanding with the Nepali churches, so that the perceived dichotomy between good works (carried out by UMN) and the church's other activities is removed, and we see ourselves working as a fellowship whilst remaining organisationally separate.

3. Relationship with Government

The UMN should concentrate on obtaining Agreements for its work, and exercise restraint in placing workers where there is no proper agreement, in order to avoid the growing potential for a backlash at local or central HMG levels.

Growth and Expansion

4. Single mission versus mini-missions

The UMN will remain one mission organisation rather than split into three or four mini-missions under the UMN umbrella.

5. Size of UMN

The number of approved posts will be held at about its present level, or decreased slightly as opportunities permit, aiming at an expatriate body of between 350 and 450 persons;

6. New institutions and projects

No new medium or large-scale institutions or projects will be commenced unless it is possible to hand over an existing project, or complete an existing project, with a consequent lessening of approved posts. (Note: this "handover" could mean to a Managing Board, etc., and not necessarily to HMG).

7. Controlling the size of existing institutions/projects.

The size of institutions/projects should be controlled by overall planning, by setting:

- a) The desired number of expatriates, particularly in relation to the local community and the local church;
- b) The number and nature of activities undertaken;
- c) The geographical spread of activities;
- d) The length of the project.

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

8. Projects and Teams

A formal project structure should be set up only where the scope of the work warrants this. Otherwise, teams of up to five or six posts should be used, with a Team Leader; e.g. Surkhet - simple, direct administration.

9. New locations

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

10. Existing locations

UMN has become largely a city/town-based organisation located in Kathmandu, Pokhara, Tansen and Butwal. Ways to reduce this concentration should be sought, and, where this is not possible, UMN should spread out within these centres through overall planning.

11. Secondments to non-UMN-controlled work

There should be a move to seconding experienced people where suitable openings arise. A balance is needed between the institutional project work, where new Board Appointees can gain experience, and secondments.

12. Primary Sector approach

The UMN should move to a primary sector approach, based on the thrust of the agreement for a particular area, rather than attempt to pursue a multi-dimensional approach to project activities. A small number of allied activities can be attached to the main activity (by secondments to the project) if desired. Activities should be planned sequentially rather than many attempted at once.

13. Changing the nature of existing institutions

The UMN should continue to investigate the pros and cons of establishing boards (like Patan) for hospitals. The industrial side of the work already has its Companies, and consideration should be given to the timing of withdrawal from these Companies.

Organisational Matters

14. Planning

Coordinated, central planning and evaluation should be brought together at the Coordinating Committee level within UMN, rather than be spread across three Functional Boards and the IDC. Overall parameters on planning should be given to projects, within which their annual plans are made. Recommendations on medium and long-term plans received from the projects will be assessed at the CC level for submission to the Executive Committee for approval and feedback. Annual plans will be monitored by the Executive Committee rather than dealt with in detail.

15. Managing

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

The existing Functional Boards will now become professional/technical advisory bodies. Their input on specific topics/problems will be taken into account when drawing up plans.

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

16. Size of Committees

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

17. Geographical or Functional control

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

18. Clearly discernible and different tasks at each level in the organisation

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

- a) Projects will be made responsible for drawing up and implementing annual plans and budgets, within the agreed guidelines.
- b) The CC level will be responsible for initiating and coordinating the UMN-wide planning, as recommended above, and for carrying out, under the Executive Director, the day-to-day managing of the work through the Functional Secretaries and Project Directors/Team Leaders.
- c) The Executive Committee will be the managing body of the UMN, responsible for directing the Executive Director and receiving from him recommendations on policy, longterm plans for assessment and approval/redirection, reports on progress achieved, financial matters, etc.
- d) The UMN Board, as representing the member bodies, will fulfil the role of 'guardians' of UMN, electing the Executive Committee and appointing the Executive Director to manage UMN between Board Meetings, setting down guidelines in the form of a Constitution and Bye-laws, receiving a summary report on progress, ensuring proper financial auditing, and adherence to the Aims and Purposes of UMN, having the right to change the Aims and Purposes of UMN should they feel so led. The Executive Committee is responsible for attempting to meet these Aims and Purposes.

19. The Executive Committee and Coordinating Committee.

The Executive Committee will continue to meet twice a year as at present, as it is impossible for voting members to meet in Nepal more frequently. In order to meet the need of administrative management:

- a) Consideration should be given to the proposal that the membership of the Coordinating Committee be increased to include representation from Board Appointees (Kathmandu-based);
- b) In light of the fact that the Coordinating Committee will be dealing with confidential matters (such as personnel) and a considerably increased load of administrative work transferred from the present Functional Boards, it is recognised that there will be need for some closed sessions to handle confidential items. The Management Consultant is asked to bring back a proposal to cover the details of how this should be defined.

20. Tenure on Executive Committee.

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

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

21. Ex-officio membership of Executive Committee.

The UMN staff members on the Executive Committee will be the Executive Director, The Treasurer, the Personnel Secretary, the Functional Secretaries, and Board Appointee representatives.

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

22. Finance Committee.

- a) The Finance Committee meetings will continue to precede the Executive Committee meetings.
- b) The two members from the Board will be appointed annually, but no member to remain for more than four years;
- c) Internal UMN officers will be restricted to the Executive Director and Treasurer; the Functional Secretaries to be coopted for their areas of responsibility or concern only.

23. Planning and Management Committees

The UMN will retain the freedom to constitute a form of organisational structure at each project/work location which is appropriate for its needs, and with adequate "grass roots" representation, rather than impose a set structure.

24. Delegation of authority to Projects

Projects will be given the latitude to organise and carry out their work within UMN overall policy and planning, and within agreed parameters, these to be:

- a) Financial
- b) Number of ex-patriates assigned
- c) Number of activities undertaken
- d) Geographical spread of project
- e) Length of project.

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

25. Project Director turnover

The UMN will attempt to lift substantially the average tenure of appointment of Project Directors by:

- a) Keeping project workloads within the Project Director's capability;
- b) Providing adequate training in supervision, management and UMN procedures;
- c) Simplifying the organisational complexity within the projects;
- d) Requesting sending bodies to agree to revised furlough timings for Project Directors.

26. Recruitment

The UMN should pray for and look for potential project/institution leaders and Functional Secretaries in all sectors of UMN.

27. Leadership Style

The UMN should work specifically at the problems of:

- a) Lack of delegation of authority;
 - b) Lack of administrative ability in dealing with people, which often substantially affects people's contribution;
 - c) Lack of adequate training in supervision, management and UMN procedures.
- A participatory style should be encouraged within our relationships, rather than relying heavily on a participatory approach through a multiplicity of committees.

APPENDIX II

BYE-LAW AMENDMENTS APPROVED BY THE BOARD OF DIRECTORS, BD-12/86, e.

1) Bye-Law V - Election, Appointment and Length of Term of Officers.

a) Bye-law V, B, heading: Amend to read -

"Officers of Coordinating Committee, Institutions and Projects."

b) Bye-law V, B, 1. Delete final sentence, and replace with the following:

"The Executive Director, having sought comments and recommendations from all Board Appointees and senior Nepal staff (levels 10 and 11) associated with the particular Functional Board, will present responses to a Scrutiny Committee of three persons appointed by the Functional Board.

This Scrutiny Committee will act confidentially, and present a name, or names, with appropriate background information, to the Coordinating Committee for consideration in making a nomination or nominations to present for final decision to the Executive Committee."

c) Bye-law B, 2. Amend third sentence to read -

"For periods of six months or longer the recommendations of Board Appointees and senior Nepali staff (levels 10 and 11) assigned to the particular Functional Board will be sought before the appointment is made.

d) Bye-law B, 3. Amend third sentence to read -

"Nominations for these appointments will be made by the Coordinating Committee, taking into consideration the prior comment of all Board Appointees and senior Nepali staff (levels 10 and 11) working under that Functional Board."

e) Bye-law V, 4. Amend to read -

"The Coordinating Committee, in approving the Constitution and Bye-laws or Statements of Objectives and Working Rules of institutions and projects, will provide for such officers, procedures for appointment and termination, and length of term, as it deems necessary."

f) Bye-law V, 5. Amend to read -

"Administrative heads and such other officers of institutions and projects as provided for by the Constitution and Bye-laws or Statement of Objectives and Working Rules of the particular institution, and project directors, will be appointed by the Coordinating Committee. The Functional Secretary will consult with senior staff (levels 9, 10 and 11), Board Appointees, and the Board, if any, of the particular institution or project, before presenting to the Coordinating Committee recommendations concerning these appointments."

2) Bye-law VI - Executive Committee.

a) Bye-law VI, A, 1; Six to eight other members: amend to read -

"To be elected annually, but no member to remain more than four successive years."

b) Bye-law VI, A, 2: Amend to read -

"Ex-officio members, with voice but no vote:

Executive Director

Treasurer

Functional Secretaries

Personnel Secretary

One Board Appointees' Representative from each Functional Board."

- c) Bye-law VI, C, 3: Amend to read -

"It will make nominations to the Board concerning the appointment of the Executive Director or Acting Executive Director, and the Treasurer or Acting Treasurer, and will appoint Functional Secretaries and Acting Functional Secretaries, as required."

- d) Bye-law VI, C, 5: Amend to read -

"It may initiate longterm planning within United Mission, review and approve such plans, and present them to the Board for discussion and adoption."

- e) Bye-law VI, C, 7: Amend to read -

"It will receive from the Executive Director annual reports concerning the work of the United Mission, and present them to the Board for consideration and appropriate action."

3) Bye-law VII, C - Duties of Executive Director.

- Bye-law VII, C, 12:- Amend to read -

"To be responsible for the assignment of Board Appointees, after giving due consideration to the recommendations of the Coordinating Committee. In case of appeal by the Board Appointee or member body involved, the decision of the Executive Director will be carried out until the appeal is heard by the Executive Committee."

4) Bye-law VII, D - Duties of the Treasurer.

- a) Bye-law VII, D, 1: Add second sentence as follows:

"To coordinate all funding requests and correspond with funding agencies contributing to the work of the United Mission."

- b) Bye-law VII, D, 6: Amend to read -

"To receive the proposed budgets from the Coordinating Committee, and to present them to the Finance Committee."

- c) Bye-law VII, D, new 9: to read -

"In consultation with the Personnel Secretary, Functional Secretary concerned, and Board Appointees concerned, to make recommendation to the Executive Director on assignments to fill business management posts in United Mission institutions and projects."

- d) Bye-law VII, D, new 10: - to read -

"To provide orientation training periodically for all business management persons, and advise on the financial and technical aspects of their work."

5) Bye-law VII, E - Duties of the Functional Secretary.

- a) Bye-law VII, E, 1: Amend to read -

"To be the Executive Officer of the particular Functional Board, correlating its recommendations and comments, and presenting these to the Coordinating Committee for action."

- b) Bye-law VII, E, 2: Amend to read -

the Coordinating Committee,
"In consultation with the Executive Director/His Majesty's Government of Nepal and other agencies, to initiate recruitment of personnel through the Personnel Secretary, and to evaluate their qualifications for approved posts."

c) Bye-law VII, E, 5: Amend to read -

"To advise the Executive Director, after consultation with Project Directors, heads of institutions, the Personnel Secretary, Treasurer and other concerned authorities, concerning acceptance, assignment (including time in language study), leaves, furloughs, return, resignation, suspension and termination of service of Board Appointees."

d) Bye-law VII, E, 6: Amend to read -

"To provide professional orientation, refresher training, encouragement and professional support for Board Appointees, when assigned to the particular Functional Board work."

e) Bye-law VII, E, 7: Amend to read -

"To consult with senior staff and Board Appointees, and the board if any, of the particular institution or project, before presenting to the Coordinating Committee recommendations concerning the appointment of officers of institutions and projects, as defined in the Statement of Objectives and Working Rules."

f) Bye-law VII, E, 8: Amend to read -

"To be responsible for providing direction to heads of institutions and project directors regarding fulfilling their duties, objectives, programs, plans, personnel and budgets, in accordance with the policies and directives of the Coordinating Committee."

h) Bye-law VII, E, 9: Amend to read -

"To visit all projects for which he/she is responsible at regular intervals."

i) Bye-law VII, E, 10: Amend to read -

"To develop longterm plans, in consultation with the Functional Board and for consideration of the Coordinating Committee, including the areas of possible expansion and contraction."

j) Bye-law VII, E, 11: Amend to read -

"To propose an agenda for meetings and consultations of the particular Functional Board, and circulate it to Board members at least four weeks before the meeting."

k) Bye-law VII, E, 12: Amend to read -

"To compile relevant materials for meetings and consultations of the particular Functional Board, and, insofar as possible, circulate them to the members at least four weeks in advance."

l) Bye-law VII, E, 13: Amend to read -

"To be responsible for the recording and compilation of the minutes of the meeting of the Functional Board, and present their recommendations and comments to the Coordinating Committee for action."

m) Bye-law VII, E, 15: Amend to read -

"To be responsible for the communication between the various projects, the

Functional Board concerned, the Coordinating Committee, the Executive Committee and Board, and to help issue joint informational bulletins periodically to all Board Appointees through the office of the Executive Director."

n) Bye-law VII, E, 16: Amend to read -

"To be responsible to conduct the nomination and election of Board Appointees' representatives to the Coordinating Committee by polling all the Board Appointees assigned to the respective Functional Board, and notify all of the Board Appointees of the election results."

o) Bye-law VII, E, 17: Amend to read -

"To present annual reports, annual financial statements, audit reports and supplementary budget requests to the Coordinating Committee."

p) Bye-law VII, E, new 18: To read -

"To present summary annual plans and longterm plans for the functional area to the Executive Committee."

q) Bye-law VII, E, new 19: To read -

"To submit summary annual reports and review of longterm plans of the functional area to the Board."

r) Bye-law VII, E, new 20: To read -

"To be responsible for convening and consulting with the Functional Board concerning longterm plans and annual plans, standard definitions, technical policy and guidelines formulation, agreeing with the concerned project directors as to the membership of particular consultations."

s) Bye-law VII, E, new 21: To read (present No.18 amended) -

"To perform such other duties as are assigned by the Executive Director, and to be responsible for all of the above to the Executive Director."

6. Bye-law VII, I - Duties of Board Appointees' Representative

a) Bye-law VII, I, new 1: To read -

"Two Board Appointees' representatives will be elected by the Board Appointees assigned to projects under each Functional Board, to serve for two year terms. One each of these Functional Board representatives will be elected by the Coordinating Committee to attend the Executive Committee and Board meetings."

b) Bye-law VII, I, new 2: To read -

"One Board Appointees' representative from each Functional Board will attend each Executive Committee and Board meeting, and report back to the Board Appointees on items of interest and important decisions."

c) Bye-law VII, I, new 3: To read -

"To attend meetings of the Coordinating Committee to which the Executive Director calls them, as appropriate according to business."

d) Bye-law VII, I, new 4: Present No.1 amended to read -

"To act as a link between the Board Appointees assigned to a Functional Board and the Coordinating Committee."

e) Bye-law VII, ^Inew 5: Present No.2, amended to read -

"To place before the Coordinating Committee proposals, items of concern or other opinions, as requested by Board Appointees."

f) Bye-law VII, I, new 6: Present No.3, amended to read -

"To report back to the Board Appointees on significant Coordinating Committee decisions and other items of interest."

g) Bye-law VII, I, new 7: Present No.4, unchanged.

7) Bye-law VII, J - Duties of Head of Institution and Project Director.

a) Bye-law VII, J, 1: Amend to read -

"The head of the institution or project director will be as outlined in the Constitution and Bye-laws or Statement of Objectives and Working Rules of the particular institution or project; otherwise the project director will report and be accountable to the related Functional Secretary for the duties below:

a. To so manage the day-by-day business of the project that the decisions and policies of the Coordinating Committee are implemented in accordance with the principles laid down in the United Mission Constitution and Bye-laws."

b, c, and d as before, unchanged.

b) Bye-laws VII, J, 3: Amend to read -

"The head of the institution and project director will submit items for the agenda of the Coordinating Committee to the Functional Secretary concerned."

8) Bye-law VIII - Rules governing acceptance of United Mission workers.

a) Bye-law VIII, A, 1: Amend to read -

"These will be termed 'Board Appointees', and are defined as those workers offered and fully supported by member bodies or personnel-sending organisations, and accepted by the Coordinating Committee on behalf of the Executive Committee." (remainder of para unchanged)

9) Bye-law IX, K - Relationship of Board Appointees to Functional Boards.

a) Bye-law IX, K: Amend to read -

"Board Appointees assigned to approved posts will relate to the Functional Board and Functional Secretary under which the project is placed. A Board Appointee not under a Functional Board by virtue of filling an approved post may be assigned to a Functional Board by the Executive Director. Board Appointees whose work affiliates them to a Functional Board different from that of their profession should be accorded advice by the Functional Secretary to whom they would normally be related by profession or vocation, and may be accorded participation in seminars related to their profession."

10) Bye-law X - Coordinating Committee.

a) Bye-law X, A: Amend to read -

"Members will be the Executive Director, who will be the Chairman, the Treasurer, the Functional Secretaries, the Personnel Secretary, and

concerned Project Directors and Board Appointee representatives to be coopted as appropriate according to business."

- b) Bye-law X, B: Amend to read -

"The Coordinating Committee will meet at least monthly."

- c) Bye-law X, C, new 2: To read -

"It will, through the Functional Secretaries, direct the work of the United Mission in accordance with the purpose and procedures in the United Mission Constitution and Bye-laws, the decisions and policies of the Board and Executive Committee, and report to the Executive Committee, through the Executive Director."

- d) Bye-law X, C, new 3: Old No.2 amended to read -

As before, with deletion of final sentence, "Any items...."

- e) Bye-law X, C, ^{new}4: Old No.3 amended to read -

"It will receive from the Executive Director the annual proposed plans and budgets from the Headquarters Project and Missionwide Expenses. It will study, discuss and amend if necessary, and approve a summary of these plans and budgets. These plans will be presented to the Executive Committee and the budgets to the Finance Committee, for endorsement, along with a statement of any new or significant changes from the previous year."

- f) Bye-law X, C, new 5: To read -

"It will receive from the Functional Secretaries concerned the annual proposed plans and budgets. It will study, discuss, and amend, if necessary, and approve these plans and budgets, presenting a summary of the plans to the Executive Committee for endorsement, and of the budgets to the Finance Committee for consideration and recommendation to the Executive Committee."

- g) Bye-law X, C, new 6: Old No.4, unchanged.

- h) Bye-law X, C, new 7: Old No.5, amended to read -

"It will approve personnel posts for all Board Appointees."

- i) Bye-law X, C, new 8: Old No.6.

- j) Bye-law X, C, new 9: To read -

"It will receive from the Functional Secretary concerned annual financial statements, and audit reports from the Treasurer; study them, and take necessary action."

- k) Bye-law X, C, new 10: To read -

"It will receive from the Functional Secretaries and Executive Director annual reports concerning the work under their administration, and will study, amend, comment and accept them."

- l) Bye-law X, C, new 11: Old No.7, unchanged,

- m) Bye-law X, C, new 12: To read -

"It will receive from Functional Secretaries recommendations of/technical/^a policy nature formulated by Functional Boards, discuss and adopt these."

n) Bye-law X, C, new 13: Old No. 8, unchanged.

o) Bye-law X, C, new 14: Old No. 9, amended to read -

"a. It will receive from the Functional Secretaries requests for supplementary budget grants, and may approve these requests up to 10% of the approved budget for that program of the budget.

b. It may approve supplementary capital and program funding for single items up to an amount specified by the Executive Committee. It may also approve the amount needed when the breakdown of a capital item demands immediate replacement, and respond to emergencies as seems appropriate to the Committee.

c. It may approve funding from undesignated and designated funds for any approved budgets within stated limits, and report to the Finance Committee.

All these actions will be reported to the Finance Committee for confirmation."

p) Bye-law X, C, new No.15: To read -

"It will make recommendations to the Executive Committee concerning the acquisition, use and disposition of properties of the United Mission."

q) Bye-law X, C, new 16: To read -

"It will make nominations to the Executive Committee to fill a vacancy in the Functional Secretary posts."

r) Bye-law X, C, new 17: To read -

"It will make nominations to the Executive Committee (or Executive Director) for an Acting Functional Secretary in the absence of the Functional Secretary for periods of more than three months."

s) Bye-law X, C, new 18: To read -

"It will make nominations to the Executive Director to fill a vacancy in the posts of Assistant Functional Secretaries."

t) Bye-law X, C, new 19: To read -

"It will establish and amend as necessary the Statement of Objectives and Working Rules to govern the operations of Functional Boards, and the Constitutions and Bye-laws of the related institutions within the provisions set forth in the United Mission Bye-laws."

u) Bye-law X, C, new 20: To read -

"It will initiate longterm planning for work within the United Mission, reviewing such plans and presenting them to the Executive Committee for consideration and approval."

v) Bye-law X, C, new 21: To read -

"It will appoint heads of institutions and project directors, and such other officers of institutions as provided for by the Constitution and Bye-laws or Statement of Objectives and Working Rules of the particular institution, or delegate this responsibility to other bodies. Sub-committees may be set up to deal with aspects of the above."

w) Bye-law X, C, new 22: Old No.10, unchanged.

x) Bye-law X, C, new 23: Old No. 11, unchanged.

11) Bye Law XII - Workers Conference.

a) Bye-law XII, B: Delete, and replace with the following:-

"The Conference will elect a Committee who will serve from the close of the Conference at which it is elected until the close of the following Conference. A Conference member will be elected to represent the Conference at the following Annual Board Meeting."

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

"The Workers' Conference Committee, in consultation with the Executive Director and the Personal Counsellors, will plan for the next Conference, including the preparation of an agenda which should be sent to all Board and Direct Appointees before the meeting."

c) Bye-law XII, D: Amend to read -

"Minutes will be kept of the Conference, and the recommendations of the Conference will be forwarded to the Coordinating Committee or concerned authority by the Workers' Conference Committee."

12) Bye Law XIII - Finance.

a) Bye-law XIII, D: Amend to read -

"The annual budget for the coming fiscal year will be considered by the Coordinating Committee and the Finance Committee, and approved by the Executive Committee in its last meeting in the current fiscal year."

13) Bye-law XIV - Finance Committee.

a) Bye-law XIV, A, 2: Amend to read -

"The members will be as follows:

- a. The Chairman of the Board.
- b. Two members from the Board who will be appointed annually, but no member to remain for more than four years;
- c. The United Mission Treasurer, who will act as Secretary.
- d. The Executive Director.
- e. The Functional Secretaries, to be coopted for business relating to their areas of responsibility.

In the absence of an elected member, the Chairman of the Board will appoint an alternate member to serve for that meeting."

b) Bye-law XIV, C, 1: Amend to read -

"To receive the proposed annual budgets of all the projects and the United Mission Treasurer, together with the comments of the Coordinating Committee; review them, make necessary recommendations, and present them to the ensuing meeting of the Executive Committee."

c) Bye-law XIV, C, 2: Amend to read -

"To receive the annual financial statements of all the projects, the United Mission Treasurer and the Provident Fund, together with the report of the Audit Committee and the comments of the Coordinating Committee; to review them, make necessary recommendations, and present them to the ensuing meeting of the Executive Committee."

14) Bye-laws XV, XVI and XVII: - Functional Boards.

Delete entirely.

15) Bye-law new XV - Functional Boards. To read -

"Functional Boards.

A. Membership.

1. Membership will be drawn from UMN personnel, and others who may be available, with expertise in the technical area concerned.
2. Membership for specific discussion or consultation will be agreed between the Functional Secretary and the Project Director(s) concerned.

B. Meetings.

To be convened by the Functional Secretary concerned, for consultation.

C. Duties.

1. Through periodic consultation during the process of annual and long-term planning, to provide expert and technical review and monitoring of projects/programs.
2. To formulate and recommend standard definitions, technical policy and guidelines in relation to functions concerned.
3. Recommendations and comments of the Functional Board to be correlated by the Functional Secretary, and presented to the Coordinating Committee for action."

16) Bye-law new XVI - Project Management. To read -

"Project Management.

1. Project/program management and powers of project/program directors will vary according to the size and type of work, and will be set out in the individual project/program Statement of Objectives and Working Rules or Constitution and Bye-laws.
2. The Statement of Objectives and Working Rules, or Constitution and Bye-laws, will include the following brief:
 - a. A brief statement of the project/program philosophy and objectives.
 - b. The duties of the director and section heads, if any.
 - c. The relationship of the project/program director with the project/program management set up, and with the Functional Secretary.
 - d. The project/program management structure, membership, duties and procedures."

17) Bye-law new XVII - Amendments.

Present Bye-law XVIII, unchanged.

Minutes of the

UMN EXECUTIVE COMMITTEE MEETING

held in Kathmandu, on 16-17 November, 1986

The Executive Committee met at UMN Headquarters in Thapathali for two full days. Devotions were led at the beginning of the morning sessions by Janette Cowan and Alan Cole respectively.

Roll Call. Members were present, as follows:

President: Neil McVicar
Vice President: John Ghose
Other members: Ingemar Berndtson
Alan Cole
Janette Cowan
Else Furthmuller-Meyer
Jorgen Pedersen
Kentaro Shiozaki
Newton Thurber

Ex-officio: Howard Barclay, Executive Director
Erling Wennemyr, Treasurer
Jeanette Hyland, Health Services Secretary
David McConkey, Education Secretary
Al Schlorholtz, Acting Economic Development Secretary
Ryohei Takatsu, EB Representative
Roger Lunden, EDB Representative
Niekie Waaning, HSB Representative

Co-opted: Graeme Gugeri, Personnel Secretary/Management Consultant.

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

EC(2)-1/86. Confirmation of Minutes. The Minutes of the meeting held 13-14 April, 1986 were accepted and approved as correct.

EC(2)-2/86. Executive Director's Overview. The Executive Director outlined the major events and issues current in the country and mission, following the headings given in his written annual report.

PERSONNEL MATTERS

EC(2)-3/86. New Board Appointees who have arrived since the last meeting (for information):

John-Axel and Gullvi Almgren
Cathie Barlow
Mike and Helen Francis
Stan and Jane Freyenberger
Dorothy Gale
Kevin and Sharon Gill
Raimo and Maarit Harkonen
David and Donna House
Gudrun Isen

Kevin and Becky Kose
Bill and Wanda Lovett
Hans and Ingrid Olofsson
Elizabeth Padillo Oleson
Helena Pietinen
Paul and Marleen Roche
Ginger Stokely
Pirjo Tornroos
Dieter and Claudia Walter

EC(2)-4/86. New Board Appointees expected (already accepted, for information):

Wade and Chryse Bradshaw
Cleve and Alison Chevassut
Paul and Norma Seefeldt
Timothy Thomas and June Thomas-son

EC(2)-5/86. Board Appointees expected back from furlough before the next meeting (for information):

Jim and Linda Alexander
Margaret Brass
Bob and Hazel Buckner
David and Ro Cooke
Mary Cundy
Maarten van den Dool
Hanne Egner X
Odd and Tullis Hoftun

Winnie Lau
Adriaan and Josein Los
Tony and Valerie McGall
Vanlal and Sangi Thiak
Ben and Coby Van Wijhe
Kathy Witherington
Henk and Gerrie Ymker
Frank and Anita Younkin

EC(2)-6/86. Board Appointees who have resigned. It was RESOLVED to accept with regret the following resignations:

Aud Bjerke, NHAM
Rigmor Hildershavn, NHAM
Kathy Horton, WMPL
Margaretta Hook, SFM
Britt Johansson, SFM

Ingegerd Karlsson, OM
Marketta Lehti, FELM
Karen (Rodwell) Rai, BMS
Marjatta Tolvanen, FELM

EC(2)-7/86. Offers of service withdrawn, etc. It was noted that the following people were not able to come as planned after consideration by the Executive Committee:

Nancy Eimer, BMMF Int. (EC(2)-2/84), offer withdrawn
Mary Gardiner, BMMF Int. (EC(1)-39/86), offer withdrawn
Christine Hease, BMMF Int. (EC(2)-30/84), offer withdrawn
Delores Peters, MCC (EC(1)-39/86), medical approval not obtained.

EC(2)-8/86. Change in Member Body. It is recorded that the following people have changed from the sending body through which they were accepted:

Dan Spare, from MCC to MBM
Katie Norris, from YWAM to BMS.

EC(2)-9/86. Change of furlough status. It was RESOLVED to amend the former action of EC(1)-21/86 regarding Mike and Diane Haskins, UCC, and Richard and Glenys Gijbers, BMMF Int., in light of the changed situation since the last EC meeting, which seems to indicate that a return to UMN would be unwise at this point in time.

EC(2)-10/86. Board Appointees leaving indefinitely. The following UMN workers will soon be terminating service with UMN without definite plans to return in the foreseeable future. It was resolved to thank them for their service in the Mission, and to encourage them to re-apply if and when they are able to return to Nepal:

Ken and Gwyneth Brookes, BMMF Int., engineer and nurse
David and Pam Hickingbotham, BMMF Int., psychiatrist and homemaker
Anna-Liisa Jokinen, FCF, business manager
John Mason, BMMF Int., auditor
Geoff and Aileen Pike, BMMF Int., doctor and homemaker
John and Jean Sibley, PC USA, doctor and teacher
Muriel Twinen, TF, nurse.

EC(2)-11/86. Board Appointees leaving on furlough. The following persons will be leaving on furlough, and plan to return to Nepal within the next two years or less. It was RESOLVED to thank them for their service with UMN, and to welcome their return to Nepal at the end of furlough:

Jim and Linda Alexander, ITAG; product development consultant and

homemaker
 Wendy Beasley, RBMU; tutorial group teacher
 Jacky Brown, RBMU; nurse tutor
 Lyndon and Nancy Brown, CCorps; community medical coordinator and health instructor
 David and Ro Cooke, BMMF Int; non-formal educator and occupational therapist
 Guenter and Gerti Beyrich, GM; RDC Director and accountant
 Maarten van den Dool, BMMF Int.; animal husbandry specialist
 Amy Fletcher, PCI; non-formal educator
 Robert and Lena Jonzon, SFM; nurse tutor and midwife
 Robert and Denise Judge, BMMF Int.; teacher and nurse
 Adriaan and Josein Los, BMMF Int.; construction instructor and lab. assistant
 Roger and Margareta Lunden, OM; engineer and teacher
 Susie Merry, BMMF Int; nurse
 Al and Peggy Schlorholtz, PC USA; Acting EDS and hospital visitor
 John Studley, BMMF Int.; forester
 Bucky and Carole Sydnor, ABC; SEP In-charge and nurse
 Vanlal and Sangi Thiak, PCM; teacher trainer and homemaker
 Wayne and Pat Thorpe, SBC; doctor and nutritionist
 Phebe Uy, WCon.; doctor
 Kathy Witherington, WCon; doctor.

EC(2)-12/86. Board Appointees accepted since the last meeting; ref. EC(1)-39/86. It is recorded that, after initial consideration by the Executive Committee, the Coordinating Committee gave final acceptance for service in Nepal to the following applicants, with thanks to God and to their sending missions:

- a) Wade and Chryse Bradshaw, veterinarian and vet's assistant, WCon.
- b) David and Donna House, teacher and nurse instructor, PC USA.
- c) Elizabeth Padillo Olesen, teacher, DSM.
- d) Paul and Norma Seefeldt, community development administrator and nurse, WCon.
- e) Katherine Skinner, nurse/midwife, CMS UK
- f) Timothy Thomas and June Thomas-son, teacher and physician's assistant, MCC.

EC(2)-13/86. New offers of service. It was RESOLVED to accept the following people for service in the UMN, with thanks to God and to their sending missions:

- a) Henk and Elly Chevalking, nurse tutor and homemaker, BMMF, Int.
- b) Liisa Ilomaki, business manager, EFCF
- c) Homer and Margaret Janzen, doctor and nurse, MCC
- d) Mies Kooiman, surgeon, BMMF Int.
- e) Owen and Mary Lewis, doctors, CMSA
- f) Kim and Marie Lorenzen, master mechanic/builder and secretary, DSM
- g) Carter Smith, development worker, PC USA
- h) Susan Smith, doctor, CMSA
- i) Jonathan and Sue Smye, agriculturalist and teacher, CMS UK
- j) Fred Swindell, mechanic/draughtsman, BMS
- k) Gareth Wardell, hospital administrator/business manager, BMMF Int.
- l) Graham and Pearl Watkins, physician and music teacher, PC USA.

EC(2)-14/86. Incomplete applications. The applications of the following candidates were considered, but because their papers were not complete it was RESOLVED to delegate to the Coordinating Committee the authority to give final acceptance or rejection for service with UMN, only after procedures are completed:

- a) Roger and Helen Bradley, teacher trainer and teacher, CMS UK
- b) Jeremy and Ruth Clewett, housing manager and teacher, BMS
- c) Ken and Louise Snider, doctor and nurse, TF
- d) Kathleen White, teacher/adult literacy worker, BMMF Int.

EC(2)-15/86. Appointment of Executive Director. Further to the action of EC(1)-40/86, the Chairman reported that all responses received from the Board Appointees had been positive. It was therefore RESOLVED to recommend to the Board that Howard Barclay be appointed as Executive Director for a further three year term from 1st January 1987. Recognising the heavy responsibilities of this post, the need for the support and input of a small advisory group was emphasised.

The sincere appreciation of the Mission is expressed to both Howard and Betty for their ministry and leadership in UMN and more widely in Nepal.

EC(2)-16/86. Appointment of Economic Development Secretary. Ref. EC(1)-41/86. In light of the delayed return of Duane Poppe to Nepal, probably till the end of 1987, it was RESOLVED that the Executive Director commence the procedure leading to the appointment of an EDS at the April meeting of the Executive Committee. It was noted that in the event of a Board decision to separate the present Economic Development into Industrial Development and Rural Development functions, there will be need for the appointment of two Functional Secretaries in April, after following the appropriate procedures.

It was further RESOLVED to appoint Al Schlorholtz, the present Acting EDS, to continue in the post till the next EC meeting.

EC(2)-17/86. Other leadership posts. The attention of the Executive Committee was drawn to other posts which are or will be falling vacant, and the need to seek suitable personnel to fill these:

- Assistant to the Executive Director
- Treasurer
- Health Services Secretary
- Assistant Health Services Secretary.

EC(2)-18/86. Appointments to Functional Boards. It was RESOLVED to appoint the following persons as the non-FB members appointed by EC for the year 1986/87;

- Education Board: K.B. Rokaya and S. Sodemba
- Economic Development Board: Bir Bahadur Khawas and Bob Yoder
- Health Services Board: B.R. Prasai and Bill Hawes.

MAJOR ADMINISTRATIVE MATTERS

EC(2)-19/86. Human Resources Management Study. The report of the study made by Russ and Marge Liechty was presented and discussed. Sincere gratitude was expressed for the careful work done by the Liechtys, and for the report which honestly sets out positive and negative aspects of UMN.

- a) It was RESOLVED to forward this to the Board for full consideration and action.
- b) It was recommended that the report be circulated to all Board Appointees, together with the decisions and actions of the Executive Committee and Board, for their perusal, and comments to be forwarded to administration.
- c) The Executive Committee affirms the importance of the various items of recommendation in the study, and urges the administration to take up matters of concern, and report back to the Executive Committee.

EC(2)-20/86. UMN Management Study. Following the availability of the "Liechty Report" in the summer of 1986, the Management Consultant had worked with a team of UMN administrative personnel in making proposals to alter some administrative structures and to agree on policies for the future. Many of these would offer some solution to certain problems raised in the Human Resources Management Study. The major changes would include:

- a) Functional Boards to become technical/advisory groups rather than administrative;
- b) Coordinating Committee to be responsible for coordinated planning for the mission, and projects to have more freedom for planning and work within approved guidelines;
- c) Emphasis on small, primary-sector teams in new areas of work in future, rather than planning for larger integrated projects;
- d) The holding of the size of UMN at about its present level until there are adequate administrative and support services to allow for any possible expansion at a future date.

The recommendations suggested in the Study were considered one by one, and comments on these forwarded to the Board for action. These are found in Appendix I to these Minutes.

(Note: These were approved by the Board, with minor editorial changes, except for one matter: The EC recommended that the Coordinating Committee membership include two non-staff members, but it was decided by the Board that this was not necessary.)

EC(2)-21/86. Assignments. The assignment procedure problems raised in the "Liechty Report" were noted, and also the action taken by Coordinating Committee to meet these needs. The revised procedures were accepted with appreciation, and further input given by the Executive Committee included the following suggestions:

- a) More involvement of the personnel office.
- b) Need for the person coming out to be warned of the possibility that changed circumstances may mean an alteration in expected assignment.
- c) Communication concerning assignment as soon as possible after arrival in Nepal.
- d) Full discussion with personnel before they leave on furlough.
- e) A proper welcome back to them when they return to Nepal.

EC(2)-22/86. Nepalisation. The Executive Committee agreed to affirm the concerns expressed in the Human Resources Study, recommendation No.22, and the proposal on page 9 of the Bye-law changes of the Management Study that Senior Nepali Staff (levels 10 and 11) be given opportunity for representation on Coordinating Committee and Executive Committee.

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

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

EC(2)-23/86. Screening and acceptance of candidates. After a full discussion, noting the recommendations of the commission appointed in EC(1)-46/86, and of the Coordinating Committee, it was RESOLVED to recommend the following to the Board:

- a) Nepal Information Form: Acceptance of this form, with minor editorial changes.
- b) References:
All English-speaking member bodies and sending agencies to send full references on candidates.
- In consideration of sending agencies holding references in languages other than English, a full English version of the reference to be sent if possible, otherwise an extensive summary of the references in English, provided that if administration feel this is not sufficient they are free to request further details.
- c) Medical Reports: Member bodies to make the final decisions concerning medical reports on candidates, using UMN criteria, and with the following stipulations:
- This new procedure to be tried out for a two-year period and then re-assessed;
 - Member bodies may request the UMN Medical Coordinator to screen their candidates' medical reports if they so wish;
 - Candidates are willing to bring their medical reports with them and to hand copies of same to the Medical Coordinator on arrival in Nepal;
 - Implementation of the above to be delayed until after the next Executive Committee meeting in order to provide adequate time for the preparation of documents.
- d) Acceptance: The Coordinating Committee be authorised to accept candidates on behalf of the Executive Committee, such actions to be reported back to the Executive Committee; with the following provisos:
- When discussing new candidates, the Medical Coordinator should be present at the CC meeting to provide medical input;
 - When there is uncertainty in the Coordinating Committee about any application papers, these may be referred to the Executive Committee at its next meeting;
 - Member bodies have the right of appeal to the Executive Committee against any decision of the Coordinating Committee in the matter of acceptance of candidates;
 - This new method of acceptance to be tried out for a period of two years and then re-assessed. If at that time it is seen as a workable way forward, this could then be reflected in the Constitution and Bye-laws. (See amendment to this, BD-9/86,d).

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

ANNUAL REPORTS AND FINANCIAL STATEMENTS
and other matters from Finance Committee

- EC(2)-24/86. Annual Reports and Financial Statements for the year 1985/86. It was RESOLVED to recommend acceptance of the reports and statements, which had been circulated to members of the Committee. These are listed in BD-6/86.
- EC(2)-25/86. Finance Committee Minutes. The draft minutes of the Finance Committee meeting held on 14th November, 1986 were received, and all actions confirmed, with particular matters noted below.
- EC(2)-26/86. Provident Fund Matters.
- a) It was RESOLVED to accept and approve the audited PF Statement for

- the year 1985 and ending 13 January 1986, Appendix 3.
- b) It was further RESOLVED that the rate of interest for the full year 1986 be set at 13%, and for broken parts of the year at 10%.

EC-(2)-27/86. Capital grants to GBS, Pokhara. Ref. FC(2)-7/86 and EB-29/86. It was RESOLVED to:

- a) Confirm the policy that no recurring budget grants be given to the school;
- b) Approve that occasional capital investments be considered from time to time, each item on its own merits, provided that other funds are not available to meet these needs;
- c) Approve the proposed budget for the Girls' Hostel at this time in the light of UMN's concern regarding the very low rate of literacy and education for girls in Nepal. Efforts to reach illiterate women in other ways are also affirmed.

EC(2)-28/86. Lalitpur CDHP. The provisional plans and budgets for the three year period 1987/1990 were received, noting that the plans as such have not been presented to HSB, but have been extracted from approved plans and the Long Term Plan for the Project. These will be fully presented at the next EC meeting, and meanwhile it was RESOLVED to accept the proposed plans and budgets for forwarding to funding agencies.

EC(2)-29/86. Per Capita Grants for Asian Member Bodies. This matter was discussed and various options presented. It was RESOLVED to refer the matter to the Board for action.

EC(2)-30/86. Per Capita Grants. It was RESOLVED to recommend that the Board consider delegating the responsibility for setting the amount of the per capita grant annually to the Executive Committee.

EC(2)-31/86. Need for Auditor. It was noted with regret that the present Auditor will be leaving Nepal in January 1987, and RESOLVED to recommend that the need for a longterm Auditor be brought to the Board for special attention.

MINUTES OF FUNCTIONAL BOARDS, IDC AND CC
and relevant matters

EC(2)-32/86. Minutes of meetings. The minutes of the meetings of the Functional Boards, IDC and Coordinating Committee held since the last EC were received and noted. Matters of particular note are recorded in the following minutes.

EC(2)-33/86. Language Study. The response of the Education Board to the findings of the "Liechty Report" were noted, EB-26/86. The Executive Committee also recorded deep concern about the comments on language study in the Report, and the small number of Board Appointees who have taken language exams during the year; and requested that attention be given to this by the Executive Director, Education Secretary and Language Consultant, who should:

- look into the problems which prevent adequate language study;
- state in assignment letters that BAs are expected to take their first exam by the end of the first year;
- appoint a group to assess the standard of exams and recommend necessary actions.

Attention is also drawn to the recommendation of EB-17/86, requesting member bodies to encourage and help accepted candidates to take

language learning training before coming to Nepal, particularly those who have no former experience of learning a language in the environment where it is commonly spoken.

EC(2)-34/86. Kathmandu International Study Centre.

- a) Loan and subsidy rent. The financial needs as set out in FC(2)-10/86 were noted, and affirmation given to the action of that minute. Member bodies are strongly urged to contribute to the need for subsidy rent in order to assist the school in its beginning years.
- b) KISC Constitution. The proposed Constitution (draft of 20.10.86) was received, and given general acceptance and approval in order to get the School started. The matter will be considered again at the next meeting in April.

EC(2)-35/86. HSB Long Term Plans. The Health Services Secretary presented a paper outlining the general policies and parameters proposed for all health services work for the period 1987-1991. It was RESOLVED to accept these aims and proposals in principle, with the understanding that the project Long Term Plans will be presented in 1987, based on the above.

EC(2)-36/86. Integrated Development Committee.

- a) It was noted that the Secretary of the IDC is now the Asst. EDS, Rural Development.
- b) It was RESOLVED to approve the following amendments to the IDC SOWR:
 - i) SO, new 3.4: (present 3.4 to be re-numbered 3.5)
"To review any expansion or contraction of any UMN project, or the closing of an existing one, upon the request of the Coordinating Committee; and to report back to the same on the implications of such expansion, contraction, initiation or closure, of integrated development work in the UMN."
 - ii) WR 1.0:
After "Asst. EDS" add "Rural Development (Secretary)".
Delete "Nawal Parasi Hills Project Director".
After "RDC Project Director", delete "Secretary".
Change title section from "Integrated Project Directors" to "Directors of Projects with Integrated Development aspects".
 - iii) WR 5.0:
Amend to read - "This SOWR will be approved by the Executive Committee; however, amendments can be approved by the UMN Coordinating Committee on behalf of the Executive Committee."

OTHER MATTERS

EC(2)-37/86. Forestry Program. Ref. EC(1)-51/86. A report on the forestry work and a paper outlining proposals for the future were received and noted. It was RESOLVED that, while affirming that "a massive reforestation effort is needed by all concerned", and noting that UMN's forestry work is being carried out by existing projects which may expand gradually on a modest scale without much change in administrative or expatriate staffing requirements, the Executive Committee emphasised the need for priorities to be set and enforced at the present time. Any future large scale forestry programs should come from initiatives of communities, and within the constraints of the UMN Forestry Policy.

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

- EC(2)-38/86. Comparison of Andhikhola and Surkhet. The Acting Economic Development Secretary presented a paper comparing and contrasting the two projects as requested in EC(1)-7/86. The EC expressed gratitude for this very detailed and helpful presentation.
- EC(2)-39/86. Nepali Project Leaders. Ref. EC(1)-50/86. It was noted that the matter of consultation with senior Nepali staff in the nomination of Functional Secretaries, etc. has been included in the Bye-law amendments arising out of the Management Study.
- EC(2)-40/86. Relationship with the Church. In response to the request of EC(1)-3/86, the attention of the EC was drawn to statements which had been adopted by the Board in earlier years: BM-29/62, EC(2)-59/71, BD-9/70 and BD-18/73.
In discussion ensuing, the Executive Director was asked to consult with Nepali Church leaders, and if appropriate to form a group to think through possible ways of mutual cooperation and support. (Note also BD-13/86).
- EC(2)-41/86. Unassigned spouses. Further to the action of EC(1)-6/86, it was noted that the Executive Director had circulated a statement to all member bodies outlining steps being taken to make sure that both husband and wife are clearly involved in the assignment procedures.
- EC(2)-42/86. HQ Building Program. Ref. EC(1)-53/86 and EC(2)-11/86. The new building in front of Bishwas Niketan is well under way, and EC members were given a conducted tour around the building.
It was RESOLVED to instruct that the building be completed with simplicity consistent with efficiency, reasonable comfort, longterm viability and ease of maintenance, and to include data wiring, within the approved budget of Rs.3,500,000.
- EC(2)-43/86. Nepali Church Representatives to the Board. It was RESOLVED to confirm the appointment of Pastor Mongol Maharjan and Mr. Bir Bahadur Khawas as the representatives for the coming Board Meeting.
- EC(2)-44/86. Vote of thanks. Sincere gratitude was expressed to the Chairman, administration, and the Executive Committee members for all the good work put into the arrangements and the meeting itself on the part of all.

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

Minutes of the

UMN FINANCE COMMITTEE

held in Kathmandu, 14 November, 1986

The Finance Committee met for one day at UMN Headquarters, Thapathali. The meeting was opened with devotions led by Graeme Gugerl.

Roll Call. Members were present as follows:

| | |
|--------------------------------|---|
| Chairman of Finance Committee: | Jorgen Pedersen |
| Chairman of the Board: | Neil McVicar |
| Other member: | Kentaro Shiozaki |
| Ex-officio members: | Howard Barclay, Executive Director |
| | Erling Wennemyr, Treasurer |
| | David McConkey, Education Secretary |
| | Jeanette Hyland, Health Services Secretary |
| | Al Schlorholtz, Acting Economic Development Secretary |
| Co-opted: | Graeme Gugerl, Management Consultant |

Agenda. The agenda was adopted as presented by the Treasurer, with one addition.

FC(2)-1/86. Confirmation of Minutes. The Minutes of the meeting held on 11 April, 1986 were accepted and confirmed as correct.

FC(2)-2/86. Provident Fund Statement, 1985. The audited and amended statement was presented. It was RESOLVED to recommend to the Executive Committee that this Provident Fund Statement for the year ended 13 January 1986 be approved.

FC(2)-3/86. Financial Statements for the year 1985/86. The Consolidated mission statements were studied, and the Treasurer pointed out the major items to be noted, with explanations.

It was RESOLVED to recommend to the Executive Committee the approval of the Financial Statements, with gratitude to God for His provision for the UMN during the year 1985/86.

FC(2)-4/86. Distribution of year-end surplus. After full discussion, it was RESOLVED to recommend to the Executive Committee that the year-end surplus of Rs.8,646,322. be distributed as follows:

| | |
|--|-----------|
| Gratuity Fund | 308,042 |
| Undesignated Fund | 294,491 |
| Relief and Emergency Fund | 12,453 |
| Community Development Fund | 44,083 |
| Language Learning Fund | 20,000 |
| Language Learning Fund, 1985/86 surplus (see following minute) | 374,766 |
| Investment Fund, to be used for endowment, building, etc. | 6,000,000 |
| Missionwide capital | 1,592,487 |
| | <hr/> |
| | 8,646,322 |

FC(2)-5/86. Annual LOP surplus/deficit. It was RESOLVED that the annual surplus or deficit from the language fees received and expenses paid be transferred to the Language Learning Fund.

FC(2)-6/86. Provident Fund Interest for 1986. It was RESOLVED to recommend to the Executive Committee that the rate of interest for the full year 1986 be set at 13%, and for broken parts of the year at 10%.

FC(2)-7/86. Supplementary Budgets for 1986/87. It was RESOLVED to recommend to the Executive Committee approval of the following supplementary budget items for the current year (noting that Coordinating Committee has also approved many other minor amounts):

| | | |
|--|------------------|-----------|
| BWI Seasoning Plant (amount uncertain) (capital) | | 800,000. |
| BWI Matching Share Investment with what employees give (capital) | | 75,000. |
| Study tour for Simon Pandey to Europe (capital) | | 115,000. |
| DCS STMP subsidy for turbines in remote areas (recurring) | | 100,000. |
| Gobar Gas Promotion: Confirmation of previously promised Rs.3,000,000., of which 2,313,000. has already been funded; remaining capital - | | 787,000. |
| RDC HAP Eco-agriculture course for 3 people (recurring) | | 75,000. |
| BPF Forestry poplar trial (capital) | | 140,000. |
| HSO Mental Health Care Program (recurring): | | |
| Education material | 65,000 | |
| Travel | <u>52,000</u> | 117,000 |
| GBS, Pokhara: (capital) | | |
| Girls' Hostel | 2,500,000 | |
| Science grant | 400,000 | |
| Library grant | 100,000 | |
| Training (over 5 year period) | <u>1,000,000</u> | 4,000,000 |
| HQ, Photocopier (capital) | | 225,000 |

Further, to request the Executive Committee to discuss the matter of the agreed policy in relation to the Gandaki Boarding School, Pokhara, noting the decision of the Education Board in EB-29/86.

FC(2)-8/86. Budget revisions. It was RESOLVED to recommend to the Executive Committee approval of the following budget revisions:

- a) Lalitpur CDHP, 1986/87, revision 9,456,800
It was noted that Rs.2,000,000. of this amount may not be used, depending on how circumstances develop.
- b) BPF Forestry Program, to convert the previously approved guarantee to a loan 2,000,000
- c) Promotion of Apprenticeship Training, to extend the budget one year, to the 1986/87 financial year. No change in the figures.
- d) EDB Service Office, 1986/87, withdraw budget (347,000)
- e) HATC, withdraw budget altogether (350,000)
- f) Junla Project, Forestry Program, revised budget:
 - i) 1986/87:

| | | | |
|------------|------------------|---------------|---------|
| Income - | K-BIRD and sales | 30,000 | |
| | Grant | 854,995 | |
| | PCS | <u>45,045</u> | 930,000 |
| Expenses - | Forestry | 884,955 | |
| | PCS | <u>45,045</u> | 930,000 |
 - ii) 1986/90:

| | | | |
|------------|------------------|----------------|-----------|
| Income - | K-BIRD and sales | 189,000 | |
| | Grant | 4,387,000 | |
| | PCS | <u>225,000</u> | 4,801,000 |
| Expenses - | Forestry | 4,576,000 | |
| | PCS | <u>225,000</u> | 4,801,000 |

g) Junla Project, Service Centre Store

100,000.

h) Lalitpur CDHP, 1987/90: It was further RESOLVED to recommend approval of this budget, amounting to Rs.24,322,400. for 1987/90, for funding, realising that there may be minor changes to the final presentation in April 1987. The Plans are also forwarded to the Executive Committee.

It was noted that Rs.2,000,000. of this amount may not be used, depending on how circumstances develop. Rs.FC(2)-8/86,a.

FC(2)-9/86. Cost of Living increase.

- a) It was noted that a Cost of Living salary increase of 14.9% (average) was approved from 15 July, 1986. The HMGN salary scale has not changed for the 1986/87 financial year.
- b) In order to make the necessary COL adjustments (which will include increment and adjustments from January 1988) in salaries from 15th July 1987, it was RESOLVED that:
- i) An expenditure of up to 15% be authorised, but that strong instruction be given that the increase be kept as low as possible, and not exceed the COL index given by the Nepal Rastra Bank;
 - ii) The Coordinating Committee be authorised to distribute the available amount between the different personnel categories, taking into consideration the need of the employees paid according to lower levels.

FC(2)-10/86. Kathmandu International Study Centre (KISC). After a full discussion, it was RESOLVED to recommend the following:

- a) That Executive Committee look at this item carefully, and that any action taken reflect the UMN's concern that the Study Centre be given a good start with full backing from UMN, and that member Bodies be strongly encouraged to contribute to the financial costs;
- b) That approval be given to a six-months advance from UMN to KISC of Rs.250,000. to be used for the building at Jorpati;
- c) Further, recognising the current UMN policy of no direct financial involvement in UMN children's education projects, but also the importance of the establishment of KISC, that UMN be prepared to help cover recurring budget deficits incurred in the initial four years up to a maximum of Rs.150,000. per year. This would only be if sufficient direct funds from other sources prove inadequate.

FC(2)-11/86. Headquarters building project. It was noted with appreciation that the new building is now well under way, but also that the estimate given by the architect had not included items such as heavy equipment, drainage, ceiling, flooring, sanitation, electricity, landscaping, etc. It was regretted that this difference between estimates made locally and those in overseas countries had not been understood earlier, and that administrative staff had not been sufficient in number to give time to detect this. However, this will be a helpful guide for any future occasions.

It was noted that a budget of Rs.3,500,000. had been approved to cover the main building and a storehouse. In light of the above, it was RESOLVED to recommend to the Executive Committee that the approved budget of Rs.3,500,000. in its entirety be used for the main building, which is now under construction, together with additional drainage repair, etc.

FC(2)-12/86. Auditor's Report. Ref. FC(1)-14/86. Realising that audit reports have had to be delayed, it was noted with appreciation that the following audits have been completed, and the auditor's comments

were noted:

1984/85: UMN consolidated statements; Headquarters; Health Services Office; Jumla Project; Pokhara Project; Surkhet; Lalitpur CDAP; Palpa.

1985/86: UMN Missionwide expenses; Jumla; Okhaldhunga; Surkhet.

It was noted with regret that the present auditor will be leaving Nepal in January 1987, and RESOLVED to recommend that the need for a long-term auditor be brought to the Board for special attention.

FC(2)-13/86. Per capita grants for Asian Member Bodies. This policy matter is forwarded to the Executive Committee for discussion.

FC(2)-14/86. Endowment Fund. The possibility of setting up an Endowment Fund for the funding of HSB projects was considered in 1983 (ref. FC(2)-6/83 and EC(3)-7/83), but the discussion was dropped a year later (EC(2)-12/84).

In light of the problem of finding sufficient funds for the running of hospitals, etc., it was RESOLVED to recommend to the Executive Committee that an Endowment Fund be established to cover recurring and capital needs for hospitals and community health programs, and also the training of medical personnel. (Note HSB-52/86 recommendation of \$4,775,000. to cover the four hospitals and the Nurse Campus only).

Further, that grants for such an Endowment Fund be sought from a government agency, or failing that that we look to member bodies.

FC(2)-15/86. Per Capita Grant for 1987/88. It was RESOLVED to recommend to the Executive Committee:

- a) That the Per Capita Grant be held at the present level of US \$800. per person for the financial year 1987/88;
- b) That the Language and Orientation fee be kept at the present level of US \$900. per person for the same financial year.

FC(2)-16/86. Liquidity and exchange rate situation. The Treasurer reported that the present liquidity situation of the UMN is good, and it was noted that considerable funds are held in DM and Swiss Francs in Luxembourg. It was agreed that the Treasurer should have regular communication with the Chairman of the Board and Chairman of the Finance Committee concerning the best location for, and investment of, funds.

FC(2)-17/86. BTI and related companies. General information will be given at the April meeting. The Treasurer's report included the matter of the purchase of land in Andhikhola for the irrigation scheme. Attention was drawn to EDB-88/86, and it was RESOLVED to endorse this, and to recommend to the Executive Committee that BPC be encouraged to acquire the land on behalf of AKWUA, recognising that the land could be transferred to AKWUA at a later date when the latter is a legal entity.

FC(2)-18/86. Patan Hospital financial situation. It was reported that there is no change in the situation as recorded in FC(1)-13/86,c.

FC(2)-19/86. Health Services Agreement. The Health Services Secretary reported that the revised draft is now at the Palace, and there is hope that it may be finalised soon. This will mean that import duties for health services will be waived, and that eventually funds will be channelled through one bank account, jointly operated by HMGN and UMN.

FC(2)-20/86. Coordinating Committee 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 ACTIONS

1) BANK ACCOUNTS

a) CCE-22/86. Bank signatories.

- a) It was RESOLVED to approve the following signatories, any two signing jointly, for the UMN Pokhara Project Account 2624: Guenter Beyrich, Erling Wennemyr, Matthew Bambach, David Bambach and Hazel McCauley.
- b) Amexico Bank Account No.20191 in Bombay, (UMN account): It was RESOLVED to approve the following signatories, any two signing jointly: J.H.Barclay, E.Wennemyr, C.Law, B.Lindell, S. Longley, A. Younkin.

b) CCE-30 /86. Bank signatories.

- i) Rastriya Banijya Bank, Khasauli Branch, Account No.751: It was RESOLVED to approve the following signatories for this account, any two signing jointly: Trevor Durston, Raghu Sharma, and Bhim Sen Thapa.
- ii) EDBSO, Account No.22869: It was RESOLVED to approve the following signatories for this account, any two signing jointly: Richard Clark, Colin Law, Tom Wong, Gordon McConkey, Lionel Mackay and Dinesh Sharma.

CCF-38/86. Bank signatories.

Nepal Bank Ltd., Current account No.2038;
Nepal Bank Ltd., Convertible account No.15786;
Nepal Bank Ltd., Savings account No.22602;
Union Bank of Switzerland, SFR account No. 647-460-OIU;
Nepal Bank Ltd., Savings account No.3797.
It was RESOLVED to approve the following signatories, any two signing jointly, for the five UMN bank accounts listed above: Howard Barclay, Erling Wennemyr, Colin Law, Peter Price, Bethany Lindell.

d) CCE-42/86. Bank signatories. Chase Manhattan Bank, Account No.949-1-092228: It was RESOLVED to approve the following signatories for this account, any two signing jointly: H. Barclay, E. Wennemyr, C. Law, F. Swenson, P. Price.

e) CCE-47/86. Bank signatories.

- i) Nepal Bank Ltd, Surkhet Branch - UMN Surkhet Project Account:
It was RESOLVED to approve the following signatories for this account, any two signing jointly: Andrew Bulmer, Duman Thapa, Gerhard Honold, Maurice Coronel (INF), and Reinhard Prows (INF).
- ii) Nepal Bank Ltd., Current account No. 2038;
Nepal Bank Ltd., Convertible account No. 15786;
Nepal Bank Ltd., Savings account No. 22602;
Nepal Bank Ltd., Savings Account (P.F.) No. 3797:
It was RESOLVED to approve the following signatories, any two signing jointly, for the above accounts: Howard Barclay, Erling Wennemyr, Colin Law, Peter Price, Bethany Lindell and Frances Swenson.

2) SUPPLEMENTARY BUDGETS

a) CCE-23/86. Supplementary Budget items. It was RESOLVED to approve the following 1985/86 budget items:

| | | |
|---|--------|--------|
| Butwal: Spare parts/tools and equipment required for maintenance and repair of air conditioners | 15,000 | |
| Amp Pipal Hospital: repainting some areas | 10,000 | |
| RDC: Nepali typewriter | 15,000 | |
| RDC TREES: Three altimeters (@ 3,300) | 10,000 | |
| HSO: Miscellaneous furniture and furnishings | 8,000 | |
| HQ: Prem Sadan annexe (setting up) - | | |
| Painting | 15,600 | |
| Partition | 3,600 | |
| Curtains | 6,100 | |
| Sink and cupboards | 5,700 | |
| Blankets and linen | 4,000 | 35,000 |
| Prem Sadan (setting up costs) - | | |
| Curtains | 13,500 | |
| Electrical | 9,300 | |
| Fish pond cover | 2,500 | |
| New room | 6,800 | |
| Water system and pump enclosure | 3,300 | |
| Enclose diningroom and drain, steps | 7,900 | |
| Mats | 3,900 | |
| Blankets, linen, towels, table covers | 9,000 | |
| Clothes line | 1,000 | 57,200 |
| Prem Sadan:- remodel kitchen | | 20,000 |
| Open House annexe - partitions, doors, painting, fix showers, hot water heaters | | 45,000 |
| Prem Sadan - build diningroom | | 60,000 |
| Rent for guesthouse - Prem annexe | | 20,000 |
| Prem Sadan | | 55,000 |
| Open House | | 10,000 |
| Office repairs - drum for photocopier | | 7,200 |
| secure new store | | 7,800 |
| install lights | | 2,000 |
| Office - deposits for telephone | | 7,500 |
| Asha Niketan - remodel | | 45,000 |
| Salyan House - sink unit | | 20,000 |

b) CCE-25/86. Supplementary budget items. It was RESOLVED to approve the following supplementary budget items for 1985/86:

| | |
|--|-------|
| EDBSO: Expenses to clear before handing over to HH - | |
| HATC salary expenses | 5,880 |
| Open House clinic: paint and cupboard | 7,000 |

c) CCE-26/86. Supplementary Budget item. It was RESOLVED to approve the following budget item for 1986/87:

| | |
|---|-------|
| Travel to Denmark for A.Kammensjo and O.Hoftun to visit The Jutland Technological Institute (HH and BPC to pay equivalent amount) | 7,500 |
|---|-------|

d) CCE-31/86. Supplementary Budget item. It was RESOLVED to approve the following item for 1986/87:

| | |
|---|--------|
| DCS: Bikash Raj Panday, at Massachusetts Institute of Technology (EDB-36/86). 50% paid by MIT | 10,300 |
|---|--------|

e) CCE-32/86. Supplementary budget items. It was RESOLVED to approve the following items for 1985/86:

| | | |
|-------------------------------------|--------|--------|
| filing cabinet, typewriter, etc. | | 12,000 |
| HQ office: Salaries | 18,000 | |
| Security | 4,000 | |
| Travel out of town | 8,000 | 30,000 |
| HQ: Salayan House - Household items | 9,000 | |
| Miscellaneous | 2,000 | 11,000 |
| Prem Sadan - Security | 4,500 | |
| Utilities | 4,000 | |
| Household | 15,000 | 23,500 |
| Blue truck - repairs | | 3,000 |
| Toyota- repairs | | 5,000 |
| Capital - shortfall on dictaphones | | 9,461 |

f) CCE-33/86. Tansen Water Supply. Ref. EC(1)-15/86. The Supplementary budget is not necessary, as SATA has agreed to do the project.

g) CCE-39/86. Supplementary budget items. It was RESOLVED to approve the following 1986/87 budget items:

| | |
|---|--------|
| HQ: Prem Sadan - refrigerator, with voltage regulator | 21,500 |
| GBS, Pokhara: Audiovisual equipment for teaching purposes | 20,000 |
| HSO: - CDHP booklet publishing costs | 10,000 |

h) CCE-41/86. Supplementary budget items. It was RESOLVED to approve the following items for 1986/87:

| | |
|---|--------|
| HSO: Mental Health Program - translation and evaluation of a standard psychiatric research tool | 10,000 |
| HQ: Prem Sadan - 3 water storage tanks | 6,225 |
| Shortfall on kitchen renovation | 8,700 |
| Deep freeze and voltage regulator | 21,700 |

i) CCE-48/86. Supplementary budget items. It was RESOLVED to approve the following supplementary items for 1986/87:

| | |
|---|---------|
| DCS: Design Office - measuring unit (capital) | 65,000 |
| BWI: To cover funds missing | 20,350 |
| Amp Pipal Hospital: Portable generator (capital) | 40,000 |
| Amp Pipal: Generator spare parts (recurring maint.) | 60,000 |
| Okhaldhunga Dispensary: Solar fridge (capital) | 50,000 |
| Okhaldhunga: Extension of BA's house (capital, AS) | 20,000 |
| HSO: Roof on verandah (capital) | 3,000 |
| HSO: Printer for computer (capital) | 35,000 |
| HSO: Printing costs of "Over Thirty" (recurring) | 38,000 |
| Tansen AS: Extension of guesthouse building (capital) | 60,000 |
| Tansen Hospital: hotel equipment (recurring) | 35,000 |
| Tansen Hospital: Operating room, maternity ward renovation (recurring) | 120,000 |
| Tansen Hospital: leprosy supplies (recurring) | 37,000 |
| Materials Development: Joint UMN/INF program (recur.) | 58,000 |
| Namjung: library (capital) | 2,000 |
| Butwal: Tools and equipment for air conditioners (capital, AS) | 50,000 |
| Butwal AS: Training of NHE personnel, etc. for air conditioners (recurring) | 35,000 |
| RDC: Water systems program (recurring) | 45,000 |
| RDC: New calculator (replacement) (capital) | 2,700 |
| RDC TREES: Camera (capital) | 8,000 |
| DCS: Design Office - plane table, increase from 6,000 to 10,000 | 4,000 |
| HQ office: Computer magazines (recurring) | 7,500 |

3) GRANTS FROM UNDESIGNATED FUNDS.

- a) CCE-24/86. Grant from Undesignated Funds. It was RESOLVED to approve the following grant for an approved budget item:
RDC: Nepali Typewriter 15,000
- b) CCE-43/86. Guarantee for BWI. It was RESOLVED to agree to the BWI request that UMN be ready to provide a guarantee of Rs.135,000. (5% for performance bond) on contract with the Institute of Forestry.

4) EMPLOYMENT AND SALARY MATTERS

- a) CCE-20/86. PPC Chairman. Graeme Gugerri was appointed Chairman of the PPC.
Mourning Leave. The recommended changes of PPC-5/86 were not approved. PPC is asked to prepare a recommendation which is more specific.
- b) CCE-27/86a. Employment Policy, leave. Ref. PPC-5/86. It was RESOLVED to approve the following change in wording of the present UMN Employment Policy, Clause 10, f:
"Kriya leave. Employees shall be entitled to a maximum of 13 consecutive days paid leave, provided that the employee himself/herself shall have to perform the Kriya rites. Pay will not be given for normal off-days.
Mourning leave. Employees will be entitled to a maximum of 5 consecutive days leave in the case of the death of the employee's parent, spouse or child. Pay will not be given for normal off-days.
(If Kriya leave is taken, Mourning leave will not be given.)"
- c) CCE-27/86b. Salary Scale. It was RESOLVED to approve in principle that the "Adjustment Allowance" be deleted from the schedule of UMN General Allowances, and that "Salary-loading" be implemented. Ref. PPC-36/86. CC looks forward to a further report from the PPC as to how this could be done.
- d) CCE-27/86c. Salary Scale, increments. CC noted without further comment that the PPC will be carrying out a study on the possibility of dropping the ceiling on annual increments.
- e) CCE-27/86d. Provident Fund Loans. CC requested the PPC to consider changing the wording of the present policy to lower the limit which a person can take from his/her Provident Fund, and to place no restrictions on what loans can or cannot be taken out for.
- f) CCE-35/86a. UMN and HMG Salaries and Allowances. PPC-22/86. In response to the request to provide comparative information on UMN and HMG salaries and allowances, two main problems were recognised. Obtaining current data on HMG requires a thorough understanding of the "Civil Service Regulations" and the "Financial Regulations", as well as a complete set of any changes which are constantly being circulated through the "Government Gazette". Collecting HMG data regarding salaries and allowances would be very difficult. If ^{the} necessary HMG information could be obtained, a comparison with UMN is also difficult. The various categories of job levels, posts, salaries and allowances are not readily comparable. It was noted that a comparison might be inappropriate and that we should not make the mistake of comparing ourselves with government. The position taken by Patan Hospital

that "...we correspond with Government, but are not comparable with it..." was felt to be a helpful way of understanding this issue.

- g) CCE-35/86b. Salary Scale, increments given for training. PPC-29/86. It was RESOLVED to approve the deletion of Clause 9.c.ii of the Employment Policy which allows for the award of increments "in recognition of success in training which enhances the employee's job performance compatability".
- h) CCE-35/86c. Employment Policy, Promotion Criteria circulation. PPC-30/86. It was RESOLVED to approve the distribution policy as recommended by the PPC:
- i) Employment Policy: copies will be made available to staff on request. The copy currently in the Project's Business Manuals must be considered the official guide.
 - ii) Promotion Criteria: copies will only be held in the Project's Business Manuals, but are available for staff to see and have interpreted by the Business Manual holders.
- i) CCE-35/86d. Promotion Criteria: process for approval of new promotion criteria. PPC-34/86. It was RESOLVED to affirm the appropriate routing for project-generated proposals for revisions of the promotion criteria. Such proposals should come through the Project Director and Functional Secretary concerned. Advice may be sought from the PPC at any stage of the proposal preparation.
- j) CCE-36/86. Salary Scale. It was RESOLVED to approve the following Salary Scale for implementation from 1 Shrawan 2043 (16 July, 1986). Background information will be circulated with the new scale.

| Level | A | | | B | | | C | D | | |
|-------|-----|-------|---|-------|---|----|---|-----|-------|--|
| 1b | Rs. | 542 | + | 10.50 | x | 20 | - | Rs. | 752 | |
| 1a | Rs. | 612 | + | 12.00 | x | 20 | - | Rs. | 852 | |
| 1 | Rs. | 694 | + | 13.50 | x | 20 | - | Rs. | 964 | |
| 2 | Rs. | 789 | + | 15.00 | x | 20 | - | Rs. | 1,089 | |
| 3 | Rs. | 901 | + | 17.00 | x | 20 | - | Rs. | 1,241 | |
| 4 | Rs. | 1,023 | + | 19.00 | x | 20 | - | Rs. | 1,403 | |
| 5 | Rs. | 1,166 | + | 21.50 | x | 20 | - | Rs. | 1,596 | |
| 6 | Rs. | 1,333 | + | 24.50 | x | 20 | - | Rs. | 1,823 | |
| 7 | Rs. | 1,522 | + | 27.50 | x | 20 | - | Rs. | 2,072 | |
| 8 | Rs. | 1,735 | + | 31.00 | x | 20 | - | Rs. | 2,355 | |
| 9 | Rs. | 1,976 | + | 35.00 | x | 20 | - | Rs. | 2,676 | |
| 10 | Rs. | 2,257 | + | 39.50 | x | 20 | - | Rs. | 3,047 | |
| 11 | Rs. | 2,577 | | 45.00 | x | 20 | - | Rs. | 3,477 | |
| 12 | Rs. | 2,934 | + | 51.00 | x | 20 | - | Rs. | 3,954 | |
| 13 | Rs. | 3,342 | + | 57.50 | x | 20 | - | Rs. | 4,492 | |

- Notes: A The first column shows the starting salary at each level.
 B. The second column shows the increment in Rupees.
 C. The third column shows the increment ceiling (20).
 D. The fourth column shows the maximum present salary, in each level, at the increment ceiling.
 E. Levels 1b and 1a are to be used by the projects/ programs at their discretion. Normally the lowest level is 1.

- k) CCE-37/86. Salary Scale, General Allowances. It was agreed to rescind the second section of CCE-17/86 (FC(1)-10/86, 4, b, third para.) regarding the Out of District Allowance for Jumla. In future this will be dealt with by adjusting the individual contracts of the few UMN staff in Jumla, rather than adjusting the rate of ODA.

- 1) CCE-40/86. DCS new Salary Scale. The proposal for the 1986/87 (2043/44) Salary Scale was approved.

5. BOARD APPOINTEE MATTERS

- a) CCE-21/86. National holidays for BAs. It was agreed that BAs be given two national holidays per year. The previous policy appears in FC(2)-27/82,6,c.
- b) CCE-28/86. Duty travel policies for BAs. Ref. FC(2)-17/83. It was RESOLVED to omit the cost factor from the present policy for Jumla regarding the rates of refund on freight for change of assignment in part D, b. The policy now reads:
"For the Jumla Project, over and above the quoted freight allowance, and within the same guidelines for granting refunds, a further grant may be made for personnel assigned to Jumla of up to 100 kg. per single person or family unit, the 100 kg. to be freighted through Nepalganj."

- c) CCE-29/86. Kathmandu Valley Housing Allowance. The Kathmandu Valley Housing Committee was thanked for all its work in preparing the following new rent allowance scale:

| | Old rate | New rate | % increase |
|------------------------------------|----------|----------|------------|
| Single person | Rs.1,050 | Rs.1,450 | 26% |
| Couples | 1,450 | 1,600 | 10% |
| Two singles/Couples with one child | 1,600 | 1,750 | 9% |
| Couples with two or more children | 2,100 | 2,500 | 19% |
| Average increase: | | | 16% |

- d) CCE-44/86. Pokhara Project Housing Allowance. It was RESOLVED to approve the following rent allowances for Pokhara Project:

| | Lamachaur | Bazar |
|--------------------------|-----------|---------|
| Single person | Rs. 500 | Rs. 800 |
| Couple | 700 | 1,000 |
| Couple with one child | 900 | 1,200 |
| Couple with two children | 1,000 | 1,400 |

- e) CCE-45/86. Direct Appointee policy.

Direct Appointees are expected to work according to project requirements and are under the authority of the Project Director.

See CCE-2/86 (FC(1)-10/86,6,a) for guidelines pertaining to Direct Appointees who are working with UMN for three months or less.

Short term workers working with the United Mission for a full year are entitled to the same annual leave/holiday policy as for Board Appointees. Direct Appointees who are here for more than three months but less than a year are entitled to annual leave and holidays figured on a pro rata basis. Annual leave can only be taken in consultation with the Project Director.

Direct Appointees will not normally be given time for language lessons if they are here less than six months. Short termers will be charged the full five month \$900. fee on a pro rata basis for any blocks of intensive language lessons which they take. Further lessons taken where possible while they work will be at Rs.10/- per hour, as is the present policy for BAs.

Direct Appointees here for more than three months pay the Per Capita grant, and are therefore entitled to the same facilities and services as Board Appointees.

6. GENERAL MATTERS.

a) Finance Committee Minutes, April 1986, unbound copy. There is a typographical error in Appendix B, 2, a, which should read:
CDHP Building Committee: staff quarters (three), Rs.35,00 each - Rs.105,000.

b) CCE-49/86. Kathmandu Valley Guesthouse rates. It was RESOLVED to approve an increase in guesthouse rates as of 1 January 1987, as follows:

UMNers:

Per day - Adult, Rs.60; Child (3-7 yrs.), Rs.45; Baby (0-2 yrs.) Rs.36.

Bed and breakfast - Rs.37

Casual meals:- Breakfast, Rs.12; Lunch, Rs.15; Dinner, Rs.20;
Sunday dinner, Rs.35.

Other Missions:

Per day - Rs.95

Bed and Breakfast - Rs.70

Casual meals - Lunch, Rs.17; Dinner, Rs.22; Sunday dinner, Rs.45.

Others:

Per day - Rs.160

Bed and breakfast - Rs.100

Casual meals:- Lunch, Rs.25; Dinner, Rs.40; Sunday dinner, Rs.55.

Project Flat:

UMNers (all ages) - Rs.20 per night

Other missions - Rs.35 per night

Others - Rs.50 per night.

Note: The guesthouse and project flat fees are subject to change after two months notice.

CCE-50/86. Dates of meetings in 1987.

| | |
|----------------|----------------------|
| 29 January | Nurse Campus PMC |
| 5 February | Okhaldhunga PMC |
| 11-12 February | Lalitpur CDHP PMC |
| 19-20 February | Gorkha PMC |
| 22 February | RDC, Pokhara PMC |
| 23 February | Andhikhola PMC |
| 24-25 February | Tansen PMC |
| 26-27 February | Butwal PMC |
| 2 March | Junla PMC |
| 4 March | HSO PMC |
| 5 March | Surkhet PMC |
| 13 March | IDC |
| 16-17 March | EDB |
| 19-20 March | EB |
| 23-25 March | HSB |
| 24 April | Finance Committee |
| 27-28 April | Executive Committee. |

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

UNITED MISSION TO NEPAL

**Annual Plans
July 1985 - July 1986**

(Appendices to April 1985 Board and Executive Minutes)

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UMN TREASURER'S CONSOLIDATED BUDGET FOR 1985/86

BUDGET TOTALS

(All figures are in Nepali rupees, US \$ 1 equals N.Rs. 17)

| | <u>Income</u> | <u>Expenditure</u> | <u>Balance</u> |
|-------------------------------|------------------------------------|--------------------|--------------------------------------|
| ADMINISTRATION | 2,741,600 | 8,587,400 | (5,845,800) |
| HEALTH SERVICES PROJECTS | 12,506,000 | 31,092,640 | (18,586,640) |
| EDUCATION PROJECTS | 1,102,782 | 4,909,408 | (3,806,626) |
| ECONOMIC DEVELOPMENT PROJECTS | 7,843,100 | 31,558,600 | (23,715,500) |
| INTEREST EARNED | <u>1,500,000</u> | <u>-</u> | <u>1,500,000</u> |
| | ¹⁾ <u>25,693,482</u> | <u>76,148,048</u> | ²⁾ <u>(50,454,566)</u> |

Grants needed for 1984/85

| | |
|---|--------------------------------|
| 1. Per Capita Grants (US \$ 800 per Board Appointee and US \$ 900 for Language and Orientation) | 6,000,000 |
| 2. Grants to cover the deficits in all recurring budgets | 4,508,300 ³⁾ |
| 3. Grants for capital items (except Administration) | 10,265,400 |
| 4. Grants for all the Program Funded Projects/Programs | <u>31,335,066</u> |
| | 52,108,766 |
| Less Interest earned | <u>-1,500,000</u> |
| | <u>50,608,766²⁾</u> |

Notes:

| | |
|---|-------------------|
| 1) The budgeted Income consists of the following: | |
| Personnel Contributed Services (PCS) | 6,740,232 |
| Contribution from HMGN and Districts | 2,707,300 |
| Other income, generated in Nepal (Incl. interest) | <u>16,245,950</u> |
| | <u>25,693,482</u> |
| 2) The difference between Grants needed and the net negative balance is the budgeted increase of Working Capital under General Administration | 50,608,766 |
| | <u>- 154,200</u> |
| | <u>50,454,566</u> |
| 3) Deficits in recurring budgets: | |
| Deficit in Health Services Projects | 4,251,500 |
| Deficit Education Projects | 105,000 |
| Deficit Economic Development Projects | <u>151,800</u> |
| | <u>4,508,300</u> |

BUDGET SUMMARY

| <u>RECURRING BUDGET</u> | <u>Income</u> | <u>Expenditure</u> | <u>Balance</u> |
|-------------------------------|-------------------|--------------------|--------------------|
| Interest earned | 1,500,000 | -- | 1,500,000 |
| Administration | 2,741,600 | 8,038,400 | (5,296,800) |
| Health Services Projects | 10,609,900 | 14,861,400 | (4,251,500) |
| Education Projects | 353,350 | 458,350 | (105,000) |
| Economic Development Projects | <u>3,370,600</u> | <u>3,522,400</u> | <u>(151,800)</u> |
| | <u>18,575,450</u> | <u>26,880,550</u> | <u>(8,305,100)</u> |

Note: The income for Administration is the total income less the Per Capita Grant.

CAPITAL BUDGET

| | | | |
|-------------------------------|----|-------------------|--------------------|
| Administration | -- | 549,000 | (549,000) |
| Health Services Projects | -- | 4,112,400 | (4,112,400) |
| Education Projects | -- | 72,500 | (72,500) |
| Economic Development Projects | -- | <u>6,080,500</u> | <u>(6,080,500)</u> |
| | | <u>10,814,400</u> | <u>10,814,400</u> |

PROGRAM BUDGET

| | | | |
|-------------------------------|------------------|-------------------|---------------------|
| Administration | | | |
| Health Services Projects | 1,896,100 | 12,118,840 | (10,222,740) |
| Education Projects | 749,432 | 4,378,558 | (3,629,126) |
| Economic Development Projects | <u>4,472,500</u> | <u>21,955,700</u> | <u>(17,483,200)</u> |
| | <u>7,118,032</u> | <u>38,453,098</u> | <u>(31,335,066)</u> |

PER CAPITA GRANT

BUDGET 1985/86

| | Budget for <u>1984/85</u> | No. of workers <u>1984/85</u> | Budget for <u>1985/86</u> | No. of workers <u>1985/86</u> |
|--|---------------------------------|-------------------------------------|---------------------------------|-------------------------------------|
| Grants from Member Bodies & other Per Capita Grants | 4,400,000 | 360 | 5,050,000 | 370 |
| Grants for workers arriving January | 100,000 | | | |
| Grants for Language and Orientation | - | | 950,000 | |
| | <u>4,500,000</u> | <u>360</u> | <u>6,000,000</u> | <u>370</u> |

GENERAL ADMINISTRATION

(Board Appointees Support System)

BUDGET 1985/86

| | <u>Recurring budget</u> | | | <u>Capital Budget</u> |
|---|-------------------------|--------------------|----------------|---------------------------|
| | <u>Income</u> | <u>Expenditure</u> | <u>Balance</u> | |
| Per Capita Grant | 6,000,000 | - | 6,000,000 | - |
| Missionwide expenses | 105,000 | 3,023,000 | (2,918,000) | 100,000 |
| Headquarters Project | 1,703,500 | 2,510,600 | (807,100) | 170,000 |
| Office of Education Sec. | - | 9,000 | (9,000) | - |
| Office of Health Services Secretary | - | 20,400 | (20,400) | - |
| Office of Economic Develop- ment Secretary | 153,000 | 238,300 | (85,300) | 120,000 |
| Palpa Project: | | | | |
| Area Services | - | 437,000 | (437,000) | - |
| Guesthouse | 129,500 | 129,500 | - | - |
| Language program | 9,000 | 22,000 | (13,000) | - |
| Gorkha Project: | | | | |
| Area Services | 26,500 | 169,100 | (142,600) | 99,000 |
| Guesthouse | 35,500 | 35,500 | - | - |
| Okhaldhunga Project | | | | |
| Area Services | 21,600 | 48,600 | (27,000) | 3,000 |
| Lalitpur Project Area Services | - | 26,800 | (26,800) | - |
| Lahan Project Area Services | - | 25,000 | (25,000) | - |
| Gorkha District, Seconded Teachers | 140,000 | 159,500 | (19,500) | 10,000 |
| Pokhara Project | | | | |
| Area Services | 288,600 | 521,600 | (233,000) | 30,000 |
| Guest rooms | 5,000 | 5,000 | - | - |
| Jumla Project Area Services | - | 94,000 | (94,000) | - |
| Butwal Projects | | | | |
| Area Services | - | 332,900 | (332,900) | - |
| Guesthouse | 96,400 | 96,400 | - | 17,000 |
| Andhi Khola Project | | | | |
| Area Services | 21,000 | 107,000 | (86,000) | - |
| Surkhet Project | | | | |
| Area Services | 7,000 | 27,200 | (20,200) | - |
| | <u>8,741,600</u> | <u>8,038,400</u> | <u>703,200</u> | <u>549,000</u> |
| Less Capital budget | | | (549,000) | |
| Budgeted increase of Working Capital | | | <u>154,200</u> | |

Note:

PCS is included in both Income and Expenditure.

HEALTH SERVICES BOARD

BUDGET 1985/86

RECURRING AND CAPITAL BUDGETS

| | <u>Recurring Budget</u> | | | <u>Capital Budget</u> |
|---------------------------|-------------------------|--------------------|--------------------|-----------------------|
| | <u>Income</u> | <u>Expenditure</u> | <u>Balance</u> | |
| Health Services Office | 3,621,800 | 4,242,800 | (621,000) | 41,000 |
| National Dental Survey | - | 10,500 | (10,500) | - |
| Patan Hosital | - | - | - | 1,600,000 |
| Nurse Campus, UMN Program | 134,100 | 1,166,500 | (1,032,400) | 1,022,000 |
| Palpa Project: | | | | |
| Hospital | 4,567,000 | 6,076,000 | (1,509,000) | 1,396,500 |
| Workshop | 289,000 | 289,000 | - | - |
| Gorkha Project: | | | | |
| Hospital | 1,673,200 | 2,401,100 | (727,900) | 52,000 |
| Okhaldunga Project: | | | | |
| Dispensary | 324,800 | 675,500 | (350,700) | - |
| | <u>10,609,900</u> | <u>14,861,400</u> | <u>(4,251,500)</u> | <u>4,112,400</u> |

PROGRAM BUDGETS

| | | | | <u>Years</u> |
|---|------------------|-------------------|---------------------|--------------|
| Community Mental Health Program | 106,700 | 120,700 | (14,000) | 1984-86 |
| Palpa Community Health Program | 347,000 | 1,742,650 | (1,395,650) | 1984-86 |
| Gorkha Community Health Program | 357,000 | 1,149,000 | (792,000) | 1985-88 |
| Okhaldunga Community Health Program | 140,500 | 1,451,600 | (1,311,100) | 1984-87 |
| Lalitpur Community Primary Health Care Program | 581,900 | 3,851,700 | (3,269,800) | 1983-86 |
| Lalitpur Community Development Assistance Project | 363,000 | 3,803,190 | (3,440,190) | 1985-88 |
| | <u>1,890,100</u> | <u>12,118,840</u> | <u>(10,222,740)</u> | |

Note

PCS is included in both Income and Expenditure.

EDUCATION BOARD

BUDGET 1985/86

RECURRING AND CAPITAL BUDGETS

| | Recurring budget | | | Capital Budget |
|--------------------------|------------------|-------------|-----------|----------------|
| | Income | Expenditure | Balance | |
| Education Service Office | 156,000 | 261,000 | (105,000) | 72,500 |
| Childrens Hostel | 197,350 | 197,350 | - | - |
| | 353,350 | 458,350 | (105,000) | 72,500 |

PROGRAM BUDGETS

| | | | | Years |
|-----------------------------------|---------|-----------|-------------|---------|
| Jumla Project | 628,032 | 2,517,158 | (1,889,126) | 1980-90 |
| Training and Scholarship Program | - | 975,000 | (975,000) | Ongoing |
| Student Financial Assistance Fund | - | 765,000 | (765,000) | Ongoing |
| Business School | 121,400 | 121,400 | - | 1985-86 |
| | 749,432 | 4,378,558 | (3,629,126) | |

Note

PCS is included in both Income and Expenditure.

ECONOMIC DEVELOPMENT BOARD

BUDGET FOR 1985/86

RECURRING AND CAPITAL BUDGETS

| | <u>Recurring budget</u> | | | <u>Capital budget</u> |
|------------------------------|-------------------------|--------------------|------------------|-----------------------|
| | <u>Income</u> | <u>Expenditure</u> | <u>Balance</u> | |
| EDB Service Office | 331,900 | 394,700 | (62,800) | - |
| EDB Liaison Office | 106,900 | 106,900 | - | - |
| DCSm Administration | 181,900 | 267,000 | (85,100) | 65,000 |
| DCS Purchasing & Clearing | 39,000 | 45,400 | (6,400) | - |
| DCS Design Office | 439,000 | 433,500 | 5,500 | 15,500 |
| DCS Small Turbine & Mill R. | 2,175,000 | 2,175,000 | - | - |
| Industrial Development Proj. | 96,900 | 99,900 | (3,000) | - |
| Gobar Gas Extension & Train. | | | | 3,000,000 1) |
| Himal Hydro Share investment | | | | 3,000,000 1) |
| | <u>3,370,600</u> | <u>3,522,400</u> | <u>(151,800)</u> | <u>6,080,500</u> |

1) Carried over from 1984/85

PROGRAM BUDGETS

| | | | | <u>Years</u> |
|--|------------------|-------------------|---------------------|--------------|
| EDB Promotion of Apprenticeship Training Program | - | 196,000 | (196,000) | 1982-86 |
| DCS Roofing Tiles Program | 52,000 | 72,000 | (20,000) | 1984-87 |
| DCS Rural Electrification Program | 55,000 | 225,000 | (170,000) | 1984-87 |
| DCS Rural Equip. Development Program | 113,600 | 492,700 | (379,100) | 1983-86 |
| DCS Bio-Fertilizer Prog. | 29,000 | 84,600 | (55,600) | 1984-86 |
| ID Replacement of Gobar Gas Holders Program | - | 127,500 | (127,500) | 1983-86 |
| ID Hetauda Apprenticeship Training Program | 50,000 | 350,000 | (300,000) | 1985-87 |
| RDC Administration | 280,600 | 280,600 | - | 1982-86 |
| RDC Library | 64,000 | 64,000 | - | 1983-86 |
| RDC Farm | 172,500 | 172,500 | - | 1983-86 |
| RDC Animal Health Improvement Program | 142,000 | 346,000 | (204,000) | 1981-86 |
| RDC Horticulture/Agronomy Program | 41,250 | 192,000 | (150,750) | 1983-86 |
| RDC Rural Industries Program | 195,000 | 677,250 | (482,250) | 1985-86 |
| RDC Community Forestry Prog. | 130,000 | 2,620,000 | (2,490,000) | 1985-88 |
| RDC Studies & Evaluation Program | 37,050 | 50,050 | (13,000) | 1985-86 |
| AP AHREP | 2,680,000 | 12,915,000 | (10,235,000) | 1982-90 |
| AP Drinking Water & Sanitation Program | 18,000 | 544,000 | (526,000) | 1984-87 |
| AP Appropriate Tech. Prog. | 18,000 | 72,000 | (54,000) | 1984-87 |
| AP Irrigation Program | 100,000 | 1,036,000 | (936,000) | 1984-87 |
| AP Agricultural Program | 36,000 | 97,500 | (61,500) | 1984-87 |
| AP Cooperative Society Aid Program | 33,000 | 148,000 | (115,000) | 1984-87 |
| AP Forest, Soil & Water Conservation Program | 46,000 | 68,000 | (22,000) | 1984-87 |
| AP Non-Formal Education Prog. | 12,000 | 41,000 | (29,000) | 1984-87 |
| AP Rural Industries Program | 18,000 | 53,000 | (35,000) | 1984-87 |
| AP Project Administration | 36,000 | 157,500 | (121,500) | 1984-87 |
| Surkhet Project | 113,500 | 873,500 | (760,000) | 1983-88 |
| | <u>4,472,500</u> | <u>21,955,700</u> | <u>(17,483,200)</u> | |

Note:

PUS is included in both Income and Expenditure

MISSIONWIDE EXPENSES

BUDGET FOR 1985/86

General Recurring Budget

| | Actuals for 1983/84 (12 months) | Approved budget 1984/85 | Budget 1985/86 | Incr/Decr over 1983/84 actuals |
|------------------------------------|---------------------------------------|-------------------------------|-------------------|--------------------------------------|
| <u>Income</u> | | | | |
| Income for UMN film | 147,300 | - | - | (147,300) |
| Income Workers Conference | 92,000 | 90,000 | 95,000 | 3,000 |
| Miscellaneous Income | 15,600 | 5,000 | 10,000 | (5,600) |
| | <u>254,900</u> | <u>95,000</u> | <u>105,000</u> | <u>(149,900)</u> |
| <u>Expenditure</u> | | | | |
| Language expenses | - | - | 940,000 | 940,000 |
| Orientation expenses | - | - | 10,000 | 10,000 |
| Legal Fees | - | - | 15,000 | 15,000 |
| Bank charges | 6,400 | 6,000 | 8,000 | 1,600 |
| Loss on Exchange Rate | 18,600 | - | - | (18,600) |
| Duty travel to meetings | 6,400 | 10,000 | 30,000 | 23,600 |
| Change in assignment | 85,300 | 100,000 | 100,000 | 14,700 |
| Furniture transportation | 3,600 | 5,000 | 6,000 | 2,400 |
| Rent allowances | 852,000 | 1,200,000 | 1,350,000 | 498,000 |
| Repairs and maintenance | 112,000 | 110,000 | 120,000 | 8,000 |
| Insurance | - | - | 6,000 | 6,000 |
| Publicity | 6,600 | 100,000 | 75,000 | 68,400 |
| Film expenses | 230,000 | - | - | (230,000) |
| Board Meeting expenses | 20,000 | 25,000 | 20,000 | - |
| Executive Committee travel | 10,000 | 30,000 | 30,000 | 20,000 |
| Printing of Minute Books | 22,000 | 30,000 | 20,000 | (2,000) |
| Consultation Conferences outside | | | | |
| Nepal & Exec. international travel | 20,000 | 70,000 | 70,000 | 50,000 |
| Workers Conference expenses | 185,000 | 135,000 | 190,000 | 5,000 |
| Staff conferences & seminars | 13,900 | 15,000 | 20,000 | 6,100 |
| Hospitality | - | - | 3,000 | 3,000 |
| Miscellaneous expenses | 14,900 | 7,000 | 10,000 | (4,900) |
| | <u>1,606,700</u> | <u>1,843,000</u> | <u>3,023,000</u> | <u>1,416,300</u> |
| DEFICIT | | (1,351,800) | (1,748,000) | (2,918,000) |

Capital budget

| | |
|---|---------|
| Furniture & equip for Board Appointees (in the Kathmandu Valley) | 100,000 |
|---|---------|

Notes:

- 1) As the Language School teachers have now formed a Corporation, there is no longer a budget for LOP under Education Board. Instead all the expenses for language learning and orientation is under Missionwide expenses.
- 2) Legal fees, Insurance and Hospitality are new accounts.
- 3) Apart from the Language and orientation costs, the increase between the budget 1985/86 compared with the budget 1984/85 is 12.5%.

HEADQUARTERS PROJECTPlan for July 1985 - July 19861. Project Description

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

Following the purchase of Bishwas Niketan, it is desirable to bring together in one location many of the aspects of HQ, including the offices and supporting facilities of the Functional Secretaries. For this much planning is needed, calling for building and/or further acquisition of adjoining properties. Before this kind of planning can fully proceed, we need clear direction from the Executive Committee as to what would be appropriate. In the meantime a Building Committee has been set up by the Coordinating Committee, giving input to the future planning processes. To help facilitate this work there is need for an architect/designer, if necessary on a short-term basis.

2. Project Objectives

- a) To be the administrative arm to carry out the directives of the Board of Directors and the Executive Committee of UMN.
- b) To be the interpretive body from UMN to:
 - HMG Nepal and its various ministries under which we work.
 - Member bodies and supporting agencies in home countries.
 - Functional Boards and through them to the Projects.
- c) Through the Coordinating Committee to coordinate the work of the three Functional Boards.
- d) To act as a service agency to all projects and their members.
- e) To be a channel for communication of information to:
 - Friends and supporters around the world, including UMNers in Nepal, and
 - Interested people who visit Nepal and UMN.
- f) To provide a stimulus to both assessment of past and present work and also for the planning of future direction and activities of the Mission.

3. Project Activities

The Executive Director holds final responsibility for the carrying out of the above objectives. In this he relates in the following ways through the Headquarters activities:

- a) Functional Secretaries and Assistant Secretaries in Education, Economic Development and Health Services. These offices care for the overall planning, personnel needs, and direction of projects, as well as in an advisory role in the projects and related matters coming under their Functional Boards.
- b) The Personnel Secretary is responsible for correspondence on all new personnel coming to UMN as well as a large number of enquirers. This work continues through to the time of their acceptance and arrival in Nepal. The office also cares for the hundreds of visas needed annually for all UMN personnel.

- c) The Administrative Secretary works closely with the Executive Director in terms of secretarial work and supervision of the central administrative office and its Nepali staff. Because of the very large increase of work now carried by the Personnel and Administrative Secretaries' offices, and with the change of personnel, it is necessary to add one further secretary to cover this work. This needs to be done as part of the restructuring of the Headquarters office in its new location to meet the wider needs for secretarial help in various departments of HQ. This additional help should be an expatriate, preferably with computer experience.
- d) The Treasurer, with two Assistants and Nepali staff, coordinates all finances for the Mission. This office provides banking services for Board Appointees. For the Mission it accounts for all receipts and payment of the central funds which includes those received from Member Bodies and funding agencies. The office coordinates the funding needs of projects with funding agencies. It gives guidance at project level on administration and accounting systems. The HQ Business Manager is a member of this office and supervises the financial aspects of the Project in terms of staff, guest houses and vehicles.
- e) It is expected this year to see the commencement of the work of the Management Consultant. The long term consultant will commence on a part time basis and will be joined by a short term consultant for one year in establishing the areas of need, suitable approaches and advising Functional Secretaries and Project Directors in the best use of human resources and administration of projects.
- f) The Central Services Department. The section cares for:
- Property management and maintenance. This is a rapidly growing area.
 - Incoming and outgoing mail.
 - Duty travel arrangements for personnel.
 - Procurement of import licences for individuals and projects and clearance of goods from Customs.
 - Purchase and shipping by truck and plane of tons of goods to the projects.
 - Care of vehicles.
- All these areas are growing and are more than can be carried by the CSD Director and the Mailroom-in-charge with the Nepali staff. While some activities may be curtailed because of the leaving of the senior Nepali staff person, it is felt that an assistant should be sought to care for some of these areas. This will be the first stage of a possible restructuring of the services of CSD.
- g) The Auditor audits all financial statements and records of the Mission and during this work may advise the accounting staff. This person is independent of the Treasurer's Office and is responsible to the Executive Director and the Finance Committee.
- h) Information Officer. The responsibility of this person is to provide audio/visual resources to portray the work of UIN. While much is available in films, pictures and slides, there is a constant need for updating printed material which can very easily be outdated even before it is printed. The Information Officer also helps to coordinate and arrange visits within Nepal of interested persons or groups seeking information about the work of UIN.
- i) With three Guesthouses and a Project Flat in the Kathmandu Valley for which HQ is responsible, there is accommodation for about 60 people. The Guesthouses provide a home for most of our new language students in their initial five months of study and orientation. In addition, UIN members make use of these facilities when coming to Kathmandu for business, holiday or in transit travel. When rooms are available, outside guests and visitors to Nepal and also Member Body-related persons are welcome. These Guesthouses, apart from rental and major maintenance, are run as far as possible, on a self-supporting basis.

- j) The Language and Orientation Program. While the Language School has now become an independent body, responsibility for this program will continue to be carried by the Education Office staff assisted by the HQ staff. Language students during their time of language study are part of HQ Project and are responsible to the Executive Director during their initial studies.
- k) The Counselling Team aims to visit all Projects. A pastoral and Bible ministry is needed as well as a Counselling role. However, with our remaining Counsellor scheduled to leave in September, the need for replacement to fill all posts is a priority.
- l) - With the introduction of computers, there is need for assistance especially in the setting up of this facility. While it is seen that a secretary with computer experience will meet our long term need, in the early stages a Technician/Programmer is needed. This could probably be for about one year.

4. Planned Evaluation and Research

While the Coordinating Committee, Finance Committee, Executive Committee, and the UMN Board provide a critical evaluation of the work of HQ staff, it is hoped this year with the coming of our Management Consultant team that further input can be given in the work of the Headquarters Project. It is also possible that an evaluating team from an outside group may be available to make an evaluation of not only HQ, but of other areas of UMN work.

5. Personnel Posts for Board Appointees

Executive Director
 Treasurer
 Personnel Secretary
 Health Services Secretary
 Assistant Health Services Secretary
 Education Secretary
 Assistant Education Secretary
 Economic Development Secretary
 Assistant Economic Development Secretary
 Management Consultant
 Management Consultant (short-term)
 Treasurer's Assistant
 Treasurer's Assistant (part-time)
 Business Manager HQ (part-time)
 Administrative Secretary
 Assistant Administrative Secretary
 Auditor
 CSD Director
 Assistant to the CSD Director
 Secretary of the Mailroom
 Information Officer
 Hostesses - 4
 Personal Counsellors - 3
 Computer Technician/Programmer

APPENDIX 3

UMN EDUCATION BOARD

Plan for July 1985 - July 1986

These plans and budgets arise out of the Long Term Plans for UMN's Education work, as well as out of discussions at individual and project level.

The Education Board will continue to cooperate with His Majesty's Government of Nepal in developing the Regional School at GAMV, Lamachaur, Pokhara. In particular we will look for a Board Appointee to become the Head of the English Department, which we have so far been unable to fill, and we will aim to develop the all-round quality of the school in its academic, extracurricular, and community contexts. We will continue to second teachers to other Government High Schools in Okhaldhunga, Kaski, Gorkha and Jumla Districts. During the year we will explore further the possibilities of reducing the number of teachers in Gorkha District in order to meet new requests and opportunities further west. We need to recruit more teachers. 12

We will continue to strengthen the various aspects of non-formal through the resource office in Kathmandu serving various projects and workers, and also through seconding nfe field workers to various projects. In addition, some of our formal school teachers are engaged in nfe activities in their communities.

The requests from projects for tutors of groups of UMN children continue to come, and we expect to have 5 or 6 such tutors seconded during the year. These tutorial groups meet a big need in larger projects where there are enough children to make them viable. The project parents and others from the project are asked to form a Managing Committee who control the group, and UMN Headquarters (through the Education office) helps to find teachers and give other support.

We are at present reviewing our involvement in Teacher Training, and during the coming year will probably continue with 2 or 3 key personnel seconded to the University Institute of Education. The Education Board will make recommendations concerning the best way to move forward in this field.

With a newly independent Language School Activities and Research Centre, P.ltd). providing most of the language tutors required missionwide, the LOP P.M.C. will be structured to provide a better mechanism for review and planning of policy and practice. This will seek to involve more and strengthen the Project Language Supervisors. The Language Consultant will work closely with LARC, and will also complete the evaluation of LOP and draw together recommendations for the future.

We will continue to provide support services through the Education Service Office, Training and Scholarship Program. Student Financial Assistance Fund, Childrens' Hostel, and Business School. We thank God for equipping us to serve here in Nepal. We are conscious of our weaknesses and our need of God's grace and strength to face the many challenges ahead.

Richard Clark

Education Secretary

SECONDED TEACHERSPlans for July 1985 - July 19861. Project Description

The UMN will continue to recruit teachers to second to schools in Gorkha, Kaski, Okhaldhunga, Jumla, and at least one new district, with secondments made according to the availability of teachers. Two workers are seconded to Mahendra Bhawan Girls School. Education Board policies on secondment of teachers are the guidelines to be followed. This work will be concentrated in areas where UMN has a commitment to help or where the community has shown a willingness to work together for the all round development of the education of its people. Teachers are encouraged to spend time in non-formal education wherever opportunities are presented.

2. Project Objectives

In each place where teachers are seconded it is planned to help in both formal and non-formal education activities, either by teachers themselves working in both areas, or by teachers joining other non-formal workers to create a team. By these means it is hoped to be able to react to local needs and meet some of those needs on a broad educational front including school teaching, adult literacy, craft work, income generating work, basic health and hygiene education, nutrition education, etc.

3. Project Activities

- a. Two teachers will continue to work in each of Namjung and Thalajung (Gorkha Dist) High Schools (though furloughs may interrupt the pattern). It is possible that the two teachers may be withdrawn from Makaising and thus be freed to begin work in a new district, possibly further west. The educational, community, and spiritual progress in Makaising will be examined, and trips will be made to the west to investigate requests for help. All of this will be taken into account as the decision is taken whether or not to move, and the October meeting of the Education Board will authorise any further steps.
- b. One teacher will be seconded until furlough to the Okhaldhunga Project for work as a school teacher and non-formal educator.
- c. A time-table will be drawn up for possible secondment to a school in the southern Lalitpur District, but it is not planned that this secondment will be made in 1985-86.
- d. One teacher will also return after furlough to a village school in Kaski District to complete his task there.
- e. All of the above teachers are seconded as teachers of Maths, Science or English, or for non-formal education work.
- f. In addition, two Primary School teachers will be seconded to Jumla District where their work will be covered by the Jumla Project, and two workers will be seconded to Mahendra Bhawan Girls' High School to help in the school dispensary and hostel. These workers have opportunities to help and care for the boarding girls in their general living and extra curricular activities.
- g. Financial assistance will be given to a few needy students in Mahendra Bhawan, and some of the Gorkha schools, mainly to girls, and limited financial assistance may also be given to the schools to enable them to purchase small items of equipment or furniture.
- h. The UMN will continue to supply one member to the Managing Committee of Mahendra Bhawan Girls' High School.

4. Planned evaluation and research will be carried out as indicated in 3. a. above.

5. Personnel

(The posts below do not include those mentioned above which are held in Pokhara, Okhaldhunga, or Jumla Projects).

| | | | |
|---------------|------------------------------------|-----------|---|
| Teacher | Namjung | Gorkha | |
| Teacher | Namjung | " | |
| Teacher | Thalajung | " | |
| Teacher | Thalajung | " | |
| Teacher | Makaising | " | } (or possibly transferred to new district) |
| Teacher | Makaising | " | |
| School Nurse | Mahendra Bhawan Girls' High School | Kathmandu | |
| Hostel Worker | Mahendra Bhawan Girls' High School | " | |

POKHARA EDUCATION PROJECTPlans for July 1985 - July 19861. Project Description:

UMN has been involved for many years in the Gandaki Boarding School, GAMV, where boys from all over Nepal's Western Development Region were educated up to SLC level. In December 1984, GAMV became a Regional School and UMN is assisting in the change to an English-medium school preparing boys for Cambridge School Certificate. Personnel have also assisted in a local high school & in the Institute of Education, Tribhuban University, Pokhara Campus.

2. Objectives:

- a. To supply personnel to GAMV who can educate and care for students in the Spirit of Jesus Christ.
- b. In GAMV Regional School, to provide the Headmaster, Administrator and other key staff.
- c. To provide, through the scholarship programme in GAMV, opportunity for high school education to boys from poor families and remote areas.
- d. To support the Ryalechaur High School administration by supplying teachers of English, Maths, or Science.
- e. To provide personnel to help in Teacher Training at the Prithvi Narayan Campus, Pokhara and also at Butwal Campus (not administered from Pokhara Project).

3. Activities:

- a. Assisting in the administration of GAMV, Regional School.
- b. Specialist teachers in Ryalechaur School and GAMV.
- c. Extra-curricular programme in GAMV.
- d. Scholarship programme in GAMV.
- e. In-service education of teachers at GAMV, in preparation for the teaching of Cambridge School Certificate courses.
- f. Teacher Training assistance in the PN Campus, and the Butwal Campus.

4. Evaluation:

The Scholarship Officer will undertake a continuing analysis of the performance of the boys studying at GAMV under the scholarship programme. An evaluation of the mid 1985 - mid 1986 programme will be done at the October 1986 Education Board Meeting. In addition, an informal evaluation of the project, among other things, will take place during the annual interview with each worker.

5. Personnel:

Headmaster GAMV
 Head of Science GAMV
 Administrator GAMV
 Junior School Supervisor GAMV
 Head of English GAMV
 Head of P.E. and Extra Curricular Activities GAMV

Scholarship Officer GAMV
 Teacher, Kaski District
 Teacher, Kaski District
 Teacher Trainer Prithvi Narayan Campus, Pokhara
 Teacher Trainer Butwal Campus

APPENDIX 6

JUMLA PROJECT

Plans for July 1985 - July 1986

1. Project Description

The UMN is assisting HMG/N in the establishment of the Karnali Technical School, taking responsibility for the construction and equipping of facilities; development and implementation of the educational programme and teaching materials; and the in-service training of the national staff for the Karnali Technical School as required by the Ministry of Education. The Karnali Technical School gives training, mainly of a practical nature, for four years in (a) construction, (b) health and (c) agriculture. Graduates will receive certificates which will qualify them for government posts with the corresponding terms of employment as follows: (a) sub-overseer cum surveyor, (b) auxiliary health worker, (c) junior technical assistant in agriculture.

In conjunction with the above work the UMN will also be involved in seconding teachers to local schools; community health work; non-formal or short-term technical training reforestation; community development activities and assistance to HMG/N and other development agency programmes.

2. Long-term objectives

- a. Develop and equip the physical facilities of the Karnali Technical School.
- b. Develop the instructional materials and the administrative system of KTS in order that the school can carry out its purposes well and smoothly.
- c. Train students within the context of the four year programme, as defined in the agreement and Project Proposal.
- d. Train staff to better carry out their duties within the school.
- e. Train local persons both formally and informally in useful skills to enable them to have a more satisfactory life.
- f. Relate to local government offices and other agencies that are carrying on development activities, trying to work UMN development activities through their programmes and facilitate their programmes wherever possible.
- g. Build relationships with local people in order to ascertain real needs and to find ways of working together to meet these needs.
- h. Try to improve the standard of education in local primary and lower secondary schools.
- i. Develop the school forest, and reforest land to replace timber taken in the construction of KTS.

Project Objectives

- a. Continue to develop and equip the physical facilities of the Karnali Technical School.
- b. Continue to develop the instructional materials and the administrative system of KTS in order that the school can carry out its purposes well and smoothly.
- c. Continue to train students within the context of the four year programme.
- d. Continue to train staff to better carry out their duties within the school.
- e. Continue to train local persons both formally and informally in useful skills to enable them to have a more satisfactory life.
- f. Continue to relate to local government offices and other agencies that are carrying on development activities, trying to work UMN development activities through their programmes and facilitate their programmes whenever possible.

- g. Continue to build relationships with local people in order to ascertain real needs and to find ways of working together to meet some of those needs.
- h. Continue to try to improve the standard of education in local primary and lower secondary schools.
- i. Continue to develop the school forest and begin planning to reforest land to replace timber taken in the construction of KTS.

4. Project Activities (Numbering relates to objectives)

- a. Construction : Complete one staff house hostel; complete one quadruplex staff unit; complete assembly hall; begin second quadruplex staff unit; complete gate house; complete walling of KTS compound; provide furniture for all of the above completed facilities; complete procurement of all necessary equipment for KTS.
- b. Instructional Materials
 - Develop and print four books of sets of handouts for use by staff or students.
 - KTS School Programme : Continue secondment of heads of department and instructors. Continue to explore the possibility of including ANM training in the health trade.
 - Administration : Continue to second co-principal to KTS and develop written procedures and guidelines for running the school programme.
- c. Students :
 - Train 37 Agriculture; 37 building/construction, 26 health students in the three year programme.
 - Support and evaluate 23 on-the-job trainees and graduate 23 students.
- d. In-Service Training :
 - Continue in-service training activities on a monthly basis. Continue long term further study programmes for 2 staff.
 - Begin long term training for 2 more staff.
 - Seek and provide short-term training as available and appropriate.
- e. Community involvement :
 - Continue knitting programmes. Continue health program.
 - Continue to train the local workers involved in the construction program programmes.
 - Carry out one 3 month forest-guard training for 20 people in conjunction with the district forest offices.
 - Carry out one month skill training in construction for 16 people. Carry out one 4 day training in appropriate technology for 12 people.
 - Carry out one 2-4 day training in animal health for 15 people.
 - Carry out one 2-4 day training in pest control for 15 people.
 - Carry out two 3-5 day training in health for 20 people.
 - Carry out one 6-10 day training for on-the-job training students and graduates for 46 people.
 - Provide facilities and/or staff to carry out other short-term training as requested and if feasible.
- f. Cooperation with other Agencies:
 - Continue follow-up work CHLs (community health leader) trained by Nepal Red Cross and IHAP (International Human Assistance Programme) Continue work begun by RECAST (Research Centre for Applied Science and Technology) in appropriate technology.
 - Assist in the transportation of materials for various government offices and other development agencies as required and if feasible.
 - Provide one nurse/midwife for Jumla PP/MCH office/clinic, one community medical co-ordinator, one appropriate technology extension worker and one agricultural extension worker.

The role of the above personnel will relate to and work with both the KTS programme and the programmes of various government offices and development agencies.

- g. Relationships : Continue to relate to and work with local people informally and formally as opportunity arises in life and work. This involves the entire team.
- h. Local Schools : Second three teachers to local schools in Jumla.
- i. Reforestation:
 - Start 10,000 new seedlings in the nursery.
 - Distribute or plant 5,000 tree seedlings.
 - Negotiate with district forest office and local panchayat leaders regarding an area of land to replace timber taken in construction of KTS. Area to be approximately 10 hectares.

5. Planned evaluation and research

- a. Evaluation :
There will be no formal evaluation of Jumla Project and its activities. Informal evaluation of the KTS Programme will continue as contact is made with on-the-job trainees; graduates and their employing agencies to determine the effectiveness and needed changes in the programme.
- b. Research :
Research of various appropriate technology ideas will be carried out, such as oil expelling; less smokey 'chulos'; apple storage and drying; stone arch construction.

6. Personnel & Training.

Project Director
 KTS co/principal
 Co-Head of department for agriculture
 Head of department construction
 Head of department health
 Agriculture extension worker
 Appropriate tech. extension worker
 Community medical co-ordinator
 Community health nurse-midwife
 Instructor health (part-time)
 *Instructor agriculture
 Instructor construction
 Business Manager
 Librarian
 Building supervisors x 2
 Sawmill supervisor
 Forester
 Local school teachers x 3
 Total - 20

| <u>Nepali Staff</u> | |
|---------------------|------|
| JUMP Project | - 5 |
| K.T.S. | 43 |
| Total | - 50 |

* Only one of these 2 posts to be filled.

APPENDIX 7

LANGUAGE AND ORIENTATION PROGRAMME

Plans for July 1985 - July 1986

1. Description

The Language and Orientation Programme (LOP) arranges for an initial 5 months intensive language course to most new workers, including 3 weeks village stay in a Nepali home. This is followed by a period of half-time study at one's work station for the rest of the first year, and quarter-time study for one's second year.

Examinations and facilities for brief periods of full-time advanced study or "refresher" study round out the programme and make it more flexible to meet the individual and varying needs of UMN people.

2. Objectives

1. Continue 5 months intensive language and orientation course to two groups of about 30 new workers, and follow-up language study advice, instructions, examinations, materials, etc. throughout UMN projects as needed.
2. Develop good relationships with the administration of the LARC (privately owned Language School) and support all activities designed to strengthen the existing programme, in developing teaching materials, etc. Develop a procedure for reinforcement of the contract with UMN.

3. Activities

Continuing: Two full LOP courses, including the alternate LAMP track.

Services to advanced students in projects and at the LARC.

Starting: Develop a system to evaluate the language component of the LOP.

4. Evaluation/Research

Learners will be asked to evaluate both the language and orientation components of the course.

It is planned to consider the needs and possibilities of ongoing orientation in some form for UMN workers who have been in Nepal for some time.

5. Personnel

Orientation Administrator (part-time)

Language Co-ordinator (part-time)

6. Budget

The Budget is contained in the Missionwide Budget.

APPENDIX 8

TRAINING AND SCHOLARSHIP PROGRAM

Plans for July 1985 - July 1986

1. Program Description

The Training and Scholarship Program helps young people who want to further their education with no means of support for higher education. Priority is given to those with low income, those coming from remote areas, orphans, the disabled, and girls.

It also assists those wanting further education or training after working for a few years in UMN Projects to improve their work in the Projects.

2. Program Objectives

The objective of the TSP in 1985-86 is to give maximum scholarship opportunity to students studying for higher education in various fields so that the education that they receive could be best utilised for the development of the country.

More emphasis is given for the training of teachers, agricultural workers, nurses, doctors, engineers, foresters, etc.

More funds will be sought in 1985-86 in view of the training needs of young people.

3. Program Activities

-During 1985-86, there will be three or more meetings to decide about students who will be graduated scholarships. About 75 students will be given scholarships to study further.

-40 students are expected to graduate during 1985-86 in various fields of study. Students receiving assistance will be encouraged by arranging meetings to counsel and guide them while they pursue their study in the university.

-The students' library in the TSP office will be better arranged, adding more books for better service of the students.

-The TSP library also will gather information regarding courses available in various study institutions within the country as well as abroad. This will be specially for the training of UMN staff personnel in remote places.

-The Scholarship Administrator will visit the Projects in connection with the training of UMN working staff working there. He will try to keep a good relation with the educational institutions of both India and Nepal regarding students' progress and attendance in the institutions.

4. Evaluation/Research

Evaluation on more students will be undertaken during 1985/86 for general scholarship students, although the percentage of responses received is very discouraging.

5. Personnel/Training

Training for the TSC Administrator in overseas is being explored for his future work.

APPENDIX 9

STUDENT FINANCIAL ASSISTANCE FUND

Plans for July 1985 - July 1986

1. Project Description

This fund exists to enable disadvantaged students, who would otherwise be unable to attend school, to receive an education. Students are selected firstly according to financial need, but also according to their ability, the remoteness of their home, and their social status, with preference going to those from disadvantaged groups. Students may attend a school which UMN personnel are serving, or one with UMN personnel near enough to exercise some oversight.

2. Project Objectives

The objectives of the fund will continue in 1985-86 to be to make education and training available as outlined above, with a continually growing emphasis on scholarship aid for financially disadvantaged students at day schools where UMN personnel can exercise some oversight.

3. Project Activities

The fund will be administrated by the Education Secretary, but increasingly responsibility will be handed over to competent assistants. Part-time bookkeeping help is also available. Students in day schools will receive help where UMN personnel live or work near enough to exercise oversight, and it is expected that this help will increase in number as well as in funds. The number of girls helped in Mahendra Bhawan will continue as before or increase slightly. In GAMV Pokhara, now a Regional School, scholarships will be awarded to grade 4 boys, and in 1986 there will be boys in grades 4, 5 and 10 receiving scholarships. The percentage of boys receiving scholarship help in GAMV is expected to rise slowly to around 30%. HMGN will also be contributing to the scholarship fund at GAMV.

4. Evaluation and Research

There is no formal evaluation planned for 1985-86, but the simple evaluation carried out in 1984-85 will be studied and used.

5. Personnel

No fulltime worker, expatriate or Nepali, is employed in this programme.

APPENDIX 10

EDUCATION SERVICE OFFICE

Plans for July 1985 - July 1986

The Education Office is the base from which the Language and Orientation Programme, Training and Scholarship Programme, and the four programmes listed below operate. The Education Secretary also maintains his base here.

A. NON-FORMAL EDUCATION PROGRAMME

1. Programme Description

The programme supports the work of those in teaching/learning situations in other UMN Projects and programs by working with them to develop non-formal education ideas and methods appropriate to their situation, and to help in the adaption of these to improve the effectiveness of their work. The programme acts as a "bank" of resources and services to enable it to respond as requested to UMN workers' needs.

2. Objectives

- a. To support all out-of-school teaching that UMN workers are involved in
 - to spread and improve awareness of the philosophy and approach of "learner-centered" or "learner-owned" education.
 - to continue to study, debate and refine the concept of NFE, its practical implications and its place in national development and Christian mission.
- b. To improve UMN's teaching ministries by documenting, expanding, and disseminating the results of UMN's fund of experience in out-of-school education, and by providing materials and techniques as needed in projects by developing them within UMN, or adapting them from outside resources.

3. Activities

- a. Revision of UMN Literacy Course and production of full course materials for beginning literacy. These will be expected to complement the recently-produced HMG materials.
- b. Continue to visit each UMN project where NFE is important, advise and encourage workers in projects and facilitate communication between them.
- c. Continue non-formal & informal training of all staff in NFE philosophy & techniques. Explore possible formats for seminar/workshops, missionwide, project level, etc.
- d. With the Materials Development Coordinator (MDC) complete and refine a plan for the provision of adequate teaching materials development services for UMN and set target dates for its implementation. Maintain present level of service in MD.
- e. Acting as liason with other national, regional and worldwide NFE organizations and workers. Locating and adapting materials and techniques from outside sources for UMN use.
- f. Collecting model teaching techniques that have been proven in UMN projects and supplying them to others as needed.
- g. Arranging for the continuation of the Resource Office's work after the end of the NFERW's term in Feb. either turning over the work to a new B.A., or planning for the continuation of the office's activities without a B.A.
- h. Responding to requests for help from within UMN, and whenever possible to other organizations as well.

B. MATERIALS DEVELOPMENT PROGRAMME

1. Description

The Programme is intended to co-ordinate and supplement the work of others in various fields in the mission in producing materials both for formal and non-formal education. The Programme Co-ordinator may also be able to write material in his or her special field, and may encourage others involved in education of any sort to write material for use on a wider scale.

2. Objectives

To continue the programme at a low level until such time as a full-time Co-ordinator can be found, hopefully within the year.

3. Activities

Activities will be taken up as workers on the field make their needs known.

4. Research and evaluation

Evaluation of the programme will take place at the Education Board, where the possibility of widening the programme under a full-time Co-ordinator will be considered.

C. CONSULTANT LIBRARIAN

1. Description

The Consultant Librarian will be available to advise and assist in the setting up and maintenance of libraries and the provision of information resources in UMN and UMN-related projects and institutions, as requested by the projects. The job will involve periods of work at projects requesting help.

2. Objectives

To meet information needs in UMN and UMN-related projects by advice and assistance in:

- a. Selecting and acquiring books and other material by purchase or gift.
- b. Organising and maintaining libraries and information resource collections. Making material available to readers.
- c. Training of staff in library skills.
- d. Keeping UMN personnel informed within and between projects of information resources. Coordinating available UMN library resources to promote maximum use and prevent unnecessary duplication.
- e. Liaising and cooperating with aid organisations, government departments, etc., to make outside library resources more readily available to UMN personnel

3. Activities

- a. On-going advice and assistance in the following libraries:

- Pokhara Regional School library
- Jumla Karnali Trade School library
- Butwal Technical Institute library
- UMN "Scholarship" library
- CDAP
- Health Service Office library
- Library collections in H.S.B. projects outside the Kathmandu Valley
- Guesthouse book collections
- Cultural Resources library

Activities in these projects to include as appropriate:

- Selection and acquisition of books, periodicals, documents a/v materials, etc.

- Purchase of library stationery and equipment
- Classification, cataloguing, indexing and processing
- Organising loan systems and promoting library use
- Assisting readers; meeting subject and information requests; providing current awareness information service.

- Training local staff.

- b. Liaison for mutual assistance with the Health Services Librarian (Kathmandu Valley), the Patan Hospital Librarian, and the Librarian of the RDC library, Pokhara. (It is envisaged that the Health Services Librarian (Kathmandu Valley), who is currently working in the library of the Nurse Campus (UMN Programme) will take over work in the Health Services Office library as work at the Campus permits).
- c. Investigate the possibility of compiling a computer-based union list of holdings in UMN libraries.
- d. Maintain contacts with book aid services overseas and distribute any suitable material received, particularly to schools where UMN has contacts.
- e. Contact and cooperation with non-UMN libraries, e.g. RECAST, APROSC, PEACE CORPS, HMG Forestry Dept., Bir Hospital Library, etc.

4. Evaluation and research

Continued contact with libraries served will provide a useful means of evaluation. Where appropriate libraries are encouraged to keep statistics of library use from time to time, for comparison and evaluation purposes. Library users' suggestions, comments and criticisms are actively sought, either informally or where necessary formally, by means of a questionnaire.

D. CULTURE RESOURCE PROGRAMME

1. Programme Description

The Culture Resource Programme (CRP) provides the UMN and its personnel with resources about Nepali culture as well as cultural differences within the UMN itself. This includes such things as assisting an individual with her/his Nepali household help, providing material on the difference between Australians and Americans, or studying the social organization of indigenous irrigation systems at the request of a project. Since the CRP is a resource, UMN personnel and projects use it as they feel a need. In this coming year (1985-86), it will be curtailed due to a decrease in personnel within the programme.

2. Programme Objectives

- a. To continue to contribute to the cultural component of the Orientation Programme within the IOP.
- b. To continue to assist individuals and/or groups within the UMN to deepen their cultural awareness and relevance.
- c. To continue to give assistance on cultural matters as requested and/or as opportunities present themselves.

3. Programme Activities

- a. To assist the Orientation Administrator in developing and organizing the cultural component of the Orientation Programme.
- b. To make presentations in the Orientation Programme on cultural matters.
- c. To make presentations to individuals or groups within the UMN which help them deepen their cultural awareness and relevance.
- d. To carry on conversations, informal discussions and correspondence about cultural matters.
- e. To participate in formal discussions, workshops, seminars, etc. as a resource on Nepali culture or cultural issues within the UMN.

4. Evaluation and Research

No formal evaluation of the CRP is planned for FY 85. Informal evaluation of work in all areas is planned, especially prior to the presentation of the report on 1985-86 and the plans for 1986-87.

E. PERSONNEL AND TRAINING

Board Appointees

Nepali Staff 4

| | |
|--|---|
| Education Secretary | 1 |
| * Assistant Education Secretary | 1 |
| * Culture Resource Worker | 1 |
| Consultant Librarian | 1 |
| * Material Development Coordinator | 1 |
| * Non-formal Education Resource Worker | 1 |
| * Education Consultant/Research Worker | 1 |
| Language Consultant | 1 |
| * Orientation Administrator | ½ |
| * Language Coordinator | ½ |
| FTE: | 9 |

* These posts need filling during 1985-86

Training:

- The Consultant Librarian will undertake a short course in computer programming if available (budgeted by H.S.O.)
- The Secretary and Clerk/Typist have been trained in the UMN Business and Secretarial School.
- The Non-Formal Education Resource Worker will undertake further training in 1986 if a suitable course can be found in Asia (preferably the Indian Sub Continent).

F. LANGUAGE CONSULTANT

1. Description

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

2. Activities

- Continuing:
 - Complete a comprehensive review of UMN's Language and Orientation Programme (under the LOP Review Com.)
 - Assist language learners on an individual or collective basis, particularly through advice;
 - Monitoring and assisting in the work of the new company (LARC) contracted to provide services to them, and
 - Regular involvement in the alternative (LAMP) track.
- Beginning:
 - Research on language problems of workers posted to particular places and posts, and
 - Design of specialized materials or techniques to help meet those problems.
 - Assist in implementation of any changes approved by the Mission arising from the LOP Review.
 - Other work as assigned by the Education Secretary.

APPENDIX 11

CHILDREN'S HOSTEL

Plans for July 1985 - July 1986

1. Project Description

The UMN Children's Hostel is at present located in Patan and is managed by an expatriate couple who seek to provide a family atmosphere for the 4 boys and 4 girls who can be accommodated there.

2. Project Objectives

It is the objective of the Hostel to provide housing and a "home away from home" for children of UMN workers who are posted outside Kathmandu Valley but want their children to go to school in Kathmandu.

3. Activities

The lease on the present premises in Patan expire 31 May, 1985; should it not be renewed the first months of the 1985-86 year (July, August) would be utilized in organizing and setting up new premises.

Should the lease be re-negotiated successfully, these months would be utilized by the hostel parents in repairs, going over linen and other equipment, food preservation, jam making, etc., doing such cleaning, remodeling, improving, etc. is difficult to achieve when the children are in residence.

Existing facilities will be maintained with the three staff employed in the garden and house. Activities within the hostel will continue according to the best judgment of the hostel parents as they care for the boys and girls in residence. Present resident expectations (if Lincoln provides a 10th grade) for the First Semester at Lincoln School (late August to mid-January) are 3 boys and 3 girls, and for the second semester (mid-January 1986 to mid - June) 2 boys and 2 girls.

The present hostel parents plan to leave Nepal at the close of the school year in June-July 1986, so the search for future hostel parents becomes more imperative so that they might familiarize themselves with Nepal, Kathmandu, the Hostel, etc. before children come for the 1986-87 school year.

4. Evaluation & Research

Evaluation continues daily by the Hostel Parents, and through regular Committee Meetings and through contact with parents as well as the Annual Interview with the Hostel Parents. Research into future needs for the hostel is an essential and ongoing process.

5. Personnel

Two Hostel Parents.

APPENDIX 12

UMN BUSINESS SCHOOL

Plans for July 1985 - July 1986

1. School Description

The Business School resumed its Secretarial Science course and the English-as-a-second language (ESL) program in August '84 after a closure of approximately 15 months. The School offers a seven month secretarial science course to 12 students and a separate English language course program. The secretarial course currently consists of the following subjects: Shorthand (Forkner method which is particularly suited to students whose mother tongue is not English); Typing; English language grammar/vocabulary/spelling/oral; General Office Procedures/Practices/Department; (consisting of filing, business office forms systems, business office equipment such as telephone, telex, dictaphone, duplicating and photo-copying machines, introduction to bookkeeping, personal appearance and behaviour etc.). The students are also exposed to a short period of field experience. The ESL classes are presently geared to serving the needs of prospective secretarial science students. However, an expatriate is expected to return to UMN in July '85 and will become the ESL program "In-charge". It is expected that the program will expand its services to include the UMN Nepali staff who require on-the-job English knowledge. It is also hoped that a program can be set up to serve the students under the UMN Scholarship program as well as the public at large.

2. School objectives

To continue to provide a quality training in the area of secretarial science for Nepalese. First to provide the Mission with its secretarial staff needs and secondly to the business community. The English program was initially offered to assist those students whose English knowledge was insufficient to meet the secretarial course requirement. However, due to the growing use and therefore need of the English language in Nepal, it is hoped that the ESL program will be able to expand its service.

Program Activities

The school opened to both secretarial science and English language students in Aug/Sept. '84. The current class of secretarial science students will be graduating in February '85. Four of the English language course students have been successful enough to meet the secretarial science course English language knowledge requirement and are now registered for April/October '85 secretarial science course.

3. Planned Evaluation/Research/Personnel/Training

The School's administration attempted to dialogue with Nepal Leprosy Trust with a view to possibly joining forces with NLT in a cooperative secretarial course effort. This was in accordance with a directive from the Education Board (EB 34/84). However, this was not a fruitful experience. Therefore, it is suggested that UMN continue to offer both Secretarial Science and the ESL courses since there still remains a high demand. With this in mind and in accordance with EB - 34/84(b) Minute, wherein it states that "The Business School should pursue the possibility of one or two teacher trainees from the present class being selected for teaching in the program in the future", the School's administration has successfully followed this course of action and two teacher trainees have been chosen; one to teach the secretarial science course and the second in the English program. This second teacher will act as a back-up teacher for the secretarial science teacher when the need arises. The two English teachers will cover the projected five English classes as well as Secretarial Science English course. It is hoped that the School will be able to secure the names of two or three volunteer English language substitute teachers from within the UMN expatriates living in the Kathmandu valley to cover for these two teachers when the need arises.

ECONOMIC DEVELOPMENT BOARDPlans for July 1985 - July 1986

Someone described EDB as a 7-ring circus, meaning there are seven areas of action, — all going on at the same time. It is admitted that the seven Planning and Management Committees are active centres of development effort, but they are not for the entertainment of spectators: they are Projects and Programmes at the very heart of UMN's development thrust.

The Plans and Budgets for 1985/86 reflect conscious and purposeful response to national, regional, district and local village/community needs. Long Term and Annual Objectives illustrate that the Activities planned are a call to "Enlarge the place of your tent, and let the curtains of your habitations be stretched out; hold not back, lengthen your cords and strengthen your stakes" (Isaiah 54:2). In these Plans note the dissemination of personnel, appropriate technology skills, and support in a dispersion of witness and service.

Only a brief overview can be attempted here to emphasize highlights and to set the tone of future involvement:

1. Andhikhola Project (AKP). To be continued are :
 - construction on the 5 MW hydroelectric plant rural transmission line, with testing of rural electrification technology,
 - hydraulic ram pumps and other drinking water systems,
 - implementation of the Andhikhola Irrigation Assistance Project,
 - building up of the Community's and the Forest Department's abilities to establish and maintain forests and the supply of forest products in the AKP watershed to perpetuity,
 - efforts to increase food self-sufficiency, productive employment, cooperative initiatives, improvement in the general health and wellbeing of the people in the project area,
 - production of learning aids and promotion of adult literacy and learning groups.
 2. Development and Consulting Services (DCS) plans include
 - developing rice cooler appliances, bazaar lighting and flour milling equipment, oil expeller, hand-powered rice grinders, and the like,
 - bio fertilizer production, application, and field trials,
 - design work for Andhikhola, Anandaban, Butwal Plywood Factory office, irrigation schemes, developing low cost roofing materials,
 - installing turbines and relevant equipment, bazaar lighting systems.
 3. Economic Development Board Service Office (EDBSO) As a service office to
 - support and assist the UMN Economic Development Projects related to Companies and personnel in planning and implementation of industrial and rural development programmes,
 - provide offices, management, accounting, secretarial and purchasing services, negotiation and liaison with HMG assistance, support for the EDB Office, and facilitate the Promotion of Apprenticeship Training Programme work.
 4. Rural Development Centre (RDC) As a service to the UMN rural development related projects and to the UMN administration, RDC will seek to
 - provide assistance with rural development project planning recruitment/orientation of rural development staff, disseminate information through meetings, seminars, conferences, and appropriate library resources,
 - help to facilitate liaison between UMN and non-UMN rural development activities,
 - provide specialist support by the Sections of Animal Health, Horticulture/Agronomy, Rural Industries, Studies and Evaluation, and Tree Planting/Forestry to UMN Projects/Programmes.
- implement the recommendations of the Evaluation Report.

5. Industrial Development PMC (IDPMC): to continue to
 - help motivated poor people to increase their standard of living and improve their quality of life, by offering employment and training opportunities in industries that encourage import substitution and the management of local natural resources,
 - demonstrate and encourage the application of Christian values and standards in industry and in the industrial environment of Nepal.
 - participate in the management of related institutions directly through UMN representatives on institution Boards,
 - assist in the establishment of Training Centres,
 - assist in the establishment of the Nepal Hydro and Electric Pvt Ltd. Company and of the Butwal Plywood Factory's forestry programme, and in the expansion of Himal Hydro & General Construction Company,
 - prepare for the handover of the Butwal Technical Institute,
 - build awareness of and understanding of the Long Term Planning document prepared by the Working Group.
6. United Mission Surkhet Project (UMSP). The Project will
 - seek to meet the people of Kunathari Panchayat in their communities, listen and respond with technical inputs that are manageable and functional within their context,
 - endeavor to align its programme activities with a sense of service to one another, especially to the disadvantaged and to encourage the conservation of natural resources which are gifts of God to the people of that area,
 - establish low income and small farmer groups,
 - establish criteria for health involvement,
 - continue to develop technical inputs and effective dissemination channels which fit into an integrated farming system,
 - improve animal husbandry in the Panchayat, appropriate bee-keeping technology, best suited cross-bred chickens and make rabbits available for breeding purposes,
 - improve the quality of seed through better storage techniques,
 - improve agricultural and horticultural practices and improve farming techniques in vegetable, cereals, and tree planting.
7. Nawal Parasi Hills Development Project (NPHDP). Since the Project operation has been suspended since August 1984, the planning and Management Committee members have been attempting to carry on the study of the situation and exploring ways to carry on negotiations with His Majesty's Government. The study and Evaluation Section of the Rural Development Centre, Pokhara is finalizing its Report for consideration. Revision of the Proposed Project Agreement will proceed along lines of re-thought philosophy, strategies, and durational limitations. It is hoped that at an appropriate time, the resumption of the Project will take place.

Secondment of Personnel. The sharing of specialist personnel to other Functional Boards, related institutions, and Projects will continue. The increasing demands and needs indicate a challenge to our resource pool, but we are grateful for the constant input of applications and offers. He who calls us to the opportunities for witness and service is the One who also calls qualified and dedicated persons to join in the tasks before us.

Al Schlorholtz

Economic Development Secretary

APPENDIX 14

UMN ECONOMIC DEVELOPMENT BOARD SERVICE OFFICE

Plan for July 1985 - July 1986

A) EDB SERVICE OFFICE

1. Project Description

The EDB Service Office is located in Jyathatole in central Kathmandu.

2. Project Objectives

To support and assist the UMN Economic Development Projects, related Companies and personnel in planning and implementation of industrial and rural development programmes.

3. Activities

- a) Service Office: Responsibility of management and accounting of whole office complex, secretarial and purchasing services.
- b) Liaison Office: Negotiations and liaison with HMGN Ministries and Departments.
- c) Office of EDS: Administrative support for UMN Economic Development Projects and personnel.
- d) Office space: Office facilities are provided for EDB Projects and related Companies.

4. Evaluation

It is the responsibility of the management to continuously review the services provided, and match the facilities offered to the needs of Projects and related Companies.

5. Personnel/Training

a) Board Appointees:

Office of EDS-

| | |
|--|---|
| Economic Development Secretary | 1 |
| Assistant Economic Development Secretary | 1 |
| Administrative Assistant | 1 |
| Personal Secretary (half time) | ½ |
| EDB Service Office- Manager | 1 |

Total 4½ *

b) Nepali Employees : 8½

Opportunities will be offered to staff for in-service training to upgrade their skills.

* In addition UMN Board Appointees from the following Projects/Companies will have offices in the complex:

| | |
|--------------------------|---|
| Rural Development Centre | 1 |
| Himal Hydro | 1 |
| Butwal Power Company | 1 |

** In addition Nepali staff of the following Companies will have offices in the complex:

| | |
|----------------------------------|---|
| Butwal Wood Industries | 2 |
| Butwal Plywood Factory | 1 |
| Nepal Hydro Electric/Himal Hydro | 1 |

B) PROGRAMME FOR PROMOTION OF APPRENTICESHIP TRAINING IN NEPAL

1) Programme Description

The Programme is the outcome of the experience of BTI in Apprenticeship Training. HMG on several occasions has expressed that BTI should be used as a model in other parts of the country and not be lost for ever. Although there is a realization of BTI's success in training, people have difficulty in the understanding of the reason for such success. The meaning of apprenticeship training or the training within a functioning industrial environment is not easily understood. The programme is therefore meant for explaining the apprenticeship training concept to the people concerned and promoting such activities.

2. Programme Objectives

The main objectives of the programme are:

- a) to study and research related to industrial manpower training
- b) to prepare literature concerning apprenticeship training
- c) to liaison with Government and Industry concerning apprenticeship training.

3. Programme Activities

- a) Work in Industrial Training council will continue to be important. Simultaneously, it will be important to maintain and develop relationships with the Technical & Vocational Education Secretariate. There is a need to work with higher policy-making bodies, such as National Education Committee and National Planning Commission. Such work will be aimed at outlining matters of policies and designs of apprenticeship training programmes at national level.
- b) Work on the proposal of Hetauda Apprenticeship Training Centre will be continued. Such work may also be important for deciding the future of BTI.
- c) Studies will be done about the methods of training being practised by industries in Nepal. These studies will provide deeper knowledge about the strength and weakness of present methods of informal industrial training. Such studies on the other hand will serve as a medium to develop relationships between the industries and the programme.
- d) More literature on apprenticeship training will be prepared.
- e) The research into future industrial manpower needs of Nepal will be continued by reading and following up surveys and studies in the country. The Programme will keep in touch with the Manpower Division of the Planning Commission.
- f) Efforts shall be made to develop contacts with APSDEP - a regional organization of UN dealing with the methods of training.

4. Planned Evaluation/Research

An evaluation team shall be formed at suitable stage by EDB and donor agency.

5. Personnel/Training

There will be no major changes in personnel, although an office assistant may have to be employed fulltime. The programme-in-charge shall need to have a tour in neighbouring countries to study their systems of industrial training.

DEVELOPMENT AND CONSULTING SERVICESPlan for July 1985 - July 1986A) ADMINISTRATION1. Project Description

The management and administration division of D.C.S. consists of the Director's office, Business Manager's office, Accounting and Cash office, mail and secretary's office.

Accounting, cash and mail handling and general administration services are offered to various E.D.B. related projects and companies.

2. Objectives

The aim of this section is to serve different programmes/projects (including Butwal Area and Guest House) providing the above services. The D.C.S. Administration aims to train Nepali personnel in office administration, book-keeping, cash handling and general office work.

3. Activities

- a) Keeping accounting records (books) and preparing monthly/yearly statements
- b) cash and stamps handling services
- c) local and U.M.N. projects and Headquarters mail service
- d) secretarial work, copying and printing
- e) annual evaluation of Nepali staff
- f) preparation work for P.M.C.
- g) general/local government office correspondence and participating in meetings.

4. Personnel

U.M.N. expatriate

- 1 Director
- 1 Administrative Secretary
- ½ Librarian

Nepali Staff: 6

B) PURCHASING, CLEARING AND FORWARDING DEPARTMENT1. Description

This division of D.C.S., the Purchasing, Clearing and Forwarding Department, is involved in providing services to U.M.N. projects/E.D.B. related organisations and companies.

2. Objectives

- a) to provide purchasing, clearing, forwarding and other services on self cost basis
- b) to obtain goods, bus, train and plane tickets in time.

3. Activities

The activities during 1985/86 will be:

- a) purchasing of goods in local bazaar and India
- b) clearing of consignments from India, clearing through Indian and Nepal customs
- c) forwarding goods to U.M.N. organisations/projects, receiving goods from U.M.N. truck.
- d) booking bus, air and train tickets within Nepal and India
- e) registration of vehicles, renewal of vehicle and driving licences
- f) other special assignments as per mutual agreement.

4. Evaluation

An internal evaluation will be done at the end of this fiscal year 1985/86. The department is finding it difficult to get enough jobs to do.

5. Personnel

The Department is run by Nepali Staff.

C) D.C.S. DESIGN OFFICE

1. Description

The DCS Design Office is set up to offer consulting services to UMN Projects in the form of surveying, construction costing, design and/or supervision for building projects and civil engineering works. The services of a Materials Technologist are also available to provide advice and analysis for construction and non-construction materials on a consulting basis. Similar services are offered to other Mission Projects, HMG, and other outside parties on a commercial basis where appropriate.

2. Objectives

- a) To provide comprehensive and competent services, as outlined above, to any UMN project requiring such services.
- b) Offer our services to non-UMN organisations where appropriate and staff permitting.
- c) To make a lasting and worthwhile contribution to the development of Nepal through the training of Nepali staff in technical construction related skills including post qualification training.
- d) Use 10% of expatriate time for formal training purposes.
- e) Develop materials, techniques and specifications suitable for the skills and resources of Nepal both in sophisticated and simple construction.
- f) Extend the range of tests carried out by our testing facility.
- g) Develop a resource of cost information data for cost estimating.
- h) Improve our standards of professionalism and encourage the implementation of good construction practices in UMN.

3. Activities

Over the past few years we have never had sufficient staff in numbers or experience to meet all the requests that we have received nor to do a proper job where we have accepted a request. Bearing in mind the problems which this has caused to this office and client alike, and that it would seem that the staffing situation is likely to become worse, we plan to restrict our activities to the proper completion of work already undertaken unless the staffing situation improves.

- a. AHREP/Andhi Khola Project - Design and Supervision.
- b. Anandaban Leprosy Mission Hospital Training Unit - Design and inspection.
- c. Butwal Plywood Factory Offices - Design and inspection.
- d. South Lalitpur CPHCP Health Posts and Staff Quarters - Design.
- e. Ram Nagar Irrigation Dam - Design of remedial works.
- f. Jumla Technical School - Design advice.
- g. Materials testing.
- h. Research into alternative appropriate construction materials and techniques (See plans for roofing tiles sub-programme).
- i. R.D.C. Forestry Programme surveying.
- j. Ongoing training of
 - Five B.T.I. trainee draftsmen/surveyors
 - One B.T.I. trainee civil overseer
 - One surveyor (no certificate)
 - One materials laboratory technician (no certificate)
 - Two B.T.I. graduate overseers - in more advanced skills.

4. Evaluation

We plan to make a formal evaluation of each of our activities in respect of construction suitability, durability, cost, client satisfaction, implementation, quality of service (e.g. prompt, accurate), effectiveness of training, etc. This will involve sending questionnaire to clients in addition to our own evaluation.

5. Personnel

It is necessary that the following posts be filled in order to meet our objectives:

a) Posts for Board Appointees

- Co-Ordinator/Cost Consultant
- Design supervisor/Architect
- Structural Engineer
- Structural Engineer
- Civil Engineer
- AHREP Design Consultant
- Surveyor Engineer
- Building Materials Technologist
- Roofing Tiles Sub-Programme in-Charge (see sub-programme plans)

b) Nepali staff including trainees: 5½

We will also need assistance from an Electrical Engineer for a total of about one month.

In order to meet our objectives, one of the Engineers should have at least 10 years practical professional experience.

D) DESIGN OFFICE ROOFING TILES PROGRAM

1. Description

The application of existing technology to produce a low-cost, lightweight, fibre-cement roofing tile. Initially a simple production workshop will be set up in Butwal and the benefits of the roofing material monitored and demonstrated wherever possible in UMN related construction. Eventually, where feasible, small groups in rural areas will be encouraged to establish similar workshops and make the technology the basis for small scale rural industry.

2. Objectives

- a) To provide a durable and low-cost roofing material to meet a growing housing need.
- b) To reduce the reliance of Nepal on imported corrugated iron or on fuelwood fired clay tiles.
- c) To train local people in the production technology and skills for correct roof construction.

3. Activities

- a) Establishment of a simple production workshop in Butwal.
- b) Optimisation of tile composition.
- c) Erection of comparison roofing.
- d) Application in UMN related construction.
- e) Feasibility studies begun in particular areas.
- f) Training of staff in relevant skills.

4. Evaluation

Quality of raw materials and finished product to be continuously monitored and results reported through testing and inspection. A record to be kept of trends in the market of building materials and the feasibility of fibre-cement production monitored. The training and skill development of staff to be evaluated. Progress reports to be 3-monthly.

5. Personnel

SUB Programme in charge.

E) SMALL TURBINE AND MILL PROGRAMME

1. Project Description

The aim of the Small Turbine and Mill Programme of D.C.S. is to help improve living conditions for the people in the rural area of Nepal through the harnessing of small scale (4-50 kilowatts) water power as an energy source.

The programme offers services to entrepreneurs, communities, small farmers groups in selecting a site for a turbine, preparation work, supervision and installation of milling equipment and other related equipment and providing after sales service. The programme aims to maximise the use of the turbine (or available power) by establishing small scale industries and electrification projects.

2. Objectives:

- a. To work towards the possibility of installation of hydro and related equipment in the hilly areas of Nepal - aiming that rural communities get their share of the benefits of U.M.N. developed equipment.
- b. To work towards the maximisation of the turbine in the production of electricity for the local consumption. We want as many villages/bazaars as possible, in rural areas, to get the benefits of electricity (including both lighting and cooking). The saving of kerosene and firewood will be significant, as it is believed.
- c. To work towards the installation of Hyd-rams for drinking water and lift irrigation.
- d. To work towards setting up of other small industries which could be run off the turbine. They include food processing, small saw mills, chiura mill, etc.
- e. To work towards setting up community owned ventures. S.T.M.P. will work closely with the Small Farmers Development Project of the Agricultural Development Bank (Nepal) on promoting these types of set-up.

3. Activities

S.T.M.P. will continue to be the marketer of goods and services developed by U.M.N./E.D.B. related companies/projects. The main activities during the year 1985/86 will be:

- Continue doing site surveys in new areas and consider the potential electrification projects
 - promote and implement community owned ventures
 - follow-up and maintenance of the installations
 - training of staff in their work areas
 - the installation of new improved equipment such as rice cookers
- seek ways and means for maximisation of turbine power

4. Evaluation

S.T.M.P. is using the survey report presented by East Consult as a management/marketing guide. An evaluation of two electrified bazaars is being conducted during 1984/85 and we believe it will be very useful in these areas of work.

5. Personnel

All Nepali staff.

F) RURAL ELECTRIFICATION PROGRAMME

1. Description

The main aim of this programme is to provide electricity to rural communities in such a way, that the whole community will receive maximum benefit. This means finding new and cost effective ways of power generation and distribution of electricity.

Also appropriate cooking appliances, heaters and lighting materials need to be developed and introduced, in order that firewood and kerosene will be replaced by electricity in the long run. At the same time electricity powered rural industries will be promoted as they create useful local employment and generate cash income.

2. Objectives

Main objective now is to make a series of the new 200W rice/daal cookers and have them field tested.

Besides the (small) mill based village electrification schemes we want to go into the area of complete electrification projects up to a 100 KW and start working on at least one installation in 85/86.

A third objective is the development of an extremely cheap generating set (to be coupled with a ghatta), so that every small village or group of houses will be able to afford electric lighting.

3. Activities

- Buy, test and select all the materials necessary to manufacture the low wattage cookers.
- Build 20-30 cookers, test their performance and write a report.
- Have them used and tested by Nepalis as well as westerners and make design changes if necessary.
- Continue to develop the induction generator.
- Buy and test the Philips 9W lamps.
- Design a safe and reliable earthing system for houses where cooking appliances are used.
- Introduction and assembly of the ITIS load controller.
- Continue to do surveys for future electrification projects, do necessary design work, make cost estimates and work closely together with STMP in the implementation of electrification schemes.
- Investigate how far the above activity can be brought under STMP itself.

4. Evaluation

Evaluation will be gauged by the completion of activities and reliability, safety and cost of all the equipment supplied to/used in rural communities. The number of villages benefitting from installations done, will be a measure of degree of commercial acceptance of the development work done.

A study of the impact of electric cooking appliances and to what degree people will be able to afford and adapt to this technology, is envisaged as well.

5. Personnel/training

Rural Electrification coordinator

G) RURAL EQUIPMENT DEVELOPMENT PROGRAM

1. Description

The Rural Equipment Development Program includes the design and construction of equipment needed for rural Nepal, and testing of the equipment in villages. The design steps and some testing are done in a workshop set up for this purpose, while field tests are done in villages where the performance can be watched.

2. Objectives

Primarily to design or modify and test tools and equipment needed in the rural communities of Nepal, with a purpose to:

- increase food production.
- improve drinking water sanitation - development of Hydrum pump.
- reduce the time and hardships people face in growing and processing their food.
- reduce food losses and improve food's nutritional quality through improved storage and processing methods.
- introduce and modify appropriate small rural based industries in Nepali conditions: (fruit processing, cloth making, dairy, etc.).

3. Activities

To be continued from 84/85:

- field testing and production preparations for the hydraulic ram pump.
- design and testing work on the oil expeller.
- development of a hand powered flour mill if not completed in 84/85.
- development of rice processing equipment (if time allows)

To be started:

An attempt will be made to concentrate on finishing the above products with no new products added unless more expatriate engineers can be found to work in REDP.

To be terminated:

- The new flour mill drawings should be completed before July 1985 ending that product.
- the hand flour mill development should be finished by July 1986.
- the research aspects of the hydraulic ram pump, leaving only some preparations for production.

Activities in detail

- Hydraulic Ram Pump:** This has been a separate program which is now being included in the REDP structure. Field testing work on the Hydrum has prompted some changes to the Hydrum pump unit as well as to the installation criteria. The changes will be incorporated in the Andikhola installation which will start spring 1985. Preparations for production of a 3" (inch) pump should be finished during 1984/85 however other models will need field testing and production preparations. Large scale application of this pump has been considered if the installation problems can be solved.
- Flour Mill:** A machine powered flour mill has been developed successfully by this program and is being widely installed in village mills. Final drawings and modifications should be completed before fiscal year 85/86 begins.
- Hand Flour Mill:** A hand powered flour mill for use in remote villages with no water power is being developed. Field testing work will be done in cooperation with other Rural Development projects of UMN during 85/86.
- Oil Expeller:** The adaptation of a British oil expeller has been done in preparation for making one here in Nepal for testing. Consultation and testing being done by the manufacturer will affect the future of this product. A lighter oil expelling machine which has very few maintenance problems is being sought to be used in remote villages where a breakdown causes long delays in production. The light weight would cut costs of transporting the machine into the hills. Production in BEW and field testing by STMP will be coordinated by REDP.
- Rice Processing Equipment:** This product has faced postponement because the Nepali market is beginning to get other rice processing equipment which does a better job than that which REDP is testing, but it costs more. Also a loss of personnel has made it necessary to concentrate on the products which are nearing completion. The work will not be terminated since rice is the staple food diet in most of Nepal, and any improvements or savings would be beneficial.

4. Program achievement monitoring and equipment evaluation

The equipment evaluation is a combination of things. Rural Development Center (RDC), Pokhara has been asked to help in assessing the appropriateness of our equipment. Technical evaluation and social acceptance is done

jointly by REDP personnel and villagers, with the end result being whether villagers will buy the machine and whether there is any improvement in a villager's situation if the machine is used. Concerning Program achievement, the best indicator would be how many viable products come out of REDP work. The completion of a powered flour mill and the near completion of one size of hydraulic ram pumps is good indication that progress is being made.

5. Personnel

Project Coordinator
Development Engineers

In July 85 there will be only two engineers in the program of which one will leave in March of 86 and the other will only be assigned to the program for work on the Ram pump, so the amount of development work done during this coming fiscal year will depend on whether more engineers can be found.

H) BIOFERTILIZER PROGRAMME

1. Programme description

Nitrogen fixing bacteria, Azotobacter and Azospirillum (Sp7, Madhu, and Cynodon), are produced in the laboratory for demonstration and field trials. Commercial production will be undertaken when positive conclusive results can be drawn from the field trials performed in different places in Nepal. Extension work and instruction of farmers have also commenced. Other kinds of nitrogen-fixing micro-organisms may also be examined for their potential as biofertilizer.

2. Objectives

- a. To provide nitrogen biofertilizer at low cost for increasing crop production.
- b. To reduce the reliance of Nepal on the import of nitrogen fertilizer.
- c. To train local people in simple bio-technique.

3. Activities

- a. Azospirillum and Azotobacter will continue to be produced in the laboratory for demonstration and field trials for cereal and vegetable crops.
- b. Further tests will be done to discern their characteristics, such as specific growth rates at different temperatures.
- c. Instruction of the Nepali assistant will continue.
- d. For extension, literature will be produced for laymen, farmers, and agriculturalists. Classes, lectures and seminars may also be organised.
- e. Demonstration trials on farm sites will be performed in the hills and the Terai.
- f. Field trials in different mission projects will continue under the coordination of RDC if necessary.

4. Monitoring/Evaluation

Field trials report compiled by RDC will be evaluated. Farmers cooperating in the demonstration trials will be visited and their report on the effectiveness of the biofertilizer will also be evaluated. The Nepali assistant will be given daily assignment and tests for monitoring his progress.

5. Personnel/training

Biochemical engineer

I) AREA SERVICES

1. Description

The United Mission Butwal Area Office provides all housing and furniture requirements for UMNers. This office also receives information from HQ in Kathmandu.

2. Objective

To help facilitate repairs and upkeep of houses, help settle in new people when they arrive, negotiate rental contracts and keep UMN staff informed of project happenings and information coming from HQ.

3. Activities

The Area Services Office writes requisitions for needed repairs, keeps rental contracts up to date, finds new housing when needed. The Area Services Officer (ASO) heads up the Housing Committee and chairs the Bi-monthly project meeting.

4. Planned Evaluation

This office hopes to provide comfortable housing and keep all personnel informed of pertinent information.

5. Personnel

One part-time UMN personnel to work as the ASO.

J) UMN GUEST HOUSE, BUTWAL

1. Description

The Guest House consists of a kitchen, sitting-dining room, four double bedrooms, one single bedroom and one two-room apartment with four beds (used as a family room).

Each room has a bathroom and toilet. Small storeroom is divided in half and the other half is used as an office.

2. Activities

Room and food services are provided for visitors such as UMN personnel, Nepali officials associated with various industries here in Butwal, members of aid-giving organisations, tourists and seminars. Project meetings and social meetings are held in the sitting-dining room. The Hostess works closely with DCS Accounting Office, giving them lists of income and expenses twice a month.

3. Evaluation, research, achievement

To increase the income it is planned to raise the rates and make a new rate for other Missions and Nepali Officials. Also there were rates for single and double rooms; now the charge will be only per bed. There are changes also with the rooms; one double room is made into a single room and one more bed put into the family room, making 13 beds in the Guest House instead of 12.

4. Personnel

1 Hostess, with 2 Nepali staff.

INDUSTRIAL DEVELOPMENT PLANNING & MANAGEMENT COMMITTEEPlan for July 1985 -- July 1986A) IDPMC1. Description

The IDPMC is a planning and management committee set up by the EDB to plan and manage UMN's involvement in industrial development through EDB related Companies and institutions.

2. Long Term Objectives

- a. To help motivated poor people to increase their standard of living and improve their quality of life, by offering employment and training opportunities in industries that encourage import substitution and the management of local natural resources.
- b. To demonstrate and encourage the application of Christian values and standards in industry and in the industrial environment of Nepal.

Objectives for 1985/86

- a. To ensure the continuing survival and viability of existing industrial institutions.
- b. To expand employment and training opportunities.
- c. To increase the extent of import substitution and management of local natural resources.
- d. To ensure the continuation of good policies and practices and seek changes in unsatisfactory ones.

3. ActivitiesTo continue:

- to participate in the management of related institutions directly through seconded workers or indirectly through UMN representatives on institution Boards.
- to assist in the establishment of the Hetauda Apprenticeship Training Centre.
- to assist in the establishment of Nepal Hydro and Electric Pvt. Ltd. and of the Butwal Plywood Factory forestry programme and in the expansion of Himal Hydro.

To start:

- to prepare for the handover of B.T.I.
- to expand the B.T.I. training programme.

4. Planned Evaluation and Researcha. Formal evaluation:

The Butwal team has been discussing the need for a formal evaluation of all the Butwal activities and may recommend one if it is felt to be desirable.

b. Informal evaluation:

- Continuous informal evaluation of each related institution by its Board.
- Monitoring BWI employees' management of BWI shares.

c. Research:

- investigating the feasibility of a new apprentice training centre in West Nepal.
- investigating the feasibility of an Industrial Advisory Service in Butwal offering technical, managerial, marketing, and other services to local and rural industries.
- investigating the feasibility of creating large store(s) of raw materials for related institutions to facilitate procurement through proper channels.

5. Personnel and Training

a. Training:

Assisting in formal and non-formal managerial and technical training of employees of related institutions.

b. Approved UMN personnel posts:

I ID PMC

Executive Secretary

Secretary (P)

Representatives on Institution Boards (P) - filled by various BA s
av. 1/10 time per Board.

Industrial Sociologist

Management Training Co-ordinator

II BTI/HATC/BEW

Instructor BTI (P) - filled by various BA s - av. 1/20 time per class)

BTI/HATC Industrial Training Consultant

Design Engineer, BEW

Design Manager, BEW

Electronics Engineer BTI/BEW

Master Mechanic, BEW

III Hima Hydro

General Manager and Deputy General Manager

Chief Engineer

Liaison Engineer

Senior Site Engineer

Site Engineer

Site Engineer

Site Engineer

Site Engineer

Site Engineer

Senior Site Supervisor

Plant Engineer

Quantity Surveyor

Installation/Maintenance Engineer

Engineering Geogist (P)

Materials Technologist (P)

Hydrologist/Water Engineer

UMN-Related Industrial Institutions, Jan. 1985

| <u>Name</u> | <u>Activities</u> | <u>No. of Employees</u> | <u>Expats.</u> | <u>Share Ownership</u> |
|-------------|---|-------------------------|----------------|---|
| BTI | Apprentice training in mechanical electric, auto, wood, office & construction work (+ about 60 trainees) | | 1/2 | UMN - 5,205,000 |
| BEW | Production of small turbines & mechanical structures, repair work, on-the-job training | | 3 1/2 | BTI - 1,400,000 UMN - 500,000 BPC - 200,000 Total - 2,100,000 |
| BWI | Furniture production, on-the-job training for BTI trainees | | 0 | BPF - 160,000 BTI - 125,000 UMN - 55,000 Total - 340,000 |
| BPF | Production of plywood & blockboard | | 1 | UMN - 3,164,000 NIDC - 2,000,000 BTI - 901,000 TCN - 50,000 HH - 1,000 BEW - 1,000 BPC - 1,000 Total - 6,118,000 |
| HH | Construction of hydro-electric & irrigation civil works | 45 (+ about 210) | 10 | UMN - 2,670,000 HMG - 1,153,000 Total - 3,823,000 |
| BPC | Owner & operator of AHREP | | 3 | UMN - 2,183,000 HMG - 5,580,000 NEC - 1,581,000 NIDC - 504,200 Total - 9,848,200 |
| GGC | Promotion and construction of bio-gas plants and agricultural implements | | 0 | ADBN - 2,617,000 UMN - 743,000 NFC - 450,000 Total - 3,810,000 |

BTI Butwal Technical Institute
 BEW Butwal Engineering Works
 BWI Butwal Wood Industries
 BPF Butwal Plywood Factory
 HH Himal Hydro
 BPC Butwal Power Company
 GGC Gobar Gas Company

B) REPLACEMENT OF GOBAR GAS HOLDERS PROGRAM

1. Description

In cooperation with the Gobar Gas Company, UMN is replacing gas holder drums which proved to be defective after installation in the period 1973-76. Farmers have been facing increasing difficulties in maintaining these drums because of the poor quality of steel and ineffective rust prevention. The programme is in progress and is planned to be completed by December 1985.

2. Objectives

- a. To identify gas holders installed in the said period
- b. To arrange with farmers for the replacement of gas holders
- c. To provide a new gas holder, meet transportation costs from a central depot near the farm, pay labour and painting costs in the installation.

3. Activities

- a. To contact farmers and arrange for the installation
- b. To install new gas holders.
- c. To check on servicing of plants with inspection of installation and repairing of paint damage up to December 1985.
- d. To repair other parts of plant in disrepair (farmers will be encouraged to undertake such repairs themselves).

4. Evaluation

On-going monitoring while the work is in progress, and final evaluation after December 1985.

5. Personnel

This work will be done by Gobar Gas Company personnel already engaged in similar installation work. DCS Consultants will assist in the preparation of orders and supervision of the work.

RURAL DEVELOPMENT CENTREPlan for July 1985 - July 19861. Description

The Rural Development Centre (RDC) is a service to the UMN rural development related projects and to the UMN administration. Generally, the RDC seeks to provide assistance with rural development project planning, recruitment/orientation of rural development staff, to disseminate information through meeting seminars, conferences, and appropriate library resources and to help facilitate liason between UMN and non-UMN rural development activities. RDC has small teams of staff working in the following sections: animal health improvement, horticulture/agronomy, rural industries, tree planting/forestry, and studies and evaluation. These teams assist the UMN rural development related projects through helping develop programme plans, providing specialist support in the field, developing appropriate training and/or training materials and maintaining contact with related work in Nepal and neighboring countries. RDC also seeks to keep the UMN administration well informed on rural development matters.

2. Objectives

a. Long Term Objectives:

- That UMN rural development projects set achievable objectives and plans in line with the policies of UMN and their local conditions.
- That UMN rural development projects be able to achieve their objectives through training, administrative assistance, information dissemination, technical advice and assistance, evaluation, research, liason with other projects and institutions, studies, and encouragement.
- That UMN administration, in their policy formulation and implementation, long term planning and budgeting, personnel management for rural development, be based on adequate professional support from RDC.

b. Annual Objectives

3. Activities for 1985/86

- a. To carry out the plans of the RDC Specialist groups.
- b. To conduct a rural development conference for all UMN rural development staff.
- c. To carry out the recommendations of the evaluations of RDC done during 1984/86.
- d. To promote the services of RDC to UMN projects.
- e. To provide advice to UMN administration on rural development matters.
- f. To obtain a computer and have at least one person from each section computer-literate.
- g. To integrate and coordinate the RDC Sections in community systems approach.

4. Evaluation

As evaluation of RDC will have been completed by the time these plans will be implemented, there is no need for further formal evaluations. However, RDC can be informally evaluated through the number of requests coming from the projects.

5. Inter-Relationships

RDC will, by its nature, be closely associated with the rural development related projects of the UMN. RDC will also strive to keep UMN administration well informed of rural development matters. RDC has the function of promoting liason between related rural development activities in the UMN and HMG and other non-governmental organizations. Contact with these non-UMN organizations is vital to prevent duplication of effort.

6. Research and Development

Limited applied research studies will be carried out in support of the rural development in the UMN.

7. Personnel/Training

The following training is planned for RDC staff:

- Continued study in correspondence courses by Administrative Officer and Librarian.
- UMN Business School Courses by Secretary
- All staff will attend at least one seminar or workshop related to their work or profession to develop their present abilities or help them in the execution of some work they must perform.

The following posts have been approved for UMN Board Appointees:

Director
Computer Programmer (P)
Studies and Evaluations Programme Section Leader
Animal Health Improvement Programme Section Leader
Veterinarian
Animal Husbandry Specialist
Horticulturalist
Tree Planting/Forestry Programme Section Leader
Silvaculture Advisor (2 posts)
Rural Industries Programme Section Leader
Rural Technology Consultant
Marketing Consultant
Water Systems Advisor
Food Technologist

In addition to the above list of UMN Board Appointees posts, 20 Nepalese are expected to fulfill positions in RDC.

ANDHIKHOLO PROJECT
Plan for July 1985 - July 1986

1. Description

The Andhikhola Project is a rural development project with the following programmes:

- a. Andhikhola Hydel and Rural Electrification Programme (AHREP). AHREP is a multipurpose programme including construction of a 5MW hydroelectric plant and rural electrification of an area encompassing a population of about 50,000 people.
- b. Drinking Water and Sanitation Programme. Andhikhola Project will aid local communities to plan, build, and maintain their own drinking water and sanitation systems.
- c. Appropriate Technology Programme. This is a research and development programme in appropriate technology for the AP area.
- d. Irrigation Programme. AP will encourage and assist local communities to improve existing and develop new irrigation systems.
- e. Agriculture Programme. This is a broad programme working for development of those aspects of agriculture which are most relevant to AP farmers.
- f. Cooperative Society Aid Programme. This is a programme to strengthen the infrastructure of the local cooperative society.
- g. Rural Industries Programme. Employment and cash income generating activities from rural industry will be promoted.
- h. Forest, Soil and Water Conservation Programme. This programme concentrates on motivation of local people to better management of local resources.
- i. Non-Formal Education Programme. Production of learning aids and promotion of adult literacy and learning groups.
- j. Administration. UIN involvement in AP is accomplished through the Andhikhola Project Management Committee.

2. Objectives

- a. AP programmes strive to meet one or more of the following objectives:
- b. To contribute towards full productive employment for all people in the AP area.
- c. To contribute towards self-sufficiency in food for the AP area.
- d. To achieve equity in sharing of the means of production in the AP area.
- e. To encourage optimum conservation of natural resources in the AP area.
- f. To contribute towards improvement in general health and well being of people in the AP area.
- g. To increase productivity of people in the AP area.
- i. To ensure that all AP programmes are executed in an integrated manner to maximize effect.

3. Programmea. AHREPAnnual objectives

To have the different sections of the work complete as follows:
 tailrace tunnel 60% headrace tunnel 40% drop shaft 25%.

Activities

A work force of up to 200 persons will be engaged in the construction work. Efforts will be made to improve the output and efficiency of the construction operation by improving the quality, availability and maintenance of construction equipment, and by operating a bonus system for tunnel workers. A comprehensive financial review will be undertaken. Plans will be finalised for electrifying a village within the project area, to be used for the rural electrification pilot study. DCS will continue working on a low power input electrical cooking stove, and there will also

be research into electricity distribution for rural areas. There will be possible continued purchase of land around the project site for future light industrial development. The savings and credits scheme will continue with thought given to ways of using funds for assistance programmes for farm/village improvement.

b) Drinking Water and Sanitation

Annual objectives

To complete Manke Galyang System (2.2 L/S flow, 110 households, 12 km pipeline); Asardi (0.5 L/S flow, 110 households, 3.5 km pipeline); and Pindhikhola (0.5 L/S flow, 50 households, 2 schools and 1 health post, 1.4 km pipeline).

To start Jimuwa (0.3 L/S flow, 95 households, 1.8 km pipeline); Murli (0.2 L/S flow, 40 households, 1.5 km pipeline); Shyamthunka (0.3 L/S flow, 50 households, 1.5 km pipeline); Chok (100 households); Bardalam (0.2 L/S flow, 50 households, 2 km pipeline),

Activities

Andhikhola project will contribute technical assistance, materials and training in maintenance.

The village water committees will be responsible for:

- a. Providing local materials and unskilled labour.
- b. Choosing people for training in maintenance of systems.
- c. Ensuring construction of a pit latrine for each household.
- d. General supervision of management of system both during and after construction.

The project will provide non-formal education on public health.

c. Appropriate Technology

Annual objectives

To introduce a level of technology that meets a need, that is compatible with the local environment and level of development, which makes the best use of natural resources and which has the potential for use in other areas.

Activities

To finalise design and manufacture through DCS ram pumps, for Manke (one) and Chok (one) with reasonable level of maintenance free durability. To identify a reliable supplier of good smokeless chulos and to install these at cost price to interested villagers.

d. Irrigation Programme

Annual objectives

To ensure success of the Andhikhola Water Users Association (AKWUA) and accountability of elected representatives.

To work for equitable benefit distribution through management of water shares.

Activities

Finalise agreement with Ministry of Water Resources and Rastriya Banijya Bank. Identification from land documents as to which landowners must sell a portion of land holding for redistribution. Initiate the buying and selling of this land.

Finish detailed survey of main and secondary canals.

Continue education of general members and elected representatives of AKWUA in constitution and bye laws, job description of elected and hired workers, cash flow and economics of scheme, and accounting and reporting procedures. Continue water share demonstration plot.

Investigation and assistance in petty irrigation schemes which meet our project criteria.

e) Agricultural Programme

Annual objectives

To increase food production & cash income for individual farmers in the project area.

To improve individuals' nutritional status.

To increase individual farmers' cash income.

To integrate agricultural efforts with objectives of other projects and Ministry of Agriculture Programmes.

Activities

Extension activities will be undertaken, working with the local HMG's Junior Technical Assistant in agriculture. Production seminars, training sessions and demonstrations will be conducted to promote proper production, protection and harvest of field crops. Better storage of grain and seed will be stressed. Local farmers will be encouraged to practice more efficient methods in the production of legume/pulse crops and vegetables, and looking into individuals' farming systems. Field trials of bacterial fertilizer on corn, rice and wheat will be continued. A small farmers group will be organized through programs of ADBN or RBBN and follow-up technical assistance will be provided to the small farmers group. The local 4-H club will continue to be sponsored, providing leadership training, technical assistance and small loan facilities for club agricultural projects. Improvement of cattle through cross-breeding and better nutrition, raising small stock and bee keeping will be stressed. Encouraging local animal health workers will be continued.

f) Cooperative Society Aid Programme

Annual Objectives

To give financial and technical assistance in the building of a new godam.

To enable the cooperative to better serve its constituents.

Activities

Andhikhola Project staff will continue to take part in the cooperative management committee and encourage good policies and procedures whenever possible, including timely ordering of agricultural inputs and new improved products. Assistance in planning and construction of a salesroom/godam/office in Galyang Bazaar will continue with capital provided as needed.

g) Forest, Soil and Water Conservation Programme

Annual objectives

To motivate local people to better management of natural resources. To increase fodder/fuel/fruit supplies by revegetation.

Activities

Existing fodder hedge and firewood lot demonstration areas will be maintained. Assisting in the establishment of a private nursery from which Andhikhola Project will purchase fruit, fodder and fuel tree species will be of primary concern. These seedlings will be planted on AHREP lands, private land, as well as erosion areas which have been identified for vegetative erosion maintained. Local collection of tree and grass seeds will be encouraged as an income generating activity. Non-formal education will be provided to local residents on conservation of natural resources. In conjunction with the RDC Forestry Department an agreement will be finalised and presented to Government for involvement through the Syangja District Forestry Office in forestry for the area of the Andhikhola watershed.

h) Non-formal Education

Annual Objectives

To act as a resource for the separate programmes for communities ways, to improve general health and quality of life for individuals and communities. To improve literacy levels within the area.

Activities

In cooperation with other programmes, through different teaching media (slides, puppetry, drama, pictorial displays etc.) to facilitate development of new skills and awareness. Continuing use of newspaper as a channel for communication for the project. Classes for illiterates, neo-literates and literacy teachers. On-going evaluation of efficacy of different techniques used.

i) Rural Industries

Annual Objectives

To contribute towards long term productive employment for under-privileged people in the project area.

Activities

The magar cloth and crystallised ginger operations will continue, both groups working towards becoming financially and managerially independent of the project. A further study of the viability of solar drying jackfruit be carried out. A stricter costing analysis and more formal marketing test will be conducted. If results are not favorable the study will be repeated when hot air is available from the hydro power plant. Consideration will be given to possible new industries, especially those requiring electricity, in consultation with RDC and other agencies. New projects will be initiated as appropriate, possibly in different centers. Where possible training will be given within the project, but opportunities for training outside the project will also be investigated, and where suitable taken up.

j) Administration

Annual Objectives

To maintain an environment within which the programmes can work together in an integrated way towards a common goal.

Activities

The AP offices will be maintained in Galyang Bazaar and on the project site. Additional printing and copying facilities will be purchased to improve the efficiency of both the administration as well as the day to day activities of the different programmes. The monthly project staff meeting will continue for monitoring and month to month planning of programmes.

k) Area Services

The project will continue with its policy of encouraging each family to find a level of simple lifestyle that they feel comfortable with. Each family is further encouraged to live in separate Nepali villages or communities. With a significant number of children of school age moving to the project the need for a tutorial group is becoming evident. A formal request will be made to the Education Board for a tutor to be assigned. The possibility of capital funding to initially equip this group will be investigated.

Planned Evaluation and Research

There is no formal evaluation planned for this period. The project advisory committee will continue in the on going evaluation of the various programmes.

Personnel and Training

Project Director
Agriculturalist
Irrigation Coordinator
Irrigation Engineer
Rural Industries Coordinator
Non-formal Educator

Site Project Engineer (HH)
Sr. Site Supervisor (HH)
Site Engineer (HH)
Site Engineer (HH)
Electrical Engineer (BPC)
Site Representative (DCS)

Each member of staff will be encouraged to spend at least one week during the period in training or study relevant to his/her post.

APPENDIX 19

SURKHET PROJECT

Plan for July 1985 - July 1986

1. Project Description

The United Mission to Nepal Surkhet Project (UMNSP) is located in Kunathari Panchayat (Approx 3500 population) in Surkhet District towards the west of Nepal. The staff and office base is an 8 hr. walk further west from the District Headquarters at Birendranagar. The Project area covers an inner terai valley and forested hills on its northern and southern slopes. The project recognises that it begins as only a small and recent addition to the evolving life of the people of Kunathari Panchayat. It wants to participate in this evolution for a limited period, but at the same time challenges some of the common inter-relations of the term "development" as understood by the people. It acknowledges that it must communicate with the people at the level of values for any real transformation to take place. Therefore the Project will seek to meet the people in their communities, listen and respond with technical inputs that are manageable and functional within their context. It will endeavour to line its programme activities with a sense of service to one another, especially to the disadvantaged, and to encourage the conservation of natural resources, which are gifts of God to the people of this area.

2. Objectives

1. Administration

- a. Have the agreement finalized
- b. Establish a core staff team
- c. To frame overall objectives at Project level that anticipate future development trends of the area
- d. Establish close relationships with Government officials and Departments.

2. Group work

- a. Establish low income and small farmer groups
- b. Finalize criteria for work with communities facing a common problem.

3. Health

Establish criteria for health involvement.

4. Agricultural related activities

Continue to develop technical input and effective dissemination channels which fit into an integrated farming system.

3. Activities

a. Administration

- a. Have liaison with UMN Administration to obtain an agreement and a core staff for the project.
- b. Make regular visits to District and Panchayat Offices to update on development plans for the area.
- c. Meet with the Project staff before December 1985 to formulate overall objects.

b. Group work

- a. Establish criteria for working with groups.
- b. Establish regular contacts with members of potential groups.
- c. Design programme activities with two or three groups.

c. Health

- a. Contact HMG and NSO Health Institutions and assess possible areas of cooperation.
- b. Find out about local and traditional healing persons and practices.
- c. Respond in a limited way to requests by people for curative treatment.

4. Agricultural related activities

i) Animal Health

Sub objective:- To improve animal husbandary in the Panchayat.

- Activities:
- To further upgrade volunteers with project and RDC/ Pokhara training input.
 - To establish better accounting systems for volunteers' medicine distribution.
 - To further strengthen links with Government Services.

ii) Bee-keeping

Sub objectives:

- To finalize the appropriate bee-keeping technology for the area.
- To have defined criteria for implementation.

- Activities:
- Setting up small demonstration cum training unit of local, Africa, Lumle and Top Bar hives.
 - Report on findings on bee technology and on whether bee hives can be made locally.
 - To continue building up relationships with local beekeepers to exchange information.

iii) Chickens

Sub objectives:

- To determine the cross-breed percentage chicken best suited to local environment.
- To make these chickens available to interested persons and groups.

- activities:
- To continue cross-breeding of the existing project stock.
 - To record survival rates, sales and farmers' reactions to the breeds offered.

iv) Rabbits

Sub objective: To have 4 productive pairs in each ward.

- Activities:
- To keep in touch with rabbit keepers and teach informally.
 - To keep a minimum stock of 2 pairs for multiplication as a safeguard in defense of disease.

v) Seed storage

Subobjectives:

- To improve the quality of seed through better storage techniques.
- To have a community storage programme established in 3 wards.

- Activities:
- To organise training and distribution of sulphur tablets and research into alternatives for fumigating techniques.
 - To hold meetings in the 3 wards to discuss a community storage programme.

vi) Farming practises

Sub objective: To improve agricultural and horticultural practices in the panchayat.

- Activities:
- To continue to experiment with farming techniques on the project fields in vegetable, cereal and tree planting activities.
 - To make seed and seedlings available to interested persons.
 - To use the project demonstration fields as opportunities for teaching.
 - To continue bio fertilizer trials and compost making.

4. Evaluation

There are none planned for this year, but project evaluations will be carried out in 1987 and 1991.

5. Personnel

UNN Expatriate Posts:

Director

Agriculturalist

Community Motivator/ Non Formal Educator

Community Health Educator

HEALTH SERVICES BOARDPlan for July 1985 - July 1986

Plans of Health Services Board continue to follow the directions set out in the Purposes of the HSB and seek to remain in keeping with the recommendations of the "Commission on Institutional Implications in Health Care" of 1979. Together with a commitment to these directions we balance a flexibility to respond to a changing situation with new challenges and opportunities and government regulations.

1985/86 will be a time of continuing to learn to work effectively with Planning and Management Committees in all the projects. A pattern of membership and meetings will be further clarified.

The Health Services Offices, now embracing the functions previously borne by the Health Services Support Project, through its Planning and Management Committee will continue to provide support, consultation and advice to all the projects and will work on improving and modifying this service in tune with changing circumstances.

As a result of the bringing together of the HSO and HSSP by action of HSB in October 1984, confirmed by EC December 84, the very heavy load of the previous HSSP Director has been distributed among more staff; duplication of administration, secretarial services and division of effort have been rationalised; functions of the offices examined and clarified; work allocated as far as possible according to gifts; and two new aspects of the work, the Community Mental Health Programme and the UMN HSB Evaluation Study, brought into the existing facility.

HSO Associated Programmes

1. UMN HSB Evaluation Study, approved by HSB October 1984, will continue to work out of the HSOs. The following will be completed within 1985/86:
 - a) Development of key indicators for UMN health programme evaluation.
 - b) Development of methodology for retrospective and on-going self evaluation of health related programmes.
 - c) Development of general guidelines for collection, selection and use of data.
 - d) Development of a historical manual for each project and the whole UMN health programme.
 - e) Formulation of recommendations for further evaluation and planning.
2. Open House Medical Services will continue to operate as possible. A full-time nurse is still being sought to develop this service and meanwhile it is manned by a team of volunteers.
3. Dental Programme will continue its gradual development. Long term plans have been approved and will be implemented as personnel and funds become available. Priority will be given to the establishment of continuous clinical services in Tansen and Patan Hospitals, balanced by community dentistry activities in Palpa and Lalitpur. Base-line survey work will proceed as feasible.
4. Mental Health Programme, as passed by HSB October 84, aims to:
 - a) Assess the prevalence of mental illness in the community and presenting at existing health services, how it is managed, attitudes to it in the community and among health services staff.
 - b) Develop a small scale replicable model of community based integrated service, incorporating preventive mental health care, keeping in touch with, in line with, and seeking to support the development of HMG/N's mental health services.
 - c) To seek a role in education related to mental health within UMN and Nepal, also beginning a low key focus on drug abuse. The initial work of model development and education will be centred in a small area of Lalitpur as part of CPHCP. These two latter programmes are formulated and guided by Advisory Groups responsible to the Health Services Secretary and the integration of their functions at project level will be in consultation with and under the guidance of the respective Programme/Project directors.

5. HSB personnel will continue to be seconded to work outside UMN: the Institute of Medicine, Patan Hospital, Eye Care Services Sagarmatha Zone, Paimey Dispensary and the other UMN Functional Board Projects: Jumla, Andhi Khola, Butwal and possibly Surkhet.

Agreements: Once the general agreement on health between HMG/N and UMN HSB is signed, each of our projects can be the subject of an exchange of letters of intent with the Ministry of Health. It is expected that such a letter for UMN's involvement at Patan Hospital will be signed concurrently with the general health agreement.

Decentralization: This act of HMG/N comes into effect at the beginning of this plan period and each of our projects will work hard to find the best way to adjust to this new government process for implementing development and services in districts.

Patan Hospital: With the completion of the UMN Patan Project building programme in March 1985, Patan Hospital will move into the first full year of its operation as a completed facility and be able to face the on-going work of setting up care levels and services appropriate to its purpose, place within the health care system and adjusted to resource limitations, UMN will continue its involvement in Patan Hospital through secondment of personnel and financial subsidy allocations, working through the independent Patan Hospital Board which govern the Hospital.

Highlights of UMN HSB Project Plans for 1985/86

1. Gorkha Project

- AmpPipal Hospital will focus on providing a comprehensive service in a streamlined and controlled way within the resources of the hospital, with health education and relationship building as particular emphases.
- Community Health Programme, under its new leader, will explore possibilities of working with communities to establish locally operated health care as well as continue most of its usual commitments.

2. Palpa Project will work at implementing changes in its administrative structure.

- Tansen Hospital's two major aims will be to complete within the plan year the building and renovation programme which involves relocation and/or reorganisation of at least 18 departments of the Hospital, as well as solve the on-going problem of water shortage. This will require a continuation of the enthusiastic and persistent staff teamwork for which we are so thankful thus far.
- Community Health Programme, under its new Director, will carry on the usual activities with added emphasis on working with communities to form local committees to work for their own development. The community dentistry will further develop with the full-time presence of two dentists in the Palpa project.

3. Okhaldhunga Project

- Dispensary hopes to participate in planning for the establishment of a possible HMG/N UMN joint District Hospital. The purchase of land adjacent to the present Dispensary land in January 1985 gives adequate potential for development of the present site to this end.
- Community Health Programme will continue its usual activities, with the possible exception of mass immunizations as HMG is running a special programme. A District level agreement for CHP work for the plan year has been accepted and signed by the District Chairman.

4. Lalitpur Programmes

- Nurse training at UMN Programme, Mahaboudha Campus will continue, it is anticipated, in the newly purchased (previously rented) Nir Bhawan building. Links with and mutually beneficial relationships with Patan Hospital will be developed.

--Health and development assistance work will continue through the present Community Primary Health Care Programme and Community Development Assistance Programme in Lalitpur district. These programs will aim at relating to the district structure in a united way and will grapple with adjustment to the outworking of HMG/N decentralisation regulations. CPHCP's contribution in the process of model building is emphasised; health care insurance, urban appropriate primary care, community dentistry and mental health are aspects of this, as is the important inter-relations with Patan Hospital as the referral hospital for the district.

For CDAP, beginning a new three year plan, the questions of realistic size and phase-out strategy will be faced along with more effective management/supervision structure and consideration of the question of diversification of functions.

Personnel

1. Expatriate Personnel

With 146 posts to fill to carry out these plans we face the prospect of between 30-35 posts being empty during the plan period. Taking with this the mandate given by UMN Board that we aim to over-fill posts by 15%, we can say that for the period 1985/86 we could be about 57 personnel short.

2. Nepali Personnel

The HSB expects to employ 635 (not including 289 at Patan Hospital) Nepali personnel in 1985/86. With few exceptions our Nepali staff give high quality and loyal service, as well as leadership in various fields with extremely valuable input into the planning processes in the projects.

3. Nepalization

For 1985/86 the HSB projects over all have a ratio of expatriate to Nepali staff of about 1:5.3 with the range of 1:4 to 1:16 in various projects.

4. Nation-wide shortage of Nurses

By the beginning of this plan period it is estimated that Nepal will be about 400 trained nurses short of its needs. This is a longterm problem needing expanded training programmes. UMN's institutions are seriously affected by this shortage and must face the question of making suitable adjustments to staffing patterns, by employing and training lower level local staff to give treatment required, by simplification so that lower level of staff can cope safely.

Conclusion

The Health Services Secretary looks forward to working with the programme/project directors and personnel in our efforts to fulfil these plans and find workable answers to the challenges we face. Without the prospect of the continuation of warm team work, mutual encouragement and selflessness experienced up to now with UMN HSB staff, the achieving of these plans would be extremely difficult. Let us continue to work together and help each other to the glory of God.

Jeanette Hyland

Health Services Secretary

HEALTH SERVICES OFFICEPlan for July 1985 - July 19861. Description

The Health Services Office (HSO) provides both an administrative base for the UMN Health Services Secretary (HSS) and supportive services and resources for all Health Service Board (HSB) project/programmes (including seconded personnel and other Functional Boards on request).

The HSO consultant team represents a wide variety of subject areas including BAs' personal health care, nutrition, laboratory and X-ray, planning and evaluation, and seeks to provide advice to projects/programmes and the HSS. Other services centred in the HSO include Health Services Medical Supplies (HSMS), Health Services Library (HSL), statistics collection, Nepali staff training and manpower advice, bio-medical repair/servicing, missionwide maintenance, evaluation study, mental health programme, and the Open House Clinic. All these components are supported by the HSO administrative team and business manager.

2. Objectives

The main overall objectives of the HSO will be:

- a) To provide sufficient administrative and consultative support to enable the HSS to fulfil adequately the requirements of her job description and the directives of the HSB.
- b) To provide, whenever possible, supportive services and resources to enable all UMN HSB projects/programmes and seconded personnel to effectively carry out their planned activities.
- c) In addition each section of the HSO team has its own set of objectives which relate the fulfilment of the overall HSO objectives.

3. Activitiesa) The Office of the Health Services Secretary

The Health Services Secretary's office will offer facilities, personnel and services in order to provide guidance and support to all personnel, projects and programmes of the HSB, including seconded personnel and, upon request, to the other functional boards. The HSS will carry out all these activities according to the functions of her office as stated in her job description and the HSB Standing Orders and Working Rules (SOWR).

b) The Administrative Team

The administrative team provides typing, filing, photocopying, duplication, services and the handling of correspondence for the HSS, HSO staff and some seconded personnel as required. In addition, the team is responsible for the administrative routine related to HSB meetings, and for the preparation of Planning and Management Committee (PMC) materials for projects with limited resources, on request. The team also obtains and maintains office supplies required by the HSO staff and handles the HSO petty cash.

c) The Business Manager

The business manager prepares the HSO budget and handles all the accounts of the HSO, including the HSMS and missionwide maintenance, and is responsible for the management of all HSO Nepali personnel. In addition the business manager provides a funding link for HSB projects/programmes with the UMN Treasurer's Office, under the guidance of the HSS.

d) The Consultant Team

The consultant team provides consultative resources to both the HSS and the HSB projects/programmes according to their individual specialities and experience.

- **Medical Co-ordinator:** The medical co-ordinator screens all medical reports provided on all BAs, both new and serving, liaising where required with member bodies and advising the HSS as to the fitness of individuals for work in various locations in Nepal. In addition the HSS medical co-ordinator makes recommendations to and acts as liaison officer for BAs referred to Kathmandu for treatment and oversees the Open-House Clinic, which provides primary health care for UMN BAs.
- **Nutrition Consultant:** The nutrition consultant through regular project visits and other formal and informal contacts provides nutrition (and food) orientation for BAs, and is available for consultation by projects and individuals on nutrition (and food) related activities, including surveys, data collection, and the production of education materials. In addition the nutrition consultant will maintain contact with HMG/N Health Ministry Nutrition Cell, UNICEF and other agencies for co-ordination of nutrition activities, materials production, sharing of information and the initiation of activities/responses in line with UMN and national needs.
- **Laboratory and X-ray Consultant:** The laboratory and X-ray Consultant will be responsible during the period covered by this plan for the complete renovation of Tansen Hospital lab and X-ray departments and all related staff training and orientation to new equipment and procedures. In addition he will also visit Amp Pipal and Okhaldhunga hospitals to carry out evaluation, in-service training and standardization of methods and supplies.
- **The Planning and Evaluation Consultant:** The office will provide consultative and advisory resources to both the health services projects/programmes and the Health Services Secretary in the areas of planning, evaluation and research. The planning and evaluation consultant will be undergoing a course of further study out of Nepal for the period covered by the plan.

e) The Health Services Medical Supplies

The HSMS is responsible for the purchase, import and stock control of pharmaceuticals for distribution to UMN HSB projects/programmes on request, according to a list approved by the HSB and using the most economical source and mode of supply. Similarly the HSMS will supply non-chargeable medicines, vaccines and supplies from HMG/N sources and patient retained health record cards when available, keeping stock records as necessary. Where possible the HSMS will also supply vaccines as defined in the UMN BA Health Care Policy for the authorised use of UMN personnel.

f) The Health Services Library

The HSL seeks to maintain an up-to date resource collection of books and nonbook materials, including UMN produced reports, surveys and studies, relating to health for the use of UMN BAs, and provide related services such as book purchasing, abstracting and information retrieval facilities. Whenever possible information will be circulated to HSB projects/programmes about new books and significant journals and attempts will be made to answer subject enquiries and carry out information searches for BAs where possible. The HSL will also supply health education material to projects.

g) Statistics Section

The statistics section receives activity reports from all UMN HSB projects/programmes and forwards these where appropriate to the concerned Ministries and Departments of HMG/N. The statistics section staff will also visit HSB projects/programmes, provide assistance and advice as requested and seek to develop standardized recording and reporting systems. In addition the statistics section will maintain on-going contact with concerned Ministries and Departments of HMG/N and ensure that UMN HSB projects/programmes have access to the current reporting materials.

h) Health Services Training and Manpower Office

The training and manpower adviser will upon request act as a liaison with the Institute of Medicine Administrative Office and Campuses, the HMG/N Health Ministry and Department of Health and other training institutions as indicated and UMN projects/programmes under HSB in relation to training opportunities inside and outside UMN and requirements. In addition the training and manpower adviser will liaise with UMN HSB projects/programmes in relation to the procurement and inter-project transfer of Nepali health personnel, and maintain up-to-date information on all Nepali professional health personnel in UMN, and details of empty posts.

i) Bio-Medical/Missionwide Maintenance

The bio-medical/missionwide maintenance section will provide specialized maintenance services to all UMN hospitals and health posts, and set up a one year training programme for 2 Nepali persons during the period covered by this plan.

j) Evaluation Study Team

The evaluation study team plans before February 1986 to have prepared a report which will include recommendations for key indicators, retrospective and on-going self-evaluation methodology, general collection, selection and use of data, and a historical manual for each project and the UMN health programme as a whole. In addition the team plans to outline lessons learnt in the process and make comparisons with other programmes in Nepal and elsewhere.

k) Mental Health Programme

The mental health programme serves both UMN HSB projects/programmes and the expatriate community and seeks opportunities for educational and promotive input to develop psychiatry in Nepal. During the period covered by this plan the mental health programme staff are to be involved in the initial implementations of a community mental health programme in Lalitpur with CPHCP.

l) Dental Programme

In addition to the work being done in Lalitpur and Palpa Districts, the Dental Programme is involved in a nationwide survey of Dental Health and Treatment needs using WHO methods. There has already been some teaching done in areas outside Lalitpur and Palpa and the Dental Programme is keen to have input with other UMN projects and to work in collaboration with other organisations requesting dental services.

4. Evaluation

Each section of the H.S.O. team has developed its own evaluation methodology in keeping with objectives.

Overall evaluation of the work of the HSO will be carried out through periodic input from HSB projects/programmes and personnel served. Revisions and adjustments of the functions and activities of the HSO will be made as appropriate.

5. Training

a) The planning and evaluation consultant will be undertaking research studies in the UK.

PALPA PROJECTPlans for July 1985 - July 1986A. TANSEN HOSPITAL1. Description

While quoted as being a 95 bed hospital, the Tansen Hospital has in reality been a 75 bed facility with a 20 bed minimally used Minimal Care Unit (MCU). The hospital was primarily serving the Palpa District, but because it is located on an ever expanding road system it now serves a large part of Western Nepal, the Terai and some of the northern areas of India and in reality acts as a referral center for Palpa CHP Programme and for Western Nepal. The hospital offers services in a busy Out Patient Dept., Surgical Dept., TB, Leprosy Rehabilitation and in-patient services, as well as continuing its role in Paramedical Education.

2. Objectives

- a. These continue to reflect the Long Term Plans of UMN: Ministry, service to the poor, utilisation of resources, growth limitation, Nepalisation, education and co-operation with HMG and local government.
- b. To seek to increase the role of the hospital in community health orientate programmes.
- c. To seek methods of improving the level of care both in the Out-Patients and In-Patients departments.

3. Activities

a. Building and Renovation: A programme initiated in 1984 which, over the next two years by an extension to the present OPD building and renovation of the present facilities, will allow a more efficient use of the facility and better level of care. This is in the face of ever increasing demands and without an increase in the bed capacity of the hospital.

-To finish the phase of the programme initiated in November 84 and to be Completed by November 85 with the following changed departments running smoothly by mid 86:

- | | |
|------------------------------------|--|
| a) Out-Patient Dept. - Paed Clinic | J) New Moderate Care Unit, 20-30 |
| b) Laboratory | k) Hospital Administration Wing |
| c) X-ray Dept. | l) Physiotherapy |
| d) Pharmacy | m) Front Entrance/Inquiry/In-Patient Cashier |
| e) Emergency/Rehydration Room | n) Classroom/Recreation Room |
| f) Minor OR, dressing, injections | o) Hospital Hotel |
| g) Medical Records/Cashiers | p) Hospital stores/Central stores |
| h) Social Services & Education | q) Dentistry |
| i) TB/Leprosy Clinic | |

-To complete the alterations and rewiring of the hospital and the new facilities.

-To consider minor alterations and renovations of the remaining hospital facility such that badly needed repairs and a more efficient use of the facilities can be obtained without expansion.

-To seek to solve the continuing problem of water shortage on a short term urgent basis and also in a long term approach.

b. Administration: Need to restructure the project administration to better handle the financial and personnel aspects of a large project.

c. X-ray/Laboratory: Finalization of equipment, facility, staff and operation changes including in-service education programme.

d. Education/Social Services: Consolidation of the new and greatly needed Dept. with emphasis on preventative education and charity assessment.

e. TB/Leprosy: Separate staff and clinic to assess present program and to seek long term solutions to problems in both of these large programmes.

f. Minor Operating Room/Rehydration/Emergency Room: To explore the possibilities of expanding role of these areas in an out-patient programme and thus limit pressure on the in-patient department.

- g) Nutrition: To establish a joint Hospital and CHP programme to emphasize the educational and preventative ways of dealing with malnutrition.
- h) Community Health Programme Affiliation: To continue in establishing of referral systems with CHP and government health workers and to seek programmes and areas of joint hospital and CHP function. In all to encourage a community health awareness in all aspects of the hospital.
- i) Dentistry: To complete the Dental Clinic and establish its role in the hospital.

4. Planned Evaluation and Research

Evaluation of the following areas:

- a) TB Programme
- b) Medical Records
- c) Hospital Statistics
- d) Laboratory/X-ray
- e) Rehydration Unit
- f) Minor Operating Unit and Outpatient Surgery
- g) Charity Programmes
- h) Staff Turnover statistics
- i) Social Services and Patient Education

5. Personnel/Training

- a) To continue to encourage the present trend of a continuity of expatriate staff especially at the senior levels.
- b) To potentiate the role of expatriate staff as resource people in programme planning and education while training experienced Nepali staff to take over the day to day responsibilities.
- c) To seek to overcome the present block in staff obtaining further government training because of inadequate SLC certification of staff.
- d) By studying staff turnover to be able to predict long term training needs and thus be more capable of predicting long term Scholarship needs.
- e) To establish "resource" people to be available for in-patient and out-patient in-service education programmes.
- f) Nepali Staff Training: Senior Nursing Staff in BSC Nursing and Administration
Two Ward Sisters in Post Basic and Administration
One staff in ANM training
Two Lab Assistants in continuing WHO programme
2 ANM to Staff Nurse Training - In-service scholarship
- g) Approved posts for Board Appointees:
 - Project Administration: Administrative Officer for Hosp/CHP
Maintenance Supervisor
Hostess
 - Tansen Hospital: Medical Director
Surgeon
Paediatrician
Internist/GP
General Practitioners (4)
Nurse Anaesthetist
Ward Sister/Midwife
Nurse OPD-TB/Leprosy
Pharmacist
Lab Technician
Engineer/Building Supervisor
Builder
Dentist
- h) Approved Posts for Nepali Staff: FTE 172.5

B) PALPA COMMUNITY HEALTH PROGRAMME

Programme description

The UMN Palpa Community Health Programme seeks to be a supportive programme to the communities in Palpa in their self development efforts, providing an integrated health approach involving preventative and curative medical care, agriculture, drinking water, income generation, literacy and other component. It also seeks to be supportive to the existing HMG/N health care efforts in Palpa, including Mother and Child health care clinics, and a clinic and domiciliary midwifery service in Tansen bazaar.

1. Annual Objectives

- a) To decrease morbidity, mortality and disability in selected communities.
- b) To through interaction with the communities facilitate the process of integrated development.
- c) To actively train, and support HMG in their training of, nationals.

2. Activities

- a) The CHP Demonstration Areas, Bougha Gumha, Bougha Pokharathok and Ringaraha panchayats are selected areas where CHP will place development workers for the purpose of encouraging local communities to integrated development in such fields as agriculture, literacy, drinking water, income generation, curative and preventive health care, family planning etc.
This will be expressed by means of establishing and supporting village committees, selecting, training and supporting volunteers, supporting literacy classes, surveying and supervising drinking water installations etc. in response to requests. (The Demonstration Areas in Gaptung, Gophek and TRPG are now deleted from Demonstration Area status and CHP will continue to be involved in these areas as they are now under the cover of one HMG Health Post.)
- b) CHP will work together with the District Health Office (DHO) to support HMG/N health care programme in alpa by means of Health post staff supervision and teaching, MCH clinics, Village Health Workers, provision of medicines and establishing Health post committees. Consideration will be given to commencing medical work in a remote unserved panchayat in Palpa.
- c) Town Clinic The Town Clinic will continue to provide MCH and midwifery services to the Tansen Nagar panchayat, as well as a home-visiting programme for health education, follow up of TB and Leprosy, registration of births, deaths and other vital events etc. The Town Clinic also functions as a training centre for the Institute of Medicine paramedical students.
- d) The Women's Programme aims at improving the conditions for women and children under 5 in the villages. This will be done through training and follow up of TBAs and women volunteers, supporting literacy and income generating programme for women, tetanus toxoid vaccination of women and health education. This programme also includes supervision of the health of under 5 children.
- e) Dental Programme. This is part of a mission wide dental programme which aims at initiating and carrying out dental surveys, developing teaching aids, carrying out a health staff teaching programme, health education and evaluation of preventive measures and appropriate primary dental health care in the communities.
- f) Agricultural Programme. As well as involvement with the whole integrated health care programme as described in the activities of the Demonstration Areas, the CHP agricultural programme will support village agricultural trials and proceed with selected projects aimed at providing income generation for poor communities. Animal Health workers will continue to be trained and supported.

g) Drinking water programmes. CHP aims at improving availability of water in selected communities. This will be done through surveying for and supervision of construction of water schemes, provision of skilled manpower and locally non-available materials and training of one or more villagers in the maintenance of the schemes. We will also emphasize the need for treeplanting in the water catchment area. During the coming year we will complete the rampump project in Bougha Gumha, start construction of one project in Amdanda and 3 projects in Ringeraha panchayat. After source and feasibility studies, we will consider construction of other projects following an integrated principle.

3. Planned Evaluation and Research

Ongoing evaluation and regular reporting of all activities will monitor progress and provide input for further planning to maintain flexibility and allow for adjustment in direction.

4. Training

Ongoing inservice training of CHP staff will continue to have a high priority, together with training through various UMN and other agencies seminars. Several staff will undergo specific training courses. This will support the whole training programme which will be carried out by CHP through the year.

| | | |
|-----|------------|------|
| FTE | Expatriate | 9.5 |
| | Nepali | 54.0 |

Approved posts for UMN workers are:

- CHP Director
- Medical Officer
- Senior Community Health Assistant
- Home Economist/Nutrition Field worker
- Secretary (part-time)
- Agriculturalist
- Dentist
- Dentist
- Supervisor Midwife
- Community Health Nurse

GORKHA PROJECTPlan for July 1985 - July 1986A) AMP PIPAL HOSPITAL1. Description

Located a 7 hour walk from the nearest major road, the Amp Pipal Hospital continues to serve an area populated by approximately 400,000 people. A lesser number of patients come from much further, occasionally walking up to 10 days to reach the hospital. Primary care facilities in the surrounding area, particularly in the form of HMG health posts, have increased very rapidly in recent years, but a large amount of the hospital work continues to be primary care, along with secondary and tertiary level care, together with emergency, urgent and appropriate elective surgery.

With almost no increase in physical space beyond that provided in the 15 bed hospital built in 1970, the work load at the hospital has more than tripled in 14 years. As part of the attempt to cope, beds have been crammed into almost every conceivable space, bringing the total number of beds officially to 41, plus the 6 bed shelter for TB patients and a similar unit for leprosy and minimal care long-term patients.

36,000 Outpatients are seen yearly in a space which was comfortable for 1/3 that number in 1970. The levelling off of the outpatient numbers in the last three years may reflect the fact that OP facilities are stretched to the maximum, although surgery and inpatient admissions have continued to average a 10% annual increase, the latter at the price of extreme crowding on the wards with as many as 63 patients in regular beds plus extra beds in the corridors.

2. Objectives

- a) Provision of service to those who come, seeking to minister to the whole person, including their physical, mental and spiritual needs, and rendering that service at a cost which can be afforded by the patient and is appropriate to the general development of this area of the country and within the resources of the hospital.
- b) Health education at multiple levels.
 - Training of Nepali staff
 - Relevant health teaching to patients and their relatives.
- c) Increased stress on the importance of relationships, again at multiple levels.
 - Good communication and shared/sense of purpose between expatriate and Nepali staff, seeking true unity.
 - Building good relationships between patients and staff, based on mutual respect.
 - Building strong relationships with surrounding community:
 - Contact with other health personnel
 - Discussions with local leaders
 - Informal contact with local residents.

3. Activitiesa) Service

Recognizing that present physical facilities are stretched to near maximum capacity, the importance of streamlining the rendering of service cannot be over-stressed. Particularly this must be in the hope of increasing the comfort for the patients and for the staff, so that their service is not made additionally burdensome by having to cope with extremely difficult physical working conditions.

- Limiting the number of patients in the hospital, by strict refusal to put extra beds in the corridors except in extreme emergencies. Alternative solutions will be studied, particularly alternative arrangements for long term, minimal care patients and early discharge to the hospital-related hostel.
- Improvements in physical comfort by installation of fans, and insulation of the iron roofs.
- Physical modifications in lab and toilets.
- Investigate the desirability of building staff quarters for those who come from further away.
- The MCH clinic at the hospital, run by CHP, in most ways functions more as a hospital out patient paediatric department rather than a true MCH clinic. The process of absorbing it into the hospital and establishing a separate MCH clinic in the neighbouring village will be worked out in co-operation with CHP.
- Renewed efforts to seek cheap but effective treatment.
- Strengthen the role of assessment officer, seeking to ensure that poor are never denied service for lack of money.
- If unable to fill higher posts, train additional staff at lower levels.

b) Education

- Through both formal and informal classes, continue to upgrade nurse aides to the level that they are able to perform more of the functions previously reserved for ANM & SN level workers.
- Upgrading the HA in OPD, together with teaching practical skills.
- Health training of all staff, at all levels, so that there can be a united effort in teaching all patients who come to the hospital.
- Encouraging local staff to apply for further training, especially ANM, SN, and HA level.
- Training additional anaesthetic technician.
- Increased concentration by staff at all levels on patient health education.

c) Relationships

- Continue to develop the role of HIAC so that the members may increasingly share in meaningful discussion as to policy and management of the hospital.
- Regular departmental and occasional general staff meetings.
- Continued openness to invitations from HMG to participate more closely in health care of Gorkha District.
- Provision of recreation facilities for staff, particularly for those from out of district.

4. Evaluation

This is necessary on two levels. First as to the effectiveness of the activities (methods) in reaching the goals, and secondly of the staff who are endeavouring to work together to meet those goals. At the end of 1985 the many different groups whose input is reflected in the creation of the plans should meet to assess the effectiveness of outlined activities in relation to objectives. This would then serve as an invaluable prelude to creation of plans for 1986/87.

There will also be research being carried on throughout the year, seeking to identify and solve various problems.

Evaluation of individual workers should be carried out by work supervisors on a yearly basis. Where no formal job description exists they will be drawn up and reviewed with the individual (s) involved.

5. Training

On-the-job training at multiple levels referred to earlier

At least one, and hopefully two, nurse aides will be recommended for ANM training

Upgrading of Sr. Lab/ assistant, through courses in Central Laboratory HMG

6. Personnel

Expatriate Posts: 8½

Medical Director (part-time)

Surgeon/ GP x 2

Paediatrician/ GP

Internist/ GP

Nurse Supervisor

Nurse - to work at staff nurse level

Maintenance-In charge (part-time)

Business Manager (part-time)

Hospital Visitor

Nepali Posts: 76½

B) COMMUNITY HEALTH PROGRAMME

1. Programme Description

MCH clinics, mobile clinics, immunisation programme and home visits provide simple and curative services. Weekly MCH clinics in Luitel, Harmi and Choprak are 1 - 3 hours walking distance from Amp Pipal. The hospital MCH clinic is held 5 days per week. Mobile clinics on a 1 - 3 monthly basis are held in 3-4 centres. Immunisation programmes in Amp Pipal and Harmi Panchayat offered Measles and Polio vaccinations since January 1985. Home visits are carried on regularly in Amp Pipal Panchayat which has 922 households, and in Harmi Panchayat with 694 households. Certain areas in 7 other panchayats are also covered. Health and nutrition teaching is an important part of the above services. TB and leprosy follow-up is also emphasised. Rural development is carried on through agriculture, animal health and drinking water programmes. Non-formal education in Choprak (3 hours) and Thalajung (4 hours walk from Amp Pipal) continues through UMN resident personnel.

2. Objectives

- To work with villagers in identifying and trying to help them meet their basic needs and improve their quality of life.
- To provide regular services and teaching to mothers and children in target areas.
- To develop a working relationship with HMG/N health and development workers at district and local level.
- To assist communities in training village volunteers in areas of health, literacy and animal health.
- To assist the hospital in TB case finding and leprosy/TB follow-up.
- To emphasise integrated development through agriculture, animal health, drinking water and sanitation for improved health and nutrition.
- To facilitate on-going training for national staff.
- Explore possibilities of working with the community to establish locally operated health care.

3. Activities

On-going :

- a) To continue MCH clinics, mobile clinics, home visiting, field trips and village stays.
- b) To emphasise the value of local foods and encourage kitchen gardens where there are special nutritional problems.
- c) To receive on-going teaching from HSO Nutrition Consultant.
- d) To continue fruit and vegetable demonstration areas at the farm and hospital and provide seeds and seedlings for sale.
- e) To supply animal health volunteers with medicine and advice.
- f) To work with villagers on small drinking water schemes.

New Emphasis :

- a) Find ways of overcoming barriers to toilet building and usage and improve the sanitation in target areas.
- b) To respond to requests for adult education by providing training for facilitators for groups of 8-10 participants.
- c) To develop a health teaching programme for five local primary schools.

4. Evaluation

- a) On-going evaluation of staff will be done annually.
- b) Informal evaluation by UMN leaders, PNC officials and aid-agencies.
- c) Village stays, field trips will be reported or at staff meetings. Records will be tabulated.
- d) Nutritional problems and improvements in home visiting will be noted and evaluated.
- e) Try and develop an evaluation system for the effect of home visiting and volunteer work in the community.
- f) Co-operate with UMN Health Programmes Evaluation Study.

5. Training

- One staff member will complete CMA training in Pokhara in 1986.
- T.B. staff worker will seek CMA training in 1985/86.
- Junior Community Development Technician will do B. Sc. Agriculture studies from 1986/88 on In-service Scholarship.
- Training in administration is being sought for Health Coordinator.
- Refresher courses and seminars will be attended where appropriate.
- VHW training for 2 workers in Gaikhur and Thalajung will be completed in mid 1985.
- On-going training for local health volunteers, traditional birth attendants, adult literacy facilitators, drinking water maintenance volunteers.

6. Personnel

Expatriate Posts

CHP Director
Community Health Nurse/Midwife (2)
Community Health Nurse
MCH Nurse Supervisor
Community Health Physician
Nutritionist
Community Development Worker / Drinking Water
Community Development Worker / Non-formal Educator

FTE - 9 Plus Business Manager & Maintenance Supervisor (part-time)

Nepali Staff Posts: 41

APPENDIX 24

OKHALDHUNGA PROJECT

Plan for July 1985 - July 1986

A) DISPENSARY

1. Programme Description

3 days walk from the nearest road, located in the hills of east Nepal, the twenty bed hospital/dispensary offers general medical care and limited surgical services to the people of Okhaldhunga District and the surrounding areas. Basic laboratory and X-ray services are available. The Dispensary works closely with the Community Health Programme.

2. Objectives

- a) To respond to the medical needs of the people of the local community.
- b) To continue to provide patient care of a high quality.
- c) To support and cooperate with the Community Health Programme.
- d) To minimise costs.
- e) To stress patient education.
- f) To participate in the planning for a possible HMG Nepal - UMN Joint District Hospital.
- g) To improve communication with the HMG Nepal workers.

3. Activities

- a) Regular outpatient and inpatient services, and
 - review of treatment regimes
 - improvement of laboratory facilities
 - arranging surgeon visits for elective operations
 - participating with CHP in the arrangements for an Eye Camp
 - continue improvements to the hospital water supply
- b) Relationships with the local community:
 - Through CHP by
 - good orientation of staff
 - community health workers learning in OPD
 - doctor's participation in community health worker on-going training
 - Through HMG officials by continuing participation in the External Advisory Committee and through personal contacts.
- c) Nepalization to continue with further training of Nepali staff and increasing Nepali staff involvement in management through the Hospital Advisory Committee.

4. Planned Evaluation

Continuing regular individual staff evaluations.
UMN HSB Evaluation Study.

5. Training

- a) On the job training of the maintenance worker and nursing staff
- b) Laboratory assistant for 3 weeks training in Central Health Laboratory.
- c) Nursing Aide for 3 weeks training in Central Sterilization Department procedures at Amp Pipal.
- d) Nursing Aide for ANM training if place is available.
- e) Nursing superintendent for training in Bachelor of Nursing (B.D) Degree course.

6. Personnel

| | | |
|-------------------|------------------------|-----|
| Board Appointees: | General Practitioner | 2 |
| | Business Manager | 1/3 |
| | Maintenance Supervisor | 1/3 |
| Nepali: | Total Posts | 22 |

B) COMMUNITY HEALTH PROGRAMME

1. Programme Description

Okhaldhunga CHP has different sections for health, agriculture, education and water and sanitation. CHP activities extend to 14 panchayats, although all sections do not work in all panchayats.

2. Objectives

- a) Consolidate the programme by filling approved posts and improving the training and effectiveness of staff, rather than trying to expand the work area.
- b) Continue to improve the health and livelihood of people by working in:
 - MCH clinics and health teaching.
 - Building drinking water systems and encouraging improved village sanitation.
 - Formal and non-formal education activities.
 - Agriculture extension on a limited basis.
- c) Improve staff work and morale by continuing education and in-service training programmes.
- d) Keep all sections of work integrated within CHP, and encourage cooperation and communication with other UMN offices and institutions.
- e) Work closely with Dispensary, HMG and Local Officials.
- f) Coordinate and clarify work and cooperation with HMG and Local Offices by having written agreement(s) for each section of work, as well as continue regular meetings with Officials.

3. Activities

- a) Continue working in 14 panchayats with adequate numbers and supervision of staff.
- b) Continue work of the following sections:
 - Health
MCH clinics, home visiting, TB and Leprosy follow-up, and immunization camps will continue in 14 panchayats through discussion, teaching and treatment.
 - Drinking Water and Sanitation
Drinking water systems will be built in one panchayat or specified area on the basis of need, ability of communities to organize themselves, toilet construction, and suggestions and advice of HMG and District Officials.
 - Education
The area High School will be provided one expatriate teacher on a part-time basis. Health teaching in area schools will be increased. Increase non-formal education literacy and knitting classes for local people, low caste women and the poor.
 - Agriculture
Continue Ag extension work in one panchayat on a full time basis. Increase the extension programme by teaching at MCH clinics in other panchayats.
- c) Continue monthly study days as well as sending staff for in-service training.
- d) Initiate and encourage information and personnel exchange with other projects to get new insights into possible new goals and objectives.
- e) Continue staff integration with Dispensary as well as attending meetings with HMG and Local Officials.
- f) Make specific written agreements with HMG and Local Offices for different sections of CHP work, as well as coordinate these with the appropriate offices and personnel.

4. Evaluation

- a) Continue Programme Evaluation through work statistics, work reports, and village registers.
- b) Yearly evaluations of all staff will continue.

- c) Staff will attend monthly panchayat meetings to get feedback from villagers.
- d) Evaluations by outsiders are invited as visits to Okhaldhunga increase.
- e) Meetings with HMG and Local Officials will be held to get feedback, advice, and facilitate coordination of activities.
- f) Cooperate with UMN Evaluation Study.

5. Training

- a) Orientation and training will be given through CHP staff exchange with Dispensary and other UMN projects.
- b) Staff will be sent for HMG-approved certificate training and refresher courses.
- c) Monthly study days for all CHP staff will continue.

6. Personnel/Posts

| | | |
|-------------|--|-----|
| Expatriate: | CHP (Director - from among those listed below)/Nurse | 1 |
| | CHP Nurse | 1 |
| | Agriculturalist | 1 |
| | Non-formal Educator/Teacher | 1 |
| | Water Engineer | 1/3 |
| | Business Manager | 1/3 |

Nepali: 37 posts

COMMUNITY PRIMARY HEALTH CARE PROGRAMME, LALITPURPlan for July 1985 - July 19861. Programme Description

The United Mission to Nepal's Lalitpur Community Primary Health Care Programme is to be a supportive model of Community Primary Health Care for the Lalitpur District in accordance with HMG/N health-system policies. This district consists of forty-two panchayats, including the Patan Urban Panchayat, and has a total population of approximately 210,000 persons. CPHCP presently operates a basic health care system of Extended Health Service Health Posts (4), Maternal/Child Health sub-centres (4) and weekly clinics (35), and Village Health Workers (30) covering an area of 37 panchayats: 33 in Lalitpur District, 3 in Bhaktapur District and 1 in Kathmandu District. Initial work has also begun in part of the Patan Urban Area. CPHCP activities should be implemented according to the purpose, principles and structure specified in the CPHCP Statement of Objectives and Working Rules.

2. Long - Term Objectives

- a) To stimulate and assist the community to identify their own health needs, to utilize local resources and to take increasingly more responsibility for their own health care in order that prevention of disease and the appropriate treatment and care of the sick may be accomplished.
- b) To provide supportive health services as close to the people as possible within an economic framework that the country can afford, in order to assure continuity and appropriateness of health care.
- c) To prepare for, and participate in the merging of the programme with the HMG/N Health Department while at the same time continuing to assist in the operation of present health activities/facilities according to the HMG/N Integrated Model.
- d) To assist in the continuing development of an adequate and appropriate community health care system in Nepal by means of experimentation and model-building in line with the above objections.

3. Annual Objectives

- a) Needs Assessment and Community Motivation:
 - To stimulate and assist communities to identify their own health needs;
 - To stimulate and assist communities to take more responsibility for their own health care.
- b) Primary Health Care Provision:
 - To provide comprehensive (promotive, preventive and curative) health care, as permitted, in the rural areas of Lalitpur District;
 - To assist in providing facilities from which the health care outreach can be based.
- c) National/District Programme Development:
 - To participate in the development of a smoothly-functioning relationship between the district's primary-level (CPHCP) and secondary-level (Patan Hospital) health care programme.
 - To work toward a unified, rationalized and integrated system of primary health in its fullest sense throughout Lalitpur District;
 - To introduce mental and dental health components into the community primary health care system;
 - To develop an understanding of urban-appropriate primary health care;
 - To make available field-training, experience for paramedical workers and students from the Institute of Medicine and other agencies.

4. Activities

a) Needs assessment and Community Motivation:

i. Needs Assessment:

Assisting and cooperating in the decentralized planning process for Lalitpur District;

- Up-grading the statistical information-gathering system of CPHCP;
- Collection of base-line data for the targeted areas of Patan Town Panchayat;
- Surveying prevalence of, attitudes about and range of current treatment opportunities for mental health/illness; and
- Analyzing Asrang Panchayat Survey and District Nutritional Survey Reports.

ii. Community Motivation:

- Building up the village level base of health education/motion done by village health workers through field supervision and training;
- Developing constituted and operative health committees in each local sub-centre area;
- Revising and developing the health post insurance schemes to achieve greater coverage; and more realistic economic base for activities.

b) Primary Health Care Provision:

i. Comprehensive Health Care:

- Increasing and developing the coverage of, and capabilities for, promotion of health through education - particularly in the area of Nutrition and the nutrition-related areas of agricultural production and irrigation;
- Increasing and developing the coverage of, and capabilities for, prevention of health problems through immunization, family planning, sanitation and drinking water services in the community and/or programme;
- Increasing and developing the coverage of, and capabilities for, primary curative care through MCH clinics and EHS Health Posts;
- Increasing and developing the programme's administrative support systems capacities, particularly in the areas of field supervision, provision of drugs and supplies, communication and personnel management.

ii. Facilities:

- Maintaining the present three Health Post facilities.
- Completing the construction of Chaughare Health Post and staff quarters and Badegaon staff quarters;
- Commencing and completing the construction of the Asrang staff quarters and Bhattedanda Health Post.

c) National/District Programme Development:

- i. Participating in, and cooperating with, the CPHCP/PM Functional Coordinating Committee;
- ii. Seeking an agreement among UMN, HMG/N MOH and Lalitpur District Administration for CPHCP to operate as the Lalitpur District Health Office;
- iii. Introducing mental and dental health training and services into the CPHCP basic health services system;
- iv. Analyzing base-line and experiential data from the initial phase of the Urban CPHCP;
- v. providing opportunities of field-training and experience to students from IOM and paramedical workers from other agencies or programmes.

5. Planned Evaluation/Research

- a) Evaluation of Needs: See of Activities a.i .
- b) Evaluation of programme Output: Assessing MCH activities and TBA/Volunteer contributions comparing one MCH sub-centre with one EHS/HP sub-centre.
- c) Evaluation of Outcome: Analyzing report of Asrang Panchayat Survey in light of interim programme activities and Analyzing repeat of Round worm survey in light of interim programme activities.

6. Personnel and Training

Posts for UMN workers:

Community Medical Officer
Training Coordinator
Building Supervisor
Planning Officer
Community Health Nurse
Director's Personal Assistant/Secretary
Urban Program Coordinator

Nepali FTE 131.5

COMMUNITY DEVELOPMENT ASSISTANCE PROJECT, LALITPURPlan for July 1985 - July 19861. Project Description

Community Development Assistance Project is an integrated development programme working in Lalitpur District.

The project geography is steep hills with south facing slope, predominantly used for raising agricultural dry land crops and livestock. Very little timber forest remains on the steep slopes, thus young unstable land and deforestation has caused severe erosion.

Agricultural cash crops are pulses, mustard seed oil, livestock products and some fruit. Forest areas are harvested for edible leaves, roots and saleable herbs and moss. Food sufficiency is 60 - 75%. Schools in the area are up to class 7.

2. Long-Term Objectives

- a) To assist the people in the project area with development, so that there will be conscious, planned, continuous and measurable progress reflected in the wellbeing of each family member.
- b) To further development in Nepal, sharing information and provide assistance to other community development programmes in training, orientation with CDAP technicians and field experience.

3. Annual Objectives/Activities

- a) Provide an administrative structure which will support and facilitate project component staff activities in order that they may achieve their annual objectives.

Activities:

- Evaluate with CDAP staff current project communication difficulties. seek technical advice and solution, propose changes, implement approved changes.

- Objective fulfilling activities such as liason, information gathering, negotiate for training instruction, technical assistance, office clerical work, accounting, purchasing and reporting.

- The Project Director will spend as much time as possible in the project area.

- b) That UMN Rural Development work in Lalitpur have legitimacy in HMG/N Lalitpur District, so that project components activities may be negotiated and clarified under the HMG/N Decentralization Act implementation.

Activities

- To continue dialogue and planning (with CPHCP and through HSB/HSS with the Ministry of Health officials) for permission of UMN Rural Development activity in Lalitpur District.

- Continue meetings with district officials to receive advice, programme assistance, clarifications and define areas of programme responsibility through the External Advisory Committee, District Health and Population committee as well as the Rastriya Panchayat Member.

- c) To do agricultural development that improves production, reduces crop storage losses, improves family well-being and beneficially effects the environment.

- d) Food Technology: development will benefit women in their food related activities, introduce appropriate food related technology, develop viable sources of income, and establish a channel to allow local need to be addressed by gov't and other organizations.

Activities: Motivation activity in village homes, research and testing of new devices, train women, identify marketable local resources, maintain dialogue with gov't and other organizations.

- e) Livestock development shall improve animal health, increase animal production, and gross income, expand farmer technical knowledge of animal husbandry, improve fodder supply and storage.

Activities: Livestock extension activities in disease prevention, Management, feeding, raising improved breeds, demonstration and research in small animal raising, silage and fodder storage and new animal breeds.

- f) Non-formal Education development shall encourage the community of Asrang in traditional activities helpful to their welfare; planning development activities for literacy, social development cooperation and community ownership of a water-mill business and facilitate the integration of all component activities in Asrang Panchayat.

Activities: living, learning, working, teaching, planning, motivating the communities through core group training and social interaction.

- g) Nutrition development shall improve the nutritional status in the project area and integrate nutrition with all project components.

Activities: Nutrition extension, nutrition training and demonstration in communities, materials development, advising and giving orientation.

- h) Drinking Water development shall provide clean drinking water to the community, train the community in water system use and maintenance, sanitation and smokeless stove construction.

Activities: Motivation activity in community cooperation in planning, maintenance and building their water systems, as well as training activities as required.

- i) Rural Industries development shall assist in social and economic development which creates cash generating activities at the local level, mobilize local and external resources and will test new appropriate technologies.

Activities: Community motivation in problem solving, identifying local resources, possible cash generating activities, planning execution of appropriate solutions, arranging external resources, providing technical input and training, village testing of new machines.

- j) Tree Planting shall supply agreed upon seedlings to plant which will provide fodder, fuel, timber, agroforestry income generation, do soil erosion control demonstration, encourage resource management and reforestation.

Activities: Nursery worker training, nursery establishment and support community motivation for planning, planting and management of trees technical advice on resource management, production and promotion of agroforestry species.

4. Interrelationships

The project will seek to work cooperatively with, consult, request assistance, material and services from the following:

a) HMG/N

Agricultural Development Bank
Government Agricultural Centre, Khumaltar
Government Agricultural Supply Centre, Teku
Government Ministry of Agricultural Offices, Harihar Bhawan
Government Veterinary Office, Tripureswor
Community Forestry Programme
Nepal/Australia Forestry Project
Royal Nepal Drugs
Horticultural Farm, Kirtipur, Godawari
Ministry of Education
Women's Development Section (Ministry of Panchayat & Development)

Nutrition Cell
HMG/N District Office
District Local Development Office
District Agricultural Office
District Education Office

b) United Mission to Nepal

Language and Orientation Programme
Non-formal Education Office
Rural Development Centre
Development Consulting Service
Health Services Office
Other UMN Field Projects

c) Other Development Agencies

SPACE (formerly HA DS)
SATA
Seti Project
Non-formal Education Centre
World Neighbors
Save the Children (Norway)
Plan/Nepal (Foster Parent Plan)
FAO Save the Grain Programme
UNICEF - Rural Technologies
Rural Reconstruction - Nepal Chapter
Information Network on Women in Development
Information Network on Non-formal Education

d) Community Involvement This will be formal for planning finalization and negotiation for work responsibilities at the district level with the Health and Population Planning Committee as well as the District Decentralization Coordinating Committee. Formally at the village ward level with the village (ward) Development Committee and the Village panchayat. Formally at the village ward level with the village (ward) Development Committee and the villagers. Involvement will also include the providing and sharing of resources.

5. Research & Development

- Test the hand flour mill
- Rural equipment tests by farmers of equipment
- Asrang Non-formal Education programme.

6. Evaluation

A formal comprehensive evaluation arranged by the studies and evaluation programme of RDC for completion by January 1986 is planned.

7. Personnel Training

- a) Staff Training: To provide applicable job training courses for the professional up-grading of staff.
- Look for such training courses available in Nepal and India which have advantages for the programme and staff as well as can be funded within the project funding.
 - Seek opportunities for in-project training provided by Nepal based experts (RDC, Government and from other sources).

b) Posts for UMN personnel (9)

Project Director
Administrator/Business Manager
Community Development Motivator x 2
Agricultural Extension Advisor
Agriculturalist
Food Technologist
Non-formal Educator
Forester/Horticulturalist

c) Nepali Posts: 53.25

APPENDIX 27

NURSE CAMPUS, U.M.N. PROGRAMME

Plan for July 1985 - July 1986

1. Programme Description

The Nurse Campus is a United Mission to Nepal (UMN) funded campus of Tribhuvan University (TU), Institute of Medicine (IOM), which educates Nepali women in basic nursing. The training period for students is three years in this Certificate Level programme. At present there are 77 students, 11 full-time teachers, 4 part-time teachers, 3 administrative staff, 1 part-time librarian and 14 ancillary staff at the campus.

2. Programme Objectives

The overall aim is to educate Nepali women to be beginning practitioners in nursing in the hospital and community.

Objectives are:

- a) To continue certificate level nursing education for Nepali women.
- b) To facilitate the continuing education for teachers.
- c) To maintain/improve relationships with the hospital, community, and the University.
- d) To continue offering the use of teaching personnel to assist in the development of nursing programme at various levels.
- e) To improve existing methods of counseling and guidance for both students and staff.
- f) To revise evaluation format used in course evaluation.
- g) To evaluate courses at the end of the academic year.
- h) To investigate the possibilities of purchasing a new campus vehicle.

3. Programme Activities

- a) To maintain the yearly intake of 30 students.
- b) To continue sending the teachers for continuing education.
- c) To continue to improve relationships with the hospitals and community areas used for the students' learning experiences through the established Coordinating committee with Patan Hospital and through direct personal contact with the personnel at the other facilities.
- d) To consider sending personnel from our campus to assist in curriculum use and development at any Institution or Project as requested.
- e) To continue and improve a counseling and guidance programme involving students and staff.
- f) To form a Committee for the revision of the course evaluation format.
- g) To discuss and plan for the purchase of a new suitable campus vehicle.

4. Planned Evaluation/Research

Teachers will do research, using criteria set up by the T.U., Institute of Medicine. Programme and staff evaluation will continue to be done on a yearly basis.

5. Personnel Posts

Senior Tutors x 2

Librarian

Non-Nursing Tutor (Pharmacology)

Nepali Posts 35

PATAN HOSPITALPlan for July 1985 - July 19861. Summary

On the basis of increasing experience in operating the completed hospital, the main efforts will be directed towards consolidating and further implementing the Long Term Plan.

2. Activities

Patan Hospital will continue to

- a. Seek and implement an appropriate level of patient care.
- b. Provide clinical facilities for trainees from the Institute of Medicine, UMN and other organisations as needed.
- c. Seek ways of further improving the referral system and help to develop the Insurance Scheme and other means of supporting Lalitpur CPHCP.
- d. Attempt to use the full ward capacity for care of seriously ill patients.
- e. Continue the In-Service Education programme.
- f. Seek to obtain a satisfactory agreement with HMG/N for the running of the Hospital.
- g. Strengthen the Patan Hospital Board on the basis of this agreement.
- h. Revise fees and charges as needed.
- i. Develop long term plans in accordance with the plans of HMG/N for Lalitpur District.

3. Community Involvement

See c. and g. above.

4. Evaluation/Research

In addition to its regular monitoring of statistics and of care delivered, Patan Hospital will receive any recommendation and advice arising from the UMN Evaluation Study and implement them as appropriate.

5. Personnel

As far as possible, we will operate within the present total number of approved staff, 297.7. As the Patan Hospital Board was informed on 2041-10-2 (15-1-1985), in-patient care is hampered by lack of trained nurses. Attempts will continue to be made to recruit more trained nursing staff.

UMN personnel currently total 18, of whom 8 will be leaving permanently or temporarily in 1985/86. At least 6 will need to be replaced permanently by Nepalis if UMN replacements are not available.

Planned training for Nepali staff is as follows:-

- 2 nurses: Ward Sister Training, Indore
- 2 nurses: Nursing Admin/Teaching course, Indore
- 2 nurses: Post basic training, Institute of Medicine.

If upgrading courses become available at the Institute of Medicine, we would hope to send paramedical staff for these also.

Expatriate Posts:

- General Practitioner x 4
- Dentist x 2
- Staff Nurse x 10
- Physiotherapist x 2
- Lab Technologist x 2

Nepali Post: 289

APPENDIX 29

UMN APPROVED POSTS, APRIL 1985

1) SUMMARY

| | <u>Posts for H.S.B. personnel</u> | <u>Posts for E.D.B. personnel</u> | <u>Posts for E.B. personnel</u> | <u>Posts for Admin. personnel</u> | <u>Total posts in projects</u> |
|--------------------------------------|---|---|---|---|--|
| Posts in HSB projects | 99½ | 15½ | 3½ | 12 | 13 0½ |
| | (+ 12 adm) | | | | |
| Posts in EDB projects | 2½ | 81 | 2 | 5½ | 91 |
| | (+ 5½ adm) | | | | |
| Posts in EB projects | 5 | 7 | 45½ | 2 | 59 |
| Posts in non-UMN related projects | 8 | 0 | 0 | 0 | 8 |
| | 115 | 103½ | 51 | 19½ | 289 |
| Posts in Administration | | | | 24 | 24 |
| TOTAL POSTS | | | | | <u>313</u> |

Notes:

- 1) While all approved projects and posts have been listed as under the UMN Functional Boards, it is of course recognised that quite a number of these are government projects, or posts in government and other projects. But they are "UMN approved posts" in the sense that the UMN is actively involved in the work and committed to seeking workers to fill these posts. Those actually listed as 'seconded posts' in the last section of each FB are inter-functional, or in projects outside direct UMN involvement.
- 2) In addition to those listed, the following numbers of workers are on furlough or expected in the February 1984 LOP program, available for assignment later on. A few on furlough whose return is very indefinite have not been counted.

HSB: 18
 EDB: 12
 EB: 7
 Admin: 2

2) HEALTH SERVICES BOARD

HEALTH SERVICES OFFICE

| a. <u>Office</u> | <u>HSB</u> | <u>EDB</u> | <u>EB</u> | <u>ADMIN</u> |
|--|------------|------------|-----------|--------------|
| Health Services Secretary | 1 | | | |
| Assist. Health Services Secretary | 1 | | | |
| Training and Manpower Advisor | 1 | | | |
| Business Manager | | | | 1 |
| Secretary, Administrative Office | | | | 1 |
| b. <u>Consultants</u> | | | | |
| Sr. Health Care Consultant, Evaluation Study | 1/2 | | | |
| Assist., Evaluation Study | 1 | | | |
| Health Care Consultant | 1 | | | |
| Health Care Consultant | 1 | | | |
| Health Care Consultant (Med. Coordinator) | 1 | | | |
| Nutrition Consultant | 1 | | | |
| Assist. Nutrition Consultant | 1 | | | |
| Statistician | 1 | | | |
| Biomedical Technician | | 1 | | |
| Open House Clinic Nurse In-charge | 1 | | | |
| Librarian | | | | 1 |
| Computer Programmer | | | | 1/2 |
| c. <u>Special Programmes</u> | | | | |
| Mental Health - Psychiatrist | 1 | | | |
| Psychiatrist | 1 | | | |
| Mental Health Educator | 1 | | | |
| Building/Engineer Kathmandu | | 1 | | |
| d. <u>Dental Programmes</u> | | | | |
| Dentist - Patan | 1 | | | |
| Patan | 1 | | | |
| Dentist - Tansen | 1 | | | |
| Tansen | 1 | | | |
| Dentist - Research, Training relief | 1 | | | |
| Research, Training relief | 1 | | | |
| Research, Training relief | 1 | | | |
| Oral Hygienist | 1 | | | |

PALPA PROJECT

| | |
|----------------------------------|-----|
| a. <u>Project Administration</u> | |
| Administrative Officer | 1 |
| Maintenance Supervisor | 1 |
| Maintenance Supervisor | 1/2 |
| Hostess | 1 |
| Engineer/Building Supervisor | 1 |
| Builder | 1 |

| | <u>HSB</u> | <u>EDB</u> | <u>EB</u> | <u>ADMIN</u> |
|---------------------------------|------------|------------|-----------|--------------|
| b. <u>Hospital</u> | | | | |
| Ward Sister | 1 | | | |
| Staff Sister | 1 | | | |
| Medical Director | 1 | | | |
| Paediatrician/GP | 1 | | | |
| Obst/Gyna/GP | 1 | | | |
| General Practitioner | 1 | | | |
| General Practitioner | 1 | | | |
| General Practitioner | 1 | | | |
| Internist/GP | 1 | | | |
| OPD Nurse | 1 | | | |
| Nurse Anaesthetist | 1 | | | |
| Surgeon | 1 | | | |
| Lab. Technician | 1 | | | |
| Pharmacist | 1 | | | |
| Dental Surgeon | | | | |
| c. <u>CHP</u> | | | | |
| Director | 1 | | | |
| Medical Officer | 1 | | | |
| Sr. Community Health Consultant | 1 | | | |
| Nutritionist | 1 | | | |
| Secretary | | | | ½ |
| Agriculturalist | | 1 | | |
| Agriculturalist | | 1 | | |
| Dentist (also listed under HSO) | | | | |
| Supervisor/Nurse Midwife | 1 | | | |
| Community Health Nurse | 1 | | | |

GORKHA PROJECT

a. Area Services

| | | | | |
|------------------------|--|---|---|---|
| Business Manager | | | 1 | |
| Maintenance Supervisor | | 1 | | |
| Secretary | | | | ½ |

b. Hospital

| | | | | |
|-----------------------|------------|---|--|--|
| Medical Director | ½ | | | |
| Surgeon/GP | 1 | | | |
| Surgeon/GP | 1 | | | |
| Paediatrician/GP | 1 | | | |
| Internist/GP | 1 | | | |
| Nurse Supervisor | 1 | | | |
| Staff Nurse | 1 | | | |
| Maintenance In-charge | } under a. | | | |
| Business Manager | | | | |
| Hospital Visitor | | 1 | | |

c. CHP

| | | | | |
|--------------------------------|---|--|--|--|
| CHP Director | 1 | | | |
| Community Health Nurse/Midwife | 1 | | | |
| Community Health Nurse/Midwife | 1 | | | |
| Community Health Nurse | 1 | | | |
| MCH Nurse Supervisor | 1 | | | |
| Community Health Physician | 1 | | | |

| | <u>HSB</u> | <u>EDB</u> | <u>EB</u> | <u>ADMIN</u> |
|----------------------------------|------------|------------|-----------|--------------|
| Nutritionist | 1 | | | |
| Com. Dev. Worker/Drinking Water | | 1 | | |
| Com. Dev. Worker/Non-Formal Edn. | | | 1 | |
| Maintenance Supervisor | | | | |
| Business Manager | | | | |
| } under a. | | | | |

OKHALDHUNGA PROJECT

a. Administration

| | | | | |
|------------------------|--|---|--|---|
| Business Manager | | | | 1 |
| Maintenance Supervisor | | 1 | | |

b. Dispensary

| | | | | |
|------------------------|---|--|--|--|
| General Practitioner | 1 | | | |
| General Practitioner | 1 | | | |
| Business Manager | | | | |
| Maintenance Supervisor | | | | |
| } under a) | | | | |

c. CHP

| | | | | |
|---------------------|---|---|-----|--|
| CHP Nurse | 1 | | | |
| CHP Nurse | 1 | | | |
| Agriculturalist | | 1 | | |
| Non-Formal Educator | | | 1/2 | |
| Water Engineer | | | | |
| Business Manager | | | | |
| } under a) | | | | |

PATAN HOSPITAL

| | | | | |
|---------------------------|-----|--|--|---|
| Paediatrician | 1 | | | |
| Obstetrician | 1 | | | |
| General Practitioner | 1 | | | |
| General Practitioner | 1 | | | |
| General Practitioner | 1 | | | |
| General Practitioner | 1/2 | | | |
| Anaesthetist | 1 | | | |
| Pathologist | 1 | | | |
| Dentist | | | | |
| Dentist | | | | |
| Nursing Superintendent | 1 | | | |
| In-service Nurse Educator | 1 | | | |
| Staff Nurse | 1 | | | |
| Staff Nurse | 1 | | | |
| Staff Nurse | 1 | | | |
| Staff Nurse | 1 | | | |
| Staff Nurse | 1 | | | |
| Staff Nurse | 1 | | | |
| Staff Nurse | 1 | | | |
| Staff Nurse | 1 | | | |
| Staff Nurse | 1 | | | |
| Medical Social Worker | 1 | | | |
| Physiotherapist | 1 | | | |
| Physiotherapist | 1 | | | |
| Lab Technologist | 1 | | | |
| Lab Technologist | 1 | | | |
| Secretary | | | | 1 |
| Nurse Anaesthetist | 1 | | | |
| Pharmacist | 1 | | | |

| | <u>HSB</u> | <u>EDE</u> | <u>EB</u> | <u>ADMIN</u> |
|----------------------------------|------------|------------|-----------|--------------|
| <u>NURSING CAMPUS</u> | | | | |
| Senior Tutor (Lecturer) | 1 | | | |
| Senior Tutor (Lecturer) | 1 | | | |
| Senior Tutor (Lecturer) | 1 | | | |
| Non-nursing Tutor (Pharmacology) | ½ | | | |
| Librarian | | | | ½ |
| <u>CPHCP</u> | | | | |
| Community Medical Officer | 1 | | | |
| Community Medical Officer | 1 | | | |
| Training Coordinator | 1 | | | |
| Building Supervisor | | 1 | | |
| Planning Officer | | | | 1 |
| Community Health Nurse | 1 | | | |
| Director's Personnel Ass/Sec. | | | | 1 |
| Urban Program Health Consultant | ½ | | | |
| <u>CDAP</u> | | | | |
| Director | 1 | | | |
| Adm/Business Officer | | | | 1 |
| C.D. Motivator | 1 | | | |
| C.D. Motivator | 1 | | | |
| Agriculture Extension Advisor | | 1 | | |
| Agriculturalist | | 1 | | |
| Food Technologist | | | | |
| Hort/Forester | | 1 | | |
| Non-Formaleducator | | | 1 | |
| Non-Formal educator | | | 1 | |
| | 99½ | 15½ | 3½ | 12 |

SECONDED POSTS

a. EDE Projects:

| | |
|----------------------------------|---|
| Butwal, Nurse | ½ |
| Nawal Parasi, Com.Health Trainer | 1 |
| Surkhet, Com. Health Educator | 1 |

b. EB Projects:

| | |
|--------------------------------------|---|
| Jumla, Community Medical Coordinator | 1 |
| Jumla, Health Course, Head of Dept. | 1 |
| Jumla, Health Course teacher | 1 |
| Jumla, Community Health Nurse | 1 |
| Mahendra Bhawan, School Nurse | 1 |

c. Non-UMN-related Projects:

| | |
|----------------------------|---|
| IOM Lecturer, Nurse Campus | 1 |
| IOM Lecturer, Nurse Campus | 1 |
| IOM Lecturer, Nurse Campus | 1 |
| IOM Professor Nurse Campus | 1 |
| Lahan, Ophthalmologist | 1 |
| Lahan, Ophthalmologist | 1 |
| Paimey, Social worker | 1 |
| Paimey, Health worker | 1 |

3) ECONOMIC DEVELOPMENT BOARD

| | <u>HSB</u> | <u>EDB</u> | <u>EB</u> | <u>ADMIN</u> |
|---------------------------------|------------|------------|-----------|--------------|
| <u>EDB SERVICE OFFICE</u> | | | | |
| Economic Development Secretary | | 1 | | |
| Assistant EDS | | 1 | | |
| Administrative Assistant to EDB | | 1 | | |
| Personal Secretary | | | | 1 |
| Manager, EDBSO | | | | 1 |

BUTWAL AREA

| | | | | |
|--------------------|---|--|--|---|
| Guesthouse Hostess | | | | 1 |
| Project Nurse | ½ | | | |

DEVELOPMENT & CONSULTING SERVICES

a. Administration and Design Office

| | | | | |
|-------------------------------------|---|--|--|---|
| Director | 1 | | | |
| Administrative Secretary | | | | 1 |
| Librarian | | | | ½ |
| Co-ordinator/Cost Consult. | 1 | | | |
| Design Supervisor/Architect | 1 | | | |
| Structural Engineer | 1 | | | |
| Structural Engineer | 1 | | | |
| AHREP Design Consultant | 1 | | | |
| Civil Engineer | 1 | | | |
| Surveyor | 1 | | | |
| Building Materials Technician | 1 | | | |
| Roofing Tiles Sub Program In-charge | 1 | | | |

b. Consultants, etc.

| | | | | |
|---|---|--|--|--|
| Rural Equip. In-charge/Dev. Engineer | 1 | | | |
| Rural Equip. Program, In-charge | 1 | | | |
| Rural Development Engineer | 1 | | | |
| Rural Development Engineer | 1 | | | |
| Bio-Fertilizer, In-charge | 1 | | | |
| Bio-Fertilizer, Chemical Engineer | ½ | | | |
| Ropeways Consultant | 1 | | | |
| Consultant of Sales & Marketing of Industrial Products | 1 | | | |

INDUSTRIAL DEVELOPMENT PMC AND RELATED INSTITUTIONS

a. ID PMC

| | | | | |
|----------------------------|---|--|--|---|
| Executive Secretary | 1 | | | |
| Secretary | | | | ½ |
| Industrial Sociologist | 1 | | | |
| Management Training Coord. | 1 | | | |

b. BTI/BEW/BPF/HATC

| | | | | |
|--|---|--|--|--|
| BTI/ HATC Industrial Training Consultant | 1 | | | |
| Advisor to BEW Manager | ½ | | | |
| Design Manager BEW | 1 | | | |
| Design Engineer BEW | 1 | | | |
| Business Consultant Technical Co-operative | ½ | | | |
| Production Manager BEW | 1 | | | |
| Electronics Engineer, BTI | 1 | | | |
| Master Mechanic, BEW | 1 | | | |
| Plywood Technician, BPF | ½ | | | |
| Forestry Advisor, BPF | 1 | | | |

| | <u>HSB</u> | <u>EDB</u> | <u>EB</u> | <u>ADMIN</u> |
|---|------------|------------|-----------|--------------|
| <u>c. Himal Hydro</u> | | | | |
| General Manager | | 1 | | |
| Dep. General Manager | | | | 1 |
| Chief Engineer | | 1 | | |
| Liaison Engineer | | 1 | | |
| Senior Site Engineer | | 1 | | |
| Site Engineer | | 1 | | |
| Site Engineer | | 1 | | |
| Site Engineer | | 1 | | |
| Site Engineer | | 1 | | |
| Senior Site Supervisor | | 1 | | |
| Plant Engineer | | 1 | | |
| Installation/Maintenance Engineer | | 1 | | |
| Engineering Geologist | | 1 | | |
| Materials Technologist | | 1/2 | | |
| Contracts Engineer | | 1 | | |
| Hydrologist/Water Engineer | | 1 | | |
| <u>d. Power Company</u> | | | | |
| Manager | | 1 | | |
| Electrical Engineer | | 1 | | |
| Mechanical Engineer | | 1/2 | | |
| Linesman Supervisor | | 1 | | |
| Linesman Supervisor | | 1 | | |
| Electrician Supervisor | | 1 | | |
| <u>RURAL DEVELOPMENT CENTRE</u> | | | | |
| <u>a. Administration</u> | | | | |
| Director | | 1 | | |
| Computer Programmer | | | | 1/2 |
| <u>b. Studies & Investigation Programme</u> | | | | |
| Section Leader | | 1 | | |
| <u>c. Animal Health Improvement Programme</u> | | | | |
| Section leader | | 1 | | |
| Veterinarian | | 1 | | |
| Animal Husbandry Specialist | | 1 | | |
| <u>d. Horticulture/Agronomy Programme</u> | | | | |
| Horticulturalist | | 1 | | |
| <u>e. Tree Planting/Forestry Programme</u> | | | | |
| Section Leader | | 1 | | |
| Silviculture Advisor | | 1 | | |
| Water Systems Advisor | | 1 | | |
| Water Systems Advisor | | 1 | | |
| <u>f. Rural Industries Programme</u> | | | | |
| Section Leader | | 1 | | |
| Marketing Consultant | | 1 | | |
| Technologist | | 1 | | |
| Rural Technology Consultant | | 1 | | |
| Food Technologist Scientist | | 1 | | |
| Food Technologist | | 1 | | |

ANDHIKHOILA PROJECT

| | HSB | EDB | EB | ADMIN |
|---|-----|-----|----|-------|
| Project Director | | 1 | | |
| Irrigation Programme Coordinator | | 1 | | |
| Irrigation Engineer | | 1 | | |
| Agriculture Programme Coordinator | | 1 | | |
| Rural Industries Programm Coordinator | | 1 | | |
| Forest Soil & Water Cons. Programme Co-ordinator | | 1 | | |
| NFE Programme Coordinator | | | 1 | |
| Rural Development Worker | | 1 | | |
| Rural Development Worker | | 1/2 | | |

NAWAL PARASI HILLS DEVELOPMENT PROJECT

| | | | | |
|---------------------------------------|---|---|--|--|
| Director | | 1 | | |
| Agriculturalist | | 1 | | |
| Adviser to Rural Industries/marketing | | 1 | | |
| Community Health Trainer | 1 | | | |
| Drinking Water Sanitation | | 1 | | |

SURKHET PROJECT

| | | | | |
|---------------------------|-------|-------|---|-------|
| Director | | 1 | | |
| Agriculturalist | | 1 | | |
| Field Worker/NFE | | | 1 | |
| Community Health Educator | 1 | | | |
| | 2 1/2 | 8 1/2 | 2 | 5 1/2 |

SECONDDED POSTS

a. HSB Projects:

| | |
|---|-----|
| HSO, Biomedical Technician | 1 |
| HSO, Building engineer | 1 |
| Palpa, Maintenance Supervisor | 1 |
| Palpa, Maintenance Supervisor | 1/2 |
| Palpa, Engineer/Building Supervisor | 1 |
| Palpa, Builder | 1 |
| Palpa, Agriculturalist | 1 |
| Palpa, Agriculturalist | 1 |
| Gorkha, Maintenance Supervisor | 1 |
| Gorkha, Dev. Worker/Drinking Water | 1 |
| Okhaldhunga, Maintenance Supr/Water engineer | 1 |
| Okhaldhunga, Agriculturalist | 1 |
| CPHCP, Building Supervisor | 1 |
| CDAP, Agriculture Extension Advisor | 1 |
| CDAP, Agriculturalist | 1 |
| CDAP, Horticulturalist/Forester | 1 |

b. EB Projects:

| | |
|---|---|
| Jumla, Construction, Head of Dept. | 1 |
| Jumla, Construction course Teacher | 1 |
| Jumla Agriculture course, Head of Dept. | 1 |
| Jumla Site Engineer | 1 |
| Jumla Sawmill Supervisor | 1 |
| Jumla Forester | 1 |
| Jumla Agriculture Extension worker | 1 |

22 1/2

4) EDUCATION BOARD

HSB

EDB

EB

ADMIN

EB SERVICE OFFICE

| | | | | |
|--------------------------------------|--|--|---|-----|
| Education Secretary | | | | 1 |
| Education Asst. Edn. Secretary | | | | 1 |
| Language Consultant | | | | 1 |
| Material Development Coordinator | | | | 1 |
| Consultant Librarian | | | | 1 |
| Non-formal Education Resource Worker | | | | 1 |
| Orientation Admiutstrator | | | | 1/2 |
| Culture Resource Worker | | | | 1/2 |
| Secretary, Education Office | | | 1 | |
| Education Consultant Research Worker | | | 1 | |

POKHARA

| | | | | |
|-----------------------------------|--|--|--|-----|
| Headmaster, GAMV | | | | 1 |
| English Teacher GAMV | | | | 1 |
| PE/extra curricular teacher, GAMV | | | | 1 |
| Maths Teacher, GAMV | | | | 1 |
| Science teacher, GAMV | | | | 1 |
| Junior School Supervisor, GAMV | | | | 1 |
| Scholarship Officer, GAMV | | | | 1/2 |
| Administrator, GAMV | | | | 1 |
| Teacher, Kaski District | | | | 1 |
| Teacher, Kaski District | | | | 1 |

GORKHA DISTRICT

| | | | | |
|----------------------------|--|--|--|---|
| Teacher (Makaising) | | | | 1 |
| Teacher (Thalajung) | | | | 1 |
| Teacher (Namjung) | | | | 1 |
| Teacher (Makaising) | | | | 1 |
| Teacher (and NFE, Namjung) | | | | 1 |
| Teacher (Thalajung) | | | | 1 |

JUMLA PROJECT

| | | | | |
|---|---|---|--|---|
| Project Director | | | | 1 |
| KTS Co-Principal | | | | 1 |
| Construction Course Head of Department | | 1 | | |
| Construction Course Teacher | | 1 | | |
| Agriculture Course Head of Department | | 1 | | |
| Community Medical Coordinator | 1 | | | |
| Health Course Head of Department | 1 | | | |
| Health Co use Teacher Course | 1 | | | |
| Business Manager | | | | 1 |
| Librarian | | | | 1 |
| Appropriate Technology Extension Worker | | | | 1 |
| Site Engineer | | 1 | | |
| Sawmill Supervisor | | 1 | | |
| Forester | | 1 | | |
| Agriculture Extension Worker | | 1 | | |
| Community Health Nurse | 1 | | | |
| Local School Teacher | | | | 1 |
| Local School Teacher | | | | 1 |
| Teacher Trainer | | | | 1 |
| Teacher Trainer | | | | 1 |

TEACHER TRAINERS

| | | | | |
|----------------------|--|--|--|---|
| P.N. Campus, Pokhara | | | | 1 |
| Butwal Campus | | | | 1 |

| | <u>HSB</u> | <u>EDB</u> | <u>EB</u> | <u>ADMIN</u> |
|------------------------------------|------------|------------|-----------|--------------|
| <u>TUTORIAL GROUPS</u> | | | | |
| Tutor for Kathmandu Dutch Group | | | 1 | |
| Tutor for Butwal Group | | | 1 | |
| Tutor for Butwal Group | | | 1 | |
| Tutor for Jumla Group | | | 1 | |
| Tutor for Amp Pipal Group | | | 1 | |
| Tutor for Tansen Group | | | 1 | |
| <u>MISCELLANEOUS</u> | | | | |
| School nurse, Mahendra Bhawan | 1 | | | |
| Hostel Worker, Mahendra Bhawan | | | 1 | |
| Children's Hostel Parents | | | 1 | |
| Okhaldhunga, Teacher, local school | | | ½ | |
| <u>BUSINESS SCHOOL</u> | | | | |
| Business Studies Instructor | | | 1 | |
| Secretarial Studies Instructor | | | 1 | |
| English Teacher (Business School) | | | 1 | |
| | 5 | 7 | 4½ | 2 |

SECONDED POSTS

a. To HSB Projects

Gorkha, Com. Develop/Non-Formal /Worker 1
 Okhaldhunga, Non-Formal Education Worker ½
 CDAP, Non-formal educator 1
 CDAP, Non-formal educator 1

b. To EDB Projects

Andhikhola, NFE Program Director 1
 Surkhet, Field Worker/Non-Formal Education 1

5½

5) ADMINISTRATION

HEADQUARTERS

| | |
|--|----------|
| Executive Director | 1 |
| Treasurer | 1 |
| Personnel Secretary | 1 |
| Health Services Secretary | } in HSB |
| Assistant Health Services Secretary | |
| Education Secretary | } in EB |
| Assistant Education Secretary | |
| Economic Development Secretary | } in EDB |
| Assistant Economic Development Secretary | |
| Management Consultant | 1 |
| Management Consultant (short-term) | 1 |
| Treasurer's Assistant | 1 |
| Treasurer's Assistant (part-time) | ½ |
| Business Manager HQ (part-time) | ½ |
| Administrative Secretary | 1 |
| | 1 |
| CDS Director | 1 |
| Assistant to the CSD Director | 1 |
| Secretary of the Mailroom | 1 |
| Information Officer | 1 |
| Auditor | 1 |

| | <u>HSB</u> | <u>EDB</u> | <u>EB</u> | <u>ADMIN</u> |
|--------------------------------|------------|------------|-----------|--------------|
| Computer Technician/Programmer | | | | 1 |
| Hostess | | | | 1 |
| Hostess | | | | 1 |
| Hostess | | | | 1 |
| Hostess | | | | 1 |
| Personal Counsellor | | | | 1 |
| Personal Counsellor | | | | 1 |
| Personal Counsellor | | | | 1 |

22

POSTS IN FB PROJECTS

a. HSB Projects:

| | |
|--------------------------------------|---|
| Business Manager | 1 |
| Secretary, Administrative Office | 1 |
| Librarian | 1 |
| Computer Programmer | ½ |
| Palpa, Administrative Officer | 1 |
| Palpa, Hostess | 1 |
| Palpa, CHP Secretary | ½ |
| Gorkha, Business Manager | 1 |
| Gorkha, Secretary | ½ |
| Okhaldhunga, Business Manager | 1 |
| Patan, Secretary | 1 |
| Nurse Campus, Lalitpur | ½ |
| CPHCP, Planning Officer | 1 |
| CPHCP, Director's Personnel Ass/Sec. | 1 |
| CDAP, Adm/Business Officer | 1 |

b. EDB Projects:

| | |
|-------------------------------|---|
| Personal Secretary, EDBSO | 1 |
| Manager, EDBSO | 1 |
| Butwal, Guesthouse Hostess | 1 |
| DCS, Administrative Secretary | 1 |
| DCS, Librarian | ½ |
| ID PMC, Secretary | ½ |
| Himal Hydro, Dep. G.M. | |
| RDC, Computer Programmer | ½ |

c. ED Projects:

| | |
|-------------------------|---|
| ESO Secretary | 1 |
| Jumla, Business Manager | 1 |

UMN Forestry Policy

The UMN in its Statement of Mission states that it is committed to serve the people of Nepal individually, in communities and as a nation. This policy tries to reflect this commitment as we try to serve the people by giving forestry assistance. It is based on the recognition of the following needs and constraints.

1. The Needs

- a. If the present rate of clearing of forest in Nepal continues, Nepal's forests will be cleared by the year 2000 AD.
- b. The quality and hence productivity of the forest remaining is being severely reduced.
- c. Efforts to replant the land have been inadequate. For example in 1984 about 100,000 ha of forest were cleared while only an estimated 7,000 ha were planted.
- d. Forests are needed to provide energy for cooking and warmth, fodder for animals, raw material for industry, land stabilization, clean water and watershed protection and a range of other benefits both direct and indirect. Deforestation then affects every aspect of life in Nepal.
- e. Without reforestation work being carried out in any of the UMN's rural development project areas most of the benefits of the development work will soon be restricted or removed altogether.

2. The Constraints

- a. Work must be done within the constraints of the laws and policies of His Majesty's Government of Nepal.
- b. Local community and organization involvement in any work is essential. Developing awareness of the problem and training for eventual local management of projects work must be a part of any scheme.
- c. UMN's own resources, especially manpower, must be seen as a constraint. Any new work must be designed to work within this, and the UMN must seek to develop its resources to meet this challenge.
- d. Poverty is perhaps the greatest constraint to forest development in Nepal. Where possible reforestation work will seek to alleviate poverty and ease the lot of the less advantaged of the community.

3. The Policy

The UMN, for each area in which it is involved and co-operating with other concerned organizations, has the following objectives:

- a. All available and suitable land will be planted under forest.
- b. Landowners will be as close to self-sufficiency for fuel, fodder and other forest products from their own land as they can practically be. This will be done without the land losing its overall productivity, and in an integrated manner which seeks to develop the whole farm system.
- c. Local people and indigenous groups and organizations (including private companies) will be able to tend, manage, protect and utilize the forests and trees in their control. They will eventually obtain from these forests and trees optimum benefit in perpetuity without being dependent on foreign money or technical assistance.
- d. The efficient utilization of the range of products from the forests and trees will be fully and appropriately developed. Where possible suitable and acceptable alternatives to forest products will be introduced.

HEALTH SERVICES OFFICES

(Incorporating Health Services Support Project)

Revised Annual Plans, 1984/85

Background

Both the Health Services Office and the Health Services Support Project have in a variety of ways provided guidance, support and consultation to the Health Services Projects and programmes, health services personnel seconded to other programmes and, on request, programmes of the other functional boards of UMN.

In 1983 the Health Services Office was brought together with the Health Services Support Project under the one roof in "Open House". Small adjustments were made at that time. For example, some Nepali Staff were made available by HSSP to serve HSO as well. Apart from that, the HSO and HSSP have continued under separate administration, separate budgets and with separate secretarial staff.

There are several reasons and eventualities which lie behind the formulation of a plan for unifying and rationalizing the two separate offices under a single administration. The plan has been discussed and initially agreed upon by the personnel of HSSP and HSO.

The reasons behind it are as follows:

1. HSSP has been struggling to fulfill all its supportive functions because of staff vacancies and rapid turnover. Efforts to obtain long-term staff have been largely unsuccessful, which has meant a very heavy load for the Director. Therefore re-allocation of some of the functions of HSSP among HSO staff will mean that more shoulders bear the burden of support to the projects.
2. The separate administration, secretarial services and budgeting has meant some duplication of staffing requests, services and an unnecessarily complex structure and division of effort, as well as an in-appropriate use of space. The rationalization of secretarial services into a single Administrative Office and the unification of budgets, accounting and cash handling under a Business Manager will simplify and strengthen these areas.
3. It is sound practice to periodically re-define the functions of any programme, specially a supportive one, to incorporate changes and remain relevant. It is also a wise principle to, as far as possible, allocate work according to gifts.
4. The advent of the Community Mental Health Programme and UMN HSB Evaluation Study mean that space, facilities and personnel need to be made available for these at this time.

Finally, there seems to be no good reason for having two separate administrations for functions which have the common aim to be supportive to the Health Services Projects/Programmes.

All these above are taken into consideration in presenting this Revised Annual Plan at this time.

Description

The Health Services Offices, combining and rationalizing the functions and resources of the Health Services Office and the Health Services Support Project, will offer facilities, personnel, services, aimed at providing advice, guidance and support to all the projects/programmes of UMN HSB, including seconded personnel and, upon request, to the other functional boards of UMN.

The Health Services Offices will, through periodic input from the projects/programmes and personnel served, revise and adjust its functions and activities as appropriate.

Objectives

1. Consultation and Advice

To provide consultative advisory resource available to both the Health Services Projects/Programmes and the Health Services Secretary. Resource persons will be appointed or identified and called upon for advising on the following:

Nutrition, Health Education, X-ray and laboratory services, Physiotherapy, Nursing Administration and Education, Planning, Evaluation and Research, Hospital Administration, Community Health and Rural Development, Equipment maintenance, Computer Programming, Training and Orientation, HMG Health Policy, Programme Management and Development of Nepali Health Education Materials.

2. Health Care of Board Appointees

To provide guidance and co-ordination of Board Appointee Health Care, according to policy agreed upon by UMN Board through the new post of Medical Co-ordinator who will also oversee the Open House Medical Services (Clinic).

3. Business/Financial

To establish a Business Office to handle the budgetting, accounting, financial and medical supplies inventory and Nepali personnel, management aspects of the Health Services Offices. To provide HSB projects/programmes funding link with the UMN Treasurer's Office, under the guidance of the HSS.

4. Administration

To establish Administrative Office to handle the routine related to Health Services Board Meetings, HSO correspondence, typing, filling, photocopying, duplicating, offices supplies and stocks, preparation of PMC materials for projects with limited resources on request and support of seconded personnel.

5. Development of Programmes of HSB

To guide the development of new initiatives as well as periodically reviewing existing programmes.

New initiatives under development:

- a. Community Mental Health, incorporating a component for working on the drug problem in the Kathmandu Valley. See objectives attached 1.
- b. Exploring, if possible, further involvement in the health services in Jumla, input into certain HMG Hospitals and the implications this may have for personnel secondment.
- c. Obtain further information and experience in working with committees who could own and operate their own primary health care facilities.
- d. To continue to develop a new and special programme for Dental Health.
- e. Evaluation Study of UMN HSB programmes. See attached outline 2.
- f. To respond to new requests as they arise.

6. Seconded Personnel

To provide support and encouragement to UMN BAs seconded to other UMN and non-UMN programmes.

7. To provide the office of the Health Services Secretary and Assistant Health Services Secretary.

8. Health Services Medical Supplies

- a. To act as purchasing agent and distributor of pharmaceuticals.
- b. To procure and supply non-chargeable medicines and vaccines.
- c. To obtain and maintain a limited supply of specific vaccines.
- d. To purchase and distribute health record material.
- e. To distribute UMN-CHP published materials.
- f. Department management.
- g. Medical supplies and equipment procurement.

9. Functions of Health Services Medical Records and Statistics

- a. To maintain contact with HMG/N Ministries and departments, vertical programmes and UMN projects in relation to Medical Records and statistical data and reports required by HMG/N.
- b. To implement centralized recording and reporting system.
- c. To assist programmes in implementing standard reporting and recording systems.
- d. To obtain and maintain supplies of HMG/N statistical forms and registers.

10. Library

- a. Establish, organise and maintain an up-to-date resource collection of books and non-book materials on health-related subjects.
- b. Act as a central respository for UMN produced reports etc.
- c. Provide loan facilities and information services to UMN personnel.
- d. Maintain stocks of printed health education materials for supply to projects.
- e. Liaise and co-operate with other UMN and non-UMN libraries.
- f. Participate in the national HELLIS scheme.

11. Missionwide Maintenance

A. General Maintenance:

Advise project maintenance personnel on items concerning buildings remodelling, electrical wiring, plumbing, vehicles and standard preventative maintenance programmes.

B. Biomedical Maintenance:

Provide qualified technical maintenance of hospital medical equipment to all UMN health posts and hospitals.

12. Health Services Training and Employment Office

To act as a liaison between HMG/N Ministries, projects, departments, IOM, the scholarship committee and UMN programmes, upon request, in the areas:

- a. Nepali manpower recruitment
- b. Inter-UMN project staff transfer
- c. Rotation of nurses on Lond
- d. Admission of Nepali staff to training courses, workshops, refresher courses and programmes of higher education.

SUPPLEMENT 1.

PROPOSED OBJECTIVES OF THE UMN MENTAL HEALTH PROGRAMME

1. Assessment Objectives

- a. To determine the prevalence of mental illness at the community level.
- b. To assess the attitudes of people within the community to mental illness.
- c. To determine the prevalence of mental illness presenting at the level of existing health services.
- d. To determine the attitudes of staff within existing health services to mental illness.
- e. To determine the range of treatment currently being provided for mental illness.

2. Service Objectives

- a. To develop a model of community based service provision in one small area that can be replicable in other areas of Nepal.
- b. To coordinate UMN's mental health activities with HMG's mental health services.
- c. To provide mental health consultation to UMN and other expatriate personnel.
- d. To make preventative mental health care an integral part of all service provision.
- e. To support and provide consultation for programmes in areas allied to mental health.

3. Educational Objectives

- a. To encourage further development of mental health care in Nepal.
- b. To have a role in education about issues of mental health.
- c. To evaluate the objectives of the UMN Mental Health Programme for the purposes of on-going education and development.

SUPPLEMENT 2

PROVISIONAL FORMULATION OF THE DEVELOPMENT OF A COMMUNITY MENTAL HEALTH PROGRAMME, IN ONE COMMUNITY HEALTH PROGRAMME AREA.

Phase I

Data Collection, using a Research Assistant:

- a. O.P.D. (Adult) Screening Survey at District Hospital (Patan), for psychiatric morbidity already presenting, Health Worker recognition etc.
- b. Similar screening of patients presenting to Health Posts subsequently to be used in the Project area.

Phase II

- a. Choice of Health Posts in which to base the project.
- b. Training and development of V.H.W's, as Case Finders,
Training- 2½ hours per week for 4 weeks initially, using vignettes, known patients etc.
- c. Day Clinic at Health Post, weekly, including -
Treatment of cases identified by V.H.W.s, and treatment supervision.
Training of Health Assistants on site; with monthly seminars etc, also

Phase III

- a. Continuation of Phase 2.
- b. Health Assistants training formalised; to include a training block (22 weeks) at the Government Mental Hospital.
- c. Development of Mental Health teaching within the overall Course Curriculae of Community Health Workers: H.A. C.M.A, A.N.H.

Phase IV

- a. Development of self-sufficiency of Project Area Health Posts in case finding, treatment initiation in certain specified conditions, and appropriate referral.
- b. Infrequent but regular supervision from psychiatric personnel- ?from Mental Hospital.
- c. Updates and Seminars.
- d. Training of other Health Assistants from the Project area.

Phase V

- a. Review and overall assessment.
- b. Repitition of the programme in other areas.

Audit To be carried out with each phase.

Provisional time frame

Phase I & II, to be completed by July 1985
Phase III, " " " " December 1985
Phase IV, ongoing.

EVALUATION STUDY OF UMN HSB ACTIVITIES

A. INTRODUCTION

The Kingdom of Nepal, in the past thirty years, has been undergoing rapid and far-reaching changes in general development and in health. In this changing milieu, the UMN has actively operated 5 Hospitals and 4 Community Health Programs, and also has supported and assisted many other health-related projects and programs of all types in co-operation with HMG and other agencies. These UMN projects have been planned and most of them have been collecting and keeping records but perhaps not completely. Some records have been lost or discarded and, as time goes on, there will be more losses. Furthermore, there is some lack of uniformity in the records from place to place and time to time.

There is also no single detailed descriptive and statistical account of the historical experience of any one project and certainly not of the work as a whole. In other words, there is no good baseline to make an evaluation of the hard work that has been going on all these years.

Evaluation is important. It helps us know where we are going; from where we have been; how fast, efficiently and effectively we are getting there; and helps us to plan how to do it better (for a more complete and academic approach to the subject see Appendix A). Good, on-going evaluation is essential for proper planning and intelligent implementation and appropriate modification of programs.

Various projects have been conscious of a need for evaluation, as has the HSB in general. In response to a specific request, HSB voted (HSB 14/84) to have HSO set up an Evaluation Study. This document is a proposal for the conduct of the study in accordance with the HSB action.

The Evaluation Study will begin in late 1984 and last until mid 1986

B. PROPOSAL

1a. AIMS / PRODUCTS

For use and implementation of HSB

1a. 1 Develop a list of key indices for each project and for the whole of UMN Health program evaluation

1a.2 Develop a methodology for a retrospective and on-going process of self-evaluation in all health related programs

a) Impact or effect on the community;

i. Subcommunities of specific interest (children, women, low caste, deprived)

ii. The larger community (village)

iii. The greater community (Nepal, world)

b) Efficiency and effectiveness of effort

c) Fulfilling own goals and objectives

d) Fulfilling aims, directives, philosophy of UMN, HSB (Nepalization, integration)

e. Fulfilling aims, directives, philosophy of HMG, WHO

f. Inter-relations with other UMN, HMG health projects (especially base hospitals)

1a.3 Develop general guidelines for collection, selection and use of data

1a.4 Develop a historical manual in narrative and statistical form for each project and for the whole UMN health program. This will cover general and specific interest subjects to be specified by HSB, such as relations between the CHP and base hospitals, tracing trends and changes in philosophies.

1a.5 Make recommendations for further evaluation and planning.

All of the above will be produced and presented to the HSB through the Evaluation Advisory Committee.

1b. AIMS / PRODUCTS

Related to lessons learned and comparisons with other programs for wider use than just HSB.

1b.1 Outline lessons learned from the study through review of anticipated and unanticipated results of actions

1b.2 Make a comparison between UMN health programs and other similar programs in Nepal and perhaps elsewhere.

2. PLANNING of the Evaluation Study

2.1 In this case planning is understood to be a cyclical on-going process and not a linear one.

The Evaluation Study Co-ordinator will be in charge of planning and supervising the implementation of the study with the advice of the Evaluation Advisory Committee and approval of HSB.

The Evaluation Study Co-ordinator will maintain informal contacts with academic, governmental and private groups, Nepalese and foreign, to obtain as wide a range of ideas and knowledge of current work in this area as possible.

2.2 UMN HSB Evaluation Advisory Committee : a standing committee of HSB

Suggested Membership :

- | | |
|---|--------------------|
| 1. HSS or AHSS | : Chairman |
| 2. Evaluation Study Co-ordinator | : Secretary |
| 3. Evaluation Study Assistant Co-ordinator | : Minute Secretary |
| 4. Health Care Consultant (Planning, Evaluation & Research) | |
| 5. H.S. Statistician | |
| 6. Others co-opted as necessary | |

The committee will seek input from qualified outside experts (7) as is feasible.

3. PROCESS / METHODOLOGY

The 'products' will be produced through a cyclic process which will have the following four main components :

- 3.1 Periodic meetings of the UMN Evaluation Advisory Committee
- 3.2 Periodic planned Project Visit
- 3.3 Evaluation Study Office Activity
- 3.4 HSB meetings and evaluation seminars

Note : Data collection will be done by compiling all records available, condensing the information into manageable and meaningful proportions and analysing where indicated. Much of this will be done on paper but certain storage and much analysis will be done with the aid of a computer.

3.1 Periodic meetings of UMN HSB Evaluation Advisory Committee which will, in relation to the Evaluation Study :

- a. Advise on the evaluation study - its structure and components-making recommendations to HSB
- b. Review the progress of the evaluation study
- c. Receive and comment on reports on project visits and the development of the produced by the Evaluation Study Co-ordinator and his assistant
- d. Make reports to the HSB.
- e. Present 'products' to HSB with recommendations for implementation and for use in further study
- f. Make recommendations to HSB on publication of 'products' related to lessons drawn, comparisons made in relation to UMN Health Services and other similar programs

Subsequent to the Evaluation Study :

- a. Review and advise projects on all evaluation work, studies and data handling that they may be undertaking and planning as it effects evaluation
- b. To take up the recommendations for future evaluation made at the end of the Evaluation Study

The Committee will meet before and after each HSB and at other times when necessary.

3.2 Periodic Planned Project Visits Where :

- a. Existing data and information will be examined
- b. Pertinent data will be collected
- c. Data handling procedures will be examined
- d. Discussions on evaluation will be held with leaders and staff
- e. Help will be given on data handling processes
- f. Self-evaluation methodology will be tested and modified
- g. Help will be given in implementing on-going self-evaluation methodology
- h. Specific studies and surveys will be carried out to investigate specific problems, grasp specific opportunities as they be evident and are deemed urgent.

3.3 Kathmandu Evaluation Study Office work

- a. Organise systems
- b. Collect and examine data and information available in Kathmandu
- c. Establish effect data handling, information sifting back-up for the Study Co-ordinator
- d. Program computer and input data after development of key indices and on-going evaluation methodology
- e. Prepare reports, data analysis as required during and at the end of the study
- f. Act as a reference base for projects working on the implementation of self-evaluation methodology
- g. Ultimately amalgamate with the Medical Records / Statistics Office under HSO to carry on the routine 'rolling evaluation' process put in. to operation by the study itself.

3.4 HSB Meetings and Evaluation Seminars

- a. At each HSB from March 1984 to March 1986 there will be discussion of reports on project visits, project responses and Evaluation Advisory Committee recommendations.

- b. HSB will have final approval of Evaluation Study, its aims, components, products, budgets, and will pass comments and advise back to the Advisory Committee and Co-ordinator on process
- c. Before or after each HSB there will be either a seminar or special discussions with project and committee input on the study and its progress and what is being developed and generally on evaluation itself. These discussions and seminars, together with project visits, committee and office work will be an integral part of the process of development of the study and its 'products' bringing as wide an input as possible into their formation and shaping their ultimate effectiveness.

UNITED MISSION TO NEPAL

**ANNUAL REPORTS
AND
CONSOLIDATED STATEMENTS**

July 1985 - July 1986

(Appendices to November 1986 Board of Directors' Meeting Minutes)

UNITED MISSION TO NEPAL

ANNUAL REPORTS FOR 1985 - 1986

(Appendices to Board of Directors' Meeting
Meeting Minutes of November 1986)

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APPENDIX 1

EXECUTIVE DIRECTOR

Annual Report, July 1986-July 1987

It is 18 months since the last meeting of the Board of Directors. A report of the period up to July 1985 was presented to the Executive Committee in November 1985 and is available. This report therefore deals mainly with the twelve months of July 1985-1986.

General Agreement

It would seem appropriate, however, to report to the Board the renewal of our General Agreement. This was concluded in a letter from the Foreign Ministry dated July 4th, 1985, extending the validity of the agreement for a further five years, until 26th May, 1990. A very encouraging aspect of these negotiations was a number of spontaneous expressions of appreciation of the UMN and its work from a number of officials. While we do know that there is a certain element of opposition to the UMN being in Nepal, probably from a religious background, yet there also seems to be a very strong flow of support for our being here and the work we are doing.

There are a number of sub-agreements outstanding, as called for in the second clause of the terms of the general agreement. These sub-agreements are in various stages of progress and we try to monitor them.

Human Resources Management Study

We are grateful to Russ and Marge Liechty for spending their year's sabbatical leave with us in Nepal. They agreed to conduct a personnel survey and were able to produce a detailed and most helpful report. I believe it is the most in-depth study of UMN that has been undertaken. The report first emphasized a number of much appreciated aspects of UMN which were widely expressed.

The written returns show no single item registering more than 3.36 on a scale of 1-5, indicating degree of problem. As expressed in the Management Study, this was a much lower level of dissatisfaction than was expected, with the results falling almost entirely in the "rarely a problem" to "sometimes a problem" range. The highest, just over "sometimes a problem" was "Frustration by Nepali language limitations." In the concluding paragraph of the report was the encouraging statement, "We have found much in UMN to affirm and encourage. God is using this organization and the people in it in powerful ways."

It is also very true that the study showed a wide range of disorders of varying degrees. Of these the report challenges us in the closing words, "Most, if not all, of the negative issues identified in this study can be resolved or at least substantially reduced if we have the will and determination to attack them with insight and vigour." We are cautioned, "They will not go away without a sincere and concerted effort."

While we cannot deal with all these items at once, a start has been made on some matters. Indeed, the main thrust of the November meetings will be seeking to introduce and "attack" some key issues. I believe this is a very significant study.

Structure

The Human Resources Study has highlighted the need for work on our

structure. This has been an ongoing study during the year and has led to a UMN Management Study with recommendations to do with size of the UMN, attitude to present and possible new projects, organizational matters, looking at roles at various levels of administrative structure, also the place of planning and management both overall and in specific projects. This speaks to the matter of leadership and especially at the project level. We have also seen more clearly the need to eliminate excessive overlapping of meetings and this is being carefully studied.

Personnel

We have grown during this year in numbers where we now exceed 400 expatriate personnel. Let us not forget that perhaps there are over 2000 Nepali colleagues working alongside us. This is a large number of people to administer and to care for. The question is often asked, "how big should we grow." There are two important factors at least for consideration:

1. How well are we able to administer and care for our people? This question is very seriously addressed in the Management Study.
2. If we have adequately responded to that matter, we do need then to look carefully at the many other needs in the country of Nepal.

But to look at further needs which we might be able to respond to calls for very careful consideration of the danger of concentration of large numbers of personnel in any one area. If we are to eventually enlarge it would need to be in terms of small teams strategically located where support of administration and care can be adequately provided. From experience I have a strong feeling that large institutions and projects call for a heavy support system, much more than the smaller rural-type project or the secondment type of arrangement.

Personnel Department

So many problematic matters in the Liechty report led back to personnel. Specific efforts have been made which resulted in the setting up of a Personnel Department. This whole area had been gallantly carried on by one person. The matters committed to the Personnel Secretary had been covered. However, apart from the growth of personnel which brought strains, a number of other matters to do with personnel were not being dealt with at all. It was a matter of great relief when the Executive Committee acted to set in motion the establishing of this Personnel Department which we hope will reach into other areas of personnel need, e.g., non-assigned spouses, language students during the first five months, short-termers, visas, better supervision and help to Area Services Officers, arranging for training especially in leadership posts. As well there is the whole area of Nepali members of UMN. While it may seem not very much has been done yet, we believe there is great potential for improvement which will strengthen many areas of our personnel work.

Processing and Acceptance of Candidates

A Commission was established by the Executive Director in November 1985 to study this subject. The Commission met and studied certain areas from where difficulties seemed to arise. While each of the five areas studied is significant, the one which seems to be creating the most concern is the time factor in final acceptance of candidates. There have been a number of suggestions asking that the time for dealing with this matter be

increased above the present twice yearly meeting of the Executive Committee.

Personal Counsellors

We have not been strong in this area because of the lack of personnel to fill this role. Efforts have continued by the Executive Director to find suitable people to more permanently fill this need. We have been greatly assisted by one of our members moving into this work, while more recently the mother of one of our members has been available to help in Kathmandu. We continue to seek other suitable people. While the Personal Counsellors will continue their work being responsible to the Chairman of the Board, at the same time we see an administrative relation to the Personnel Department, not in terms of reporting but rather to assist them in the carrying out of their role.

New Initiatives

At present the one place to which consideration is being given is in the midwest area of Nepal, Jajarkot. We have been encouraged by two Government Ministries, Education and Health, to consider working in this locality. No detailed plans have been set up. However, visits have been made to survey the area and its needs.

We are also very carefully monitoring and seeking to develop the Surkhet programme which may become a model we could multiply in other places.

We must ever be aware of the possibilities that can open up with secondment of personnel to HMGN and other organizations which UMN may not control.

May I add that while growth in terms of new work is not excluded in the Management Study, there are restraints and conditions suggested for control of such moves.

Finance

While the details of these must be dealt with elsewhere it is important to express our gratitude to God for His faithful provision to us. This has meant much hard work by the Treasurer and his team and God has blessed us greatly. With this I can report a careful stewardship of our finances and a real balance between good control to curb excessive spending and yet a generosity that has made provision for many special and sometimes unexpected needs. It was heartwarming to hear the unsolicited remark of a very high and influential government official when he stated, "No one (development agencies) gets better value for their rupee in Nepal than UMN."

Workers Conference

Since the last Board Meeting two Workers Conferences have been held. These continue to be times of inspiration and fellowship. They are marked by large numbers of adults and children attending. Ministry of God's word has been given with special speakers who have served us well. The May 1986 Conference was marked by two special features. First, a special evening to say farewell and give thanks to God for Carl and Betty Anne Friedericks who were our last remaining direct links in Nepal with the founding of UMN. It was a sad but at the same time a happy evening. Secondly, from this conference there comes a recommendation to this Board

to change the long-established name of Workers Conference. It will call for a change of the Constitution and therefore has been circulated to you beforehand.

Consultations

Since the 1st Board Meeting the Executive Director has conducted two overseas consultations. In June 1985, following a Mission Conference to Sweden, the opportunity was taken to visit almost every UMN-related office in Europe. The time included leading seminars, speaking at public meetings, private discussions both with executives and other staff members, as well as meeting many people interested in mission. It was a heartwarming experience to see the extent and depth of interest and support of the UMN.

In June 1986, en route to Australia for home leave, I was able to visit Hong Kong, Korea, and Japan on behalf of the UMN. I also intended to include the Philippines but this program did not work out. Again I was able to make contact with our supporting groups and executives. I also spoke at a number of churches from which our members come. I met a good number of young people who were interested in the possibility of service in Nepal. I believe there was also the possibility of new ground being broken in terms of mission organizations from which we may expect support in the future.

I am deeply grateful for the help received during both of these consultations and for the kind hospitality extended in every situation. I trust it was a help for those visited. It was of great value to me personally.

Relationship to the Church in Nepal

There is always need to grow in this area, but overall it is true there exists a sound and accepting relationship between the UMN and the church. While there is no organizational basis, the links between us are many, varied and strong. As leaders in the UMN we have sought to strengthen the relationship by meeting together with leaders and by activities within the church to help its ongoing ministries. At all levels UMNers are encouraged to share as members in the life of the local church, being available for ministry when appropriate. We constantly need to be aware of the danger of creating a dependency on expatriate people and their resources. Generally speaking, I do not see that as a danger at present. I see a vigorous, able leadership in many areas, although I also recognize large areas of the Nepali church suffering from the lack of leadership and teaching as well as other resources which could help them.

It was an inspiration to attend the second Nepali Pastors and Leaders Conference held in Siliguri, February 1986. Delegates from Nepali-speaking churches from all over North India as well as Nepal, over 300 in all, spent five to six days in fellowship and sharing of God's word and God's activities through them. There was a sense of God's life active amongst them. This whole conference was organized and conducted totally by Nepali leadership and we are thankful to God for it.

Human Rights Delegation

This delegation of 12 people from USA and the UK visited Nepal for five to six days. While UMN had no part in arranging this, some of our members did attend sessions and receptions. While some of the delegates came from

very influential backgrounds and the days were filled with activity, concluding with a final press conference, few newspaper reports were positive, most seeking to justify Nepal's particular stand. Time will tell as to the overall effectiveness of such a visit.

The political scene

This may not be of such great significance to us in our work except that we have greatly appreciated a quiet situation in which to continue our ministry in Nepal. There has been a change of Government following elections in May 1986. There continues to be tension between the panchayat and multiparty systems of government. Both groups express loyalty to His Majesty, King Birendra, to whom there is much outward expression of respect as the unifying factor in the midst of the many tensions and factions. So far the new government is still finding its feet and developing its policies and strategies.

The UMN continues to be grateful for the opportunity to live and work in the country of Nepal and seeks to cooperate in every way possible with HMGN in the development of the country.

In concluding, may I report what I believe is a deepening concern to strengthen the prayer life of the UMN fellowship. This will be worked out in different ways in each location. The fact that there is a desire to meet and pray, to me is a definite indication of spiritual growth as we seek a new level of Christian living as well as a deeper dependency on God for our walk with Him and our work for Him.

I am deeply grateful for the continuing cooperation, support, and understanding of the Home Offices of our Member Bodies. Your correspondence is always welcomed, and indeed other means of communication also. We look to the future with expectancy as God enables us to serve together.

Howard Barclay
Executive Director

APPENDIX 2

UMN CONSOLIDATED BALANCE SHEET AS AT 15th JULY 1986.
(All figures are in N.Rs. - One US \$ = 21.10 N.Rs.)

| | |
|---------------------|---------------------------|
| Fixed Assets | 70,746,354 |
| Current Assets | 70,741,285 |
| Current Liabilities | <u>22,867,604</u> |
| Net Assets | <u><u>118,620,035</u></u> |

Represented by

| | |
|---------------------|---------------------------|
| Gratuity Fund | 1,191,958 |
| Undesignated Fund | 2,705,509 |
| Other Funds | 9,999,665 |
| Surplus | 15,912,770 |
| Accumulated Capital | 78,175,676 |
| Unspent Capital | 2,529,336 |
| Deficit-Recurring | (7,110,427) |
| Programme Funds | 13,630,107 |
| EDB Working Capital | 1,585,441 |
| | <u><u>118,620,035</u></u> |

Notes:

1. Rs. 500,000 Butwal Working Capital has been listed as Current Liability on Missionwide Balance Sheet.

On the DCS Balance Sheet, this amount has been adjusted against the balance with UMN Treasurer.

2. UMN has given a Bank Guarantee of Rs. 300,000 on the behalf of Butwal Engineering Works.

UMN MISSIONWIDE BALANCE SHEET AS AT 15th JULY 1986

| <u>15.7.85</u> | <u>Fixed Assets</u> | <u>Note</u> | <u>15.7.86</u> |
|-------------------|--|------------------|-------------------|
| <u>200,000</u> | Furniture & equip. (KTM Valley) | | <u>200,000</u> |
| | <u>Investments</u> | | |
| | Investments in Companies (shares) | 15,105,000 | |
| 11,785,371 | Less depreciation | <u>3,019,629</u> | 1. 12,085,371 |
| 200,000 | Securities (National Security Bond) | | 200,000 |
| 4,100,000 | Investment in Himal Hydro (Property at Thapathali) | | 5,600,000 |
| - | Investment in Nepal Hydro and Elec. (Property at Sanepa) | | <u>7,392,000</u> |
| <u>16,085,371</u> | | | <u>25,277,371</u> |
| | <u>Current Assets</u> | | |
| 3,001 | Deposits | | 8,213 |
| 544,070 | Accounts Receivable | 221,342 | 2. 46,408 |
| - | Less provision against bad debt | 174,934 | 3. 500,500 |
| 115,018 | Loans | | 218,988 |
| 8,322,130 | Personal accounts debit balance | | 4. 8,573,837 |
| 1,757,251 | Projects debit balances | | 5. 2,541,873 |
| 33,881,400 | Sundry debtors and prepayments | | 6. 32,815,871 |
| 439,125 | Cash at bank | | <u>534,841</u> |
| <u>45,061,995</u> | Cash in hand | | <u>45,240,531</u> |
| | <u>Current Liabilities</u> | | |
| - | Butwal Working Capital Fund | | 500,000 |
| 39,575 | Medical Insurance | | 38,641 |
| 450,000 | Accounts payable | | 124,697 |
| 2,637,708 | Personal accounts credit balance | | 2,224,974 |
| 15,363,163 | Projects credit balance | 4. 9,089,714 | 5. 285,962 |
| 6,468,687 | Sundry creditors and accruals | | <u>126,740</u> |
| 279,050 | Provident fund clearing | | 12,390,728 |
| <u>25,238,183</u> | | | |
| <u>36,109,183</u> | <u>NET ASSETS</u> | | <u>58,327,174</u> |
| | <u>Represented by</u> | | |
| 1,166,840 | Gratuity Fund | | 1,191,958 |
| 2,741,752 | Undesignated fund | | 2,705,509 |
| 876,743 | Other funds | 7. 9,405,185 | |
| 10,475,891 | Surplus (before deficits in Projects are distributed). | | 15,912,770 |
| <u>20,847,957</u> | Missionwide capital | | <u>29,111,752</u> |
| <u>36,109,183</u> | | | <u>58,327,174</u> |

Notes:

Surplus for 1985/86 consists of:

| | |
|--|----------------------|
| Per Capita Grant | 7,072,083 |
| General Fund Income | <u>14,514,525</u> |
| | 21,586,608 |
| Less Missionwide deficit | - 3,583,138 |
| Less already distributed during the year | * - <u>2,090,700</u> |
| | 15,912,770 |

Deficits to be cover by the above surplus:

| | |
|-----------------------------|---------------|
| General administration | 2,243,579 |
| Health Services recurring | 4,789,472 |
| Education recurring | 164,241 |
| Economic Develop. recurring | <u>69,156</u> |
| | 7,266,448 |

The NET SURPLUS for 1985/86, which mainly consists of gain on exchange rates and which has not yet been cashed, amounts to

| |
|------------------|
| 15,912,770 |
| - 7,266,448 |
| <u>8,646,322</u> |

*Rs.1,600,000 of this is transferred to Patan Hospital.

| | | |
|---------|--|----------------------|
| Note 1: | <u>INVESTMENT IN COMPANIES (SHARES).</u> | |
| | Butwal Technical Institute (not shares) | 5,205,000.00 |
| | Butwal Power Company | 2,783,000.00 |
| | Himal Hydro | 2,670,000.00 |
| | Butwal Engineering Works | 500,000.00 |
| | Butwal Wood Industries | 40,000.00 |
| | Butwal Plywood Factory | 3,164,000.00 |
| | Gobar Gas Company | 743,000.00 |
| | | <u>15,105,000.00</u> |
| Note 2: | <u>ACCOUNTS RECEIVABLE.</u> | |
| | Ram Kunwar case pending | 174,933.61 |
| | Minor receivables | 46,408.80 |
| | | <u>221,342.41</u> |
| Note 3: | <u>LOANS GIVEN.</u> | |
| | Mr. H.S. Niraula, Kathmandu | 500.00 |
| | Gandhaki Boarding School, Pokhara | 500,000.00 |
| | | <u>500,500.00</u> |
| Note 4: | <u>PROJECT BALANCES.</u> | |
| | Information Processing Comm. | 27,376.13 |
| | Headquarters | 916,611.69 |
| | Health Services Office | 1,069,155.25 |
| | Palpa Project | 1,299,622.44 |
| | Gorkha Project | 1,079,975.86 |
| | Okhaldhunga Project | 505,929.97 |
| | Nurse Campus | 23,621.91 |
| | CDHP, Lalitpur | 467,562.34 |
| | Patan Building Project | 273,806.88 |
| | Patan Hospital | 820,529.32 |
| | Education Service Office | 144,961.97 |
| | Pokhara Project | 334,196.49 |
| | Jumla Project | 4,366,007.59 |
| | Training & Scholarship Program | 2,135,950.19 |
| | Student Financial Assist. Fund | 424,475.39 |
| | Childrens' Hostel | 74,157.64 |
| | Business School | 534.52 |
| | EDB Service Office | 218,494.57 |
| | Butwal Projects | 362,963.92 |
| | Andhi-Khola Project | 1,316,085.11 |
| | Surkhet Project | 271,884.74 |
| | HQ Building Project | 1,447,976.72 |
| | BPC AHREP | 81,670.02 |
| | | <u>8,573,836.71</u> |
| | Balance | 515,877.24 |
| | | <u>9,089,713.95</u> |
| | | <u>9,089,713.95</u> |

Note 5: SUNDRY DEBTORS AND PREPAYMENTS

| | | |
|-----------------------------------|---------------------|-------------------|
| Interest Nepal Bank Savings a/c | 84,979.00 | |
| Rent Advances | 727,037.50 | |
| Owe to UCC for Gary Taylor travel | | 13,844.90 |
| Shahayogi Press | 11,000.00 | |
| Smith/Bondergaard | 1,101.00 | |
| Owe to KISC | | 83,817.00 |
| Prepayment for NHE | 1,000,250.00 | |
| Accrued interest SHB, Luxenburg | 663,546.76 | |
| Chase Manhattan, from UMC | | 187,200.00 |
| Wilson, rent | 749.50 | |
| P.A. Lindgren, Pre-payment | 24,058.90 | |
| J. Fell, cheque void | | 1,100.00 |
| Estimated PF Interest | 3,150.00 | |
| Interest, Security Bonds | 26,000.00 | |
| | <u>2,541,872.66</u> | <u>285,961.90</u> |

Note 6: CASH AT BANK

| | |
|---|----------------------|
| Nepal Bank Limited, Current a/c | 549,335.09 |
| Nepal Bank Limited, Convertible a/c | 2,084,398.49 |
| Nepal Bank Limited, savings a/c | 1,060,094.34 |
| Chase Manhattan Bank, current a/c | 4,146,619.05 |
| Chase Manhattan Bank, money market a/c | 4,221,519.62 |
| Union Bank of Switzerland, current a/c | 145,810.48 |
| Svenska Handelsbanken, Luxenburg, time deposits | 20,503,810.00 |
| American Express, Bombay, current a/c | <u>104,283.86</u> |
| | <u>32,815,870.93</u> |

Note 7: OTHER FUNDS

| | |
|---|---------------------|
| Nawal Parasi Hills Development Project | 431,575.13 |
| Relief and Emergency | 97,457.27 |
| Community Development (not designated) | 405,917.09 |
| Fund for Language Learning | 170,000.00 |
| Miriam Krantz fund (not designated) | 28,846.00 |
| Investment fund | 3,000,000.00 |
| Designated funds: Namjung School | |
| Library | 14,857.15 |
| PH Staff quarters | 74,285.75 |
| Nurse Campus | 959,619.00 |
| Patan Hospital | 1,225,661.74 |
| Okhaldunga | |
| Dispensary | 27,278.50 |
| Training & | |
| Scholarship | 297,300.00 |
| Lalitpur CDHP | 371,625.00 |
| BTI extension | <u>817,772.88</u> |
| | 3,788,400.02 |
| Gifts for 1986/87 which can be used flexibly: | |
| Orebro Mission | 1,000,000.00 |
| Various donors | <u>482,989.10</u> |
| | <u>1,482,989.10</u> |
| | <u>9,405,184.61</u> |

1985/86

INCOME AND EXPENDITURE SUMMARY

| | <u>Income</u> | <u>Expenditure</u> | <u>Balance</u> |
|-------------------------------|-------------------|--------------------|-------------------|
| PER CAPITA GRANTS | 7,072,083 | - | 7,072,083 |
| GENERAL FUND | 14,514,525 | - | 14,514,525 |
| ADMINISTRATION | 3,961,981 | 9,788,698 | (5,826,717) |
| EDUCATION PROJECTS | 5,064,121 | 5,951,040 | (886,919) |
| ECONOMIC DEVELOPMENT PROJECTS | 20,684,427 | 15,328,425 | 5,356,002 |
| HEALTH SERVICES PROJECTS | 33,349,003 | 35,484,117 | (2,135,114) |
| <u>GRAND TOTAL</u> | <u>84,646,140</u> | <u>66,552,280</u> | <u>18,093,860</u> |

Notes:

1. ADMINISTRATION includes Missionwide Expenditure and General Administration.
2. The figures above include the recurring statements deficits which will be covered from Per Capita Grant and General Fund Income:

| | | |
|----------------------|-------------------|-------------------------|
| Education | 164,241 | |
| Economic Development | 69,156 | |
| Health Services | 6,389,472 | (4,524,101 + 1,865,371) |
| | 6,622,869 | |
| Administration | 5,826,717 | (2,243,579 + 3,583,138) |
| | <u>12,449,586</u> | |

3. The total Personnel Contributed Services (PCS) amounts to around 6,500,000 which does not include AHREP and the Companies.
4. In the Income Statement totals are included income generated in Nepal:

| | | |
|----------------------------|-------------------|-------------------|
| Under Administration | 1,625,664 | |
| Under Education | 103,787 | |
| Under Economic Development | 2,572,814 | |
| Under Health Services | 8,604,682 | (PH not included) |
| | <u>12,906,947</u> | |

PER CAPITA GRANTS

GRANTS FROM MEMBER BODIES

ACTUALS 1985/86

| | | |
|--|-----------|------------------|
| American Lutheran Church | 14,240 | |
| Assemblies of God USA | 12,800 | |
| Baptist Missionary Society, UK | 184,629 | |
| BMMF International | 1,536,000 | |
| Christian Church (Disciples), USA | 16,480 | |
| Church Missionary Society, Australia | 311,320 | |
| Church Missionary Society, UK | 54,400 | |
| Church of North India | - | |
| Church of South India | - | |
| Committee for Service Overseas, West Germany | 39,330 | |
| Danish Santal Mission | 85,700 | |
| Darjeeling Diocesan Council & Church of Scotland | 51,200 | |
| Finnish Evangelical Lutheran Mission | 184,800 | |
| Free Church of Finland | 66,000 | |
| Gossner Mission, West Germany | 52,800 | |
| Japan Antioch Mission | 32,000 | |
| Japan Overseas Christian Medical Cooperative Service | 45,600 | |
| Lutheran Church in America | 100,240 | |
| Mennonite Board of Missions, USA | 116,015 | |
| Mennonite Central Committee, USA | 215,052 | |
| Methodist Church, UK | 178,200 | |
| Norwegian Hival-Asia Mission | - | |
| Orebro Mission, Sweden | 266,080 | |
| Presbyterian Church in Canada | 16,191 | |
| Presbyterian Church Synod, Mizoram, India | 131,917 | |
| Presbyterian Church in Ireland | 99,120 | |
| Presbyterian Church, USA | 271,970 | |
| Regions Beyond Missionary Union | 263,653 | |
| Swedish Free Mission | 56,640 | |
| Swiss Friends for Nepal | 14,160 | |
| Tear Fund, UK | 115,200 | |
| United Church of Canada | 250,092 | |
| United Church of Christ, Japan | 26,400 | |
| United Methodist Church, USA | 152,400 | |
| Wesleyan Church, USA | 14,320 | |
| World Concern, USA | 172,800 | |
| World Mission Prayer League, USA | 230,758 | |
| | | 5,378,507 |
| <u>Other Per Capita Grants</u> | | 466,577 |
| <u>Language Fees</u> | | 1,226,999 |
| <u>TOTAL PER CAPITA GRANT RECEIVED 1985/86</u> | | <u>7,072,083</u> |

Note:

| | |
|--|------------------|
| The budget for 1985/86 is: Per Capita Grant, general | 5,050,000 |
| Language Per Capita Grant | 950,000 |
| | <u>6,000,000</u> |

The difference is explained by the fact that we received more N.Rs for each US \$ due to devaluation.

GENERAL FUND STATEMENT FOR 1985/86

| | <u>Actuals for</u> <u>1985/86</u> |
|-----------------------------|--------------------------------------|
| Gifts for recurring budgets | 5,770,020 |
| Interest earned | 2,014,244 |
| Gain on exchange rates | <u>6,730,261</u> |
| | <u>14,514,525</u> |

Notes:

1. The budget for Interest earned is 1,5000,000 to be compared with actuals 2,014,244.

2. Budgeted deficits under EB, HSB and EDB in the recurring budgets is 4,508,300 while the actual deficits under these Board that need to be covered by the General Fund surplus amounts to 6,622,869 (See Income and Expenditure Summary, note2).

3. The extremely high gain on exchange rates is explained by the fact that we placed our foreign investment in DM and Swiss Francs before the "Plaza Hotel agreement" between the USA, UK, France, West Germany and Japan in September 1985, where it was decided to raise the value of some currencies against the dollar. In addition to that, the Nepali Rupee was devalued in December 1985, and since then an ongoing devaluation of the N.R.s is taking place. This means that although the value of the US\$ on the world market is declining, in Nepal we receive an increasing amount of N.Rs. for dollars. This is also true for many other currencies.

The gain on exchange rates has not been cashed. We still keep our investments in DM and Swiss Francs.

GENERAL ADMINISTRATION (Except Missionwide)
(Board Appointees Support System)

| <u>Recurring</u> | <u>Income</u> | <u>Expenditure</u> | <u>Balance</u> |
|---------------------------------|------------------|--------------------|------------------|
| Headquarters Project | 1,738,814 | 3,120,518 | (1,381,704) |
| Office of EDS | 208,304 | 210,535 | (2,231) |
| Palpa Proj. Area Services | 101,836 | 331,845 | (230,009) |
| Palpa Proj. Guesthouse | 150,044 | 160,705 | (10,661) |
| Palpa Proj. Language Program | 17,130 | - | 17,130 |
| Gorkha Proj. Area Services | 76,150 | 160,775 | (84,625) |
| Gorkha Proj. Guesthouse | 43,448 | 47,660 | (4,212) |
| Gorkha Proj. Language Program | 10,619 | - | 10,619 |
| Seconded Teachers Area Serv. | 164,615 | 161,475 | 3,140 |
| Okhaldunga Proj. Area Services | 22,491 | 47,339 | (24,848) |
| Lalitpur Area Services | - | 23,801 | (23,801) |
| Pokhara Proj. Area Services | 380,790 | 630,087 | (249,297) |
| Pokhara Proj. Language Program | 12,204 | 11,914 | 290 |
| Jumla Proj. Area Services | 66 | 114,644 | (114,578) |
| Jumla Proj. Language Program | 7,207 | - | 7,207 |
| Butwal Proj. Area Services | 8,000 | 176,413 | (168,413) |
| Butwal Project Guesthouse | 100,671 | 118,274 | (17,603) |
| Butwal Proj. Language Program | 10 | 1,660 | (1,650) |
| Andhi Khola Proj. Area Services | 30,745 | 124,688 | (93,943) |
| Andhi Khola Proj. Guesthouse | - | 2,272 | (2,272) |
| Andhi Khola Proj. Lang. Program | 10,910 | 2,322 | 8,588 |
| Surkhet Proj. Area Services | 7,000 | 27,634 | (20,634) |
| Lahan Area Services | - | 29,680 | (29,680) |
| <u>Capital</u> | | | |
| Headquarters Project | 232,393 | 183,451 | 48,942 |
| Gorkha Project | 99,166 | 38,803 | 60,363 |
| Pokhara Project | 45,768 | 15,495 | 30,273 |
| Butwal Project | 358,000 | 327,970 | 30,030 |
| | <u>3,826,381</u> | <u>6,069,960</u> | <u>2,243,579</u> |

Notes:

1. Budgeted deficit is 2,927,800 compared with actuals 2,243,579.

| | |
|--|------------------|
| 2. Total expenditure according to the above | 2,243,579 |
| Total Missionwide expenditure | 3,583,138 |
| Total expenditure for General Administration | <u>5,826,717</u> |

| | |
|---|------------------|
| To compare with Per Capita Grant received | <u>7,072,083</u> |
|---|------------------|

| | |
|---|----------------|
| 3. Total Language expenditure missionwide | <u>892,233</u> |
|---|----------------|

| | |
|--|------------------|
| To compare with Language Fees received | <u>1,226,999</u> |
|--|------------------|

The surplus 1,226,999 minus 892,233 = 374,766 to be added to the Language Learning Fund.

MISSIONWIDE EXPENDITURE

STATEMENT FOR JULY 1985-JULY 1986

| | Budget for 1985/86 | Actuals for 1985/86 | Differences budget/actuals |
|---|-----------------------|------------------------|-------------------------------|
| <u>Income</u> | | | |
| Income Workers Conf. | 95,000 | 102,280 | + 7,280 |
| Miscellaneous Income | 10,000 | 33,320 | + 23,320 |
| | <u>105,000</u> | <u>135,600</u> | + <u>30,600</u> |
| <u>Expenditure</u> | | | |
| Furniture for BAs in Kathmandu Valley | 100,000 | 214,843 | + 114,843 |
| Legal fees | 15,000 | - | - 15,000 |
| Bank Charges | 8,000 | 142,214 | + 134,214 |
| Loss on Exchange rate | - | 1,425 | + 1,425 |
| Duty Travel | 30,000 | 39,261 | + 9,261 |
| Change in assignment | 100,000 | 103,923 | + 3,923 |
| Furniture transport. | 6,000 | 8,538 | + 2,538 |
| Insurance | 6,000 | 4,805 | - 1,195 |
| Rent allowances | 1,350,000 | 1,396,133 | + 46,133 |
| Repairs & mainten. | 120,000 | 210,347 | + 90,347 |
| Publicity | 75,000 | 74,256 | - 744 |
| Board Meeting Exp. | 20,000 | 22 | - 19,978 |
| Exec. Comm. Travel | 30,000 | 71,953 | + 41,953 |
| Printing of Minute bks | 20,000 | 10,402 | - 9,598 |
| Consultations & Exec. international travels | 70,000 | 2,565 | - 67,435 |
| Workers Confer. Exps. | 190,000 | 240,584 | + 50,584 |
| Staff conferences & seminars | 20,000 | 6,283 | - 13,717 |
| Expenses for film | - | 12,553 | + 12,553 |
| Language costs | 940,000 | 912,540 | - 27,460 |
| Orientation expenses | 10,000 | 21,877 | + 11,877 |
| Hospitality & Misc. | 13,000 | 69,280 | + 56,280 |
| Provision for bad debt | - | 174,934 | + 174,934 |
| | <u>3,123,000</u> | <u>3,718,738</u> | + <u>595,738</u> |
| Net deficit | <u>(3,018,000)</u> | <u>(3,583,138)</u> | |

Notes:

1. Furniture for BAs in the Kathmandu valley, Rent allowances and Repairs and maintenance are all overspent because more people have moved into Kathmandu than expected. Rent is also going up rapidly, partly because of the new HMGN regulations.
2. New rule was implemented with regard to Bank charges: UMN carries all bank charges for all BAs personal cheques that are cashed through UMN.
3. There are no Board meeting expenses and high Executive Committee travel because of the change of date for the Board meetings.
4. The Executive Directors travel in Asia during June/July will be debited to next years Executive International travels.
5. Miscellaneous income include income for work done for Provident Fund (15,000) and BPF dividend (15,280). Miscellaneous expenditure include BRF dividend given to BWI (15,820) and grant to History/Research Project (50,000).
6. Provision for bad debt is for the Ram Kunwar case.

GIFTS FROM DONORS, OTHER THAN PER CAPITA GRANTS

Receipts from Member Bodies:

| | | |
|---|-----------|------------|
| American Lutheran Church | 114,000 | |
| Assemblies of God, USA | 2,767 | |
| Baptist Missionary Society, UK | 313,001 | |
| BMMF International | 137,299 | |
| Christian Church (Disciples) USA | 225,470 | |
| Church of North India | 22,529 | |
| Danish Santal Mission | 27,930 | |
| Darjeeling Diocesan Council & Church of Scotland | 1,300 | |
| Finnish Evangelical Lutheran Mission | 3,419,300 | |
| Free Church of Finland | 7,000 | |
| Gossner Mission, West Germany | 497,527 | |
| Japan Overseas Christian Medical Cooperative Service | 9,760 | |
| Lutheran Church in America | 1,525,000 | |
| Mennonite Board of Missions, USA | 44,250 | |
| Mennonite Central Committee, USA | 1,056,965 | |
| Methodist Church UK | 217,409 | |
| Norwegian Himal-Asia Mission | 9,152,800 | |
| Orebro Mission, Sweden | 4,180,000 | |
| Presbyterian Church in Canada | 48,155 | |
| Presbyterian Church in Ireland | 32,100 | |
| Presbyterian Church, USA | 3,237,741 | |
| Regions Beyond Missionary Union | 3,667 | |
| Swedish Free Mission | 274,800 | |
| Swiss Friends for Nepal | 4,000 | |
| Tear Fund, UK | 1,585,770 | |
| United Church of Canada | 825,401 | |
| United Methodist Church, USA | 1,362,395 | |
| World Concern, USA | 345,000 | |
| World Mission Prayer League, USA | 29,761 | 28,703,097 |

Receipts from other donors:

| | | |
|-----------------------------------|-----------|------------|
| Christoffel Blinden Mission | 80,706 | |
| Church World Service, USA | 240,000 | |
| ICCO, Holland | 1,563,130 | |
| ICFID, Canada | 115,045 | |
| International Ministries ABC, USA | 987,900 | |
| Leprosy Mission | 332,675 | |
| Norwegian Church Aid | 2,508,264 | |
| Tear Fund, Australia | 1,535,996 | |
| Tear Fund, New Zealand | 49,306 | |
| Union Biblical School, Holland | 154,493 | |
| World Concern, Canada | 2,124,305 | |
| Other donors | 3,129,640 | 12,821,460 |

| | | |
|----------------------------------|---------|---------|
| Transfers from Undesignated fund | 100,000 | 100,000 |
|----------------------------------|---------|---------|

41,624,557

Gifts from donors distributed:

| | |
|---|-------------------|
| Headquarters | 12,315 |
| Health Services Office and programmes | 314,081 |
| Palpa Project | 4,153,213 |
| Gorkha Project | 27,400 |
| Okhaldhunga Project | 772,997 |
| Nurse Campus | 9,295,860 |
| Patan Hospital | 1,200,600 |
| Lalitpur CDHP | 5,525,516 |
| Education Service Office and programmes | 244,610 |
| Childrens Hostel | 15,635 |
| Jumla Project | 1,108,985 |
| Training and Scholarship programme | 2,088,161 |
| Student Financial Assistance Fund | 892,624 |
| Business School | 103,170 |
| EDB Service Office and programmes | 1,037,370 |
| Development and Consulting Services | 375,169 |
| Rural Development Centre | 2,427,846 |
| Andhi Khola Project | 3,047,200 |
| BTI Extension | 867,685 |
| Galvanizing Plant | 176,000 |
| Recurring budget in general | 240,474 |
| Undesignated and Suspense | 2,153,015 |
| Other funds | 276,131 |
| Medical Assistance to hospitals | 5,268,500 |
| | <u>41,624,557</u> |

EDUCATION BOARD - SUMMARY

| <u>Recurring</u> | <u>Income</u> | <u>Expenditure</u> | <u>Balance</u> |
|--------------------------|----------------|--------------------|----------------|
| Education Service Office | 296,917 | 371,424 | (74,507) |
| Business & Secretarial | | | |
| School | 123,614 | 142,217 | (18,603) |
| Childrens Hostel | 133,884 | 205,015 | (71,131) |
| | <u>554,415</u> | <u>718,656</u> | (164,241) |

Capital

| | | | |
|---------------------------|---------------|----------------|-----------|
| Education Service Office | 30,000 | 52,755 | (22,755) |
| Business & Secret. School | 61,790 | 58,718 | 3,072 |
| | <u>91,790</u> | <u>111,473</u> | (19,683) |

Program

| | | | | <u>Ack. Blce</u> |
|------------------------|------------------|------------------|-------------|------------------|
| Jumla Project | 1,668,621 | 2,928,380 | (1,259,759) | 5,581,668 |
| Training & Scholarship | | | | |
| Program | 1,805,235 | 1,266,147 | 539,088 | 2,141,738 |
| Student Financial Asst | | | | |
| Fund | 944,060 | 926,384 | 17,676 | 424,476 |
| | <u>4,417,916</u> | <u>5,120,911</u> | (702,995) | 8,147,882 |

| | | | |
|---------------------|------------------|------------------|------------|
| <u>GRAND TOTALS</u> | <u>5,064,121</u> | <u>5,951,040</u> | (886,919) |
|---------------------|------------------|------------------|------------|

Notes:

1. This is the last statement in which Childrens Hostel will figure.
It is hoped that the deficit 71,131 will be covered by donations.
2. The Jumla building project is going somewhat faster than budgeted.
3. We have received more grants for both Training and Scholarship program and SFAF and have therefore been able to give many more scholarships than budgeted for.

HEALTH SERVICES BOARD - SUMMARY

| <u>Recurring</u> | <u>Income</u> | <u>Expenditure</u> | <u>Balance</u> |
|-----------------------------|-------------------|--------------------|--------------------|
| Health Serv. Office | 2,778,810 | 2,891,854 | (113,044) |
| Nurse Campus | 125,932 | 1,082,751 | (956,819) |
| Palpa Proj. Hospital | 4,965,456 | 6,893,176 | (1,927,720) |
| Palpa Project workshop | 338,010 | 414,605 | (76,595) |
| Palpa Project, HASP | 47,643 | 48,754 | (1,111) |
| Gorkha Project Hosp. | 1,383,677 | 2,489,440 | (1,105,763) |
| Okhaldunga Project Hospital | 464,441 | 807,490 | (343,049) |
| | <u>10,103,969</u> | <u>14,628,070</u> | <u>(4,524,101)</u> |

Capital

| | | | |
|-----------------------|-------------------|-------------------|------------------|
| Health Services off. | 158,380 | 281,255 | (122,875) |
| Patan Hospital | 1,950,800 | 2,111,283 | (160,483) |
| Nurse Campus | 7,777,160 | 7,982,280 | (205,120) |
| Tansen Hospital | 3,652,103 | 2,056,326 | 1,595,777 |
| Palpa Proj. HASP | 95,500 | - | 95,500 |
| Amp Pipal Hospital | 91,208 | 97,554 | (6,346) |
| Okhaldunga Dispensary | 27,600 | 67,242 | (39,642) |
| | <u>13,752,751</u> | <u>12,595,940</u> | <u>1,156,811</u> |

| <u>Program</u> | | | | <u>Ack. Blce</u> |
|--|-------------------|-------------------|--------------------|------------------|
| Mental Health Prog. | 411,053 | 206,848 | 204,205 | 216,511 |
| Palpa Comm. Health Prog. | 1,483,827 | 1,316,209 | 167,618 | 1,407,228 |
| Gorkha Comm. Health Prog. | 1,187,517 | 671,983 | 515,534 | 515,534 |
| Okhaldunga Comm. Health Program | 857,331 | 501,001 | 356,330 | 312,381 |
| Lalitpur Comm. Develop. and Health Program | 5,552,555 | 5,564,066 | (11,511) | (7,471) |
| | <u>9,492,283</u> | <u>8,260,107</u> | <u>1,232,176</u> | <u>2,444,183</u> |
| <u>GRAND TOTALS</u> | <u>33,349,003</u> | <u>35,484,117</u> | <u>(2,135,114)</u> | |

Notes:

1. Recurring Health Services office includes Medical Supplies, Missionwide maintenance etc. The deficit is lower than budgeted by 200,000.
2. There has been a considerable overspending of the budgets for Palpa and Amp Pipal Hospitals.
3. There has been a considerable underspending of the budgets for the Palpa CHP, Gorkha CHP, Okhaldunga CHP and Lalitpur CDHP.
4. Patan Hospital recurring deficit is 1,865,371. This has been covered by 1,600,000 already distributed during the year (See MW Balance Sheet), and so it remains to give to PH 265,371. The Income side of the above PH statement consists of the 1,600,000 plus 350,800 grants for capital items. The Expenditure side consists of the total recurring deficit of 1,865,371 plus 245,912 capital.

Notes

1. EDS Promotion of Apprenticeship Training has had low activity during the year because of the death of the previous Program Director, Mr. Dinesh Upadhyay.
2. Gobar Gas Drum replacement program is finished within 1985/86, and so is the NHE Galvanizing Plant program. The DCS Biofertilizer program is also finished, parts of it will continue within the RDC Horticulture/Agronomy program.
3. The figures for AHREP are not complete, and are not a true indication of the financial position of the project, partly because of the valuation in kind that has not taken place and been distributed as expenditure by BPC.
4. The RDC Industries program has had much lower activities than anticipated, and so have many of the Andhi Khola programs such as Drinking water and Sanitation, Appropriate Technology, Irrigation and Cooperative Society Aid. Higher activities have been reported for RDC Studies and Evaluation, AKP Forest Soil and Conservation, AKP Rural Industries programs. Surkhet Project has spent around 40% of the budgeted amount.

ECONOMIC DEVELOPMENT BOARD - SUMMARY

| <u>Recurring</u> | <u>Income</u> | <u>Expenditure</u> | <u>Balance</u> |
|--|------------------|--------------------|------------------|
| EDB Service Office | 369,388 | 349,663 | 19,725 |
| DCS Administration | 265,909 | 335,478 | (69,569) |
| DCS Service Department | 24,175 | 36,030 | (11,855) |
| DCS Design Office | 452,545 | 378,833 | 73,712 |
| DCS Small Turbine & Mill Program | 1,298,173 | 1,323,530 | (25,357) |
| Indus. Devel. Admin. | 97,600 | 106,009 | (8,409) |
| Naval Parasi Hills Dev. Project Admin. | 816 | 7,241 | (6,425) |
| RDC Administration | 374,939 | 415,917 | (40,978) |
| RDC Farm | 211,839 | 211,839 | - |
| | <u>3,095,384</u> | <u>3,164,540</u> | <u>(69,156)</u> |
| <u>Capital</u> | | | |
| DCS Administration | 15,500 | 10,545 | 4,955 |
| Indus. Dev. Admin | - | 774 | (774) |
| DCS and Indus. Devel. related items | 702,087 | 94,150 | 607,937* |
| RDC Administration | 283,662 | 242,684 | 40,978 |
| | <u>1,001,249</u> | <u>348,153</u> | <u>653,096</u> |

*Includes several old grants for programs not yet ready for implementation

Program

| | | | | <u>Ack. Blce</u> |
|---|-------------------|-------------------|------------------|-------------------|
| EDS Promotion of Apprenticeship Train. | 200,090 | 66,633 | 133,457 | 212,077 |
| ID Gobar Drum Replace. Progr. | - | 239,730 | (239,730) | 464 |
| ID Gobar Gas Prom Prog. | 822,138 | 1,195,847 | (373,709) | 32,791 |
| DCS Rural Elect. Prog. | 177,859 | 187,275 | (9,416) | 412,806 |
| DCS Research & Devel. Workshop Program | 305,581 | 465,406 | (159,825) | 149,344 |
| DCS Biofertilizer Prog. | 85,776 | 49,656 | 36,120 | 33,195 |
| DCS Roofing Tile Prog. | 67,670 | 110,617 | (42,947) | (22,148) |
| RDC Horticulture/Agronomy Program | 354,636 | 200,181 | 154,455 | 198,792 |
| RDC Animal Health Improv. Program | 489,438 | 375,221 | 114,217 | 141,379 |
| RDC Rural Indus. Prog. | 378,372 | 338,265 | 40,107 | 218,113 |
| RDC Studies & Eval. Prog. | 234,361 | 276,786 | (42,425) | (27,842) |
| RDC Tree planting & Forestry Program | 774,237 | 1,106,135 | (331,898) | (331,898) |
| RDC Water Systems Prog. | 31,752 | 70,510 | (38,758) | (38,758) |
| Andhi Khola Proj.- AHREP | 10,782,445 | 5,356,108 | 5,426,337 | 12,830,335 |
| AKP Drinking Water & Sanitation Program | 512,077 | 347,140 | 164,937 | 407,620 |
| AKP Approp. Techn. Prog. | 65,081 | 19,424 | 45,657 | 93,220 |
| AKP Irrigation Prog. | 20,800 | 95,141 | (74,341) | 878,788 |
| AKP Agric. Devel. Prog. | 51,516 | 63,571 | (12,055) | 5,658 |
| AKP Coop. Soc. Aid Prog. | - | - | - | 84,835 |
| AKP Rural Indus. Prog. | 125,090 | 121,798 | 3,292 | (14,891) |
| AKP Forest, soil & Water conservation program | 680,100 | 107,362 | 572,738 | 564,435 |
| AKP Non-formal Educ. Prog. | 41,612 | 65,960 | (24,348) | (23,114) |
| AKP Administration | 66,383 | 219,583 | (153,200) | (170,376) |
| AKP Vehicle Operations Program | 54,303 | 46,106 | 8,197 | (23,248) |
| NHE Galvanizing Plant Prog. | 186,900 | 362,688 | (175,788) | (167,835) |
| Surkhet Project | 79,577 | 328,589 | (249,012) | 69,111) |
| | <u>16,587,794</u> | <u>11,815,732</u> | <u>4,772,062</u> | <u>15,374,631</u> |
| <u>GRAND TOTALS</u> | <u>20,684,427</u> | <u>15,328,425</u> | <u>5,356,002</u> | |

APPENDIX 3

UMN PROVIDENT FUND

Balance Sheet as of 13 Jan. 1986

13.1.1985

Assets

13.1.1986

432,925.26
243,416.51
4,505,890.59

123,378
49,600
69,100
13,675

255,753.00
5,437,985.36

UMN Receivable
Savings account
Fixed deposits
Loans to PF members:
Headquarters
Nursing Campus
CPHCP
CDAP
CDHP

97,407
136,950
-
-
160,400

76,810.20
491,213.51
5,745,890.59

394,757.00
6,708,671.30

Liabilities

To PF members:

Headquarters
Tansen
Gorkha
Okhaldhunga
Nursing Campus
CPHCP
CDAP
CDHP
DCS
Pokhara
Andhikhola
EDBSO
Surkhet
Jumla

599,976
2,754,391
972,309
177,295
658,118
-
1,023,446
181,845
96,250
35,190
70,748
10,051
7,463

682,312
2,051,448
737,895
266,959
534,801
647,682
95,140
129,365
53,418
14,639
127,720
3,799

5,345,178.00
92,807.36
5,437,985.36

Undistributed Interest

6,587,082.00
121,589.30
6,708,671.30

Income & Expenditure Statement, 1985

Income:

Interest earned

741,852

Expenditure:

Interest paid

698,070

Other expenditure

15,000

Undistributed interest

28,782

741,852

HEADQUARTERS PROJECTAnnual Report, July 1985 - July 19861. Summary Report

The report of the UMN Headquarters for 1985/86 indicates that work has continued in a number of functions, both to continue ongoing activities and to seek appropriate changes which will better facilitate the work which needs to be covered. The main areas covered by HQ are:

- a) Coordinating Committee, supporting the work of the Executive Director and Headquarters, and coordinating the work of finance, personnel and the three functional areas.
- b) Communication with member bodies, funding agencies, and general supporters on matters of finance, information and prayer.
- c) Liaison with HMGN for visas, agreements, special permissions, and generally building up and strengthening relationships.
- d) Serving projects in matters of personnel, finance, purchasing, mail, freight-ing, information, personal counselling, and guesthouse facilities in Kathmandu

This year has seen the commencement of the physical bringing together of the functional offices, which we expect to see fulfilled on the completion of the new Headquarters building. However, with that, plans have continued to look at a restructuring of parts of the Headquarters activities. A Personnel Secretary has been appointed to implement and develop the Personnel Department. The plan to restructure CSD and develop a Headquarters Project to deal with many local aspects of the Headquarters work continues to be studied.

2. Project Activities

- a) Functional Secretaries. The Functional Secretaries for Education, Health Services and Economic Development have given very effective leadership in personnel management, overall advice, planning and direction for the projects and people under their Functional Boards. They have met as members of the Coordinating Committee about monthly, and usually with a full agenda of business.
- b) Personnel Office. This office has handled the application process for all new personnel coming to UMN, and has dealt with the correspondence related to some 420 enquiries about service with the UMN. In addition, 2069 visa applications have been handled through this office during this 12 month period.
- c) Treasurer's Office. This coordinates the missionwide finances: all money coming to the Mission is dealt with in this office. This entails liaison with member bodies, donor agencies, individual donors and banks abroad and in Nepal. There is close contact with projects over business matters, also with individual UMNers. The office assists in doing the accounting for some of the smaller Kathmandu-based projects. It is also the business office for the Headquarters Project. We have continued with the important task of "on-the-job" training of staff.
- d) Business Manager's Office for Headquarters. This office has been involved in matters of planning and accountability for the project, handling business staff matters, accounting systems and bookings for the guesthouses, etc.
- e) Auditor. For part of the year the Auditor worked in Tansen as the Business Manager, thus a number of 1984/85 audits were outstanding at July 1986. Those which have been completed are: Headquarters, Missionwide Expenses, Okhaldhunga, Palpa, Patan Hospital, Lalitpur CHPCP and CDAP, Surkhet, Andhikhola and RDC Pokhara.

- f) Management Consultant. The Management Consultant has contrived to gain an understanding of the way UMN works in Nepal, as well as providing advice, on request, for particular problems. The Human Resources Study has been completed, and a start made on working through the implications at various levels in UMN. Increased attention is being paid to Human Resource Planning and Personnel policies.
- g) Central Services. The Central Services Department has continued as a service for UMN workers and projects in areas of property management and maintenance of 92 leases; the purchase of goods, and shipment of some by truck and plane to the projects involving 110,739 kg. in 21 trips. For the Kathmandu Valley alone, 3211 km. were covered in 275 trips. Other services included the purchasing of air and bus tickets, totalling 367; the clearing of 667 parcels from the Foreign Post Office; dealing with import licences and personal effects from the airport for 74 individuals or families. The mail has increased this past year, consisting of 197,554 pieces received, of which 72,913 were sent to the projects; 25 mailbags were sent out and in per week.
- h) Publications Office. During the past year the following new or updated/rewritten items have come from this office: "UMN Health Services in Nepal", "UMN Development Project in Nepal", "Nepal (and the UMN) at a Glance"; a one-page map showing UMN personnel deployment; UMN Expatriate Personnel Profile, and the UMN Prayer Calendar. Items in preparation for the coming year are: a revised, rewritten edition of "Introducing Nepal and the UMN", and a new booklet on "UMN Education Work in Nepal". The Publications Secretary has also filled orders for the above-mentioned booklets and for photographs of UMN's work, and prepared a photo display of UMN expatriate workers for Workers' Conference.
- i) Personal Counsellors. This past year has been another lean period for this department. We commenced with no one on the job. In November one of our UMN staff with pastoral training and experience transferred, and has itinerated regularly around the projects. In March 1986 we received help from a lady counsellor in Kathmandu and prepared to be available to people in the Valley. This is initially for six months. We continue to have a need, and efforts continue to be made to fill these posts. At present, with the addition of a half-time person again only available in Kathmandu, no one is able to care for projects outside the Valley.
- A most significant contribution was made through a study of the Human Resources of UMN. Russ and Marge Liechty spent twelve months working through each project on location, and helped each member to discover his/her strengths and weaknesses. This will come together in a detailed report to the Executive Director. They have also had opportunity on a number of occasions to do counselling, where they felt it was appropriate and helpful. We anticipate much help coming to our personnel and our general activities from this report.
- j) Guesthouses. The first part of the year was a normal time for the three guesthouses. However, the second part saw many changes: A Nepali Manager was appointed, Asha Niketan was closed and Prem Sadan was opened, also two new annexes. Unlike previous years, we have not had three hostesses all the time. All this made the last six months difficult ones, and we have still not overcome all the problems. We need to continue to work at them so that the guesthouses can effectively fulfil the important role of being "home" for all who come to stay there: new language students, UMNers, visitors from member bodies, etc.
- k) Language and Orientation Program. This Program is run as a separate project, having its report under the Education Board, but those studying fulltime in the Program are attached to the Headquarters Project for the five months duration of the course. Courses have begun in August 1985 and February 1986, and included language study, an optional period staying with a rural Nepali

family, and orientation to UMN and to the land and people of Nepal. Students were given the opportunity to live with a Nepali family if they so wished, while studying in the LOP. During the year 70 new UMN workers from 12 countries have studied in the Program. Of these 22 lived in Nepali homes; nine of them used the LAMP method. About 45 spent time in a village.

3. Inter-Relationships with other Projects

The whole purpose of the Project is to relate to and be of service to other projects, and this has been carried out through the year by means of the above listed tasks, and many personal, informal links.

4. Community Involvement

The work of the Project involves relationships with many groups outside the UMN: government, other missions, neighbours, businessmen, professional advisors, etc.

5. Research and Evaluation

The meetings of the Coordinating Committee, Finance and Executive Committees and the Board itself provide a critical evaluation of the work of Headquarters. Areas of research include: longterm planning, Asianization, Nepalization, study on why people leave UMN, and the effectiveness and efficiency of present structures, both in HQ and mission-wide.

6. Personnel/Training

Nepali staff assist in many Headquarters offices, and effort has continued throughout the year to teach and train on an on-the-job basis, and to transfer responsibility in any areas where this is feasible.

Howard Barclay
Executive Director

APPENDIX 5

EDUCATION BOARD

Annual Report, July 1985 - July 1986

The reports that follow have been prepared by the people who have worked in the various projects, and have come through the PMC meetings (for Jumla, Business School, and LBP) or have come directly to the Education Office for compilation and final writing. In some cases a one page summary has been made of the project report; the full report has gone to the Education Board and only the summary report goes on to the Executive Committee and Board of Directors.

We are grateful for the work of many people involved in these reports, not only in writing them, but particularly in the work that they represent. We are grateful for God's provision of people and finances, of energy and perseverance, that has enabled us to continue with this task.

This year has seen encouragement in consolidation of the work of Gandaki Boarding School in Pokhara. Not only has the development of the curriculum and extra-curricular activities gone ahead, with emphasis on the all-round development and character formation of the students, but the school has also begun to play a role in the District as a resource school. There have been visits to the school by other teachers, also seminars, and sharing of ideas. The key post to be filled in the school is the Head of English, for which post we have not yet received an offer.

We have continued to investigate the possibilities of secondment of teachers in Jajarkot District. We have felt God's hand leading us in this direction and have made an offer to the Ministry of Education. At present progress is slow because government acceptance of the offer is dependent upon negotiation of an overall agreement for secondment of teachers. This agreement has been submitted and is at present being circulated through the various Ministries and Departments. It will enable us to second up to 17 teachers in Okhaldhunga, Gorkha, Kaski, Jajarkot, and Jumla Districts. Meanwhile teachers continue to work in these places with the knowledge of the Ministry of Education, pending conclusion of the agreement. The schools in which we work have had mixed to satisfactory progress, with little disruption from student or teacher unrest. There have been some encouragements, and the usual frustration of slow progress. However, we believe that the work done by dedicated teachers does have lasting effect and we continue to support them and aim to continue with secondment of teachers to these village High Schools.

In Jumla the work at Karnali Technical School has also continued steadily, and there has been a growing emphasis on the surrounding districts and on possibilities of community development work in various places. The Karnali Technical School has been and will be the focus for these activities. Students who have graduated have found employment, and that has been rewarding. Difficulties remain in the remoteness of the project and the need for support, also in the relationships with government in working out HNS policies which sometimes take a lot of time to establish and clarify.

The work in teacher education continues and we still look for more teacher-trainers to join this work. Non-Formal Education workers are seconded to various projects and programmes of the UMN. Tutorial Groups continue and we are always looking for teachers for them.

There has been rapid progress toward the establishment of the Secondary Study Centre for UMN children's education, with the recruitment of staff and raising of funds and the building of extra rooms at the Centre in Jorpati. The Business School has continued well under Nepali leadership and it plans to introduce a word processing course as the first stage of a computer studies course. This will be introduced when UMN policies on the use of computers are finalized, and when suitable staff have been recruited and trained.

Work is in progress on the review of the Language and Orientation Programme, and we continue to try to improve the quality of language tuition given. Provision for language classes in projects seems to be adequate, and there is probably a higher percentage of people missionwide now studying language than for many years. A good number of language learners have lived in Nepali homes in Kathmandu and studied at the language centre, thus offering a valuable third alternative to guest house/Language School and LAMP methods of learning.

The Consulât Librarian, Language Consultant, Materials Development Co-ordinator, and NFE Consultant have offered their services to a large number of UMN projects and programmes and we are grateful for their hard work. It has been particularly encouraging to be able to fill the post of Assistant Education Secretary, and it is expected that this addition will enable that office to provide a stronger support for people and programmes.

We are grateful to God for His grace and faithfulness in so many ways and count it a privilege to be able to serve Him in the field of education in Nepal.

Richard Clark
Education Secretary

APPENDIX 6

SECONDED SCHOOL WORKERS

Annual Report, July 1985 - July 1986

1. Summary

Eleven posts are approved under this heading: six in Gorkha, two in Kaski, two in Mahendra Bhawan, and one in Okhaldhunga. During this period all six posts in Gorkha, one in Kaski and one in Okhaldhunga, and one in Mahendra Bhawan were filled. Of these nine workers, two were officially engaged part-time in non-formal education activities, and in one village the teachers were working in a team with a full-time non-formal educator and with health workers. A nurse and a hostel worker filled the posts in Mahendra Bhawan.

The teachers were officially teaching English, Science and Maths in the six schools to which they were seconded, but in reality they were available to the schools to fill a variety of needs in addition to their assignments.

2. Project Activities

- a. Mahendra Bhawan: The school has 1,100 girls and 37 teachers. 235 of these girls are in hostel, and the two UMN seconded personnel work amongst them. The girls in the school have done well in sports, winning various prizes including the Birendra Shield for Inter-School Sports. They have also had good results academically in the School Leaving Certificate exam. Thirty-five students received scholarships from different countries, mostly through the UMN SFAF program.
- b. Ryalechaur, Kaski: With only one teacher and his family in the village, and with their family commitments keeping him away from the village for a part of the time, there has not been as much community participation as we had hoped for. However, the teacher has had good relations with the people, and has worked in community water projects. The teacher taught Maths and Science, struggling with the large number of students (70-80), but mostly enjoying his work.
- c. Okhaldhunga: The UMN teacher, who was teaching English half-time in the bazar High School, left in May 1986. She spent the other half of her time in non-formal education activities through the CHP team and its work.
- d. Gorkha: In the three villages in which we have teachers in Gorkha, the work of teaching continued through the year. There were no significant disruptions or difficulties during the past year, except in the Namjung School which lost most of its staff in January. However, a new Headmaster and staff have been appointed, and the school seems to be progressing well again. NFE work has also continued in Namjung, and through the NFE and school work a good witness and contribution has been maintained in the village.

In Thalajung there were mixed experiences. The general standard of the school, teaching and discipline continue to be weak. There was disappointing community support. However, the UMN teacher was able to continue teaching, and also to run some training and seminars for local primary school teachers. Follow-up is planned for next year.

In Makaisingh too there has been mixed progress. The teachers have continued to help in the small satellite school for Chepang children by visiting once a week to teach there. During the year it was decided that if permission could be obtained to teach in Jajarkot District, the teachers would be withdrawn from Makaisingh School at the end of 1986, making a total of eight years assistance in the school.

Compiled by Richard Clark

POKHARA EDUCATION PROJECTAnnual Report, July 1985 - July 19861. Summary Report

UMN workers in this project have been involved in three main areas of education: Gandaki Boarding School (now in its second year as a Regional School - still the only one in Nepal), village school teaching, and teacher training.

2. Project Activitiesa. Gandaki Boarding School:

UMN continued to assist in the development of the new school, in particular through its six personnel involved in teaching and administration. With God's help and guidance, the past year proved to be most encouraging. The school currently has 372 students, from all five development regions of Nepal, and from 30 of the nation's 75 districts. The first GBS girls (16 students in the school's intake class, Class 4) were admitted in February, 1986. They have fitted in very well, and have been warmly received by all. It is planned to admit a limited number of girls as boarders in 1987, and to build a hostel for girls by 1989.

GBS again won, for the third year running, the Birendra Education Shield for the best S.L.C. results in the Western Region. The 1985/86 S.L.C. results were the school's best ever, in terms of quality, with 38 out of the 68 GBS candidates obtaining 1st Division ("A") passes (including 22 students on UMN scholarships), and 22 students obtaining 2nd Division passes. There was a 92% pass rate overall. There were nearly 1,000 applicants for 80 fee-paying and scholarship places in the 1986 Class 4. UMN provided scholarship assistance to 22 of the new students, including two girls, and to an additional 46 in the other seven classes.

A strong emphasis on character formation, leadership training and the fostering of a spirit of service has already been established in the Regional School. A program of in-service training, in preparation for English medium, Cambridge International Examination teaching, has been embarked upon, and the school has begun to conduct seminars for teachers in other Kaski District schools. During the year there was very close and fruitful cooperation with the National School, Budhanikhantha School, particularly in the area of scholarship recruitment. Construction of the school's Health Centre, largely financed by UMN, will shortly be completed. The school bus, purchased by UMN, arrived in July 1986.

b. Ryalechaur High School:

One teacher taught Science at this school throughout the year. He and his wife have continued to build relationships in the village.

c. Teacher Training:

One UMN-seconded teacher trainer taught at Prithwi Narayan Campus, Pokhara, training the High School Maths teachers until November 1985. He was co-author of a report jointly published by the Institute of Education and the UMN, entitled "Teaching Mathematics to large classes in Nepal."

In 1986 he was replaced by a UMN-seconded teacher training in the English Instruction Department. He has participated in English teaching seminars in and around Pokhara.

Throughout the period, one UMN-seconded teacher trainer has been teaching English to trainee teachers in the Butwal Campus, and has become a valuable member of the staff there.

David Bambach
GBS Headmaster

Project Activities

APPENDIX 8

JUMLA PROJECT

Annual Report, July 1985 - July 1986

1. Summary Report

Although it expired in early July 1985, the new five year Agreement for UMN involvement in the Karnali Technical School (KTS) and other work in Jumla was not signed until May 7, 1986. During the year the number of KTS graduates had risen to 62, with most being employed. 22 students are presently doing their on-the-job training, and 103 are studying in the regular program. Ten short (2-7 day) seminars or trainings have been held for various groups throughout the period. Visits with employers and others affected by the work of the on-the-job trainees and graduates indicate that they are being trained with proper skills, and most have a good attitude towards the people whom they are serving.

Although KTS is the cornerstone of the project, now that it is maturing, more UMN staff are involved in work outside KTS but linked to the School.

2. Project Activities

- a. Karnali Technical School Building. In the past year the following buildings have been completed: staff house/girls' hostel, two duplex units, gate-house and two root cellars, and a wooden water tank.

We still face problems in getting the material for the building site. This is in particular true for building stone, and it caused the site to be closed for a while. Landscaping and levelling of the school compound is in progress. Improvements to the sawmill path have been made, and ongoing improvements to the sawmill canal have also been done. Modifications to the workshop roof were completed. Attempts to repair the school building roof seem to be unsuccessful, and re-roofing is being seriously considered. Shortage of supervisory staff has put a lot of strain on the present staff.

b. KTS Program:

i. KTS General

The year began with 88 students, plus 24 on-the-job trainees. 44 new students were enrolled during the year. Due to dropouts and students graduating, at the end of the time there were 103 regular students and 22 on-the-job trainees.

During seven weeks of the winter holiday, special academic coaching was carried out to try to raise the standard of the new students. This proved to be very helpful, and will hopefully be repeated on a yearly basis.

Recruiting of students continues to be from eight districts, and all graduates are working in the Mid-Western or Far-Western Development Regions.

The original HMG budget granted for operating KTS was entirely insufficient for operating an appropriate program. Much time and effort was necessary to finally obtain an additional Rs.350,000. for operating the program, but ultimately the program was not hampered significantly.

Materials development work continued at a slower than desirable place because of workloads. However, the manuals for health teaching are completed.

A six day seminar was held for all previous graduates and present on-the job trainees for evaluation and further training. In addition, nine other short-term trainings were held, involving 65 local participants.

ii. KTS Agriculture Section

The total enrollment is 38, plus 11 on-the-job trainees. 26 students have graduated, and most of them have secured employment. It is easier for them to get employment under the Livestock Department than the Agriculture Department, and courses are being adjusted accordingly. Efforts continue to strengthen the livestock curriculum and materials.

iii. KTS Health Section

The total enrollment is 30, and there are no on-the-job trainees. 13 students have graduated, and all are employed within the Karnali Zone. Students and staff have participated in several training programs for the Nepal Red Cross work in Jumla. They have also assisted in a dental clinic held in Jumla.

iv. KTS Construction Section

The total enrollment is 35, plus 11 on-the-job trainees. 23 students have graduated and almost all are employed: few, however, on a permanent basis. A number have left Karnali Zone for employment, and most of those employed in the area are employed temporarily.

One of the five health posts to be supervised during construction for Nepal Red Cross was completed, and a second was 90% completed. There are up to three more yet to be done when the villagers fulfil the conditions and other formalities are worked out. An agreement for the construction of the Sub-Regional Skin Clinic for INF was signed, and work began in November.

- c. Reforestation. With the aid of two Forest Technical Assistants, the forestry work moved towards the implementation of a new 25 year forestry program. This has been approved by HMG, but final UMN approval is pending. The program build-up caused a significant financial over-run. New nursery beds, compost pits and a soil sterilisation unit are now in use. Over 30,000 seedlings are in stock. More than 13,000 pits for seedlings were dug, and over 12,400 trees planted, 17% of which are replacements. Knowledge is being gained as to the best time to plant local thorn, which had a high mortality.
- d. Local school involvement. Two expatriates teach part-time in the primary section of the local High School, and work part-time in two village schools. Their aim is to improve teaching methods, and also to be stimulators of community welfare projects such as toilets and vegetable gardens.
- e. Knitting program: Throughout the year the Jumla knitting program has had a total of 40 girls (mainly poor, low caste) participate in knitting simple sweaters and learning manners.
- f. Community health. Efforts towards support and cooperative involvement with staff of Jumla Hospital, health posts and other health service agencies are ongoing. KTS health students participate in project activities in the context of their field training. Maternal and child health work continues with two 'under-five' and one ante-natal clinics per week in Jumla bazar. Planning for several new programs has been completed, and implementation is now under way. These include: a) a KTS-operated laboratory/x-ray service; b) a wholesale medicine cooperative; c) health post construction; d) integrated community health and development assistance in a target area

of seven panchayats; e) a 21-month prospective study of mortality among children under five, in 16 panchayats of the district.

g. Appropriate technology. The post of Appropriate Technology extension worker was filled in June. The year was characterised by information gathering for future work. Dry stone arch cellars for food storage were designed and constructed by KTS, and are under test. Two types of grain mills were purchased for trial and research.

h. Project Administration. UMN staffing has been quite stable. Next year 50% of the staff are due for furlough (including everyone working in KTS directly), and considerable effort has been expended in seeking replacements.

As the Project moves into more outreach activities, this has significantly increased the administration workload. A committee has been formed to coordinate all the outreach activities.

3. Inter-Relationships with other projects

- a. With RECAST: Work has continued with water power and food storage. Also a legume trial plot and a blacksmith training were carried out.
- b. With INF: Refer to Project Activities, b, iv.
- c. With Nepal Red Cross: Refer to Project Activities, b, iii and iv.
- d. With other Technical Schools: School staff have continued to visit other Technical Schools, to participate in meetings and in many other ways to share information.

4. Research and Evaluation

Evaluation of students three times during their on-the-job training, along with discussions with graduates, their employers and local people, afford an opportunity to carry out an ongoing evaluation and keep abreast of the need for change in the program and for additional short-term training. The seminar mentioned under Project Activities b, i was a part of this.

5. Personnel/Training

- a. A total of 76 Nepali staff are employed by KTS, including 13 who are employed in income-gathering work for the school.
- b. Seven expatriate staff, including two volunteers, have been involved in the instructional and administrative areas of the KTS program.
- c. Four Nepali staff are away taking further training. Two forestry staff each took short training courses.
- d. Forestry employed two salaried staff and an average of 12 daily wage workers.
- e. Building program employed four salaried staff and up to 120 daily wage workers, who were supplemented by contractors.

John Finlay
Project Director

APPENDIX 9

LANGUAGE AND ORIENTATION PROGRAM

Annual Report, July 1985 - July 1986

1. Summary Report

The study of the Nepali language and culture continues to be given high priority in the schedule of the new long-term workers. Those expecting to serve for two years or more attend the initial five-month basic course, and those serving for three years or longer are expected to continue with half-time and part-time language study throughout the first two years. Make-up and refresher study are encouraged upon return from furlough, and all personnel are encouraged to continue learning Nepali or other languages throughout their careers. All those who have paid the basic course fee can continue to take lessons at a heavily subsidized rate.

Most instruction is provided by the now independent language school, L.A.R.C., under a three-year contract with UMN. LARC not only operates a school near UMN Headquarters, but also supplies approximately eight teachers at various UMN projects across Nepal. Liaison between the Mission, Project Language Supervisors and LARC, enforcement of this contract, and quality control are done by the Language Coordinator and the Language Consultant.

Orientation and day-to-day supervision and nurture of participants in the basic course are carried out by the Orientation Administrator. This includes daily lectures, tours, and several weeks of 'village stay' and 'work orientation'.

2. Activities

- a. In two 5-month sessions, 50 students studied the basic course at the language school, and 8 studied the language by the LAMP method. 24 of them lived in Nepali host families. Approximately one hundred individuals took post-basic course study at the Centre.
- b. The following projects had full-time language teacher(s) working under a Project Language Supervisor: Gorkha, Andhikhola, Butwal, Jumla, Patan Hospital, Pokhara, Tansen. Approximately 200 persons took lessons with them.
- c. Twenty-nine students passed the First Year examination (both written and oral), and eight passed the Second Year exam.
- d. The Orientation Program has continued to provide two 5-month courses, with regular lectures on Nepali cultures and customs, occasional field trips, a weekend retreat, a three-week village stay using homes within the Kathmandu Valley and further afield, and a work orientation week when many students are able to visit their expected assignment areas and learn more about their field of work in the context of Nepal.

3. Inter-Relationships with other Projects

The Language Consultant, posted in the Education Service Office, advises individual language learners, provides technical information and advice on policy to the Mission and its language contractor, and carries on a program of research, development and evaluation.

Regular contact is maintained with other projects having language programs, through:

- Correspondence between Project Language Supervisors, LARC and the Language Coordinator;

- In-service training of project teachers at LARC, on request;
- An annual meeting of Project Language Supervisors to share encouragement and problems, plan ahead, seek advice, and so on.

4. Community Involvement

Language learners living in Nepali homes have daily involvement with the local community, and those who go on the village stay have a similar opportunity in a rural area for about three weeks. Students are encouraged to spend part of each day out in the community, using the language they have learned.

5. Research/Evaluation

Students are asked to evaluate both the orientation program and the work of the language teachers.

All basic course participants have a Language Proficiency Interview by an outside interviewer at the end of the fifth month, which gives them individual assessment as a basis for planning their continuing studies, and which serves as part of the Mission's quality control for the contract with LARC. The First and Second examinations are taken by each individual when he/she is ready, and 'pass' reports are sent to the relevant Functional Secretary and member body.

The Language Consultant has commenced an in-depth review of the LOP.

6. Personnel/Training

LARC trains and develops its own teaching staff. Two projects have directly hired teachers who received some training from LARC.

Expatriate personnel in the program number two part-time at the centre, and eight part-time language supervisors in the projects.

Dick Smith
Language Consultant

APPENDIX 10

TRAINING AND SCHOLARSHIP PROGRAM

Annual Report, July 1985 - July 1986

1. Summary Report

The Training and Scholarship Program has been instrumental over the years in helping young people from poor backgrounds and remote villages to receive education at the campus level, mainly training in technical and vocational education, later to be utilised for the development of the community. TSP gives preference to the training of UMN staff personnel and staff members from UMN-related projects. Preference is also given to those coming from under-privileged groups of people, such as orphans, children of leprosy patients, scheduled castes/tribes, women and girls.

2. Activities. During 1985/86 the activities were:

- a. 48 scholarships were given for young people under the general Scholarship Program, for leadership development, in: agriculture, forestry, commerce, education, engineering, health science, secretarial science, and pure science.
- b. 38 in-service scholarships were granted to staff personnel of the UMN projects in: rural development, water supply and sanitation, Bachelor in Engineering, secretarial science, post-graduate vocational, public health, MBBS, and post-graduate medicine.
- c. Two selection meetings were organised during the period to grant scholarships to new students. In-service requests for training were considered during other meetings besides these.
- d. The visits to the institutions of study, both in this country and in the sub-continent, have been very useful. This has helped in knowing more about the institutions for different courses, and to learn about the progress made by the students studying at different levels.
- e. A total of 46 students have graduated this year.

| | | |
|-------------------------------------|------------------------|---|
| Inservice training graduates aware: | Registered Nurse | 3 |
| | Nursing Administration | 2 |
| | Post-Basic Nursing | 1 |
| | Public Health | 1 |
| | Secretarial course | 4 |
| | Water and Sanitation | 1 |
| Under general scholarships were: | Teacher training | 9 |
| | Engineering | 8 |
| | Pure Science | 7 |
| | Forestry | 4 |
| | Commerce | 3 |
| | Secretarial Science | 2 |
| | JTA | 1 |

- d. Student library: A library of books relevant to courses undertaken by scholarship students has been established. Approximately 360 books have been purchased, and a further 70 donations received. These books have been accessioned, classified and processed for loan. Cataloguing has been started. Metal book racks and a catalogue cabinet have been purchased. A half-time library assistant has been appointed. He has received training in library organisation, classification and cataloguing. He has classified and processed all the new books and operates the book loan system.

- g. The TSP administrator went for a Development Training course in UK for a period of three months. The course has been useful to him in recognising aspects of development education in respect to leadership development, and identifying himself as a development motivator to build up awareness, motivation and good attitudes among young people, and in the administration of development aid in the Program.

3. Inter-Relationships with other projects

- a. The in-service training requests from the UMN projects have grown tremendously over the years, and the TSP Committee responds to the requests according to their needs.
- b. We give first priority to the training of staff personnel within the UMN.
- c. We encourage the in-service trainees to go back to their sending projects once they have finished their training here.
- d. The visits from the TSP Administrator to the projects are helpful in knowing the training needs in the projects.

4. Evaluation/Research

The responses from the students on general scholarships are still few, making evaluation difficult.

5. Personnel

Two fulltime and one half-time staff carry out the work of the Training and Scholarship Program.

Purushottam Nepali
TSP Administrator

APPENDIX 11

STUDENT FINANCIAL ASSISTANCE FUND

Annual Report, July 1985 - July 1986

1. Summary Report

This Fund has enabled boys and girls from remote, poor and disadvantaged backgrounds to receive an education. In 1985/86 boys and girls were granted scholarships to study in their local schools as day scholars, as well as going to a boarding school. There was also a number of scholarships given to children of UMN workers. However, the majority continue to study at GBS, Pokhara. The two most important criteria for receiving a scholarship continue to be adhered to: There must be financial need, and there must be a UMN worker able to maintain some degree of personal supervision and care.

2. Program Activities

Scholarship aid has been given to a total of 177 students, as follows:

| | | | |
|-----------------|----|-----------------------------|----|
| GBS, Pokhara | 66 | Gorkha (including Lapsibot, | |
| Mahendra Bhawan | 27 | Lamagara, Makaisingh, | |
| Kathmandu | 25 | Namjung, Amp Pipal and | |
| Butwal | 6 | Thalajung) | 53 |

The amount of aid given has varied according to need and the type of school attended. An increasing number of scholarships have been given in locations other than Pokhara. There has also been an increase in the number being given to children of UMN staff. The basic aid is called an "academic scholarship", meaning costs of school fees and books only. Some also receive an extra allowance for school uniform, if necessary; and some for living expenses. Some receive a full academic and boarding scholarship. The Scholarship Officer at GBS works with a scholarship committee in selecting candidates and administering funds and equipment. In other schools candidates are selected or approved by UMN or UMN-related personnel in consultation with the Education Secretary.

3. Inter-Relationships with other projects

Whenever funds are sent to the various projects for distribution, the Business Manager or other person of that project spends time and energy in this administration, and their assistance is gratefully acknowledged.

4. Community involvement

We try to avoid merely handing out funds. In each case someone is responsible for exercising as much personal care and oversight as possible, for these students are future responsible and educated citizens of Nepal. The all-round success achieved once again by scholarship students, at GBS in particular, is a very satisfying indication of the effect of this program.

5. Research and Evaluation

The questionnaires returned by ex-GBS students have been analysed, and indicate that the large majority of the students have benefitted from their education, and are now in further study or employment. This report was presented to the UMN Board of Directors and Education Board in March and April, 1985.

Richard Clark
Education Secretary

CHILDREN'S HOSTELAnnual Report, July 1985 - July 19861. Summary Report

The Children's Hostel has continued to provide a "home from home" for children of UMN workers stationed outside the Kathmandu Valley. The children are thus able to attend schools in the city while living in a Christian home environment. The Hostel is within easy reach of the British Primary and Norwegian Schools, and the Lincoln School Bus stops at the Hostel gate.

2. Activities

During the past twelve months no new children have moved into the Hostel. From July to December there were four children, and from January to July 1986 there were two. The children came from families in Pokhara and Amp Pipal. With the plans proceeding for the opening of the Kathmandu International Study Centre (KISC), and with no new children coming from August 1986, the Hostel will close temporarily, and will re-open in January/February 1987 as the KISC Hostel, taking UMN children for other schools also if there is need.

3. Personnel

Staff include a UMN hostel parent couple, and three Nepali staff.

Richard Clark
Education Secretary

APPENDIX 13

BUSINESS SCHOOL

Annual Report, July 1985 - July 1986

1. Summary Report

The Business School seeks to help meet the need in Nepal for well-trained national secretarial staff. In addition to the secretarial science course, the school offers an ESL course (English as a Second Language). This is intended for prospective secretarial science students, UMN administrative staff in need of "on-the-job" English, and university students who need to improve their written and oral English in order to help with their college lectures. Preparations for a computer science course were started in March 1986. It has been encouraging to note that 13 of the 36 graduates from the last three classes have found placement within UMN, and the remaining students have also had no difficulty in finding suitable employment.

2. Project activities

The secretarial science program offered a seven-month course covering: Short-hand (Forkner method, which is particularly suited to students whose mother tongue is not English), dictaphone, typing (English and Nepali keyboard), advanced English, office procedures (filing, exposure to telephone, telex, duplicating and photocopying machines), and an introduction to bookkeeping. Twenty four students graduated from this course in the twelve-month period.

The ESL program offered course instruction at three levels of English comprehension to approximately 24 students. As an additional service, and as a result of requests from Gorkha, Pokhara and Tansen projects, ESL teaching kits were prepared and are available for use within the other projects of the Mission, should the need arise.

3. Inter-Relationships with other projects

Several Business School graduates are now working in UMN projects, and HSO, Butwal, RDC and Tansen all have in-service trainees.

4. Community Involvement

Some of our present and former students are from Bal Mandir (HMG orphanage), with which we maintain close liaison. Close contact with the business and commercial life of Nepal was maintained.

5. Research and Evaluation

A helpful ESL seminar, led by a visiting ESL teacher, was held in February. The school has started to design, equip and staff a computer science course. This will begin with word processing, and will gradually introduce a further three or four phases of course instruction.

Evaluation of the school's relevance and effectiveness is done at the school's team meetings and at the Education Board.

6. Personnel and Training

An additional ESL teacher has been hired, to make the course workload more manageable. A former student with nine years experience has joined the school as instructor/business manager. Three Nepali tutors have completed the two-week word processing course. There are four Nepalis and no expatriates on the staff.

Sukhdev Mahat
Director

APPENDIX 14

EDUCATION SERVICE OFFICE

1. Summary Report

The Education Service Office, located in Thapathali, continued to provide a base from which the Education Secretary, Assistant Education Secretary, the Culture Resource Worker, the Materials Development Coordinator, the Language Consultant, and Orientation Administrator have offered their services to various UMN projects, programs and people.

2. Project Activities

The post of Assistant Education Secretary was filled for the first time in January 1986, and this will be a strengthening of the support and guidance which can be given from this office. Visits were made to all of the Education projects, and to most of the workers associated with the Education Board.

The post of Culture Resource Worker was not filled fulltime, but some services were offered, particularly to the LOP groups and to the library.

The Materials Development Coordinator began work and visited nearly all of the UMN projects with a view to assessing the needs and opportunities in material development and production. An assistant was hired and is being trained, some design work was done, and plans moved ahead for cooperation with the INF department in Pokhara. From August 1986 a joint department is being established.

The Non-Formal Education Consultants have been busy in production and field testing of literacy and numeracy material, in conducting seminars and workshops, usually in the Project areas, in project visits for consultation and for learning, in training of new NFE field workers, and in inter-agency cooperation. The expatriate worker left Nepal in January 1986.

The Consultant Librarian has made regular visits to projects, and has helped to establish libraries and train librarians in some UMN libraries. She has coordinated requests for purchase of new books, and has been helped by the addition of a second librarian to concentrate on health services library.

The Language Consultant has continued with the LOP review, supported the LAMP program, and the placement of learners in Nepali homes, has represented the UMN in discussions with LARC, has advised individuals and UMN administration on language learning matters, and has continued to develop new learning materials, particularly for advanced students.

Richard Clark

Education Secretary

APPENDIX 15

HEALTH SERVICES BOARD

Annual Report July 1985 - July 1986

During the year significant work has been done in reviewing the past of HSB and looking to the future. With the completion of the HSB Evaluation Study, the writing of "Over Thirty", a historical manual and challenge to hold and purposeful future planning, Dr Carl Friedericks retired from service in Nepal. Dr and Mrs Friedericks' service spans the whole period of UMN's existence.

The Health Services Secretary is grateful for the Assistant Health Services Secretary, a supportive and wise colleague, with whose encouragement and backing the Long Term Planning process has reached the stage of recommended policy, general directions and parameters statements for HSB as a whole and for each project, with proposed new areas of work.

Planning and Management Committees prove to be increasingly useful, with clearer understanding as to how to use them to the best advantage of projects.

Health Services Offices provided the support and consultation to projects, that was possible, and there seems to be general satisfaction with it.

Open House Clinic by the end of the year was staffed by a full-time nurse. The volunteers' faithful support of the Clinic is appreciated very much.

Dental Programme has completed visits to Okhaldhunga, Amp Pipal, Jumla, Baglung and more survey work, as well as integrating community dentistry into CDHP and Palpa CHP. The clinical services at Patan Hospital and Tansen Hospital are fully functioning.

Mental Health has continued informal contact with the HMG/N Mental Hospital colleagues. A series of articles on the pilot project of community mental health in Lalitpur is being published in the Journal of Nepal Medical Association. This programme has been introduced at Tansen and Amp Pipal Hospitals. Drug Abuse Prevention has had considerable small scale success in stimulating community response in education materials and helping a small number of addicts off dependence, as well as holding classes and seminars in High Schools and Colleges.

Seconded personnel report a satisfying but busy year at Institute of Medicine, teaching and developing nursing curriculae, teaching in MBBS programme, working with Ministry of Health Nursing Division on Traditional Birth Attendant training and MCH programmes. Paimy continues very busy, as the HSS seeks to find the right way to support this private clinic in the future. The Lahan is also a busy centre of eye work.

Patan Hospital has had a year of consolidation. Falling or leveling off of patient levels may be an indication that the opening of several nursing homes, as well as the Tribhuvan University Teaching Hospital, are providing added options in the valley. Steeply rising costs causes some concern. UMN is involved through membership of the Board, secondment of staff and considerable subsidy grant for free care.

Agreements. Negotiations have continued with Ministry of Health. The Agreement is now in its 7th draft and awaits HMG/N response. The beginning of new work depends on receiving adequate permission.

Decentralization is being implemented in some Districts. All our projects are trying to relate closely to District Panchayat and concerned line offices.

Highlights of UMN HSB Projects

1. Amp Pipal Hospital

During the year, previously made changes have been consolidated, all staff positions have been filled, and there have been harmonious relations among the staff, patients and expatriates. Both out-patient and operation numbers have remained fairly constant, while numbers of admissions have been reduced by 16% and deliveries have increased by 19%. The MCH and TB records were transferred from CHP to hospital. Modifications in medical-surgical stores, laboratory and pharmacy are not all completed yet. There has been an overall emphasis on in-service training of staff and health education of patients. Relationships with the surrounding community have been supportive with increased contact with some health posts run by Save the Children Fund USA.

2. Gorkha CHP

When in March 1986 2 expatriates started to live in Gakhu, 4 hrs from Amp Pipal, the CHP target area was enlarged to 5 panchayats. January 1986 saw the handover of the MCH clinic and 5 of its staff to the hospital. In our 3 other clinics more responsibilities were given to local committees and their employees, for registration, ante-natal checks and health teaching.

The different emphasis in agriculture led to far less farm activities and reallocation of 5 of the workers to hospital and area services.

"If this alternative employment can not be guaranteed, UMN would need to look at its role as 'confirmed employer'", was the discussion at the PMC, proposing this line of action.

The Nepali staff expressed their uncertainties about the desirability of Community Motivation with the possibilities of job losses, in a letter to HQ rather than in a strike.

3. Okhaldhunga Dispensary

The hospital aims to provide basic medical and surgical care to the people of the surrounding area. In the past year more than eleven thousand out-patients and a little less than nine hundred in-patients were treated.

Special events during the year were an eye camp, surgical camp, and dentistry camp.

The objective to minimize costs was approximated reasonably well. In summary the past year has been a good one in working together as hospital staff amongst ourselves as well as with others. We were impressed again by the obvious need for a hospital in this District whether it is run by UMN or HMG or both combined.

4. Okhaldhunga CHP

The Community Health Programme continued as planned and agreed in 14 panchayats. Work included training, seminars, health activities, agriculture and animal improvement, water and sanitation and education area. Activities were different in different areas depending on community involvement, cooperation with HMG/N staff, capacity and interest. One panchayat was as model for integrated work. Stress was strong in preventive, motivation and supporting HMG to take responsibility and panchayats involvement.

5. Palpa Project

Guesthouse: The Guesthouse facilities have at times been over-utilised. The building programme for the proposed extension was begun and should be complete by the end of October. We have been grateful for provision of hostesses for part of the year; but wives of BAs have still had to be involved.

Maintenance Department: The upper story of the building is now in use as a store and office. Our expatriate supervisor has had to spend most of his time as supervisor of the building programme. Maintenance has proceeded under the direction of the Nepali supervisor. The foreman of the building programme will take over when that programme is complete. We are grateful for the supply of a secondhand Land Rover. The new generator has been ordered. Water problems have been less during the year. The new mastertank (130,000 litres) is now in use. New pumps have also been installed.

Language: We have one LARC and one local teacher, and when both are actually available the needs of our students can be adequately met.

Administration: At the beginning of this financial year the new plan for the administration was implemented. Both CHP and Hospital Business Offices were combined in the one office, located in the hospital. At the same time it was divided into two separate parts, with one person taking responsibility for the financial part and one person taking responsibility for the personnel part.

Palpa Horticulture and Agronomy Support Programme (HASP) is a new programme which started six months ago. Objectives: to assist UMN projects to help farmers in the hilly regions of Nepal; to find systems of Horticulture and Agronomy which meet the needs of the situation, now, and in the future, for optimum sustainable soil productivity; to seek to help to provide needed input to achieve the previous mentioned.

6. Tansen Hospital

A 100 bed (actual 102) hospital, plus out-patient department, which serves as a base hospital for the CHP Programme, as well as a referral centre from Government and private services. It is

equivalent to a zonal hospital, but receives many cases for primary as well as higher levels of care from a much wider area.

7. Palpa CHP

The Palpa Community Health Programme, using the Tansen UMN hospital as its base, has fulfilled its two-fold aim of supporting His Majesty's Government (HMG) in its health care efforts in Palpa District, and has been involved with local communities in their self-developments efforts by means of programmes jointly planned and implemented.

8. Nurse Campus, UMN Programme

The UMN Programme has continued to operate as a certificate level Nursing Programme for Nepali women. We have continued to use Patan Hospital, Bir Hospital, HMG FP, HMG community field, FP association and CDHP field facilities for clinical and field experience. There are 2 years of students studying currently; 1st year has 30 students, 2nd year has 28 students, both residential and non-residential.

The Nir Bhawan building purchase was finalised on February 25th, 1986. It has been purchased in the name of Nepal Hydro and Electric Company Butwal. A Building Committee has been formed in order to coordinate the renovation and alterations required in the campus.

There remains a shortage of Nurse Teaching Personnel due to in-service training of tutors and resignation.

9. CDHP

The most significant event in the project during the past year has been the amalgamation of CDAP and CPHCP to form CDHP in July 1985. The upper administrations have been joined, while at the field level work is proceeding as before. In the common work area there has been increased cooperation and some steps taken to integrate the work. However, the amalgamation has taken some adjustment for all staff. For some this has been more difficult than others. This report is on two annual plans (CDAP's and CPHCP's).

The work has been made more difficult throughout the year by a shortage of key personnel, particularly of supervisors, resulting in a postponement of a new field administration structure and less field supervision. A shortage of Auxiliary Nurse Midwives (ANMs) and community motivators has been keenly felt.

Nevertheless high quality care has been given to 76,309 patient visits, and over 43,000 vaccination have been given. There has been greater interest shown in tree planting and 12 private contract nurseries have been established. Useful discussions have been held with Government and District officials with relationships slowly improving. All the Development Section's (DS) activities have arisen from community felt needs and with community cooperation. The Health Section (HS) activities have had less community involvement.

10. HSO

The Health Services Office provides an administrative base for the office of the Health Services Secretary and supportive services, and resources for all Health Services Board projects and programmes and others. During the year the offices were moved from Open House to Asha Niketan. The Open House Clinic and Health Services Medical Supplies now occupy the bottom floor of Open House. Asha Niketan provides space for Nutrition Consultant, Library, Health Services Secretary and Assistant Health Services Secretary, Evaluation and Statistics, Manpower and Training, Medical Coordinator, as well as secretaries, computer (word processing) and the Mental Health, Drug Abuse Education Staff. It has proved very convenient being in the same building as the Economic Development Secretary and EDC, Rural Development, as there are many matters of an inter-functional nature which can be settled quickly. Two of the secretarial staff had training in word processing, the Library Assistant at the Business School, another is studying English.

Personnel

1. Expatriate Personnel The HSB posts have been about 70% filled during the year. All hospitals (including Patan) have a change of leadership as have Okhaldhunga and Palpa CHPs.
2. Nepali Personnel The year has been one for harmonious relationships in general. The hospitals have experienced better staffing levels, while the CHPs on the whole have reduced staff levels. It has been difficult to staff some key posts in the development aspects of programmes.
3. Nepalization, remains a key-stone of thinking and many scholarships are given. Meanwhile the nationwide shortage of health personnel is still a powerful constraint.

Conclusion

The Year has provided opportunity to review and re-think our work. There have been unexpected departures of personnel due to death and illness in families. We have been reminded of our vulnerability here in Nepal, at the same time of our sovereign God in whose hands we are, and together we take heart to go on and serve in His name. Thank you to everyone for lives lived and work done in fellowship for people in distress.

Jeanette Hyland
Health Services Secretary

UMN HOSPITALS COMPARITIVE REPORT FOR TWO FISCAL YEARS (1984-85 and 1985-86)

| NAME OF HOSPITALS: | PATAN | | TANSEN | | AMP PIPAL | | OKHALDHUNGA | | REMARKS This year = 1985-86 Last year = 1984-85 |
|----------------------------------|------------|------------|------------|------------|------------|------------|-------------|------------|---|
| | THIS YR | LAST YR | THIS YR | LAST YR | THIS YR | LAST YR | THIS YR | LAST YR | |
| PATIENT-CARE: | | | | | | | | | |
| 1 Admissions | 6730 | 6659 | 3943 | 3831 | 1553 | 1792 | 881 | 980 | |
| 2 Patient Days | 38913 | 40332 | 26152 | 25245 | 11610 | 14798 | 6005 | 6518 | |
| 3 Length of Stay | 4 | 6 | 7 | 7 | 7 | 8 | 7 | 7 | |
| 4 Average Daily Census | 107 | | 72 | 68 | 32 | 41 | 16 | | |
| 5 Percent Occupancy | 77 | 80 | 75 | 72 | 17 | 79 | 82 | 89 | |
| 6 Deliveries | 2060 | 1804 | 407 | 322 | 141 | 123 | 43 | 44 | |
| 7 Delivery Rev/Delivery | | | 45 | 48 | | | 72 | | |
| 8 Total IP Rev/Patient Day | 87 | 82 | 54 | 41 | 31 | 29 | 18 | | |
| 9 Total IP Rev/Admission | 503 | 497 | 356 | 271 | 230 | 239 | 121 | | |
| 10 Nursing Cost/Patient Day | 59 | | 51 | 41 | 41 | 23 | 36 | | |
| 11 Doctor Cost/Patient Day | 13 | | 7 | 6 | 7 | 5 | 7 | | |
| 12 Total Patient-care FTE | 99 | | 57 | | 21 | 17 | 12 | | |
| 13 Patient Days/Patient-care FTE | 447 | | 498 | | 555 | 870 | 530 | | |
| 14 Revenue:Cost Ratio | | | | | | | | | |
| OPD (ALL): | | | | | | | | | |
| 15 OPD Visits | 159087 | 133703 | 94190 | 66132 | 34965 | 35799 | 11440 | 10651 | |
| 16 Total OP Rev/Visit | 25 | 26 | 32 | 34 | 24 | 23 | 17 | | |
| 17 OPD Cost/Visit | 5 | | 7 | 5 | 6 | 5 | 4 | | |
| 18 Doctor Cost/Visit | | | | 2 | | | | | |
| 19 OPD Visits/FTE | 3518 | | 4263 | 272 | 2955 | 4421 | 4290 | | |
| 20 Revenue:Cost Ratio | 1 | | | 1 | | | 1 | | |
| MOTHER & CHILD HEALTH: | | | | | | | | | |
| 21 MCH Visits | 33810 | 37075 | 12524 | 1070 | | | | | |
| 22 Direct Cost/MCH Visit | 5 | | 6 | 5 | | | | | |
| 23 MCH Visits/FTE | 4830 | | 4175 | 283 | | | | | |

| | 1 THIS YR | LAST YR | 2 THIS YR | LAST YR | 3 THIS YR | LAST YR | 4 THIS YR | LAST YR |
|---------------------------|-----------------|------------|-----------------|------------|-----------------|------------|-----------------|------------|
| EMERGENCY ROOM: | | | | | | | | |
| 24 Emergency Room Visits | 12117 | 12544 | 1290 | 1268 | | | | |
| 25 Cost/ER Visit | 13 | | | | | | | |
| 26 ER Visits/FTE | 1212 | | | | | | | |
| OPERATION ROOM: | | | | | | | | |
| 27 Major Surgeries | 731 | 828 | 910 | | 223 | 229 | 35 | 75 |
| 28 Minor Surgeries | 2663 | 1579 | 2323 | | 1181 | 1186 | 381 | 220 |
| 29 Percent IP Revenue | 92 | | 83 | 84 | 68 | 73 | 66 | |
| 30 Rev/Surgery Procedure | 356 | | 117 | 66 | 60 | 56 | 49 | |
| 31 Cost/Surgery Procedure | 156 | | 122 | 59 | 151 | 127 | 54 | |
| 32 Revenue:Cost Ratio | 2 | | 1 | 1 | | | 1 | |
| 33 Surgery Procedures/FTE | 242 | | 286 | 28 | 165 | 157 | 446 | |
| C S S D: | | | | | | | | |
| 34 Cost/Patient Day | 10 | | 18 | 15 | | | 3 | |
| 35 Revenue:Cost Ratio | 1 | | | | | | | |
| RADIOLOGY: | | | | | | | | |
| 36 Radiology Procedures | 16689 | 15789 | 13594 | 9687 | 1860 | 2521 | 315 | |
| 37 Percent IP Revenue | 21 | | 14 | 18 | 24 | 23 | 61 | |
| 38 Revenue/Procedure | 32 | | 44 | 45 | 46 | 44 | 32 | |
| 39 Cost/Procedure | 23 | | 31 | 31 | 35 | 44 | 53 | |
| 40 Revenue:Cost Ratio | 1 | | 1 | 1 | 1 | 1 | 1 | |
| 41 Procedure/FTE | 3338 | | 3674 | 248 | 930 | 1261 | 945 | |
| LABORATORY: | | | | | | | | |
| 42 Lab. Procedures | 92286 | 99798 | 70509 | 59601 | 30607 | 39174 | 7233 | |
| 43 % IP Rev. | 38 | | 18 | 19 | 20 | 25 | 31 | |
| 44 Rev/Procedures | 8 | | 4 | 3 | 3 | 3 | 2 | |
| 45 Cost/Procedure | 5 | | 3 | 3 | 3 | 1 | 2 | |
| 46 Rev : Cost ratio | 2 | | 1 | 1 | 1 | 2 | 1 | |
| 47 Procedures/FTE | 7099 | | 12157 | 846 | 11485 | 19587 | 5425 | |
| PHARMACY: | | | | | | | | |
| 48 % IP Rev. | 29 | | 25 | 18 | 22 | 28 | 29 | |
| 49 IP Rev/Pt.day | 22 | | 25 | 12 | 15 | 15 | 9 | |
| 50 OP Rev/OP visit | 13 | | 20 | 21 | 17 | 16 | 12 | |
| 51 Rev : Cost ratio | 1 | | 1 | 1 | 1 | 1 | 1 | |

45B

| | 1 THIS YR | LAST YR | 2 THIS YR | LAST YR | 3 THIS YR | LAST YR | 4 THIS YR | LAST YR |
|--------------------------------|-----------------|------------|-----------------|------------|-----------------|------------|-----------------|------------|
| PHYSIOTHERAPY: | | | | | | | | |
| 52 Physio. Procedures | 1098 | | 1824 | 1222 | | | | |
| 53 % IP Rev. | 55 | | 50 | 57 | | | | |
| 54 Rev : Cost ratio | 1 | | | | | | | |
| 55 Procedures/FTE | 549 | | 2606 | 145 | | | | |
| DENTAL: | | | | | | | | |
| 56 Dental Visits | 7633 | 5924 | 1928 | 1391 | 364 | 432 | | |
| 57 Cost/Visit | 33 | | 42 | 40 | | | | |
| 58 Revenue:Cost Ratio | 2 | | 1 | 1 | | | | |
| 59 Dental Visits/FTE | 954 | | 964 | 93 | | | | |
| DIETARY: | | | | | | | | |
| 60 Meals Served | 57389 | 50953 | | | 47 | | | |
| 61 Cost/Meal Served | 5 | | | | 826 | | | |
| 62 Revenue:Cost Ratio | 1 | | | | | | | |
| 63 Meals Served/FTE | 5739 | | | | 63 | | | |
| LAUNDRY: | | | | | | | | |
| 64 Cost/Patient Day | 3 | | 4 | 2 | | | 2 | |
| 65 Percent Cost to Total | 1 | | 1 | 1 | | | 2 | |
| 66 Linen, Bedding/Patient Day | 1 | | 1 | | 2 | 1 | 1 | |
| HOUSE-KEEPING: | | | | | | | | |
| 67 Cost/Sq Metre Cleaned | | | | | 36 | 25 | 11 | |
| 68 Percent Cost to Total | 4 | | 4 | 3 | 8 | 7 | 2 | |
| 69 Sq metre cleaned/FTE | | | | | 368 | 426 | 766 | |
| INDIRECT FREE-CARE: | | | | | | | | |
| 70 Total Revenue:Expense Ratio | 1 | | 1 | 1 | | 1 | | |
| 71 % of indirect free care | 28 | | 8 | 47 | 13 | 14 | 19 | |
| DIRECT FREE-CARE: | | | | | | | | |
| 72 % of Patient Revenue | 7 | | 2 | 4 | 14 | 15 | 8 | |
| 73 % OP Free care | | | 1 | 2 | 13 | 11 | 5 | |
| 74 % IP Free care | 14 | | 4 | 9 | 16 | 21 | 13 | |
| 75 Equiv Free Care Beds | | | | 650 | | | | |

450

| | 1 | | 2 | | 3 | | 4 | |
|--------------------------------|----------|------|----------|------|----------|---------|---------|------|
| | THIS | LAST | THIS | LAST | THIS | LAST | THIS | LAST |
| | YR | YR | YR | YR | YR | YR | YR | YR |
| STAFF: | | | | | | | | |
| 76 No. of Staff | 312 | 290 | 176 | | 74 | 63 | 26 | |
| 77 No. of Expatriate Staff | 19 | | 14 | | 6 | 6 | 4 | |
| 78 % of Expatriate | 6 | | 8 | 9 | 8 | 10 | 15 | |
| 79 No. of Doctors | 23 | | 10 | | | | 2 | |
| GENERAL: | | | | | | | | |
| 80 % of Soc. ser. exp. | | | 1 | 1 | | | | |
| 81 % Maintenance exp. | 3 | | 1 | 1 | 4 | 6 | 7 | |
| 82 % Utilities exp. | 7 | | 3 | 2 | 6 | 5 | 1 | |
| 83 % Security exp. | 1 | | 1 | 1 | | | | |
| 84 % Admn. exp. | 5 | | 4 | 5 | 7 | 6 | 6 | |
| 85 % Salary exp. | 52 | | 48 | 42 | 56 | 51 | 47 | |
| 86 Percent IP Revenue | 46 | | 32 | 32 | 30 | 34 | 36 | |
| 87 Net Gain (Loss) | -361944 | | -2083564 | | -999954 | -629378 | -322165 | |
| 88 Net Gain (Loss), Excl. PCS | -1137689 | | -2668466 | | -1214847 | -830939 | -466459 | |
| 89 % Gain (Loss) | -3 | | -29 | | -40 | -30 | -43 | |
| 90 % Net Gain (Loss) Excl. PCS | 37 | | 15 | | -5 | 10 | -9 | |
| 91 Free Care | 3507439 | | 664698 | | 492734 | 468093 | 169102 | |
| 92 Free Care Excl. PCS | 2731694 | | 79796 | | 277841 | 266532 | 24808 | |
| 93 % Free Care | 33 | | 9 | | 20 | 22 | 22 | |
| 94 % Free Care Excl. PCS | 26 | | 1 | | 11 | 13 | 3 | |

UNITED MISSION COMMUNITY HEALTH PROGRAMME COMPARED FOR TWO FISCAL YEARS

| | P A L P A C. H. P. | | G O R K H A C. H. P. | | OKHALDHUNGA C. H. P. | | LALITPUR C. D. H. P. | | PATAN HOSPITAL (<5 FP AN & PN) | |
|---------------------------|-----------------------|---------|-------------------------|---------|-------------------------|---------|-------------------------|---------|-----------------------------------|---------|
| | 1984-85 | 1985-86 | 1984-85 | 1985-86 | 1984-85 | 1985-86 | 1984-85 | 1985-86 | 1984-85 | 1985-86 |
| GENERAL PATIENTS TREATED: | | | | | | | | | | |
| NEW | 2330 | 1583 | 3054 | 1740 | 963 | 1779 | 0 | 0 | 7779 | 5586 |
| OLD | 3049 | 3224 | 12025 | 6548 | 5313 | 4759 | 0 | 0 | 20005 | 28222 |
| TOTAL | 5379 | 4807 | 15079 | 8288 | 6276 | 6538 | 65238 | 76309 | 27784 | 33808 |
| ANTE-NATAL EXAMINATIONS: | | | | | | | | | | |
| NEW | 701 | 697 | 410 | 297 | 27 | 20 | 1169 | 774 | 0 | 967 |
| OLD | 1454 | 1523 | 377 | 267 | 54 | 8 | 1699 | 1566 | 0 | 9946 |
| TOTAL | 2155 | 2220 | 787 | 564 | 81 | 28 | 2868 | 2340 | 6920 | 10913 |
| HOME DELIVERIES CONDUCTED | 126 | 103 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| POST-NATAL EXAMINATIONS | 479 | 394 | 0 | 0 | 0 | 9 | 2907 | 3276 | 671 | 1132 |
| FAMILY PLANNING: | | | | | | | | | | |
| LOOP INSERTED | 0 | 0 | 0 | 0 | 35 | 35 | 0 | 0 | 68 | 71 |
| LOOP REMOVED/CHECKUP | 0 | 0 | 0 | 0 | 20 | 9 | 0 | 0 | 12 | 1 |
| LOOP TOTAL | 0 | 0 | 0 | 0 | 55 | 44 | 0 | 0 | 80 | 72 |
| PILLS NEW | 1 | 0 | 0 | 0 | 31 | 43 | 299 | 110 | 12 | 27 |
| PILLS REFILLS | 0 | 0 | 0 | 0 | 33 | 56 | 551 | 307 | 1 | 6 |
| PILLS TOTAL | 1 | 0 | 0 | 0 | 64 | 99 | 850 | 417 | 13 | 33 |
| DEPO-PROVERA NEW | 75 | 72 | 0 | 0 | 247 | 205 | 0 | 0 | 325 | 480 |
| DEPO-PROVERA REFILLS | 264 | 245 | 0 | 0 | 1092 | 839 | 0 | 0 | 53 | 287 |
| DEPO-PROVERA TOTAL | 339 | 317 | 0 | 0 | 1339 | 1044 | 0 | 0 | 378 | 767 |
| VASECTOMY | 0 | 0 | 0 | | 0 | 19 | 437 | 1378 | 0 | 0 |
| TUBECTOMY | 0 | 0 | 0 | | 0 | 0 | 616 | 1264 | 0 | 0 |
| TOTAL | 0 | 0 | 0 | 0 | 0 | 19 | 1053 | 2642 | 0 | 0 |
| OTHERS F.P. | 0 | 0 | 0 | | 0 | 41 | 856 | 436 | 0 | 0 |
| FAMILY PLANNING TOTAL | 340 | 317 | 0 | 0 | 1458 | 1247 | 2759 | 3495 | 471 | 872 |
| HOME VISITED | 313 | 210 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| | P A L P A | | G O R K H A | | O K H A L D H U N G A | | L A L I T P U R | | P A T A N H O S P I T A L | |
|---------------------------|-----------|---------|-------------|---------|-----------------------|---------|-----------------|---------|---------------------------|---------|
| | C. H. P. | 1985-86 | C. H. P. | 1985-86 | C. H. P. | 1985-86 | C. D. H. P. | 1985-86 | (C5 FP AN PN) | 1985-86 |
| VACCINATION PERFORMANCES: | | | | | | | | | | |
| DPT 1ST DOSES | 2082 | 2161 | 1710 | 797 | 1109 | 1024 | 3596 | 4803 | 3516 | 4269 |
| DPT 2ND DOSES | 1106 | 1629 | 1161 | 549 | 870 | 729 | 2181 | 3845 | 2591 | 3281 |
| DPT 3RD DOSES | 741 | 1058 | 858 | 460 | 1347 | 709 | 2340 | 3226 | 2990 | 4994 |
| DPT BOOSTER DOSES | 13 | 0 | 0 | 0 | 0 | 10 | 0 | 0 | 0 | 0 |
| DT BOOSTER DOSES | 0 | 0 | 0 | 0 | 97 | 0 | 0 | 0 | 381 | 336 |
| TOTAL DT AND DPT | 3942 | 4848 | 3729 | 1806 | 3423 | 2472 | 8117 | 11874 | 9478 | 12880 |
| BCG PRIMARY VACC | 1233 | 1962 | 1911 | 882 | 934 | 1003 | 4739 | 5855 | 3010 | 3961 |
| BCG RE-VACCINATIONS | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 47 | 63 |
| BCG TOTAL | 1233 | 1962 | 1911 | 882 | 935 | 1003 | 4739 | 5855 | 3057 | 4024 |
| TETANUS TOXOID GIVEN ALL | 1689 | 3206 | 869 | 151 | 44 | 1253 | 1361 | 6907 | 2799 | 3605 |
| POLIO 1ST DOSES | 1638 | 2339 | 1070 | 431 | 451 | 900 | 3263 | 4889 | 3574 | 4331 |
| POLIO 2ND DOSES | 912 | 1598 | 1270 | 171 | 238 | 556 | 2191 | 3925 | 2647 | 3607 |
| POLIO 3RD DOSES | 546 | 1046 | 785 | 63 | 127 | 545 | 1739 | 3164 | 3887 | 4882 |
| POLIO TOTAL | 3096 | 3937 | 3125 | 602 | 816 | 1456 | 7193 | 8814 | 10108 | 7938 |
| MEASLES VACCINATIONS DONE | 963 | 867 | 1100 | 424 | 288 | 1063 | 2218 | 4954 | 1435 | 2449 |
| TOTAL VACCINATIONS DONE | 10923 | 14820 | 10734 | 3865 | 5506 | 7247 | 24628 | 38404 | 26877 | 30896 |

HEALTH SERVICES OFFICEAnnual Report July 1985 - July 19861. Summary

The Health Services Office provides an administrative base for the office of the Health Services Secretary and supportive services and resources for all Health Services Board projects and programmes and others. During the year the offices were moved from Open House to Asha Niketan. The Open House Clinic and Health Services Medical Supplies now occupy the bottom floor of Open House. Asha Niketan provides space for Nutrition Consultant, Library, Health Services Secretary and Assistant Health Services Secretary, Evaluation and Statistics, Manpower and Training, Medical Coordinator as well as Secretaries, computer (word processing) and the Mental Health, Drug Abuse Education Staff. It has proved very convenient being in the same building as the Economic Development Secretary and EDC, Rural Development as there are many matters of an inter-functional nature which can be settled quickly. Two of the secretarial staff had training in word processing, the Library Assistant at the Business School, another is studying English.

2. Activitiesa) Office of Health Services Secretary

For most of the year the work was shared between the Health Services Secretary and Asst. HSS, although the HSS had 3 month furlough and the AHSS was away in USA for some time. The encouragement and support shown by programme leaders has been a real help in carrying the many, many responsibilities related to this office.

Negotiations with HMG/N MOH and participation in the IOM MOH have continued. Health manpower planning exercises have taken up a lot of time during 1986. Without the support and encouragement of the AHSS, and many valuable comments and contributions from project people, the HSB Long Term Plan draft proposal could not have been prepared.

b) The Administration Team has seen some staff changes both in Nepali and expatriate posts, but nevertheless has coped adequately with the needs of the office for typing, filing, duplicating etc. The IBM PC used for word processing has simplified a number of large jobs. One Nepali and one expatriate secretary has been trained to use it so far.

c) The Business Manager has handled the accounts and doubled as HS Medical Supplies In-charge. During the year a Nepali was appointed to this important post.

d) The Consultant Teami) Medical Coordinator:

The responsibilities and activities of the Medical Coordinator for the most part changed little during this year. Medical and psychological reports of all candidates and their families were received and evaluated. Health

questionnaires were sent to BAs as previously. Assistance was given in registration and re-registration of doctors and dentists with the Nepal Medical Council, and indirect supervision of the UMN Clinic was provided.

During the last months of the year, the out-going and in-coming medical coordinators were involved in helping the HSS evaluate various approaches to candidate screening and to take on-going care of BAs in Nepal.

Open House Clinic:

Until May this year Open House Clinic continued to be operated by volunteer staff. The work of volunteers who have helped to keep the Clinic functioning has been greatly appreciated. Provision of basic medical care for adults and children, immunizations, ante-natal care and doctor and hospital referrals has continued. 60 to 130 people have attended the Clinic monthly, averaging 100 per month.

In May the Clinic moved into Open House proper and the two "new" downstairs rooms, comprising a waiting room and a consultation room, have been much admired and appreciated by many. Also in May the Clinic was taken over by a full-time nurse. This has made it possible to open the Clinic five mornings a week from 8.30-11.00 am. Also we are now able to offer home visits for sick, housebound patients and regular post-natal home care.

The referral-report system is working well as is the system to have laboratory reports returned to the Clinic from Patan Hospital. The Clinic Procedure Manual, involved many hours of work and is very much appreciated.

A new microscope was purchased in January. Stool tests continue to be done at the Clinic. Bimonthly refresher sessions are given by Patan Hospital laboratory staff. It is hoped that in the future we may be able to do urine microscopy in the Clinic as well.

iii) Nutrition Consultant:

The nutrition emphasis in the UMN has been strengthened by having nutritionists in most of the HSB projects. Project visits were made to three HSB projects - Lalitpur, Amp Pipal and Okhaldhunga, and also to a few other UMN-related projects. A four-day "Nutrition Week" was held for new UMN workers in the autumn and spring; this has resulted in an increased awareness in nutrition and its practical implications in personal, community and work situations.

A nutrition information handout was prepared for short term workers. Writing mainly included topics of current interest, revisions and up-dates, a paper prepared for the National Nutrition Strategies Workshop and a study report for the Thai-NCA Highlands Development Project. Additions were made to teaching materials and nutrition journals, papers and articles were circulated to those active in

nutrition work. Opportunities for outreach in nutrition over stretch the present staffing situation.

There is good opportunity during project visits to observe through one's own eyes and the eyes of others the impact of nutrition teaching, changing food practices and behaviour, results of rising food costs, marketing strategies, etc.

The numbers of project personnel and others requesting time for discussion and nutrition-related materials show an increase in nutritional awareness and application. Project visit diaries, simple interviewing, collection of observations, stories and photos have been helpful for evaluation purposes, as well as being a valuable learning cum teaching resource.

iii) Lab. and X-Ray Consultant:

Even though the person helping in this area left Nepal in December the plans to renovate Tansen Hospital Lab and X-ray departments, standardize new equipment in Amp Pipal and Okhaldhunga and provide orientation training for staff were carried out at Amp Pipal, still to come in Okhaldhunga.

iv) Planning and Evaluation Consultant:

The functions planned were carried out until the person left Nepal, and since then have been taken up as part of the work of the evaluation study team.

e) HS Medical Supplies

Health Services Medical Supplies Department (HSMS) is located at Open House Thapathali. It has been procuring and supplying some 400 different kinds of drugs, chemicals, injections etc. for health-related projects of the UMN, at a most economical rate and by appropriate means as possible. Relationships have been maintained with a number of ministries, departments, other offices of HMG/N and suppliers inside and outside the kingdom. A full-time Nepali Assistant Pharmacist and a part-time Nepali and part-time expatriate Incharge carried the activities of the department. However, the liaison with government offices has been a difficult part of the drugs procurement during the whole year. The objective of the department is deemed met in a greater degree and some changes in working strategy have been foreseen. It is also meant that the department should run in a self-supporting manner.

i) Objective: To provide medical supplies services to hospitals and health-related projects of the UMN.

ii) Degree of fulfilment: It is felt that such objective has been met in a greater degree though it has to face certain difficulties producing supplies from India and overseas.

iii) Proposed strategy changes: That necessary applications for import permits, exemption certificates etc. for drugs and chemicals difficult to obtain, be given in advance and

followed up frequently. Occasional visits by the HSMS Incharge himself/herself to be made with the higher level officers at the place the process get stocked.

That continuous evaluation be made from response received from projects receiving services, and rationalization of the same be effected accordingly.

f) HS Library

New books and non-book materials have been acquired and added to the stock. Health Education Materials and other appropriate medical publications have been ordered and sent to Amp Pipal, Tansen, and Okhaldhunga projects. Loan and reference use has been made of the library by projects and others outside UMN. The Library Assistant In-charge has received training in librarianship and business studies. On completion of those studies he has returned to work in the HSO library.

g) Statistics Section

The activities of the statistical section is being gradually increased, and as a whole, it has been considerably improved over last year. The reporting of data from the various health programmes are improving; a computer has been used to convert the raw statistics into meaningful indicators. The computer indicator reports are fed back to the programmes to assist them in their own evaluation, and more accurate statistical reports on UMN health programmes are being delivered to His Majesty's Government of Nepal.

h) HS Training and Manpower Office

The Training and Manpower Advisor's responsibilities consist mainly of the following sections: negotiations with Integrated Community Health Services Department Project (ICHSDP), advising and assisting regarding applications to Institute of Medicine, coordinating places for training at Central Health Laboratory, receiving quarterly reports on staff listing, keeping a list of vacant posts at UMN Projects, referring employment inquiries and up-dating of data run-offs. The latter part (data run-off) unfortunately has been lagging behind due to incomplete handing over of running of data programme to HSO staff.

i) Biomedical/Missionwide Maintenance

The maintenance programme has been continuing over the past year with regular visits to Tansen, Amp Pipal, and Okhaldhunga hospitals. We have also visited the Gandaki Boarding School in Pokhara to assist them with telephone and intercom installation. Looking forward to the time when this work will be turned over to a Nepali counterpart, the Nepali has been allowed to go alone to the projects as much as possible. Training in basic electronics for 3 people from Patan Hospital maintenance dept is now going on, and plans are being finalized for the training of people from the Tansen and Amp Pipal hospitals.

j) Special Programmes associated with HSO

i) Evaluation Study: The final report and recommendations were made to HSB March and adopted with some modification. The hard and good work of this group is appreciated by all projects and showing results already. "Over Thirty" by Dr Friedericks will be presented in late 1986.

ii) Mental Health Programme: See HSB summary report.

iii) Dental Health: See HSB summary report.

3. Personnel/Training

One staff completed Business School training. One is taking English classes. Computer word processing training was given to two staff.

Jeanette Hyland

Health Services Secretary

APPENDIX 17

PALPA PROJECT

Annual Report, July 1985 - July 1986

1. Description

The Palpa Project consists of the following: Tansen Hospital, Palpa Community Health Program, Horticulture and Agronomy Support Program (HASP), the Guesthouse, Maintenance Department, language study and administration.

2. Activities

- a) Guesthouse. The guesthouse facilities have at times been over-utilized. The building program for the extension has begun, and should be complete by the end of October 1986, providing accommodation for the hostess, several short-term staff and visitors. We have been grateful for the provision of hostesses for part of the year, though UMN wives have had to be involved more than they would have wished.
- b) Maintenance Department. The upper storey of the building is now in use as a store and office. The expatriate supervisor has had to spend most of his time supervising the building program, and maintenance has proceeded under the direction of the Nepali supervisor, who will be leaving for training as a biomedical technician. The foreman of the building program will then take over. We are grateful for a secondhand Land Rover, but still need a new, more suitable one. We await the new generator which has been ordered. We are corresponding about a more suitable telephone system. Water problems have been less during the year. The new water tank (130,000 litres) is now in use, and new pumps have also been installed.
- c) Language. We have one LARC teacher and one local teacher, who adequately meet the needs of our students when both are available.
- d) Administration. At the beginning of the year the new plan for administration was implemented, combining CHP and Hospital business offices in one office, located in the hospital. This was divided into two parts, one person taking responsibility for finance and one for personnel. The PAO had to go home at the beginning of the year, so the plan did not have a proper follow-up of teaching the staff and close supervision. In spite of this, it has worked quite well, although the staff need some further training and guidance, especially in the area of decision-making. The administrative assistant needs further training, and the accountant in preparing financial reports, statements and budgets.

There are presently 3.2 expatriates involved in these above areas of work. See following reports for the Hospital, CHP and HASP.

A) TANSEN HOSPITAL

1. Summary

A 100 bed hospital (actually 102), plus outpatient department, which serves as a base hospital for the CHP, as well as a referral centre from Government and private services. It is equivalent to a zonal hospital, but receives many cases for primary as well as higher levels of care from a much wider area.

2. Objectives

- a. These reflect the aims and objectives of UMN, with special reference to health services.

- h. We have regular in-service training for our nurses, but are slow in implementing this for other staff.
- c. Relationships with local authorities have deteriorated recently on account of complaints about our fee increase.
- d. There is still too little research done.
- e. The CHP/Hospital referral committee has met several times, and the PCC coordinates the two programs.
- f. There have been major improvements in the structure and efficiency of the Out-patient Department, but these are not yet complete.
- g. We have failed to reduce the annual deficit to 20%, because we promised not to raise fees till after the building program was completed.
- h. Fees were finally increased on 1st Shrawan (mid-July 1986), but there has been a marked antagonism resulting from this, and the matter is still under review.

3. Activities

- a. Out-patient Department. Despite the disruption of the building/renovation program, which is still continuing, numbers have continued to increase, there being 76,000 patient visits for the year, an increase of approx. 20%. The improvement in flow pattern has been marked already, and when complete we should have a very efficient unit. It is still true that only 15% of our new patients come from Palpa District. The re-opening of a Government District Hospital in the town has not had any effect on the work load here, nor is it expected to. We have enjoyed good relations with the medical staff there. All OPD sub-departments have been busy, and stretched to the limit. Special difficulties have been experienced in the minor OR and emergency room, where it will still be some time before the complex is ready for use. Psychiatric services have begun, and the fortnightly clinic is very popular.
- b. In-patient Department. Bed occupancy rates have continued to be high. With the new MCU we now actually have 102 beds, but recently there were 108 in-patients, so corridor beds are still occasionally necessary. Phase II of the building program, involving CSSR/OP and maternity suite, has not yet commenced.
- c. Administration. For nine months of the year we were without our permanent project Administrative officer, but were grateful for temporary help from Headquarters.
- d. Maintenance. Our maintenance supervisor has had to be seconded to the building program. We have experienced continuing difficulties with sterilizers and generators, and were without a vehicle for most of the year. We urgently need a longterm expatriate maintenance supervisor.

4. Evaluation and Research

- a. A successful seminar was held in cooperation with the Health Services evaluation team.
- b. We had very useful input from visits by world experts in leprosy and pigbel.

5. Personnel/Training

- a. We have been grateful for the addition of expatriate medical and nursing staff, and for the first time for many years new doctors and nurses have been able to get almost all of their language entitlement time.
- b. In-service training for the nursing staff has continued regularly. OPD staff have not had the same opportunity.

c. Staff on scholarship for the year have been as follows:

- 2 Nurses/ANM training
- 1 Nurse/Staff nurse training
- 1 Staff nurse/post basic training
- 1 Supervisor/BSc training
- 2 Lab. assistants/continue training.

Geoff Pike
Medical Director

B) COMMUNITY HEALTH PROGRAM

1. Summary

The Palpa Community Health Program, using the Tansen UMN hospital as its base, has fulfilled its twofold aim of supporting His Majesty's Government (HMG) in its health care efforts in Palpa District, and has been involved with local communities in their self-development efforts by means of programs jointly planned and implemented.

2. Activities

In five panchayats (population 18,028) CHP has been involved in a community integrated health program, by which is meant a program which is wanted, planned and implemented jointly by the community and CHP. It is integrated in the sense that several components of development are needed to be working together in order to achieve the health objectives of a community. The areas of activity in our program have developed over the years, reflecting both the commonly felt needs of the community, and our available resources.

In these areas panchayat committees have been active; Village Health Workers, chosen by their communities, have carried out regular house visits (2685 houses); Volunteers (Community Health Leaders and Midwifery Volunteers) have been trained and encouraged in their work (112 persons); Immunisation coverage has reached an average of 56%. Latrine construction has reached an average of 35 %. Malnourished children (6%) have been identified and followed up.

Animal health volunteers (23) have been trained, and an 'income-generation' program, by means of vegetable growing, has been carried out. Six farmers have begun a local training program.

Two water systems have been completed and handed over to their local communities (75 houses). Water source surveys (12) and one further pipeline survey have been completed. Research has continued on a Ram pump project.

The program has been supported by the dental section, and mental health has begun to be a part of the program.

In Tansen the Town Clinic has provided Maternal & Child Health services, as well as helping in the training of medical and nurse students.

CHP has worked closely with HMG in supporting and strengthening the health posts of Palpa (9) with a continuous teaching and visiting program. Work has continued on strengthening a patient referral system.

3. Inter-Relationships with other projects

UMN programs, such as Rural Development Centre and Development & Consulting Services, have given valuable input to Palpa CHP. As well as working closely with the District Health Office, CHP has close links with all local government offices.

4. Community Involvement

As seen above, the entire basis of the program has been involvement with the community for planning and implementing programs. As the program has been implemented, we have had opportunity to become even more 'grass roots' based and involved.

5. Research and Evaluation

Data has been collected on 18,000 people (around 8% of Palpa District). This allows us to plan our programs according to need.

6. Personnel and Training

With around 60 staff, the program has shown a reduction of about 9% in the past year. One nurse continues in staff nurse training, and two nurses attended HMG integration training. A regular program of clinical teaching has continued, with several specialised seminars as part of the continuing in-service training.

Andrew Brown
CHP Director

C) HORTICULTURE AND AGRONOMY SUPPORT PROGRAM

1. Program description

HASP is a new program which began in January 1986. It does not have its own building yet, though work on the building has commenced.

2. Project objectives

To assist UMN projects to help farmers in the hilly regions of Nepal ..

- a) To find systems of horticulture and agronomy which meet the needs of the situation now and in future, for optimum sustainable soil productivity;
- b) To seek to help to provide needed inputs to achieve a) above.

3. Project Activities

- a. Continuing the longterm trials commenced prior to HASP under Palpa CHP agriculture program, such as soil conservation, trials of potentially useful kinds of fruit trees, nut trees and bamboo.
- b. Continuing shorter term trials, which have not yet had conclusive results.
- c. Writing up and analysing the results of the many completed trials.
- d. Preparing teaching materials for use by HASP and other UMN-related programs.
- d. Preparing plans for the HASP building and excavating the site.
- e. Giving training and follow up to seven village vegetable representatives.
- f. Growing crops for seed, recording, harvesting, cleaning, drying and storing seed.
- g. Distribution of seeds for outside trials.
- h. Improving and modifying the trial areas to make them more suitable for the growing of seed crops.
- i. Restoring two of our trial areas, which has been buried by the mass dumping of shaley rock, excavated for the construction of the new large water tank.

- j) Planting of live fencing and the erecting of fence posts to separate HASP from the rest of the compound.

4. Inter-Relationships with other projects

- a. We have had many people visit our work, both from UMN and from non-UMN projects.
- b. We have supplied information, crop and vegetable seeds, to all UMN projects with horticulture/agronomy components.
- c. We have supplied reports on trials completed, and other print-outs, etc. on soil conservation, methods and construction have been supplied to all UMN projects and some outside projects; also to colleagues living in village situations.
- d. We are supplying onion bulbs for seed production to the district agricultural office for distribution to a suitable seed grower.
- e. The program leader very much regrets having been unable to visit other projects, and does not think visits are likely this year due to the work load, and the need to supervise the construction of the HASP building.

5. Community Involvement

- a. We have been gratified by the ever increasing interest and the many favourable comments by local people.
- b. We have cooperated with Palpa CHP in giving training and follow up to farmers selected by the CHP. This started with a two-day training program at the HASP complex. We are planning a stage two program soon.

6. Personnel and Training

- a. The major constraint continues to be the lack of adequately trained staff.
- b. We now have a clerk in training. We hope that he will ease the load of record-keeping, sales and sign-making.
- c. All the permanent staff attended and assisted with the vegetable training course. In addition, we have teaching at our regular staff meetings.
- d. It would be advantageous to promote the foreman to grade 4, and, if we can find an assistant Leader, to send the foreman to Allahabad Agricultural College next year.
- e. Much of this program is horticultural, and it would very much facilitate the work to have an expatriate horticulturalist join the program.

7. Conclusion

Given the constraints we have, a good deal has been achieved. I feel there is a much better understanding and appreciation of the approach and the work we in HASP are striving for. The situation looks hopeful.

Peter Storey
Program Leader