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Band

1

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Enthält

offizieller Schriftwechsel mit d. Executive Director (Edgar Metzler) und Executive Secretary der UMN; auch Jahresbericht des Direktors 1993, Entwurf Protokoll Executive Committee 1993, Entwurf Zukunftsplanung UMN 1993; Abkürzungsliste UMN, Stand 1991; C

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KORRESPONDENZ

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30) Executive Director/Secretary

31) UMN, andere Abteilungen

1. Health Service, JAAP, Mental Health
2. Education
3. Economic Department - Finance Dep
4. Rural Development
5. Communication and Information
6. PERSONNEL DEP. - LOP

Some Abbreviations used in UMN

NEPALI ABBREVIATIONS

| | |
|------------|---|
| AHV | Animal Health Volunteer |
| ADB / ADBN | Agriculture Development Bank |
| APROSC | Agricultural Product Research Organisation and Service Centre |
| BNMT | British Nepal Medical Trust |
| CDO | Chief District Officer |
| CIWEC | (Canadian Clinic) |
| CTEVT | Council for Technical Education and Vocational Training |
| DAPAN | Drug Abuse Prevention Association of Nepal |
| DCVI | Department of Cottage and Village Industries |
| DPHO | District Public Health Office |
| HMGN | HMG Nepal |
| HTP | High Tech Pioneer (computer supplier) |
| INF | International Nepal Fellowship |
| IOM | Institute of Medicine |
| JT | Junior Technician (in Agriculture) |
| JTA | Junior Technical Assistant (in Agriculture) |
| LARC | (former Language School) |
| NCF | Nepal Christian Fellowship |
| NRS | Nepali Rupees |
| RNAC | Royal Nepal Airlines Corporation |
| RONAST | Royal Nepal Academy of Science and Technology |
| Rs | Rupees |
| SAARC | South Asia Area Regional Conference |
| SLC | School Leaving Certificate |
| SSNCC | Social Services National Coordinating Council |
| TU | Tribhuvan University |
| VDA | Village Development Area |
| VDC | Village Development Committee |

INTERNATIONAL ABBREVIATIONS

| | |
|-----|--|
| ADB | Asian Development Bank |
| AOB | Any Other Business |
| ATT | Attention |
| ESL | English as a Second Language |
| HMG | His/Her Majesties' Government |
| IC | Indian Currency (Rupees) |
| NFE | Non-Formal Education |
| NGO | Non Governmental Organization NGOs, also INGO, INGOs |
| PLS | Please |
| STG | Sterling (British Pounds £) |
| TLX | Telex |
| USD | US Dollar |
| VS | Voluntary Service |

MEDICAL ABBREVIATIONS

| | |
|------|--|
| ANC | Ante-natal Clinic |
| ANM | Auxiliary (Assistant) Nurse Midwife |
| BCG | Test for TB |
| BR | Birth Rate |
| CHL | Community Health Leader |
| CMA | Community Medical Assistant |
| CMO | Community Medical Officer |
| DPT | Disphtheria, Pertussia, Tetanus Immunization |
| DR | Death Rate |
| EHS | Extended Health Service (ie. Health Post) |
| EPI | Expanded Program of Immunization (a WHO program) |
| HA | Health Assistant |
| IMR | Infant Mortality Rate |
| IPD | Inpatients Department |
| MBBS | (Doctor's course) |
| MCH | Maternal Child Health |
| OPD | Out Patients Department |
| PHC | Primary Health Care |
| RN | Registered Nurse |
| VHW | Village Health Worker |

UMN ABBREVIATIONS

| | |
|-------|---|
| AED | Assistant to Executive Director |
| AEIDS | Assistant Engineering and Industrial Secretary |
| AES | Assistant Education Secretary |
| AGNW | Action Group on Nepali Women |
| AHIP | Animal Health Improvement Programme |
| AHREP | Andhi Khola Hydel and Rural Electrification Project |
| AHSS | Assistant Health Services Secretary |
| AKP | Andhi Khola Project |
| AKWUA | Andhi Khola Water Users Association |
| ASO | Area Service Officer |
| BA | Board Appointee |
| BD | Board |
| BEW | Butwal Engineering Works |
| BPC | Butwal Power Company |
| BPCH | BPC Hydroconsultant |
| BPF | Butwal Plywood Factory |
| BTI | Butwal Technical Institute |
| BWI | Butwal Wood Industries |
| CC | Coordinating Committee |
| CDHP | Community Development and Health Project |
| CHP | Community Health Project |
| CSD | Central Services Department |
| DAPP | Drug Abuse Prevention Programme |
| DCP | Development Communication Productions |
| DCS | Development and Consulting Services |
| EC | Executive Committee |
| ECC | Extended Coordinating Committee |
| ED | Executive Director |
| EID | Engineering and Industrial Department |
| EIDS | Engineering and Industrial Department Secretary |
| ES | Education Secretary |

UMN Abbreviations - November 1991

| | |
|--------|--|
| FALC | Functional Adult Literacy Classes |
| FC | Finance Committee |
| FTE | Full Time Equivalent |
| GBS | Gandaki Boarding School |
| GG | Gobar Gas Company |
| HASP | Horticulture & Agronomy Support Program |
| HH | Himal Hydro Company |
| HS | Health Services |
| HSO | Health Services Office |
| HSS | Health Services Secretary |
| ITID | Institute of Technology & Industrial Development |
| JHEREP | Jhimruk Hydel and Rural Electrification Project |
| JUMP | Jumla United Mission Project |
| KISC | Kathmandu International Study Centre |
| KTG | Kathmandu Tutorial Group |
| KTS | Karnali Technical School |
| LOP | Language and Orientation Program (LOPer LOPers) |
| MIS | Management Information Support section |
| MSD | Medical Supplies Department |
| MSP | Missionwide Support Project |
| MW | Missionwide |
| NFESL | Non Formal Education and Skill Learning |
| NHE | Nepal Hydro and Electric Company |
| OHP | Oral Health Programme |
| PCG | Per-capita Grant |
| PCS | Personnel Contributed Services |
| PIE | Planning, Information and Evaluation Section |
| PH | Patan Hospital |
| PMC | Project Management Committee |
| PPC | Personnel Policy Committee |
| PS | Personnel Secretary |
| RDC | Rural Development Centre |
| RDS | Rural Development Secretary |
| RICP | Rural Income Creation Programme |
| SOWR | Statement of Objectives and Working Rules |
| STMP | Small Turbine and Machine Project |
| TCSP | Tuberculosis Control Support Programme |
| TDS | Training and Development Section (of Personnel Dept) |
| TR TRS | Treasurer |
| TREES | Tree Planting and Forestry Programme |
| TSP | Training and Scholarship Program |
| UMN | United Mission to Nepal (UMNer UMNers) |
| WSSTP | Water Systems Support and Training Programme |

MEMBER BODIES / SENDING BODIES

| | |
|-------|---|
| BMS | Baptist Missionary Society |
| BUN | Baptist Union of Norway |
| CBM | Christoffel-Blinden Mission |
| CC | Christian Church (Disciples), USA |
| CMS | Church Missionary Society |
| CMSA | Church Missionary Society of Australia |
| CMSI | Church Missionary Society of Ireland |
| CMSUK | Church Missionary Society of United Kingdom |
| CNI | Church of North India |

UMN Abbreviations - November 1991

| | |
|-------|--|
| COFS | Church of Scotland |
| COS | Church of Scotland |
| CSI | Church of South India |
| CWM | Council for World Mission |
| DSM | Danish Santal Mission |
| DU | Committee for Service Overseas, Germany |
| ELCA | Evangelical Lutheran Church in America, USA |
| EFCF | Evangelical Free Church of Finland |
| FELM | Finnish Evangelical Lutheran Mission |
| GM | Gossner Mission, Germany |
| ISV | Interserve (was BMMF) |
| ITAG | International Technical Assistance Group, USA |
| JAM | Japan Antioch Mission |
| JOCS | Japan Overseas Christian Medical Cooperative Service |
| KCM | Korean Christian Medico-Evangelical Association |
| LM | Life Ministries |
| MBM | Mennonite Board of Missions |
| MCC | Mennonite Central Committee |
| MCOD | Methodist Church Overseas Division |
| NHAM | Norwegian Himal-Asian Mission |
| OM | Orebro Mission |
| PCC | Presbyterian Church in Canada |
| PCI | Presbyterian Church in Ireland |
| PCM | Presbyterian Church Synod, Mizoram, India |
| PCUSA | Presbyterian Church (USA) |
| RBMU | Regions Beyond Missionary Union |
| SBC | Southern Baptist Convention, USA |
| SFM | Swedish Free Mission |
| SFMIN | Swiss Friends for Mission in India & Nepal |
| TF-UK | Tear Fund, UK |
| TF-H | Tear Fund, Holland |
| UCC | United Church of Canada |
| UCCJ | United Church of Christ in Japan (Kyodan) |
| UMC | United Methodist Church |
| WC | World Concern, USA |
| WES C | Wesleyan Church |
| WMPL | World Mission Prayer League |

Stephen Longley
Monday 11 November 1991

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Norwegian School

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King Mahendra Trust for
Nature conservation

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SECRETARY

2

3

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0

Reinforced perforation
Lochung verstärkt
Perforation renforcée

Weitere Transblätter lieferbar:
1652 in 6 Druckfarben

LEITE Transblätter chamois
1653 Lochung hinterklebt
1654 Lochung mit Ösen

Rev Ursula Hecker

December 23, 1993

Dear Ursula



यूनाइटेड मिसन टु नेपाल



United Mission to Nepal

By the time you receive this, 1993 will have passed, and 1994 commenced - I do pray that Christmas was a special time with family and friends, and most importantly a time to reflect on the true meaning of Christmas.

It was good to have an opportunity to put some of the names to faces during the recent Board of Directors meetings, and to be able to visualize the person to whom I am writing.

Enclosed you will find the draft minutes of the relevant meetings you attended for your correction and input. Please make sure to return any comments to me before the end of January. The minutes will then be finalised in book form and distributed to you.

Every other week, the management team of UMN meets, ie the Coordinating Committee, and as a member of the Executive Committee, you will now receive the Minutes from these meetings, which will help to keep you informed about ongoing discussions and actions taken.

The Coordinating Committee Minutes from December 08 and 22, 1993 are enclosed.

Also enclosed is a copy of the latest issue of the "The UMN People Tree". As a Board member you will also be receiving both this publication and the Occasional Letter, by Edgar Metzler which are both distributed periodically.

Please do feel free to get in touch, if there are any queries, or anything that I can help you with.

May we together move into 1994 assured that our God is still control and that as partners we can be His instruments in bringing the incarnate Christ to this land of Nepal.

Yours in Christ,

Linda R McKee
Assistant to the Executive Director

Encs

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UNITED MISSION TO NEPAL

Annual Report to the Board of Directors

by

Edgar Metzler, Executive Director

22 November 1993

1. Introduction

The reports of our department directors provide an excellent overview of the diverse activities of our projects and an insight into some of the most significant events of the past year and issues facing the departments. The summary project reports are available for a more detailed description of the valuable service of our staff in partnership with the people of Nepal.

In this report I want to comment on some more general issues before the mission and report briefly on mission-wide developments.

As we meet during the fortieth year of UMN activities, looking forward to the organization's fortieth birthday in 1994, it might be well to remember that the actual work of UMN began before there was a board of directors, a constitution, officers, an annual plan or a policy and procedures manual!

In October 1953 the Methodist Church of Southern Asia officially transferred Bob and Bethel Fleming from Woodstock School in Mussoorie, India, to Kathmandu. Exactly forty years ago this month, Bob Fleming, his son, Bob, Jr., and Dr. Carl Friedericks were in Eastern Nepal on another bird trip while Dr. Bethel Fleming and her daughter were making the arduous journey by foot into the Kathmandu Valley. (By the way, UMN almost began in Okhaldhunga, where the Governor of that place urged the bird-watching team to start a mission hospital in his town.)

By Christmas the men joined the Fleming women in Kathmandu, and on January 7, 1954, Dr. Fleming opened the first maternity welfare centre at Bhatgaon, with the help of a jeep loaned from first United States Aid Mission in Nepal. On February 20, 1954, the first clinic in Kathmandu City was opened in an empty wing of the Cholera Hospital, an event attended by many government officials and diplomats, with Prime Minister M.P. Koirala as the chief guest.

All this before the mission was officially established on March 5, 1954! In fact it wasn't until almost a year later, at a meeting in Delhi, September 22-23, 1954, that a board was formed, a constitution approved, and an executive director and treasurer appointed.

During forty years we have become more self-conscious about good stewardship in the management of our resources and how to be a more effective instrument of God's mission. But our early history reminds us that service in Christ's name is first of all a response to God's gracious calling.

And also a reminder that all the efforts toward managerial excellence will be futile unless there is prayerful dependence on God's leading and blessing. To paraphrase the Apostle Paul, if we have the perfect constitution, bye-laws, and policy manual, but have not love, we are nothing at all. "You must want love more than anything else." (I Corinthians 14.1.) It is that spirit that will ensure that

UMN's fortieth birthday celebration will be more than grateful remembrance, but also a new openness to the challenges of change to be part of God's future.

2. Change

Over the years UMN has developed in line with Board policies. We have not always communicated adequately to Board members and constituency about some of these developments. Let me mention just two areas where I sometimes sense there is inadequate or out-of-date information.

"Why doesn't UMN work more at the village level." UMN is impacting more individuals, families, and communities than ever before. Our rural development work is targeted exclusively at this level. Most of the community health activity also reaches this area of need. Non-formal education classes currently include over 3,000 learners each week, largely women whose influence on other family members and the community is greater than men students. Rural electrification programs and development of appropriate technology directly improve prospects of employment and village well-being.

"Can't UMN Nepalize faster?" During the past five years the number of expatriates in visa posts has decreased from 259 to 174. The number of employees in all UMN-related program units approaches 3,000. There are more Nepali project directors and more Nepalis at the higher levels of management. For the first time, our Personnel Department has an Employee Relations Office and a Training and Development Section, all aimed at enhancing the ability of Nepali staff to do the work of UMN. The original UMN purpose of training national staff has increasing priority and effectiveness. Our hospitals have unprecedented opportunities to improve national health care through training of Nepali health workers.

3. Challenge

The most urgent organizational challenge for the Board at this meeting is the future of our hospitals. The immediate focus is the question of funding.

At the end of 1954 the first UMN Executive Director, Ernest Oliver, reported, "Experience thus far shows it is possible to make the medical work self-supporting." That assumption soon proved unrealistic. (As did the assumption in the original letter of invitation that the first clinics in Kathmandu and the hospital in Tansen would be established by UMN and then turned over to the government after five years!)

Last year the Board authorized a study to determine the feasibility of an endowment fund for future medical care of the poor. The Board is now asked to face the reality that the ministry of healing through our hospitals is confronted with a crisis of financial sustainability and needs to provide policy guidance to choose between the following alternatives or some combination thereof:

- a. member bodies provide more support.
- b. modify the activities of the hospitals to reduce costs and/or develop new activities that respond creatively to Nepal's health needs.
- c. develop policy for active UMN fund-raising activities.

In approaching this question, several background factors are relevant. First, the hospitals have achieved outstanding results in controlling costs and increasing local income, which now accounts for about 70% of the total operating costs.

Secondly, the assumption that UMN policy could anticipate a future turnover to government is no longer true. Any feasible solution is likely to be more complex than that. The government has proved itself incapable of delivering basic health care to the country. A recent report states, "Nepal suffers from some of the worst health conditions in Asia, with the brunt of mortality and morbidity falling on young children and their mothers. The per capita health budget is less than half the average figure of other low income countries, \$1.85 as against \$4.00).

Thirdly, how UMN can best respond to this challenge is a question we need to address, especially as it relates to hospitals (although they must be seen in the context of the total health care system). Option b. above cannot be addressed without developing a more specific vision for the future of the hospitals. One hospital director suggests developing "a statement of where (Health Services) is heading as a whole in the coming years, perhaps up till 2000." According to the feedback from member bodies through our consultant's report, such a vision for the future is critical for any fund-raising efforts. We must in any case develop that vision to support and ensure the future effectiveness of hundreds of dedicated and competent staff who have made UMN health services a model of excellence and compassionate care for all of Nepal.

Fourthly, our health services staff has ideas as to how these institutions can respond to the changing environment in Nepal. It is not simply a matter of continuing to do the same thing in the same way forever. New alternatives in terms of private medicine being developed in a big way in Nepal will certainly impact our way of serving. It may free us for more innovation and focus on the poor and underserved. Despite the government's lack of resources, we should continue to look for ways to challenge the government to live up to its obligations and be willing to cooperate with them when they respond.

The four UMN related hospitals are beacons of hope and excellence in a dark landscape of medical needs. They are an expression of the Gospel mandate about which our member bodies and donor organizations can feel justifiably proud. Seeking greater clarity about the future is the way to assure that this urgently needed ministry of healing is sustained into the future in the most effective way.

4. Nepal

Perhaps the most positive statement one can make about the country of Nepal during the past year is that it has survived. Political disillusionment and dissent erupted in sometimes violent demonstrations during the spring and early summer. They were called off only after the devastating floods that hit Nepal in July.

UMN was able to respond to the flood disaster in ways that were greatly appreciated by the government and UNDP. Our Rural Development Department is exploring ways we might be involved in rehabilitation efforts. The experience with the floods has raised the question of how UMN should better prepare to respond to natural disasters. We are in the midst of a two year staff exchange and training program with the Churches' Auxilary for Social Action (CASA) in India and the Christian Commission for Development in Bangladesh (CCDB), both of which have extensive experience in disaster response and mitigation.

5. Ethnicity and Religion

The past year has seen increasing recognition and discussion of the diverse ethnic and religious groups of Nepal. Martin Hoftun's excellent book on the 1990 revolution, Spring Awakening, states that the democracy movement "released another, potentially stronger movement which threatened the very fabric of Nepali society. This second movement took the form of a religious and ethnic revolt."

The minority ethnic and religious groups, including Christians, have been much more assertive about their rights, freedom, and place in society. Many believe the official census figures are grossly inaccurate. An extreme view was published recently by the leader of the Mongol National Organization who contends that only 20% of the country is actually Hindu and ominously predicts that "There will be a blood bath in this Himalayan Kingdom if the minority but powerful Hindus neglect the majority of the indigenous Mongol people." Recent news reports indicate that many of these groups in the eastern hills refused to participate in the Desain festival this year.

This unprecedented recognition of the religious diversity of Nepal presents the Christian community with both opportunities and dangers. Serious discussion is now possible of the role of the church and foreign church organizations operating here, as evidenced by the recent article in HIMAL magazine, perhaps Nepal's most responsible journal of opinion.

6. Church

UMN's partnership with the Christian churches of Nepal has continued to evolve along the lines approved at last year's Board meeting. Significant developments include the formation of an enlarged church scholarship program, a consultation on theological education, the publication of the first two issues of LINK, a way of connecting church needs here with member body interests, and continued cooperation with the church-sponsored NGO, the Human Development Communications Services. UMN continues to seek ways to cooperate with all church organizations in Nepal.

7. Government

Relations with the government continue to be basically positive. There are sometimes delays in agreements or visas and only rarely have these difficulties seemed to relate at all to UMN's policy of not offering commissions or material inducements.

In regard to visas, the more basic, long-term problem may be the government's clear policy, understandable and justified from their point of view, to reduce the number of expatriate technical experts. Increasingly the question will be, "Is there any Nepali who could do this job."

8. Member Bodies

I recently had opportunity to experience the gracious hospitality of our member bodies in Japan and learn how extensive is their interest in Nepal. My wife and I were also privileged to visit long-time UMN appointee, Dr. Ito, just a couple

weeks before his death. We are grateful to JOCS for supporting Dr. Ito's long and significant service in Okhaldhunga.

In January I will be visiting the UMN member bodies in India. The very earliest minutes of UMN indicate the interest in involving Indian Christians in the work in Nepal. A new chapter in that involvement is the assignment of two workers from the Mizoram Baptist Church directly to the National Church Fellowship of Nepal, sponsored by the Baptist Missionary Society of the UK.

I believe the normal long-term relationship between Christians in India and Nepal should be church to church rather than through the mission. This is possible because Indians do not require a visa to work in Nepal. I will be exploring these relationships further with our Indian member bodies.

9. Coordinating Committee

An unfortunate fact of life in UMN is the frequent expatriate staff turnover. Since the last Board meeting four of the senior management team, representing over 45 years of Nepal experience have left - Wynn Flatten, Trevor Durston, Jim Alexander, and Tjerk Nap. But their replacements on the CC are well qualified, Gerry Kent (EID), Dorothea Friederici (Personnel), and Karin Doehne (RD), both with much experience in Nepal, and Bill Gould, returning to Nepal to become Health Services Director. Mona Bomgaars has been ably heading that department since Tjerk Nap's departure. I am grateful for these competent and caring colleagues.

10. Name change

Finally, may I propose a small but potentially significant change in the name of the United Mission to Nepal.

One of the most amazing and enduring characteristics of our organization is that it is UNITED. In 1954 the decision to take a united approach was not forced by government mandate, but was the result of a prayerful choice to work in a different way.

After considerable discussion, and several groups needing more time to consider this new form of cooperation, the new mission structure brought together eight different denominational and interdenominational mission societies. The number has now grown to 39. Obviously there have been differences and there will continue to be various emphases among member bodies in the approach to God's mission to Nepal. But the viability and practicality of cooperative mission has been proven and the need for it is greater than ever.

We live in a world torn by divisions of all sorts. The divisions of the western church are now being repeated in the growing church of Nepal. As this national church seeks to find ways of expressing Jesus' own intense desire for the unity of His disciples, UMN should continue to provide a model, both symbolic and very real, that unity in service to our Lord is not only possible, but can be effective and joyful. UNITED is an important part of who we have been over the past 40 years and our calling into the future.

For the founders of UMN, the meaning of MISSION was clear: God is at work in the world, and the followers of Jesus participate in that mission. There are many different personal and organizational gifts and callings that express and fulfill

God's purpose of redemption and ongoing creation. External circumstances, such as government policy, may influence the specific shape of participation in God's mission. But all our varied activities are part of one grand design - to fulfill God's loving intention to transform all peoples and all the universe through Jesus Christ.

This UNITED MISSION operates in only one place, NEPAL. This limited focus has enabled UMN to build up an enormous store of experience, knowledge, and acceptance in this country. This focus is not limiting, because the needs of Nepal are so basic and pervasive they still present us with a daunting challenge.

After 40 years how do we maintain commitment to the ongoing needs of the people of Nepal. This country rarely gets into the world headlines. We have disasters devastating for those affected, but small in comparison to the steady pictures of famine that reach the West from sub-Saharan Africa. Even our political revolution of 1990 was overshadowed by the fall of the Berlin Wall and the collapse of the Soviet empire.

The challenge for both constituents and staff is to keep inspired and motivated for the slow, undramatic, endless tasks of moving beyond survival to a more abundant life. As UMN makes a significant contribution to that goal, we need to find ways to help our partners in the member bodies to persevere in that long-term effort even as their attention and support is also attracted to the headlines of whatever political or natural disaster is current in the news.

Finally, the fourth word in our name is the simple preposition TO. Those first pioneers who left their base in India certainly had the sense of going to a new challenge. Nepal had been closed to the outside world. Now for the first time there was the opportunity to go "to" Nepal. So it was natural that this preposition would express that initial thrust.

But now, in our fortieth year. Nepal has changed dramatically. Early on very few structures of any kind supported the development of human and physical resources of the country. Now a growing church, an expanding private sector, many non-government organizations and a large government bureaucracy are all attempting to address the needs of Nepal.

UMN's commitment to be part of this changing Nepal envisions active partnerships to develop Nepali capacity as we share our skills, values, friendship, and hope. To better symbolize this vision and explain our presence here, I propose that we change our name from United Mission to Nepal to:

UNITED MISSION IN NEPAL.

We are UNITED, we are engaged in God's MISSION, and it is IN this country and with these people of NEPAL that we are called and privileged to serve.

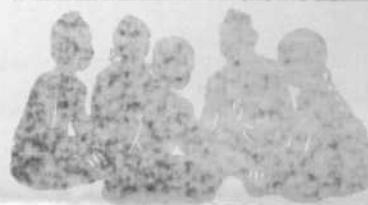
FAX MESSAGE page 1 of 1

SENT TO: Ursula Hecker
c/o Gossner Evangelical
Lutheran Church
Church Compound
Ranchi Bihar
Fax No 0091-651-300716

FROM: Anna-Karin Eriksson
UMN
977-1-225559

DATE: November 5, 1993

यूनाइटेड मिशन हु नेपाल



United Mission to Nepal

URGENT! PLEASE DELIVER THIS FAX IMMEDIATELY TO URSULA HECKER
VISITING THE GOSSNER EVANGELICAL LUTHERAN CHURCH IN RANCHI
THANKS MUCH.

Dear Ursula,

I would like to follow up my fax of yesterday and apologise for the confusion about inviting Rev Topno to the Board meeting. Today I have finally understood that Rev Topno is the President of UELCI, so of course we will take his word about him being the official delegate - without having an official nomination from Rev Prasanna Kumari. I am sorry if anyone has been hurt by my ignorance.

By the way today we finally received a letter from Prasanna Kumari indicating that she is not coming to the Board meeting.

We have made a double room reservation for Rev Topno and Dr Singh at Blue Star Hotel over the days of the Board meeting. Our guesthouse is unfortunately full. Please, let us know as soon as possible arrival dates and times.

Once again, please accept my apologies.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Anna-Karin' followed by a stylized flourish.

13. 10. 93 9³⁵ 02



Telefon
030 / 631 78 09
Telefax
030 / 636 11 98

Gossner Mission · Fennstraße 31 · O-1190 Berlin · Neue PLZ 12439

United Mission to Nepal
attn. Anna-Karin Eriksson
P.O.Box 126

Neue Postleitzahl
12439

Kathmandu/Nepal

October 19, 1993

Board of Directors Meeting 1993
Our Letter from September 30, 1993 -
Your FAX from October 1, 1993

Dear Ms. Eriksson,

I refer to the above mentioned letter resp. Fax and I am sorry to say that the bunch of papers which was hand carried to Finland on October 3, 1993, has not yet arrived.

As you know Ursula Hecker and Bernd Krause have left Germany last Friday so please be so kind and send the mailing to Ranchi in India.

Thanks for your assistance.

Cordially

A. Strittmatter
Aloisia Strittmatter
Ass. Secretary to Nepal

October 1, 1993

Bernd Krause
Gossner Mission



यूनाइटेड मिसन दु नेपाल



United Mission to Nepal

Dear Bernd Krause,

I was pleased to hear that you want to visit Okhaldhunga Project. This trip filled up very quickly, with three representatives from Presbyterian Church in Canada and Mennonite Board of Missions for the shorter tour leaving November 16, and you together with Michael Sturm as well as Jorg Schwieger and Ursula Intemann from Committee for Service Overseas, leaving November 12. Thomas Doehe will be your guide and will meet you in Kathmandu. The Okhaldhunga team has drawn up the following programme.

Programme

- | | |
|-------------------------|---|
| Friday November 12 | Flight Kathmandu - Rumjatar. Ask for seats on left hand side of aeroplane for views of the Himalayas. Porters will meet the plane. Walk to Okhaldhunga Project (4 hours mostly uphill). Bring your own snack. Settle into UMN Guesthouse and have evening meal with project households. |
| Saturday November 13 | 8.15 am Hospital round with Mick Langford, Hospital Director, and tour of hospital, maternal & child health work and nutrition centre. 11 am Trip with Kordula Kugele, Area Services Officer, to bazaar where six or seven distinct cultural and language groups bring goods from regions low in the valleys and high in the mountains. Snack lunch in the bazaar together with project staff. Return to hospital for outpatients clinic. Evening meal with project households. |
| Sunday November 14 | 9.30 am Church service at Primary Health Care building. Morning tea with church members. Bring packed lunch and visit Sobru to see forest conservation activities with Richard Kugele, Rural Development Programme Director. Evening meal with project households. |
| Monday November 15 | One day walk to different villages in the vicinity of the hospital. Orientation and walking warm-up. Maybe visit to the villages affected by landslides. This is Bhai Thika, the main day of celebrations during the Hindu festival, Tihar. |
| Tuesday November 16 | Two day trip to higher altitude area. Magar people were settled here to work in copper mines. The mines are now closed. Probably visit literacy class in the evening. Stay over in village at night. |

| | |
|--------------------------|---|
| Wednesday November 17 | Return to Okhaldhunga passing through settlements of different ethnic groups. Maybe also sights of Sagaramatha. Evening meal with project households. |
| Thursday November 18 | Leave early for Rumjatar. Try to get right hand seats for views of Himalaya. |
| Friday November 19 | Visit to Himel Hydro Company. Meet students and teachers at Kathmandu International Study Centre. Visit Nutrition Programme. |

It should be noted that this trip falls at the time of one of the two major Hindu festivals of the year, Tihar. At this time people will be wearing new clothes, houses will be freshly painted and people will be enjoying festival food. There will be a lot of singing and dancing, drum beating, festivities of different kinds and not so much work to observe in the programmes. Tea shops will be closed. Most government officials will be away.

We hope you will gain a feel for the type of work done, the lifestyles of Nepali and expatriate workers and the peculiar logistical and communication problems faced because of the remoteness of the work areas. We hope you will enjoy your time.

What to bring?

It can be quite cool during the mornings and evenings in November, one or two sweaters will be needed. For walking good jogging or trekking shoes are recommended - they should be well worn and not new for this trip. You will also need a small rucksack for your day pack, torch, water bottle and sun cream.

Trekking Permit

In order to go to Okhaldhunga you will need a trekking permit. This can be arranged in one day. As soon as you arrive in Kathmandu, please contact me so that this can be arranged. Please, bring two passport photos for this purpose. If you for some reason will not be able to arrive in time for this procedure, we will give you a letter explaining your situation - the officials in this area have not been very consistent in applying the rule of trekking permits.

Cost

UMN will provide lodging and food. Your cost will be the flight ticket USD 55 one way and essentials.

Finally

Please, let me know if you have any questions. I am looking forward to seeing you.

Yours sincerely,



Anna-Karin Eriksson
Assistant to the Executive Director

युनाइटेड मिसन दु नेपाल



United Mission to Nepal

October 1, 1993

Eingegangen

25. Okt. 1993

Erledigt:

Rev Bernd Krause
Deputy Director
Gossner Mission
FennstrBe
D-1190 Berlin

यूनाइटेड मिसन टु नेपाल



United Mission to Nepal

Dear Rev Bernd,

We are glad to know of your interest to observe the UMN Board of Directors meeting on November 21- 23, 1993. We have checked this with the President of UMN Board, Mr David Claydon, and he has approved and says you are most welcome to the meeting as an observer.

For your information we have reserved three single rooms in Blue Star hotel from November 10 -12 and 18 - 24 for all three members from Gossner Mission.

Enclosed you will also find the first batch of agenda material for the Board meeting. Please bring this material with you to the meeting.

For your information, as a new rule of Nepal you will be given one month tourist visa at the airport when you arrive in Kathmandu and for which you have to pay US\$ 40.00.

We are looking forward to seeing you in November.

Your sincerely,

Khemraj Shrestha
Adm. Assistant, Executive Director's Office

Enc.

October 1, 1993

Ursula Hecker
Gossner Mission
FennstrBe
D-1190 Berlin



यूनाइटेड मिसन टु नेपाल



United Mission to Nepal

Dear Ursula,

Thank you for your response to our invitation for the Board of Directors meeting on November 21 - 23, 1993. We are pleased to hear that you will be the delegate that and Rev Bernd Krause will be an Observer from Gossner Mission to the UMN Board meeting.


For you accommodation we have reserved three single rooms in hotel Blue Star from November 10 - 12 and 18 - 24, as UMN's guesthouses are fully reserved. If you wish to have accommodation in other hotels please let us know in time.

Enclosed you will also find the first batch of agenda material for the Board meeting. Please bring this material with you to the meeting.

For your information, as a new rule of Nepal you will be given one month tourist visa at the airport when you arrive in Kathmandu and for which you have to pay US\$ 40.00.

We are looking forward to seeing you in November.

Your sincerely,


Khemraj Shrestha
Adm. Assistant, Executive Director's Office

Enc.

To
Rev. Mrs. Ursula Hecker
c/o KSS Office
GEL Church Compound
Ranchi 834001
INDIA

FAX MESSAGE page 1 of 3

SENT TO: Ms Aloisia Strittmatter
Ass Secretary to Nepal
Gossner Mission
Fax No 0049-30-636-1198

FROM: Anna-Karin Eriksson
Assistant to the Executive
Director
UMN

DATE: October 1, 1993

यूनाइटेड मिसन दु नेपालUnited Mission to Nepal

Dear Ms Strittmatter,

Thank you for your faxes and for the information by mail regarding Ursula Hecker, Bernd Krause and Michael Sturm. Today we are finalising the first mailing and are sending the packages for you hand carried to Finland on Sunday. In case the mailing misses Ursula Hecker and Bernd Krause, please let me know so that we can try to catch them in India.

Enclosed please find information regarding the visit to Okhaldhunga to pass on to Krause and Sturm.

Regarding Dr Singh and Rev Topno, I have faxed Rev Prasanna Kumari, UELCI, asking her to confirm who will be the UELCI delegate to the Board meeting.

Thanks for your assistance,



1.10.93 10⁴² or



Telefon
030 / 631 78 09
Telefax
030 / 636 11 98

Gossner Mission · Fennstraße 31 · O-1190 Berlin · Neue PLZ 12439

United Mission to Nepal
attn. Anna-Karin Eriksson
P.O.Box 126

Neue Postleitzahl
12439

Kathmandu/Nepal

September 30, 1993

Board of Directors Meeting 1993

Dear Ms Eriksson,

we kindly ask you to send the agenda material for the Board of directors Meeting held in Kathmandu from November 21-21, 1993, as soon as possible.

Ursula Hecker, Bernd Krause und Michael Sturm will leave Germany for India and Nepal on October 15, 1993. If you can't manage to send the papers to Germany before please forward them to the following address:

K.S.S. Office
c/o Rev. Ursula Hecker
G.E.L. Church Compound

Ranchi 834001
Bihar/INDIA

Mrs. Hecker will leave Ranchi for Calcutta at November 11, 1993 and will arrive in Kathmandu at November 12, 1993, 14.20.

Our travel agent was able to change the bookings for Rev. Bernd Krause und Michael Sturm. They now will arrive in Kathmandu (coming from Calcutta) at November 10, 1993, 14.20. So it is possible for them to join the tour to Okhaldunga as it was proposed in Dorothea Friederici's letter from September 9, 1993. Could you please let Dorothea also know their new arrival date and time. Thank you.

I'm sorry that my letter from September 16, 1993, about the enrollment of Dr. Singh and Rev. C.S.R. Topno did you strike as odd. But I just got this spare information and had to do something with it.

I hope you now received all the information you need and the meeting and the visit of the three from Gossner Mission will be a successful one.

Cordially,

A. Strittmatter
Aloisia Strittmatter
Ass. Secretary to Nepal

and gefaxt am 16.9.83 1107

United Mission to Nepal
attn. Anna-Karin Eriksson
P.O.Box 126

Kathmandu/Nepal

16. September 1993

Board of Directors Meeting 1993

Dear Ms Eriksson,

we would like to enrol two members of the United Evangelical Lutheran Churches in India (UELCI) to the Board of Directors Meeting held in Kathmandu from November 21-23, 1993.

The names of the applicants are:

Dr. Paul Singh
Rev. C.S.R. Topno (currently visiting Germany)

Both haven't received the application forms so far and we therefore are guessing the papers have gone to Madras.

Could you also arrange for accommodation - if possible at the UMN guesthouse?

I don't think that Dr. Singh and C.S.R. Topno will join on a tour. Could we just leave that open?

Im a sorry being unable to give you some more information but I hope everything will be fine. Thanks a lot for your kind co-operation.

Did you receive our letter from August 27, 1993, with the completed application form for our delegate Ursula Hecker?

Cordially yours

Aloisia Strittmatter
Assistant to the Nepal Secretary

United Mission to Nepal
attn. Anna-Karin Eriksson
P.O.Box 126

Kathmandu/Nepal

August 27, 1993

Board of Directors Meeting 1993

Dear Ms Eriksson,

please find enclosed the completed application forms for the above mentioned meeting.

Please note that our delegate Ursula Hecker will be accompanied by two other members of Gossner Mission: Rev. Bernd Krause who is our Deputy Director and Mr. Michael Sturm who is in charge of our Urban Industrial Mission section.

We would be very grateful if accomodation could be arranged for Bernd Krause and Michael Sturm at the UMN Guesthouse as well (single rooms) for about ten days. Unfortunately we can't give you the exact arrival date for we haven't received the tickets now. We will inform you in this matter as soon as possible.

Whereas Ursula Hecker wants to join the tour around Kathmandu on November 18, Bernd Krause and Michael Sturm would like to get an overall view about the UMN activities in and around Kathmandu. Dorothea Friederici who knows Gossner Mission well can certainly be of a great help in this case.

Rev. Krause would also like to attend the Board of Directors Meeting as an observer.

Thank you very much for your kind co-operation.

Cordially yours

Sh.
Aloisia Strittmatter
Assistant to the Nepal Secretary

Action

United Mission to Nepal

BOARD OF DIRECTORS MEETING

November 21 - 23, 1993

| | | | |
|--|--|-------------------------------|---|
| Name of delegate... Ursula Hecker | | Gossner Mission | |
| Member Body..... | | Fennstraße 31 12439 Berlin | |
| TRAVEL TO/FROM KATHMANDU | | | |
| ARRIVAL Date | 12./13./14. (we don't know the arrival date by now.) | Time..... | Flight No..... From Kathkutta |
| DEPARTURE Date | Nov. 24 | Time..... | Flight No..... To Frankfurt |
| Date of leaving home/work country (for reference in sending materials)..... October 15, 1993 | | | |
| Contact address en route, if applicable | | | |
|Dates..... | | | |
| TRAVEL PLANS WITHIN NEPAL (Please tick (✓) as appropriate) | | | |
| I want to join TOUR to OKhaldhunga | | <input type="checkbox"/> | TOUR around Kathmandu <input checked="" type="checkbox"/> |
| If part of TOUR around Kathmandu please indicate which day(s)..... November 18..... | | | |
| Any other assistance required..... | | | |
| ACCOMMODATION (Please tick (✓) as appropriate) | | | |
| Requested at UMN Guesthouse | | Yes/NO | If YES ✓ Single Room/Willing to share |
| Requested at Blue Star Hotel | | YES/NO | If YES Single Room/Willing to share |
| Requested any other places..... | | | |
| If arranged by friends, please give name and address in Kathmandu | | | |
| Any family members accompanying you for whom accommodation is needed - YES/NO | | | |
| Ursula Hecker will be accompanied by Bernd Krause (Dep. Director) and Michael Sturm..... | | | |
| EXECUTIVE COMMITTEE - 1994 | | | |
| The dates set for the meetings during the next year are: May 3 - 4, 1994 November 16, 17, 21, 1994 | | | |
| In order to assist in the selection of a new Executive Committee for the coming year, would you PLEASE INDICATE HERE whether or not you would be free to attend EC meetings on the above dates, if asked to serve on the Committee..... YES..... | | | |
| Please note that this is only for information: the appointment of the Finance and Executive Committee members will be made at the coming Board Meeting. | | | |
| BOARD DELEGATE FOR 1994 | | | |
| Please indicate who is likely to be your delegate to the UMN Board at the meeting in November 1994..... URSULA HECKER..... | | | |

All the Board Members are requested to submit this form before September 10, 1993 therefore Please send as soon as possible to KHEMRAJ SHRESTHA, UMN, BOX 126, KATHMANDU, NEPAL.

UMN Board of Directors 1993

Gossner Mission

Fennstraße 31

Member Body.....12439 Berlin.....

Name of Delegate.....URSULA HECKER.....

Gossner Mission

Fennstraße 31

Address.....12439 Berlin.....

Tel. 030/6317809

Fax 030/6361198.....

Please return the slip to UMN, Khemraj Shrestha, P O Box 126,
KATHMANDU, Nepal, as soon as possible. Thank you!

krS

June 10, 1992

Gossner Mission
Gossner Haus
Rev Ursula Hecker
Fennistraasse 31
D-12439 BERLIN-SCHÖNEWEIDE
(WEST) GERMANY

Fax 0049 308 593 011

यूनाइटेड मिशन टु नेपाल



United Mission to Nepal

Floods And Landslides In Nepal.

UMN Situation Report

Aug 19/1993

As monsoon rains continue to cause further flooding and landslides in Nepal, the full extent of the disaster in early August in the central and eastern part of the country is only now becoming known.

Well over half a million people have been affected, and damage to land and standing crops has been devastating. Official sources put the total loss at around Rs 3581.1 million (US \$ 73.6 mn), however this is likely to rise as some affected villages still haven't been reached.

UMN continues to work with His Majesty's Government of Nepal (HMG), the UNDP and the International Nepal Fellowship in providing assistance.

Rautahat - At the request of the Home Ministry, UMN is actively providing help in this region. Areas in which 34 Village Development Committees work have been badly hit, affecting 4,833 families. Rivers have flooded and destroyed over 6,139 hectares of land, and heavy loss of livestock has meant around 700 farmers have lost all means of income and living. The total loss in this one area alone is put at Rs 899.6 m (US \$ 18 m).

- A special UMN team including Mr Heinrich Peterson from the Danish Santal Mission (one of UMN's member bodies), and Mr Purushotam Nepali have gone out to facilitate the distribution of relief aid.

- 2,000 family packages each costing about US \$9.00 and including a blanket, sari, dhoti, and cooking utensils, will arrive in Gaur in the next 7 days for distribution to homeless families. 500 large canvas tarpaulins are also in the shipment.

Raigau - With a number of staff living in this region, 2 UMNers visited the damaged area last week to assess damage.

Okhaldhunga - In the 5 Village Development Committees where UMN is working latest reports indicate widespread damage to fields, irrigation channels, and houses which will take a great deal of long term rehabilitation and repair work.

Around 7 UMN water systems will also need to be repaired. Many families are still dazed by the effects of the landslides which have caused much more destruction than the earthquake in 1989.

Dhading - Recent assessment of flood and landslide damage at Dhading indicates 39 houses, 2 schools, and 4 drinking water systems were destroyed. Total damage is valued at Rs 1.9 million. UMN alongside other agencies continues to be involved in relief work.

Special thanks for all the generous gifts received from Member bodies in Germany, Sweden, USA, and England.

Please do consider the following -

1. Hold the people of Nepal in your prayers at this critical time.
2. Communicate UMN's disaster relief work to supporters and members of your organisation.
3. Make a special gift for UMN's response to this serious national disaster.

युनाइटेड मिशन टु नेपाल



United Mission to Nepal

*Dr. Lietzke
aufgefasst*

Eingegangen

18. Aug. 1993

Erledigt:

Gossner Mission
Gossner Haus
Rev Ursula Hecker
Fennstraasse 31
D-1190 BERLIN-SCHONEWEIDE

यूनाइटेड मिसन दु नेपाल



United Mission to Nepal

August 9, 1993

Dear Ursula,

RE: Theology of Mission/Development

The Executive Committee, at its May meeting, further discussed how UMN's Christian identity can be expressed and maintained and what institutional mechanisms are needed to enable UMN to pursue the Long Term Strategy Guidelines approved by the Board of Directors in 1990 and the Statement of Mission and Strategy approved in 1991.

The purpose for this discussion was to gain greater understanding about UMN's long term future role having in mind the need to have a policy basis for the process which will be needed to help projects become sustainable under Nepali ownership and control.

It was resolved to request UMN Administration to appoint a task force to begin development of a draft statement about UMN's theology of mission and development and report to the 1993 Board of Directors meeting on progress for developing such a document.

In order to take into account the range of theological positions reflected in the UMN Board, we want to be informed by any Theology of Mission and/or Development statements of UMN's member bodies. Please send any such documents which your agency has produced to reach David Stevens, UMN Planning Officer before the end of September '93.

Please be much in prayer about this work, as we move forward on these issues.

Very Sincerely,

D. Stevens

Edgar Metzler
Edgar Metzler
Executive Director

FAX MESSAGE page 1 of 1

SENT TO: Mr Jorg Schwieger
Dienste in Übersee
Fax No 0049-711-7989123

FROM: UMN Executive Director's Office

DATE: August 2, 1993

युनाइटेड मिशन टु नेपाल



United Mission to Nepal

NEPAL DISASTER UMN's SITUATION REPORT - Aug 2/93

Heavy rain in central and eastern Nepal has caused flooding and extensive landslides. Deaths are expected to exceed 2,000 persons. Hundreds of people are still considered missing. There has been enormous destruction to homes, fields and forests, roads and bridges, drinking water and irrigation systems, etc. It is estimated that over one million persons have been directly and severely affected by this disaster.

We are pleased to report that all UMN personnel are safe and that various project staff are assisting with relief efforts. UMN is committed to participating in both the immediate and long-term relief, rehabilitation and development needs resulting from this disaster. UMN has established a Relief Fund and initiated activities in UMN-related hospitals, companies and community projects. UMN is actively cooperating with His Majesty's Government of Nepal (HMG) Ministry of Health and Ministry of Home, the UNDP and the International Nepal Fellowship to provide assistance for affected persons.

Okhaidhunga: UMN hospital, community health and rural development staff were involved with the district administration in relief efforts since July 7th. Short-term relief work is completed. UMN is committed to assisting in long-term rehabilitation and development activities.

Lalitpur & Dhading: Several injured persons have been treated in Patan hospital. UMN's community-project's staff have been involved in relief work.

Rautahat: At the request of HMG's Home Ministry and in cooperation with CASA, India, UMN will supply several thousand family relief packages to families in this severely damaged area near the southern border.

Sariahi & others: A medical team from Lalitpur Community Development & Health Project & Patan Hospital have been sent through the Ministry of Health; further teams forming. In addition UMN has provided NRs 150,000 worth of medicines.

We would be grateful if you could pass this message on to:

Rev Ursula Hacker, Gossner Mission, Fax No 30-636-1198
Christoffel-Blinden Mission, Fax No 06251-131165

PO Box 126, Kathmandu, Nepal, Tel (977 1) 228118, 228060. Fax 225559. Telex 2315 UMNNEPA.

July 28, 1993

UMN Board Members



यूनाइटेड मिसन टु नेपाल



United Mission to Nepal

Dear colleagues,

Enclosed please find an offer of two tours for you to educate and orientate yourself about UMN's wide range of activities.

If you would like to visit any other projects that those included in the tours, we will of course assist you as far as possible.

Please, return the enclosed form as soon as possible. If you want to join a tour, we will need to know by September 10, 1993.

Yours sincerely,

Anna-Karin Eriksson

Encs

Beard Braum als Beobachter vom Food Meeting
d. Sturm S. über. in UMN guesthouse

Around Kathmandu

COME AND SEE your mission, United Mission to Nepal, at work in activities ranging from mental health to hydropower and cooperation with Nepali Non Government Organisations.

COME AND VISIT one of the oldest centres for community health programmes, situated in an old Newari village at the edge of the Kathmandu valley. You will see mental health and oral health integrated into primary health care.

COME AND VISIT the 140 bed hospital in Patan run jointly by the government of Nepal and the United Mission to Nepal.

COME AND WALK through the old streets of Patan, ornamented by traditional art and crafts, to see the Urban Community Development & Health Programme's renovation of open wells, mother & child health family planning clinics, and carpet factory work.

Preliminary Itinerary

- | | |
|---------------------|---|
| November 17 pm | Introduction at UMN Headquarters "Why work through Nepali Non Government Organisations?" Time to talk with Rural Development Department |
| November 18 | "What is a Mental Health Clinic in a village like?" Bus trip to Chapagaon Health Post to see Mental Health Clinic and Nutrition Rehabilitation Centre Visit to Teaching Hospital Mental Health Project |
| November 19 | "Why build Jhimruk Hydropower project?" Visit to Himal Hydro Company "How is it to study and teach in Kathmandu?" Meet students and teachers at Kathmandu International Study Centre Visit to new building of extended Nutrition Programme Displays from nutrition activities across Nepal and demonstration garden. "Taste treats" available! |
| November 20 | Visit to a Nepali church |
| November 21 am | Tour of Patan Hospital and Community Development & Health Project (CDHP) Walk through old Patan, Urban CDHP Programme |
| November 21 pm - 23 | UMN Board of Directors meeting in Kathmandu |



UMN will provide lunches and transportation. Your only cost will be accommodation.

PLEASE LET US KNOW BY SEPTEMBER 10 IF YOU WANT TO JOIN THIS TOUR AROUND KATHMANDU!

July 1993

Go East to Okhaldhunga

* How is it to live three days' walk from the nearest road in the hills of East Nepal?

* What happens if you fall from a tree and break your leg while cutting fodder? Or if your child develops appendicitis?

* How can a 25 year old woman get a chance to learn to read and write and be empowered to be involved in the development of her village?

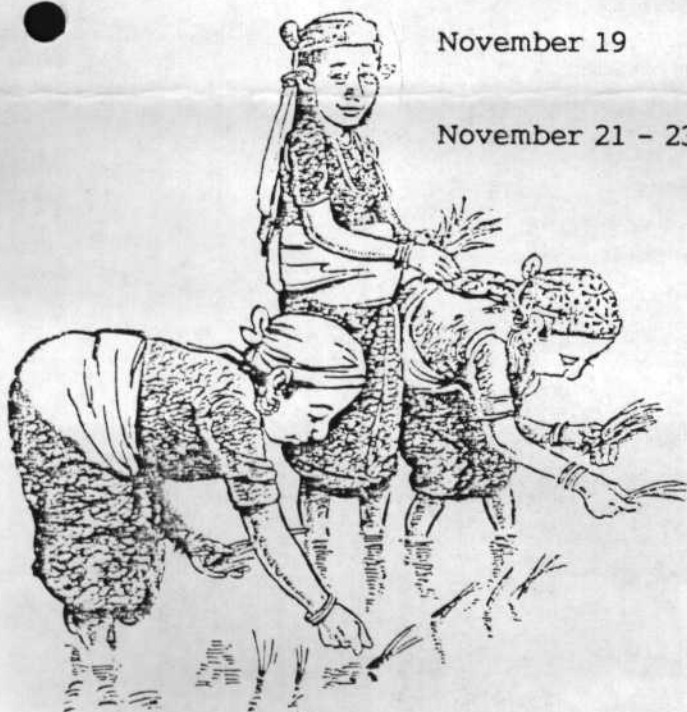
COME AND SEE your mission, United Mission to Nepal, at work assisting the people in Okhaldhunga to improve their health and standard of living through primary health and curative care as well as rural development activities.

COME AND SEE why people are leaving the rural areas for the city.

COME AND MEET Mr Karmachary, District Development Community Chairman, Pastor Bhakta, expatriate and Nepali staff and of course the people of Okhaldhunga!

Preliminary Itinerary

- | | |
|------------------|---|
| November 16 | Flight Kathmandu - Rumjatar Four hour walk to Okhaldhunga Accommodation at UMN Guesthouse |
| November 17 | Visit villages to see drinking water systems, agriculture and forestry activities with the Rural Development Programme Meet district officials in the Government District offices Visit the newly started English medium school for staff children Dinner in team members' homes |
| November 18 | Join the daily round of the Hospital, newly built since the old was demolished by earthquake Visit Primary Health Care Programme Meet Pastor of Okhaldhunga Church |
| November 19 | Four hour walk to Rumjatar Flight Rumjatar - Kathmandu |
| November 21 - 23 | UMN Board of Directors meeting in Kathmandu |



You will need to be able to walk for four hours in steep terrain to join this tour.

ALTERNATIVE FOR KEEN WALKERS! Fly to Okhaldhunga on November 12 in time to visit the colourful Saturday bazaar with people coming to trade from far away once a week. Following church service on Sunday morning, you will have opportunity to walk and visit a remote primary health care sub-centre. You will meet the staff, experience the logistical problems, stay over night in Nepali villages and be served proper Nepali rice meal in the evenings. You will return to Okhaldhunga on Tuesday, November 16, to join the group of Board members arriving from Kathmandu. You will need to walk up to 6 hours/day for three days.

COST UMN will provide lodging and food. Your cost will be the flight ticket USD 55 one way and essentials.

PLEASE LET US KNOW BY SEPTEMBER 10 IF YOU WANT TO JOIN THIS TOUR TO EXPERIENCE OKHALDHUNGA! THERE IS AN UPPER LIMIT OF SIX PEOPLE!

July 1993

FAX MESSAGE page 1 of 2
Gossner Mission
Mrs Ursula Hecker
Fennstrasse 31
D-1000 BERLIN-SCHONEWEIDE
GERMANY

0049 30636 1198

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United Mission to Nepal

NEPAL DISASTER SITUATION REPORT

7/28/93

GENERAL SITUATION

Heavy rain over the past three weeks in central and eastern Nepal has caused flooding and extensive landslides. Death are expected to exceed 1,000 persons. Hundreds of people are still considered missing. There has been enormous destruction to homes, fields and forests, roads and bridges, drinking water and irrigation systems, etc. It is estimated that over one million persons have been directly and severely affected by this disaster.

We are pleased to report that all UMN personnel are safe and that various project staff are assisting with relief efforts. UMN is committed to participating in both the immediate and long-term relief, rehabilitation and development needs resulting from this disaster. UMN has established a Relief Fund and initiated activities in UMN-related hospitals, companies and community projects. UMN is actively cooperating with His Majesty's Government of Nepal (HMG), the UNDP and International Nepal Fellowship (INF) to provide assistance for affected persons.

Many roads and bridges have been severely damaged or completely destroyed. Kathmandu is now cut off from road links to most of the rest of the country. Some of Nepal's major links to India are also broken. Air links are operating. Nepal has lost about 40% of its electricity-generating capacity due to damage to two hydropower stations. This damage is expected to take at least one year to repair and has resulted in an immediate increase in load-shedding.

Aid is coming to Nepal in a variety of forms and from a variety of sources. Medicines are being flown in, and the re-establishment of road links is receiving top priority together with basic disaster relief. Monetary aid is being promised and will be needed for health care, rehabilitation of drinking water and irrigation systems, repair or reconstruction of homes and fields and reforestation and other disaster mitigation activities.

FAX COMMUNICATION from UMN KATHMANDU

page 2 of 2

UMN-RELATED ACTIVITIES

Okhaldhunga: Rain-related landslides caused damage in several communities near UMN's Okhaldhunga Hospital on July 7th. Thirty persons were killed and about 100 homes were destroyed. UMN hospital, community health and rural development staff were involved in relief efforts from the first day.

Emergency food was given to affected families until HMG stores could be opened and distribution started. All injured persons were treated free of charge by the hospital. UMN staff ensured sanitary disposal of dead animals. Some water systems have been temporarily repaired. Short-term work is completed; medium- and long-term assistance is already being planned and initiated.

Two injured patients require ongoing treatment including bone grafts which is estimated to cost \$500 or more. There will be continued need for direct free medical care for the increased number of very poor persons through UMN's Medical Assistance Fund. It is proposed to assist in repair and reconstruction of drinking water systems through a 'food for work' programme. There will be other opportunities for assistance in the long-term rehabilitation and development in Okhaldhunga District.

Lalitpur: Staff from UMN's Community Development & Health Project (CDHP) report four deaths due to a landslide in Lamatar Village and two people from there were under treatment in Patan Hospital.

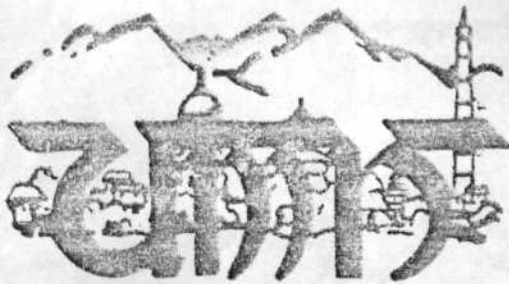
Dhading: Four deaths have been reported from our working area in this district and other persons are still missing. Two injured persons received treatment in Patan Hospital. Displaced people have been coming down from steep hilly locations for refuge at the Khanikhola project site; some are now returning to their homes. UMN project staff have been involved in relief work.

Bridges: Butwal Power Company is currently working on the possibility of replacing damaged bridgework with bridgework ordered for the new Khimti hydropower project.

Medical teams: The Ministry of Health (MoH) has requested our participation in medical teams as part of their relief programme. A team of four Nepali staff from Patan Hospital and CDHP are ready to be flown to Simra for deployment in Sarlahi and/or Makwanpur and other districts of the central terai (southern plains). Two further teams are being organized through cooperation of UMN and INF. Medical staff are very supportive. Collections have been taken to assist teams with supplies and equipment.

Supply of UMN projects: Tansen and Amp Pipal Projects have reported that there is no flood or landslide problem in their areas to date. However, these and other UMN projects have been cut off from regular sources of essential supplies. Presently, 1,400 kg of medical supplies are being airfreighted to Pokhara for truck transport to Tansen and Amp Pipal with cooperation of the INF and UMN's Rural Development Centre.

PLEASE SHARE THIS INFORMATION AS APPROPRIATE.



THE UNITED MISSION TO NEPAL

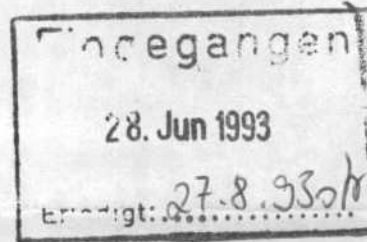
Executive Director: Mr. Edgar Metzler
Treasurer: Mr. Myles Walburn

Tel: 228118, 228060, 221379
Telex: 2315 UMNEPA
Telegrams: UMNEPAL
Fax: 977-1-225559
Location: K-1-325 Thapathali
Mailing address:

POST BOX 126
KATHMANDU, NEPAL

June 7, 1993

UMN Board of Directors



Board of Directors Meeting 1993

Dates and Provisional Time Table

Tuesday, November 16 - 19
Thursday, November 18 - 21

Project visit to Okhaldhunga.
Project visits within Kathmandu valley.

Sunday, November 21 2 pm

Official opening of Board meeting with an interesting information programme.

Monday, November 22} 7 pm
Tuesday, November 23} 8.30 am
- 6 pm

Dinner.
Devotions followed by sessions of the Board. Midday meal is served.

Project Visits

All Board members are encouraged to join the project visits organised for you to have first hand experience of a few projects within the Kathmandu valley on November 18 - 19 and the morning of November 21. A field trip to Okhaldhunga will also be organised on November 16 - 19, alternatively November 14 - 19. More information will follow.

Outward Flights

As flight schedules are sometimes brought forward at short notice, delegates are encouraged not to plan flight departures for Tuesday to ensure full attendance until the end of the final session.

Let me also remind you that November is the height of the tourist season in Nepal, and it is sometimes difficult to obtain reservations for flights from Kathmandu, therefore I would make the following suggestions:

- 1 That you book your ticket, ensuring OK status, as soon as possible.
- 2 If you would like us to reconfirm your outward flights from Kathmandu before you arrive, please fax/telex your ticket number and required departure date, flight number and destination.

Form to be Returned

Please assist us by completing the enclosed form and return it to the Executive Director's Office, UMN as soon as possible.

Yours in Christ,

Anna-Karin Eriksson
Assistant to the Executive Director



THE UNITED MISSION TO NEPAL

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POST BOX 126
KATHMANDU, NEPAL

To UMN Member Bodies
From Edgar Metzler
Date June 1, 1993

Dear friends,

Enclosed please find a letter about UMN's 40th anniversary to be celebrated in March 1994.

As a member body of UMN, I hope you would like to invite your related churches to join in the Worldwide Prayer Day for UMN and Nepal on Sunday, March 6, 1994.

This is an opportunity to raise prayer and financial support as well as stimulating recruitment. The aim is that your related churches would obtain a deeper understanding of UMN's uniqueness regarding programme activities, situation of the Nepali churches, relationship with the churches, personnel and financial needs and their link with UMN through your organisation.

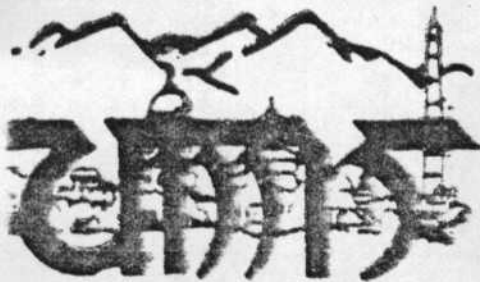
As you will see from the letter an Anniversary booklet will be distributed towards the end of the year, as well as a one page information sheet with prayer requests (easily reproduced for your churches). If you would like to receive quantities of the Anniversary booklet or order the new UMN video, please let the UMN Information Office know by October 1, 1993.

There may be several UMNers on home leave that would be available to represent UMN on the Prayer Day and make it an informative and inspiring event.

You are also encouraged to invite your churches to give an offering for the needs in Nepal. We can supply information about specific project needs if this would be helpful to you.

Please, contact us if you have any suggestions or questions.

Yours in Christ,



THE UNITED MISSION TO NEPAL

Executive Directors Mr. Edgar Metzler
Treasurer: Mr. Myles Walburn

Tel: 228118, 228060, 221379
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POST BOX 126
KATHMANDU, NEPAL

June 1993

To all friends of UMN

United Mission to Nepal 40 years

On March 5, 1954 in Nagpur, central India, eight mission organisations founded the United Mission to Nepal. This was a result of dedicated missionaries working in India undertaking bird expeditions and medical tours into the mountains of Nepal, an invitation from His Majesty's Government of Nepal to open a hospital and clinics, and a push for a broadly based united mission organisation.

In March 1994 there will be 39 mission organisations, now members of UMN, and many friends of UMN and Nepal celebrating the anniversary around the world. We will celebrate for three days: on Friday, March 4, all UMN projects in some 15 locations throughout Nepal will meet as projects to celebrate; on Saturday, March 5, there will be a prayer day in the Nepali churches; and finally on Sunday, March 6, a worldwide prayer day for UMN and Nepal. (March 4, 1994 is the Worldwide Women's Prayer Day. Prayer for Nepal might be incorporated into the activities of that day.)

We need you for the success of this celebration so that it will contribute to the strengthening of God's Kingdom in Nepal. This is the first notification, allowing you to communicate with your church or any other mission interested group and book March 6 for the UMN Worldwide Prayer Day.

We are preparing several information items to use during the anniversary:

- * an Anniversary booklet informing about UMN's origin, achievements, present and future
- * a one page information sheet highlighting prayer requests, financial and personnel needs (easily reproduced and distributed to your church/group)
- * a new video film (20 minutes) presenting UMN and its activities
- * a new small introductory brochure on UMN

Will you join in the UMN Worldwide Prayer Day on March 6, 1994, and make this a time to celebrate and highlight UMN in your church/group? To take up this invitation, here is what you can do:

- 1 Let us know, no later than October 1, 1993, how many copies of the Anniversary booklet you can use.
- 2 Let us know, no later than October 1, 1993, your interest in other materials, such as the video, introductory brochure or any other assistance we can provide.
- 3 Contact your church/group and book March 6 as UMN Worldwide Prayer Day.
- 4 Encourage your church/group to involve former UMN missionaries or UMNers presently on home leave
- 5 Invite your church/group to give an offering for needs in Nepal.
- 6 If you plan to visit Nepal in 1994, why not coordinate with the above dates.

Thank you for your cooperation. Please, send any requests or suggestions to the UMN Information Office, Olof Konneback.

Yours in Christ,

Edgar Metzler
Executive Director

cc: UMN Appointees



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
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POST BOX 126
KATHMANDU, NEPAL

To EC Members
From Anna-Karin Eriksson
Date May 24, 1993

Dear friends,

Hope you have all had a safe trip back to your home country!
It was good to meet with you all at the time of the Executive
Committee meeting.

Enclosed you will find the draft Minutes for your input and
corrections. Please, let me have your comments by the end of
June 1993.

Thanks much. Have a nice summer (winter in David Claydon's
case!).

Sincerely,

Anna-Ka

DRAFT

Minutes of the

UMN EXECUTIVE COMMITTEE MEETING

held in Kathmandu on May 10 - 11, 1993

The Executive Committee meeting was held at UMN Headquarters, Thapathali and lasted two full days. The morning sessions were opened with devotions led by Gary Hafvenstein and Joy Tweed.

On the advice of the Executive Director, the President recommended and the Executive Committee agreed that the department representatives should attend this meeting, modifying the action in EC(2)-37/92 item 4. The representatives were invited as full participants in the meeting and not merely as reporters.

Roll Call

Members were present as indicated

| | |
|----------------|--------------------------|
| President | David Claydon |
| Vice President | Ronald Yoder |
| Other Members | Eric Gass |
| | Jiwan Gurung |
| | Gary Hafvenstein |
| | Ursula Hecker |
| | Jorgen Norgaard Pedersen |
| | Simon Pandey |
| | Joy Tweed |
| | Erling Wennemyr |

| | |
|------------|--|
| Ex-Officio | Edgar Metzler, Executive Director |
| | Myles Walburn, Finance Director |
| | Trevor Durston, Acting Personnel Director |
| | Mark Keller, Education Director |
| | Gordon McConkey, Engineering & Industrial Development Director |
| | Peter Harwood, Engineering & Industrial Development Designate |
| | Gerry Kent, Engineering & Industrial Development Designate |
| | Tjerk Nap, Health Services Director |
| | Jim Alexander, Rural Development Director |
| | Karin Doehne, Rural Development Director Designate |
| | P V Chandy, Headquarters Director |
| | Christine Stone, Education Representative |
| | Jeremy Thake, Engineering & Industrial Development Representative |
| | Ken Snider, Health Services Representative |

| | |
|----------------------|---|
| Coopted part time | Glyn Mawson, Chief Accountant |
| | Henk Chevalking, Assistant Education Director Director |
| | Dhananjay Phatak, Education Programme Manager |

Support Staff Anna-Karin Eriksson, Assistant to the Executive
Director
David Stevens, Planning & Evaluation Advisor

Agenda

The agenda was accepted as presented.

- EC(1)-1/93 Confirmation of Minutes The Minutes of the meeting held on November 25 - 26, 1992 had been circulated to members.

It was RESOLVED to confirm the Minutes as a correct record of proceedings with some minor amendments.

- EC(1)-2/93 Executive Director's Overview A report was submitted by the Executive Director highlighting developments since the meeting in November 1992. The report was received with appreciation. (Appendix A)

- EC(1)-3/93 Department Overviews, Annual Plans and Budgets for 1993/1994 Department overviews were presented by each Department Director together with annual summary plans and budgets for each programme unit as well as a consolidated budget.

It was RESOLVED to receive the department overviews and approve the programme unit plans and budgets for 1993/1994 as follows.

Education

| | |
|------------|--|
| Appendix 1 | Non Formal Education Support Office |
| Appendix 2 | Jajarkot Non Formal Education Project |
| Appendix 3 | Jumla Project |
| Appendix 4 | Training & Scholarship Programme |
| Appendix 5 | Gandaki Boarding School |
| Appendix 6 | Children's Education Support Programme |
| Appendix 7 | Kathmandu University |

Engineering & Industrial Development

| | |
|-------------|---|
| Appendix 8 | Andhi Khola Project |
| Appendix 9 | Butwal Technical Institute |
| Appendix 10 | Development & Consulting Services |
| Appendix 11 | Butwal Plywood Factory Forestry Programme |

Health Services

| | |
|-------------|---|
| Appendix 12 | Lalitpur Nursing Campus |
| Appendix 13 | Oral Health Programme |
| Appendix 14 | Seconded Workers |
| Appendix 15 | Medical Supplies Department |
| Appendix 16 | Mental Health Programme |
| Appendix 17 | Lalitpur Community Development & Health Project |
| Appendix 18 | Palpa Community Health Project |
| Appendix 19 | Gorkha Community Health Programme |
| Appendix 20 | Okhaldhunga Primary Health Care Programme |

| | |
|-------------|---|
| Appendix 21 | Tansen Hospital |
| Appendix 22 | Amp Pipal Hospital |
| Appendix 23 | Okhaldhunga Hospital |
| Appendix 24 | Nutrition Programme |
| Appendix 25 | Gorkha Tuberculosis Control Support Programme |

EC(1)-4/93 Patan Hospital Annual Plan and Expansion The annual plan and budget 1993/1994 for Patan Hospital was received for information. Patan Hospital is governed by its own management board and the budget presented is within the subsidy budget guidelines approved in EC(2)-18/92. (Appendix 26)

Furthermore, an economic analysis reviewing the feasibility of an expansion of Patan Hospital was received and the action in FC(1)-8/93 was confirmed.

EC(1)-5/93 Rural Development Programme Unit Reports Semi-annual progress reports were received by the Rural Development programme units listed below, reporting against the strategic plans already approved by the Executive Committee.

| | |
|-------------|---------------------------------------|
| Appendix 27 | Village Leathergoods Training Project |
| Appendix 28 | Nepal Resource Management Project |
| Appendix 29 | Rural Development Centre, Pokhara |
| Appendix 30 | Surkhet Project |
| Appendix 31 | Rural Development Department |

EC(1)-6/93 Okhaldhunga Rural Development Programme Completion Plan It was RESOLVED to approve the completion plan 1993/1994 for the Okhaldhunga Rural Development Programme, outlining the phase out of the programme at the end of the previous long term plan. (Appendix 32)

EC(1)-7/93 Education Department Strategic Plan EC(2)-8/92 It was RESOLVED to approve the suggested modifications to the Education Department Strategic Plan with regard to revised strategies and key results. (Appendix 33)

EC(1)-8/93 Programme Unit Strategic Plans It was RESOLVED to approve the following programme unit strategic plans and budgets

| | |
|-------------|--|
| Appendix 34 | Non Formal Education Support Office 1993/1996 |
| Appendix 35 | Jajarkot Non Formal Education Project 1993/1998 |
| Appendix 36 | Development & Consulting Services 1993/1996 |
| Appendix 37 | Okhaldhunga Primary Health Care Programme 1993/1996 |
| Appendix 38 | Forestry Consultancy 1993/1997 |
| Appendix 39 | Headquarters 1993/1996 |

- EC(1)-9/93 Basic Primary Education Training A proposal was presented on the concept of UMN entering into enrichment of primary education, working together with the government's Basic Primary Education Project and in partnership with higher secondary schools.
- It was RESOLVED to approve the direction of the proposal giving the UMN Administration authority to develop and negotiate an agreement and to develop detailed plans and budgets to be approved by the Finance and Executive Committees. (Appendix ...)
- EC(1)-10/93 Special Education Pilot Training Programme It was RESOLVED to approve the 1993/1994 plan and budget for a Special Education Pilot Training Programme. This pilot programme will provide short term training to regular teachers from rural schools enabling them to integrate handicapped students into the normal school life. (Appendix ...)
- EC(1)-11/93 Baitadi Vocational Training Extension In response to a request to fund a Vocational Training Extension Centre at Baitadi, it was RESOLVED that UMN is not able to respond favourably to the proposal as submitted, but is willing to negotiate further taking into account UMN concerns. (Appendix ...)
- EC(1)-12/93 Registration of Butwal Technical Institute
EC(2)-11/92 A report was received on the present status of registering the Butwal Technical Institute with the government. Negotiations are nearing completion with all parties agreed to set up an independent governing board with representatives from UMN, government and the local industries in Butwal.
- EC(1)-13/93 Liquidation of Butwal Wood Industries A progress report was received on the liquidation of the Butwal Wood Industries. A decision has been reached by the Supreme Court on the outstanding issue of a tax appeal. This decision has gone against the company with the result of Butwal Wood Industries needing to pay the remaining 50 % of the tax liability.
- EC(1)-14/93 Review of Executive Director's Office A report was received on the process and outcomes of the performance development process undertaken to review the role and function of the Executive Director's Office.
- EC(1)-15/93 Search for Department Directors A verbal report was received on the present status on recruitment for Health Services Director, Finance Director and Education Director.
- EC(1)-16/93 Personnel Director EC(2)-22/92 It was RESOLVED to confirm the three year appointment of Dorothea Friederici as Personnel Director effective June 1993.

- EC(1)-17/93 Engineering & Industrial Development Director It was RESOLVED to approve the Executive Director's three year appointment of Gerry Kent as Engineering & Industrial Development Director effective early 1994.
- EC(1)-18/93 Coordinating Committee Minutes The Minutes of the Coordinating Committee and the Extended Coordinating Committee meetings held since December 1992 were received.
- EC(1)-19/93 Finance Committee Minutes It was RESOLVED to confirm and endorse the actions recorded in the Minutes of the Finance Committee held on May 8, 1993.
- EC(1)-20/93 Per Capita Grant for 1993/1994 It was RESOLVED to confirm the action of FC(1)-18/93 that the Per Capita Grant for the coming year remains at USD 1,300.
- EC(1)-21/93 Service Fee It was RESOLVED to confirm the action of FC(1)-19/93 that a service fee of 3 % be charged against programme grant income except for fund designated for hospital use.
- EC(1)-22/93 Language and Orientation Fee for 1993/1994 It was RESOLVED to confirm the action of FC(1)-20/93 that the fee for language and orientation for the coming year remains at USD 1,300.
- EC(1)-23/93 Appointment of Auditor FC(1)-21/93 It was RESOLVED to recommend to the Board of Directors that Mr Ratna Sansar Shrestha be appointed auditor for 1993/1994.
- EC(1)-24/93 Feasibility Study for Endowment Fund BD-13/92 A report was received on progress and process chosen for the feasibility study for an endowment fund campaign for medical needs of poor patients.
- EC(1)-25/93 UMN Corporate Resource Allocation A presentation was made on the history, assumptions and present challenges in relation to resourcing UMN activities. The presentation was received with appreciation encouraging the UMN Administration to improve ways of obtaining personnel and financial resource commitments. This indication should not prevent consideration of the challenge of new opportunities. The Administration was also encouraged to cultivate new members/donors as a way to increase resources.
- EC(1)-26/93 UMN Christian Identity EC(1)-3/91 a), BD-8/91, EC(1)-3/92, BD-8/92 There was some detailed discussion on how UMN's Christian identity can be expressed and maintained and what institutional mechanisms are needed to enable UMN to pursue the Long Term Strategy Guidelines approved by the Board of Directors in 1990 and the Statement of Mission and Strategy approved in 1991. The purpose for this discussion was to gain greater understanding about UMN's long term future role having in mind the need

to have a policy basis for decisions about staff involvement at top management level and the process which will be needed to help projects become sustainable under Nepali control/ownership.

It was RESOLVED to request UMN Administration to appoint a task force to develop a statement about UMN's theology of mission and development and report to the 1993 Board of Directors meeting on progress for developing such a document.

The statement should

- a) assume the Basis of Faith in the UMN Constitution and the Long Term Strategy Guidelines (1990);
- b) take into account the range of theological positions reflected in the UMN Board (it will draw upon UMN member bodies' theology of mission and development statements with a view to identifying areas of commonality); and
- c) be clearly applicable to the situation in Nepal and to practical issues in UMN such as
 - * how UMN's identity and purposes impact the majority of UMN staff, who are not Christians, and their sense of belonging to and supporting UMN;
 - * what range of core issues will determine UMN's identity and image;
 - * what range of organisational mechanisms will maintain UMN's identity and image; and
 - * any other relevant, practical issues needing resolution.

EC(1)-27/93 Rationale for Staff Representation EC(2)-37/92
Having regard to UMN's identity and values, it was RESOLVED to reaffirm continued presence at the Board of Directors and Executive Committee of elected staff members in addition to Coordinating Committee members for full participation in open sessions. Up to two staff members (one elected by appointees and one elected by employees) to be elected from within each department and Headquarters to the Board of Directors. From among these, two staff members to be elected by this group to attend the Executive Committee, for a minimum of two years and a maximum of four years.

Furthermore, in order to facilitate this with immediate effect, it was RESOLVED to suspend the Bye-Laws relating to staff representation; and request the UMN Administration to present amendments to the Bye-Laws to the May 1994 Executive Committee meeting.

EC(1)-28/93 UMN Values EC(1)-3/91 a), b), EC(2)-4/91, EC(1)-4/92, BD-9/92 A report was received on progress up to date of identification of desired long term results and actions for implementing the Statement of Values for UMN Staff adopted by the 1992 Board of Directors.

EC(1)-29/93 Bye-Law Amendments BD-6/92, BD-7/92 It was RESOLVED to recommend to the Board of Directors that the following amendments be made to the Bye-Laws.

RELATING TO BOARD

Renumber old 3.1, 3.2, 3.3, 3.4, new 3.1 to read
Purpose

To be the controlling body of UMN focusing on overall policy and accountability.

Old 3.2.1 under Meetings, renumbered to 3.3.1, to read

Annually with two month's written notice.

Delete old 3.4.3. and old 3.4.5, renumber old 3.4.4 to 3.5.3, new 3.5.4 under Observers to read
Other observers as deemed to be appropriate.

New 3.6 to read

Duties

- 3.6.1 To set overall policies, including the mission, goals, strategies, and priorities of UMN.
- 3.6.2 To function as Trustee for the material and human resources available to UMN.
- 3.6.3 To appoint the Auditor and to review and audit the activities of the organisation.
- 3.6.4 To appoint the UMN Executive Director and elect the Executive Committee.
- 3.6.5 To assist in the task of interpreting the UMN back to the member body constituencies.

RELATING TO EXECUTIVE COMMITTEE

4.1 on Purpose to read

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

Renumber old 4.3 and 4.4, new 4.3 to read

Election procedures

- 4.3.1 The President will recommend a Nominating Committee to be appointed by the Board.
- 4.3.2 The Nominating Committee shall produce a list of nominated persons for election to membership of the Executive Committee.
- 4.3.3 The list of nominated persons should exceed the number of persons to be elected.
- 4.3.4 In preparing this list, the Nominating Committee should consider the issues of ability, availability, commitment, continuity and broad representation from the Board.

- 4.3.5 Board Members may make suggestions directly to the Nominating Committee.
- 4.3.6 Executive Committee members shall be elected for a term of two years. Half of the Members will be elected each year for a two year term.
- 4.3.7 Election of the Executive Committee will be by secret ballot, with scrutineers to be appointed by the UMN President.
- 4.3.8 Following the election of the Executive Committee, the Nominating Committee shall present two or more names from the Executive Committee of those best qualified to be President and Vice President of the Board and the Executive Committee; this slate to be voted on by the Board.
- 4.3.9 The Executive Committee can coopt one additional Member to ensure broad representation.

Old 4.4, renumbered to 4.5, to read
Duties

- 4.5.1 To interpret Board policies to management and ensure integrity with the mission and values of UMN, and report to the Board on significant issues.
- 4.5.2 To identify and recommend to the Board issues requiring new policy statements.
- 4.5.3 To nominate to the Board persons for appointment as Executive Director, and approve the Executive Director's appointment of Department Directors: Finance, Personnel and functional departments.
- 4.5.4 To supervise the Executive Director.
- 4.5.5 To be Trustees of the UMN Provident Fund and other funds entrusted to UMN.
- 4.5.6 To determine each year the Per Capita Grant to be provided with each Appointee.
- 4.5.7 To approve all plans and budgets (strategic, long term and annual); and to review annual reports and audits.

RELATING TO FINANCE COMMITTEE

5.1 on Purpose to read

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

5.2 on Membership to read President.

Two Board Members to be chosen among the Executive Committee Members; no member to serve more than four consecutive years. In the absence of a Board Member, the President may appoint an alternative Board Member for that meeting.

Executive Director.

Finance Director.

Department Directors, for business relating to their Department.

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

5.4.1 on Duties to read

To receive from the Finance Director with recommendations of the Co-ordinating Committee, Annual Budgets, Financial Statements, Audit Reports and Per Capita Grant proposals, and present them to the Executive Committee with their recommendations.

RELATING TO CO-ORDINATING COMMITTEE

6.1 on Purpose to read

Be an advisory body to the Executive Director and serve as the senior management team in the implementation and coordination of the work of the Mission.

6.2 on Membership to read

Executive Director.

Finance Director.

Personnel Director.

Department Directors.

Co-opted representatives at the discretion of the Executive Director.

6.4 to read

Duties

6.4.1 To coordinate missionwide operations and policies.

6.4.2 To advise the Executive Director and other CC Members on policy development and share information between departments.

6.4.3 To monitor missionwide policy implementation by reviewing project and department Plans, Budgets, Reports and Financial Statements in light of Board approved policies and guidelines.

6.4.4 To recommend Plans and Budgets, Reports and Financial Statements where appropriate to the Executive and Finance Committees.

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

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

6.4.7 To approve decisions on personnel posts and service of Appointees as recommended by the Personnel Department.

- 6.4.8 To approve decisions on rules for Appointees and UMN employees as recommended by the Personnel Department.
- 6.4.9 To perform other duties assigned by the Executive Director.

RELATING TO EXECUTIVE DIRECTOR

8.2.7 on Duties to read

To appoint the Finance Director, Personnel Director and Department Directors subject to consultation with UMN staff and approval of the Executive Committee.

RELATING TO FINANCE DIRECTOR

9.2.1 on Duties to read

To be UMN's treasurer and chief financial officer.

- EC(1)-30/93 UMN 40th Anniversary It was RESOLVED to approve the plan and budget for UMN's 40th anniversary with celebration in UMN projects and worldwide prayer day on March 4 - 6, 1994.
- EC(1)-31/93 Plans for Board of Directors Meeting Suggested objectives, theme, programme and proposal format for the 1993 Board of Directors meeting were received and input was given.
- EC(1)-32/93 Vote of Thanks to Jim & Linda Alexander Sincere gratitude was expressed to Jim Alexander for his years as the Rural Development Director during the years 1988 - 1993. Appreciation was also expressed to Linda Alexander for her contribution to UMN and Nepal, including volunteer work with children at Patan Hospital. The Alexanders first came to Nepal in 1984 working with Nepal Leprosy Trust. The Executive Committee wished Jim and Linda and their two children, Jamin and Justin, God's blessing and guidance as they leave Nepal.
- EC(1)-33/93 Vote of Thanks to Trevor & Jan Durston Sincere gratitude was expressed to Trevor Durston for his years of leadership in the Engineering & Industrial Development (EID) Department over the past three years, as well as his work as Acting Personnel Director carried out on top of his duties in the EID Department in the last year. Jan Durston will also be remembered for her contribution to UMN and especially to the Kathmandu International Study Centre. The Durston family first came to Nepal in 1982 and spent eight years in the Butwal Project. The Executive Committee expressed thanks to Trevor and Jan and their two children, Hannah and Ruth, and prayed for God's blessing in the future.

EC(1)-34/93 Vote of Thanks to Tjerk and Corry Nap Sincere gratitude was expressed to Tjerk Nap for his contribution as the Health Services Director during the years 1989 - 1993. The Nap family first came to Nepal in 1981. Appreciation was also expressed to Corry Nap for her achievement in establishing the UMN Church Relations Office. The Executive Committee wished Tjerk and Corry and their children, Gerro, Frank, Bimala, Michiel, God's blessing and guidance as they leave Nepal.

EC(1)-35/93 Dates of Meetings The dates set for future meetings as outlined in BD-22/92 were amended as follows.

| | |
|---------------------|---|
| Finance Committee | November 16, 1993 |
| Executive Committee | November 18 - 19, 1993 |
| Board of Directors | November 21 - 23, 1993 |
| Executive Committee | November 23, 1993 immediately following Board meeting |

| | |
|---------------------|---|
| Finance Committee | May 1, 1994 |
| Executive Committee | May 3 - 4, 1994 |
| Finance Committee | November 14, 1994 |
| Executive Committee | November 16 - 17, 1994 |
| Board of Directors | November 19 - 21, 1994 |
| Executive Committee | November 21, 1994 immediately following Board meeting |

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

10.5.83 12.23 08
To Rev. Mrs. Ursula Hecker
c/o United Mission to Nepal
Meeting of the Executive Committee

From Gossner Mission, Berlin
Rev. Dieter Hecker, Director
Fax: 0091 30 6363 11 98

Urgent Message! - Please forward!

Liebe Ursula,

ich habe das Fax gestern hier gefunden und auch gelesen. Heute Morgen haben ich das Ganze noch einmal Paulus vorgelesen. Eben hat auch Bernd Krause noch einen flüchtigen Blick darauf geworfen. - Kurz: man kann so schnell kaum etwas dazu sagen!

Die Sprache und die Kategorien scheinen so unkonventionell für Nicht-Evangelikale zu sein. Die Dreiteilung von Christian Presence; Networking und Christian Identity ist sehr schwer einzuordnen. Sie haben vor allem, was ich erwartet hätte überhaupt nicht mit den Begriffen Witness und Service gearbeitet. Der Anhang über die Christian Identity war leider auch nicht dabei, sodaß man daraus etwas mehr über die Intentionen hätte erfahren können.

Es scheint ja im Wesentlichen um die zukünftige Policy der UMN zu gehen. Wie weit soll sie das christliche Zeugnis der Kirche überlassen und selbst fortfahren, sozialen Dienst in christian presence machen oder soll sie selbst eine full fledged missionary work machen. Sie meinen, wenn sie es nicht tun, würden die Mitarbeiter demoralisiert und die Mitgliedsorganisationen confused (Abschn. 22). Für uns kann ich nur sagen: uns würde das nicht irritieren. Du könntest ruhig dafür votieren mit unserer Unterstützung.

Die "two track operation" (24) ist in der gegenwärtigen Situation wahrscheinlich eine ganz gute Lösung. Wenn da nicht einige praktische Fußangeln sind, würde ich das durchaus unterstützen. Dann könnten bestimmte Teile an die Kirche, andere an nichtkirchliche NGOs übergeben werden.

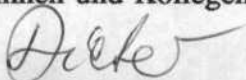
Wichtig wäre, daß sie die beiden Typen etwas klarer beschreiben, sodaß man bis zur Herbstsitzung etwas mehr dazu sagen könnte anhand der praktischen Konsequenzen.

Wegen der Christian Identity solltest Du das Papier uns wirklich einmal zugänglich machen. Ich meine, diese besteht nicht darin, daß alle Christen mit Zertifikat für ihre Überzeugung sind, sondern in den Zeilen, die natürlich von einer Mehrheit auch inhaltlich unterstützt werden müssen. Dabei könnten dann aber durchaus auch Hindus, Moslem oder Buddhisten mitmachen, wenn sie loyal zu den Zeilen sind, vor allem in den mehr technischen und Management Bereichen.

So viel für jetzt. Wenn noch konkrete Anfragen sind, ruf doch noch einmal an. Morgen ist sitzung des Verwaltungsausschusses. Wenn Du direkte nachrichten dafür hast, wäre es gut, die noch zu schicken. Wir beginnen um 10 Uhr.

Ansonsten geht es uns gut. Arbeit ist genügend da. Ganz herzliche Grüße auch von den Kolleginnen und Kollegen, von Paulus und Friso,

Dein



Rev. Dieter Hecker, Director

DC Draft March 1993

UMN AND PLANNING FOR THE FUTURE

A. UMN'S Theology of Mission

1. The reason for mission

UMN was brought into being on March 5th 1954 under the auspices of the National Christian Council of India and Pakistan through the united effort of some 13 mission agencies from around the world.

The driving-goal behind this action was that fundamental to being Christian is God's revelation as recorded in scripture and supremely incarnated in Jesus Christ, which revelation declares that every person throughout the universe is the object of God's salvific will and plan for eternal reconciliation.

God's love is so deep and all embracing that it motivates all who have accepted his offer of salvation, to want to share this Good News of his love with as many people as possible.

Thus the Christian faith is missionary by its very nature. The reign (or rule) of God has come to the world in Jesus Christ and is intended for all humanity. Those who know the joy of having Christ rule their lives have a longing to share the reality of this with others. This mission is an essential ingredient of being Christian.

What precisely is mission cannot be defined too tightly, since it is not so much a command as the expression of a living and dynamic relationship between God, his people and his world. At different times and in different places, the way this mission will find expression, under the direction of God the Holy Spirit, may be different and changing.

2. The dimensions of mission

There are three fundamental dimensions which will always be present although each expression of these dimensions will be unique for each situation. These are:

- (i) To worship (= serve) God by allowing his Holy Spirit to transform our character, our will and our very being to be in harmony with him thereby demonstrating that in God's grace we are united with him in Christ (Rom. 12, Eph. 4, Col. 3).
- (ii) To proclaim the Good News that God has come to us in Christ and calls us to accept his free offer of salvation from sin and judgement to be united forever with him; and

- (iii) To live out God's love for his world by giving of ourselves in ministry to the needs of others including stewardship of God's creation and the promotion of biblical values in each sphere of life.

7 In highlighting the three fundamental dimensions of mission, it is necessary to underline that these are dimensions of the one reality. It is not possible for a Christian to pursue one dimension without at least some elements of the others being present. Being a Christian is being in relationship with God and with the world. Relationships are all involving.

3. The community in mission

Since mission is an outworking of a relationship, it is necessary for Christians to be in a God-centred relationship with one another. God has provided a means for this to happen by calling into being the Church. Thus the church universal is not any particular organisation but the "sacrament, sign and instrument of community with God" and of unity among the people (Bosch 1991: 372). The church is constituted by those who are God's pilgrim people. This is not an elite group, but a servant people, humbly seeking to be God's people in the midst of God's world.

9 Thus it can be seen that God's calling is to people both as individuals and as members of his earthly community (the "body of Christ"). The corporate dimension is a natural product of being members of God's family. It limits individualism and places an emphasis on Christians functioning as Christians in corporate ways.

10 ? Herein lies the driving-goal of UMN. UMN has come into being as an instrument of the universal church to provide opportunities for mission among the people and to the nation of Nepal. It does not perceive itself as an organisation to be of lasting significance. As the church in Nepal grows it will desire to develop its own instruments of mission and will build a partnership directly with the church around the world. Through this partnership the church of Nepal will both contribute to and receive from the church worldwide in the fundamental task of mission.

4. The modes of mission

11 (i) Primary mode: Both the church and its agencies seek to be obedient to the mission calling in a range of modes. The primary mode is for each person to be a serving, pilgrim person. That is to be a person who prays for and works at personal transformation, who seeks to be a living witness to Christ's love, who shows forth that love in caring for those in need and

who seeks to bring to bear wherever possible the values of God the Creator and Sovereign Lord. This mission is part of one's life in the home, in the community and in the work place. Christ himself uses the picture-word salt, to sum up this pro-active role of Christians in the world. This calling to be salt in the community and in the work place is often referred to as 'Christian presence'. Being pro-active as a Christian wherever one is situated is part of the Christian's primary mode of functioning as a Christian in the world.

(ii) Secondary modes: Whilst all Christians are called to be consciously functioning as a Christian presence in every context, some Christians are able also to work with other Christians in some type of joint or corporate activity. This is a secondary mode of being Christians in the world. There are two models for this second level of action.

One model of this secondary mode, is for Christians to join together for prayer, study and reflection about a particular societal need or problem (such as a development need or an issue of justice) and/or to organise a sharing of their ideas and resources. But then they may function individually (e.g. through secular infrastructures) with a view to bringing about the needed changes in society, in a segment of society or in an organisation. These Christians may continue to meet together for mutual support, sharing of resources and ideas, and development of strategies. This way of functioning is generally referred to as "networking". This networking mode makes an important contribution to the Christian life enabling Christians to move beyond the individualism of the primary mode of Christian presence to functioning as God's community.

Another model in the secondary mode, is for Christians to join together for a common purpose. Here the primary mode continues to be present, but there is now an organisation which organisation in its very own *modus operandi* needs to reflect Christian values so that its program and the way that program is carried through reflects the character of Christ and thus is a witness to the reign of God. This way of functioning is generally referred to as a "Christian organisation", although to be more precise it should be referred to as an organisation with a Christian identity (see Appendix I). In this model the Christian presence aspect of the primary mode of being Christian is even more clearly at work than in the network model. In this model Christian presence is both an individual and a corporate reality. It demonstrates in a unique way that God is at work transforming our personal lives and can be at work transforming our community. The integrity of the individual is maintained and the validity of our corporate life in Christ is shown forth.

P. 4

B. The application of UMN's theology of mission
to the challenge of the future.

16 As an agency of the Christian church worldwide, UMN was formed by the church beyond Nepal at a time when there was no church within Nepal. It sought to pursue the three mission dimensions with a specific emphasis on the third dimension - the demonstration of God's love. In the four decades of its life it has seen a wide range of projects established in which many Nepalis have been employed and trained with a workforce now of 2,500. During the same period UMN has been able to witness the planting and the rapid growth of the church in Nepal.

17 The Nepali church is developing its own infrastructure and is increasingly fitting itself to the responsibility as church to provide biblical teaching, skills training and networking needed for it to function as an enabler of its members to be obedient to their mission calling and, thus for itself as church to be obedient.

18 7 UMN as an agency of the church worldwide must allow itself to become an agency of the local church as well. For this reason the Nepali church is represented on the Board and at the Board meeting of November 1990 the policy statement in respect to the Nepali church was adopted (see Appendix II).

19 This policy statement indicates UMN's desire to work with the church and to respond to requests by that church to assist it in the establishment of its own agencies. It does not indicate whether some of the UMN projects would ever actually be handed over to the church although that could be a possibility.

20 In the light of seeing itself in a servant role towards the Nepali nation, UMN has declared itself to be committed to training Nepalis regardless of creed or caste, in the skills needed at every level of project activity. In 1991 it was decided that in view of UMN's long-term goal to nepalize itself, "every level of project activity" includes leadership. How to nepalize has been a matter of discussion by appointees and Board for twenty years and the 1991 decision generated considerably more debate. The difficulties encountered in these discussions have been around the question of the role of UMN and the Christian identity of its projects. It would appear from Board minutes that only the Christian presence/primary mode has been considered (see Strategy Guidelines of Nov. 1990 in Appendix III). Probably some had in mind the secondary network mode, but this is not articulated in the documents.

The absence of any suggestion that UMN could work towards any other mode of operation has been a cause of concern. There has been an attempt to shore up the Christian presence (and perhaps the network) mode by producing a Statement of Values for employees. This is a valuable statement, but cannot be used to argue that only the network mode should be considered. Furthermore, for good reasons, the Values statement does not include any reflection on the unique spiritual values, as summed up in the three dimensions of mission, which Christians seek to communicate through their work not only personally, but also corporately and thus through an organisation which has a Christian identity.

These mission dimensions have been the *raison d'être* for the commitment of personal sacrifice involved on the part of Board appointees as well as for the existence of UMN as an organisation. So a long term strategy statement which articulates only the Christian presence/network mode of operation may be demoralising for Board appointees and somewhat confusing for mission agencies.

Clearly UMN as a foreign NGO needs to plan for its own demise. This planning requires an estimate as to how long it should be still in existence. If this were to be for only 10, or alternatively for say 30 years then this decision impacts an assessment of the time-frame needed for the church to both grow and to see an increase in the number of its members acquiring skills.

One way forward would be for UMN to develop a two track operation, with some projects designated for secular ownership and the network mode of Christian activity, and some for management by Christians thereby providing a continuing opportunity for the Christian identity mode of operation.

C. Nepalization policy determined by UMN's theology of Mission

Having regard to UMN's theology of mission (including its aims, values and the reality of community ideally expressed in being church), and having regard to the long term intention of UMN to become nepalized, UMN could develop a two track approach to nepalization.

The network track could be pursued by the development of Nepali leadership with a view to projects being owned within Nepal. An aspect of this training would be to train Nepali Christians in how to network as a community of God's people reflecting the character of God in their work.

27 2 This track would be most appropriate in those projects which, whilst truly valuable in nation-building terms, do not provide an essentially direct people-related service. Such a project may require for example, high professional standards, technical innovation and development in the application of ethical values. But these requirements are not intrinsically Christian and are not the monopoly of those who claim to be in Christ.

28 By bringing into being such projects (e.g. EID), UMN is giving expression to its aims. By establishing these projects with the Kingdom values which UMN promotes, and then by training Nepalis to take responsibility and motivating them to pursue these values, UMN is indeed contributing to the welfare of the Nepali people and nation. Thus UMN is fulfilling one of its Christian purposes. But to really fulfil this purpose, UMN needs also to train Nepali Christians who could work within such projects to understand their responsibility as Christians, namely to network together and to develop ways in which they can in their own lives demonstrate the reign of God (with particular reference to Kingdom values) and be a witness to God's saving love.

29 The Christian identity track could be pursued for those projects which are providing services directly to people (e.g. medical, educational, rural and women's development). Some of these services can and probably are being provided also by the Government and other NGO's. But Christians also have the right, as the community of God's people to seek to meet human need by owning and managing their own projects with a view to having the opportunity freely to pursue all three dimensions of mission and to do so not only as individuals, but also as a community.

30 1 2 The future ownership of such projects may well be in the form of a Nepali trust set up by Nepalis with similar aims as those of UMN. By moving down this track UMN could be providing Nepali Christians with a mode of operation in which Christians can act together and so realise that Christianity is not only an individualist affirmation, but is also a corporate expression of the Kingdom of God.

David Bosch, *Transforming Mission*, Orbis, New York, 1991.

CHRISTIAN IDENTITY

NETWORK IDENTITY

Schularen Sozialprojekte
Die theol. qualifizierten Projekte. Scheint
mir etwas abstruse Sprache + Vorst. zu sein!

Thoughts toward a VISION for UMN

- UMN's MISSION is the broad general statement in the constitution and in the 1990 and 1991 Board documents about who we are and what we hope to accomplish. These are helpful, necessary, and well articulated. They state purpose more than direction.
- UMN's VISION should be more future oriented, specific enough to guide change, and pointing in a clear direction that will invite enthusiastic commitment, a statement that gives shape to UMN 5-10 years ahead.
- Our suggestions for testing and stimulation:

UMN will enter into partnerships with individuals, communities, organizations, and government in Nepal to serve them in the name of Christ by working with them to develop their capacity to carry forward the process of transformation which God intends.

Elements of this vision:

1. Could provide guidance to all UMN activities.
2. Recognizes that development is more than economic.
3. Shifts the focus from service to, to partnership with.
4. Allows full scope of partnership with the church.
5. Clearly not UMN's goal to do things our own.
6. Accommodates both "salt" and "city" metaphors of witness.

- This is a beginning - your ideas, please!

Ed Metzler
May 6, 1993

26.4.93 12³⁵ 09



Gossner Mission Fennstraße 31 D-1190 Berlin

United Mission to Nepal
attn. Mr. Lalrim Kima
P.O.Box 126

Kathmandu/Nepal

Gossner Mission
Fennstr.31, 1190 Berlin 11 98
Neue Plz: 12439 Berlin
Tel. ab sofort: 030 /
63178-09 -33 -37 - 73 11 98
Fax: 6361198

April 26, 1993

Executive Committee Meeting

Dear Mr. Kima,

during her staying in Kathmandu for the Executive Committee Meeting in May our Secretary for Nepal, Mrs. Ursula Hecker, would like to meet you to get some information about Misoram for she is planning to go there after the meeting in Kathmandu. We understood you are from Misoram and therefore hope you could give her some details about an entry permit etc.

Hoping to hear from you soon we remain

yours sincerely

A. Strittmatter
Aloisia Strittmatter
Ass. Secretary for Nepal

PS.: We are not sure if we got the proper spelling of your name by means of telephone.

Postgiro Berlin West
BLZ 100 100 10
Konto 520 50-100

EDG Kiel (Fil. Berlin)
BLZ 100 602 37
Konto 139 300

Gossner Mission Berlin - Telefon/Fax: 030 / 636 11 98

United Mission to Nepal
P.O.Box 126

Kathmandu/Nepal

April 14, 1993

Change of address

Please, please inform all your departments that Gossner Mission has moved about a year ago and therefore the address, fax and telephone numbers have changed:

Gossner Mission
Fennstrasse 31

1190 Berlin

Tel.: 0049 30 631 78 37

Fax: 0049 30 636 11 98

We still receive fax from UMN which go to our old address and therefore it takes some days until we get them on our tables.

Cordially

A. Strittmatter
Aloisia Strittmatter
Ass. Secretary Nepal

Original am 2.4.93 per Post nach Kathmandu
5.4.93 11.04.93

United Mission to Nepal
EXECUTIVE COMMITTEE MEETING

May 10 - 11, 1993

Name of delegate..... Ursula Hecker.....
Member Body..... Gossner Mission Germany.....

TRAVEL TO/FROM KATHMANDU

ARRIVAL Date May 7, 1993. Time 20.00. Flight No..... From Delhi.....
DEPARTURE Date..... Time..... Flight No..... To Berlin.....
Date of leaving home/work country (for reference in sending materials).....
May 5, 1993.....
Contact address en route, if applicable
..... Dates :.....

ACCOMMODATION

(Please delete as appropriate)

Requested at UMN Guesthouse YES/NO ☒ If YES Single Room/~~Willing to share~~
Requested at Blue Star Hotel YES/NO ☒ If YES Single Room/Willing to share
Requested any other places.....
If arranged by friends please give name and address in Kathmandu
.....
Any family members accompanying you YES/NO ☒ If YES accommodation needed YES/NO
Any other details.....
.....

PLEASE RETURN THIS FORM AS SOON AS POSSIBLE

TO KHEMRAJ SHRESTHA, XD'S OFFICE, UMN, THAPATHALI, BOX 126, KATHMANDU, NEPAL



EC Members

THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. Myles Walburn



Tel: 228118, 228060, 221379
Telex: 2315 UMNEPA
Telegrams: UMNEPAL
Fax: 977-1-225559
Location: K-1-325 Thapathali
Mailing address:

POST BOX 126
KATHMANDU, NEPAL
February 24, 1993

Dear Ursula,

In preparation for the coming Executive Committee meeting of UMN, I am sending you this letter and the enclosed form. Please, note the following details for the meetings.

Location

UMN Conference Room at Headquarters.

Schedule

| | |
|-----------------|--|
| Saturday, May 8 | Finance Committee meeting starting 9 am. |
| Sunday, May 9 | Executive Committee working session from 12 noon to 5 pm at Summit Hotel. |
| Monday, May 10 | Executive Committee meeting from 8.30 am to 5.30 pm. A light midday meal will be served. |
| Tuesday, May 11 | |

Working Session

The Executive Committee has had a tradition of meeting for a half day working session prior to the Executive Committee meeting. This is an opportunity to meet and get to know each other, as well as providing time for preparatory discussions on major issues for action in the Executive Committee meeting.

Evening Meal

Would you also please allow in your schedule for an evening meal on Monday night in order to have a more informal gathering together with the Coordinating Committee after a full day's work around the meeting table.

Accommodation

In order to be able to make arrangements for accommodation etc, kindly complete and return the enclosed form to me as soon as possible.

Project Visits

I would encourage you to take a few extra days before or after the meeting to visit projects in the Kathmandu valley or outside. Please, let me know in advance and we will make an itinerary for you according to your preferences.

Visa

In preparing for your visit to Nepal, I would like to inform you that you are able to obtain a tourist visa up to 30 days at the airport, or apply from your Nepal Embassy/Consulate in your home country. If you are planning visits off the main roads, please let us know upon arrival so that we can apply for your trekking permit.

Ticket Reconfirmations

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

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

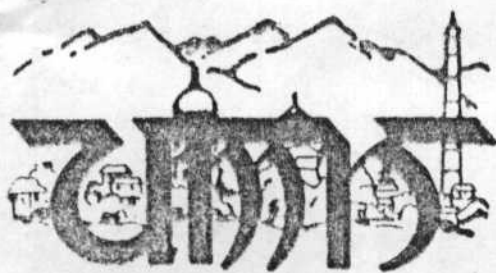
I will be in touch with you again later sending material for the meeting, but will appreciate your help in getting these arrangements under way.

Yours sincerely,



Anna-Karin Eriksson
Assistant to the Executive Director

Enc



Board Members

THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

Tel: 228118, 228060, 221379
Telex: 2315 UMNEPA
Telegrams: UMNEPAL
Fax: 977-1-225559
Location: K-1-325 Thapathali
Mailing address:



POST BOX 126
December 11, 1992
KATHMANDU, NEPAL

Dear friends,

It was good to meet you all during the recent Board of Directors meeting. Enclosed please find the draft Minutes of the relevant meetings you attended for your correction and input. Please make sure to return any comments before the end of January. The Minutes will then be finalised in book form and distributed to you.

Enclosed you will also find the recent Occasional Letter from Edgar Metzler reporting on the Board meeting. As you may know, we have another internal means of communication, "The UMN People Tree". As a Board member you will be receiving this from now onwards. Hope this will help you keep in touch with UMN!

Wishing you a peaceful Christmas time and a blessed 1993,

Anna-Karin Eriksson
Assistant to the Executive Director

Encs:

1. BD Minutes
2. EC Minutes
3. Occasional letter
4. People Tree

What could UMN do (start doing, stop doing or start doing differently) in order to better express its Christian identity?

1. To be more aware of the cultural, religious environment
2. To be free to be critical also to political issues - not fearing so much reputation
3. ^{Sometimes} The relationship between Headquarters and projects could be more transparent and communicative.
- 4.

Executive Committee

| | |
|------------------|---|
| Jiwan Gusing | 1 |
| Jorgen Pedersen | 1 |
| Erwin Wennemayr | 1 |
| Ron Voder | 1 |
| Yoy Gauder | 1 |
| David Claydon | 2 |
| Eric Cass | 2 |
| Gary Harsenstien | 2 |
| Wesley Hecker | 2 |
| Simon Pandey | 2 |

BACKGROUND

This discussion paper was prepared in response to the request of the UMN Board, November 1991, that the Executive Committee bring to the November 1992 Board meeting a paper on the various options for expressing and maintaining UMN's Christian identity. An initial draft was used to stimulate and facilitate in-depth discussion at the UMN Executive Committee working session, April 28, 1992. At the Executive Committee meeting two days later, the statement was revised in light of the discussion and shared with Board members, expatriate and Nepali staff. A further revision was made based on the input received.

INTRODUCTION

UMN is known increasingly to the Nepali public and the government as a Christian organisation. In the new environment, this paper defines the critical issue as: What is the best way for UMN to fulfill its Mission & Strategy and express and maintain its Christian identity? This paper considers five major means by which Christian identity is maintained. It suggests no single emphasis is adequate and that all of these inter-related means should be addressed.

MEANS FOR EXPRESSING AND MAINTAINING CHRISTIAN IDENTITY

1. DECLARATION of PURPOSE

Unless the declared purposes of an organization are Christian in nature, the organization is unlikely to have a Christian identity. Responses in a discussion forum at the 1991 UMN Annual Conference indicated a majority opinion that "the professed purpose and aims of the organization" was the most important factor in "what makes the UMN organization Christian".

An organization's constitution and internal policy statements are the most common way of declaring its purpose. UMN has, from its inception, declared its purpose to be a Christian organization. At various times, the wording of the constitutional purpose statement has slightly changed, but the Christian nature of its purpose clearly has not.

The present purpose statement has three parts, with the second and third parts referring to the intention to work in the four functional areas with a priority on training Nepalis in professional skills and leadership. These are strategies of service which help fulfill the first statement of purpose, "To minister to the needs of the people of Nepal in the Name and

Spirit of Christ, and to make Christ known by word and life, thereby strengthening the universal Church in its total ministry."

What an organization says about itself through publications and other media is another way of declaring its purpose. UMN's publicity has been traditionally low-key due to the perceived need to keep a low profile as a Christian organization in a religiously-restrictive environment. Since the environment is now less restrictive, UMN has been able to express its Christian identity more freely.

Good communication is not just what we declare, but how others perceive us. Our purposes need to be clear to those communities and individuals whom UMN directly serves and especially to our own Nepali employees. To declare UMN's purpose in its constitution is important, but not adequate. We must communicate clearly in ways that reach the appropriate audiences.

2. ORGANIZATIONAL PARTNERSHIPS

As the nature of a person can be discerned by their associates, so the partnerships of an organization play a major role in forming its identity.

UMN's identification with the worldwide Christian community has increased steadily over the years as its membership list has lengthened and personnel have been drawn from increasingly diverse locations and situations. Its intention to be identified with the Nepali Christian community is clear, but how to develop a viable and productive partnership is an on-going process. UMN's identification with the poor, marginalized and oppressed requires consistent attention to their concerns in the processes of planning and implementation of programmes.

The first UMN Constitution expressed "a definite resolve to place the control of the work of the Mission in the hands of the Church in Nepal at the earliest possible moment" (1957). By 1961, the purpose was "to help in strengthening the Church [no national specification] in its total ministry", and by 1968 this previously distinct item had been appended to the first point of Purpose and expanded to refer to "the Universal Church".

The 1970 policy guidelines for future planning state that the UMN "has no organizational connections with the [Nepali] church, and at this stage does not plan for any" but that "its members join in the life of the church as individuals". Also that UMN "seeks to minister to needs of people regardless of race, creed, caste or nationality. Christians should not expect preferential treatment in receiving the services of the mission".

In 1990, the UMN Board stated its intention to "Stand together ... Work in consultation ..." and "Cooperate with the [Nepali] church and organizations which it may establish in ... areas where UMN experience and resources could be useful".

These statements need to be interpreted and implemented. Discernment and decision about the best way for UMN to support, or relate to, the Nepali church(es) is necessary so that policy can be clearly developed and administered. There is a great wealth of experience about this issue among UMN's member organizations through their work in other countries. We should remember the conviction held by many of UMN's early pioneers: not to develop or produce the same, less-than-satisfactory relationships they had experienced in newly independent India.

Internal traditions and systems of partnership must be developed over time if these relationships are to bear fruit and contribute to the maintenance of UMN's Christian identity.

3. ACTIVE ACCOUNTABILITY

Another means for maintaining the particular identity of an organization is through accountability. This is a relationship wherein personnel and programmes are actually accountable for operating in accordance with the values or purposes of the organization which are clearly defined and interpreted in the organization's operational plans and policies.

As with any relationship, there are two sides to this one: personnel and programmes need to act and be implemented in an accountable manner and the responsible authorities need also to actively hold them accountable.

From the earliest time, it has been clear that the Board is responsible for the "direction and policy" of the mission and that the Executive Secretary/Director is responsible for "carrying out its policies and directives" through the mission's administration and activities (April '57). The April 1991 Executive Committee action expanded this responsibility to include the Coordinating Committee, concluding therefore that Coordinating Committee members must affirm the Statement of Faith in the Constitution. (A requirement for all Appointees.)

In 1970 the Board stated that "the policy to build up a competent and dedicated Nepali leadership" required that "the selection and appointment of such national workers, their qualifications for fulfilling the defined purposes of the Mission and of the project concerned will be taken into consideration". Some have noted that there has been relatively little progress toward these 1970 guidelines, raising the question of how policy implementation is monitored and how much staff is in alignment with Board policy.

Accountability includes both implementation in line with policy and pro-active oversight by those at different levels of authority to assure that activities are expressing declared policy. An active exercise of accountability in both directions is needed to maintain UMN's Christian identity.

4. PERSONNEL PRESENCE

The presence of Christian personnel in an organization, especially in key positions of leadership, is often assumed to

be the only sure means of maintaining its Christian identity. It may be assumed that Christians in a Christian organization are all intent upon fulfilling the defined purposes and values of the organization. However, there are often failures and Nepali staff may behave in ways that are more in keeping with Christian values than sometimes exhibited by expatriates. The basis of true humility and acceptance of others is the recognition that we are forgiven by God and are therefore motivated to forgive others.

To what extent it has been UMN's intention to maintain Christian personnel within its programmes and institutions is not fully clear.

From the earliest date, it has been "a fundamental principle to train people of Nepal for the service of the church and the country" (3/54). Later it was stated that the purpose of UMN was "to train the people of Nepal to undertake ... [the activities that UMN was involved in]" (1962). Still later, this was changed into "a fundamental principle ... to train the people of Nepal in professional skills and in leadership" (1968).

This wording does not suggest a particular targeting of Christians. Since at least 1984, the UMN Policy of Employment has explicitly prohibited any discrimination on the basis of religion.

However, the wording of the 1970 Policy Guidelines might suggest a different interpretation:

'Christians should not expect preferential treatment in receiving the services of the Mission. This "ministering to the people" should be distinguished from staffing of its projects. Staff are appointed with a concern to fulfilling the purposes of the Mission in its several projects.'

'... it shall be the policy to build up a competent and dedicated Nepali leadership which will, in a planned way, gradually replace the foreign personnel. In the selection and appointment of such national workers, their qualifications of fulfilling the defined purposes of the Mission and of the project concerned will be taken into consideration.'

Alternately, in 1973, the Board approved The United Mission to Nepal and "Salvation" as a "guideline for all Board Appointees and other workers in the Mission" (BD 18/73). It included:

'... Eventually most, if not all, of these projects and institutions will become Nepali institutions. The [UMN] ... plans and aims for that special kind of transition and achievement. It remains to be seen how effectively and fruitfully we may continue to demonstrate the force and attractiveness of redemptive, saving love in projects and institutions where administration and authority are not held in missionary or Christian hands.'

In the past year the UMN Executive Committee and Board have stressed that while UMN will continue to serve all people regardless of creed or caste, they have requested the UMN Administration to propose ways to address the needs of Christians for training in professional skills.

In regard to personnel presence as a means of expressing and maintaining Christian identity, there seem to be at least three issues: (1) Christians demonstrating Christ-like behaviors, (2) UMN's need for leadership far beyond the present capacity of Nepali Christians, and (3) a long term commitment to help train Christians for professional leadership.

5. CONTROL of MANAGEMENT

It is often assumed that, at some level, management control must be in the hands of Christian persons in order for the organization to maintain a Christian identity. To what extent this has been part of UMN's intentions is also unclear.

Initially there was "a definite resolve to place the control of the work of the Mission in the hands of the Church in Nepal at the earliest possible moment" (April '57). Indigenous leadership in the mission has been implicit at least since the inclusion of that term in the purpose statement of the 1968 Constitution. Neither this statement nor the 1970 Policy Guidelines explicitly targets Christians for these leadership positions.

There has been an unwritten policy that project-leadership positions would be filled by Christians. There have been a few exceptions. Present reality is that several non-Christian Nepali personnel have been specifically trained, groomed or recruited to fill leadership posts. There have been some unwritten criteria operating here, such as length of service, competence and demonstrated loyalty to UMN. There has also been pressure to fill project leadership posts when Christians (either Nepali or expatriate) are not available.

The decision of the Executive Committee in April 1991 explicitly states that: 'it is essential that all members of the Coordinating Committee subscribe to the organization's Purpose and Basis of Faith,' while 'At all other levels, personnel must subscribe to the values that inform and shape the organization and its service.'

The assumption that control of management is a significant determinate in maintaining an organization's identity or character or quality of product is frequently challenged in business, government and the service sector alike. The current situation in Nepal may be a good example. Here is a government with a strong majority in parliament but unable to convince the populace of the sincerity of its party platform (declared aims and purposes) due to: limited resources, high expectations, inability to deny nepotistic traditions and an highly uncooperative bureaucracy. Control of management may be necessary, but by itself is a very inadequate solution.

A difference of emphasis exists within the Mission on the question of the importance of management control. On the one hand are those who emphasize that Christian witness can occur wherever Christians are present and that it is good for Christians to be present in the society in a wide variety of positions and situations. Therefore management control is a minor question.

Others would emphasize the role of institutions as a vehicle for expressing the Christian message and values. It is assumed that all organizations have an identity determined by the intentions and values articulated and promoted by the leadership. Christians may appropriately establish organizations which attempt to reflect biblical values and thus give some corporate witness of the Gospel. Non-Christians joining the staff do so on the understanding that the organization has Christian goals and values. From this perspective, management control is a major issue.

Are these mutually exclusive strategies or do they represent a spectrum on which the variety of UMN activities could be accommodated? The 1990 Long Term Strategy Guidelines of the UMN Board clearly pointed in the direction of emphasizing Christian presence in Nepali managed organizations rather than maintaining UMN control. At the same time, the guidelines committed UMN's continuing support for existing institutions as they seek to develop indigenous ownership.

UMN hospitals are the most obvious institutional challenge. They clearly have all the characteristics of an "institution", quite different than a time bound rural development project. Now that the government has clearly stated that they will not take over the hospitals for the foreseeable future, UMN needs to plan to manage these institutions so they are financially viable and present a clear message of Christian witness and service.

CONCLUSION

The issue of UMN's Christian identity is indeed worthy of careful, prayerful consideration.

The long-term strategy of the UMN Board envisions a future in which the expatriate presence will be primarily within Nepali structures. The future will also likely see the emergence of institutions through which the Nepali churches make their own corporate witness in the society. UMN is open to partnership in such witness.

Meanwhile, UMN will continue to work in a variety of contexts with challenges for both personal and institutional integrity and witness. UMN should affirm a clear theology both of corporate witness - the city which is set on a hill, and of personal witness - the salt.

October 22, 1992

UNITED MISSION TO NEPAL

Annual Report of the Executive Director to the Board of Directors, 28-30 November 1992

1. The Board of Directors is the legal and, we hope, lively link between the member bodies with their millions of constituents in 18 countries and the organization they have established in Nepal to serve the people of this country in the name and spirit of Jesus Christ. This annual report reviews the twelve months since we last met in terms of the environment in which we are working, the activities and plans of the mission, and the issues on which we especially need your guidance for our future role in God's mission in this land. We deeply appreciate your fellowship and counsel during these annual meetings and your prayers and support throughout the year.
2. Tragedy will be a dominant note in our memories of 1992 as we recall the two air crashes within a two month period which claimed the lives of members of two UMN families. Martin Hoftun, son of Od and Tullis Hoftun, was on the 31 July Thai flight, and the Wilkins family, Andrew, Helen, Hannah, Naomi, and Simeon, were on the 28 September PIA flight. At this Board meeting, we remember these colleagues with gratitude to God for their friendship and their dedicated service to Nepal. During that same two month period there were an unusual number of road accidents, and we are also trying to address concerns about the safety of all our staff for travel within Nepal.
3. I commend to the Board for their careful review the Department Overviews. In different ways the six department heads summarize the work of the Mission and lift up the relevant issues. I will not attempt to highlight any of these, but do want to express my appreciation to the members of the Coordinating Committee for their good work both in the management of their departments and in their contribution to the overall coordination of the Mission and dealing with missionwide issues. We are giving attention to how the functioning of the Coordinating Committee can be improved for the benefit of all projects and the larger goals of the Mission.
4. The heart of UMN is at the point where our resources interact with Nepali needs and aspirations for a better life, in other words, in the projects and with seconded personnel. The substance of this interaction is contained in the annual plans and reports of projects which are available and which I urge you to read. Of course, the best way to understand what UMN is about is to personally visit projects. We hope more of you will do that and we are pleased that about a dozen Board members participated in the tours offered this year.
5. The political and economic environment of Nepal this past year reflected the continuing struggle to establish a viable democratic system which will bring benefits to the people. The government appears to remain generally popular, but there is a question how long that support will continue unless there is some economic improvement. The local elections held in May stimulated a sense of participation in the political process, but it remains to be seen if the decentralization policies of the government enhance local development or simply allow it to be politicized at lower levels. The privatization policies and the emphasis on NGO development provide new opportunities for UMN to contribute to national development. Judging from public and private comments of government officials, the reputation of UMN as an effective and responsible development agency is quite high. It is also recognized that a major element of this success is the motivation of the staff, sometimes referred to by officials and other observers as the "missionary spirit."

6. Human rights and religious freedom have been defined more clearly in new laws which extend legal protection to all religious groups, including Christians. We need to monitor how these laws are applied. Several lawyers and human rights groups have requested me to report any incidents of religious oppression I may learn about so that the laws can be tested in the courts. Of course, cultural attitudes about religion do not change simply because laws are improved, especially in remote areas. The religious practices of foreigners will continue to be scrutinized, but there is certainly no limitation on the sharing of personal faith and participation in the life of local churches.

7. Strategic planning has been perhaps the most significant activity to report from the past year. This effort is helping us focus on what it is that we want to achieve in terms of our mission and align our activities in keeping with those goals. Some departments have completed an extensive process of strategic planning and are beginning to facilitate projects in a similar attempt to think critically about the future. The departmental strategic plans that are completed are available and I urge you to read them and share any comments, as it is in these plans that the staff expresses our interpretation and implementation of the Board's policies.

These departmental strategies will then need to be incorporated in a missionwide perspective. I see this as a major missionwide task for the coming year. I believe the multiple activities of UMN can be incorporated in an overall vision that provides both unity of direction and diversity in the means of moving toward a common goal.

8. Last year you helped select nine strategic issues which we believed needed to be addressed if the mission of UMN was to move forward. Attached is a report on how we have worked at these issues. Some of the work has been completed, work on other issues is still in process. The results of three of the task forces come to this Board meeting agenda: Christian identity, relating to the church, and the training needs of Nepali Christians.

This has been a useful and productive effort with many persons contributing to the proposed solutions. It also demands significant time. During the coming year I believe we should focus on completing and consolidating this work. The Coordinating Committee has identified two strategic issues that we will give attention to in the coming year. One is succession planning and recruitment for departmental and project leadership. The other is the gap between the Board's approval of programme plans and the provision of personnel and financial resources to carry out those approved programs.

9. Other significant developments within UMN include the demonstration that projects can be modified or phased out even as new programmes are being developed. In August the Business School was closed with celebration of the achievement of its developmental purpose. The Development Communications Program, a joint effort of UMN and INF, is being phased out, with about 25% of its function considered still necessary being incorporated into our Missionwide Support Program. UMN cooperated with the government recognized NGO established by the National Church Fellowship of Nepal (formerly NCF) to investigate development needs in a district where church leaders had requested help. Discussions and negotiations concerning a major new hydro project promise the possibility of a significant step forward in UMN's industrial development strategy to assist the companies we have started to become self-reliant. Significant new attempts have been made to address a major strategic challenge in Health Service, the future of our hospitals.

10. The major management challenge I sense for UMN is how to assure that the policy directions set out by the Board are actually carried out. This will require more careful monitoring of the implementation of policy and the willingness to make the difficult decisions which inevitably arise when the status quo is questioned. The dilemma we face is illustrated by a comment by one participant in the recent consultation on the future of our hospitals, "We came to the same conclusions in 1980, but they were not implemented." Most of the challenges we face defy quick or easy solutions. But we on the staff have the responsibility to propose to you at least some small steps toward a mutually agreed goal and you on the Board need to hold us accountable for activities that are consistent with and promote those policy goals. Only through such reciprocal responsibility can we move forward.

11. The Board has provided a clear sense of the future direction of UMN in the Long Term Strategy Guidelines adopted two years ago and the Mission and Strategy statements last year. Some of the matters on this year's agenda help to flesh out the meaning of those foundational but skeletal statements. One issue which impacts at several points is the relative weight we give to institutional forms of service and witness on the one hand and to projects and secondments on the other. It will be helpful to be more precise in differentiating these challenges.

I would suggest that strictly speaking the only "institutions" owned and controlled by UMN are three hospitals (with Patan Hospital presenting a somewhat different challenge because of the partnership with government) and a nursing school. Projects have more of a time-bound nature and that characteristic should be built into our planning if we are serious about building up Nepali capacity.

Addressing these two approaches in ways appropriate to their nature can help us implement our mission and strategy, building on the strengths and strategic advantages of institutions while moving toward the goal that the main target of resource allocation will increasingly be Nepali initiatives (including the church). I understand that the Board's intention is that our primary goal is to strengthen Nepali capacity for their own development, working as partners toward that goal, increasingly under their management, not building up UMN's own organizational growth. Our challenge is to make decisions now so that in ten years the shape of UMN's efforts will reflect that intention.

12. I continue to be impressed that the UMN purposes stated in the Constitution still provide a foundation from which we can respond creatively to the opportunities of changing situations. The goals and activities stated there are still valid. We will honor the various ways the Mission has worked to fulfill these purposes in the past by being open to the new ways we might better fulfill these purposes in our environment. It is at this point that some of the departmental strategic planning is most helpful and to which missionwide planning should be directed. Those purposes which flow from our common commitment "to minister to the needs of the people of Nepal in the Name and Spirit of Christ" can still be our guide and benchmark, even for this meeting and the decisions to be made here.

Edgar Metzler

Attachment: Report on UMN Missionwide Strategic Issues for 1992

*To work through Nepali structure rather than an
own structure.*

UMN EXECUTIVE DIRECTOR'S ANNUAL REPORT

UMN Missionwide Strategic Issues for 1992

A list of seven missionwide strategic issues were selected for attention in 1992. These were selected as having the most importance and need for immediate attention from a list of issues which had been identified in the Extended Coordinating Committee reporting process. A further two issues were identified for action by the UMN Board. Each strategic issue was to be addressed in terms of:

"WHAT IS THE BEST WAY FOR UMN TO ... "

A separate task force was formed for each issue, and a common process introduced for dealing with such issues.

1. IDENTIFY & TARGET THE POOR, MARGINALIZED & THE UNDER-SERVED FOR UMN'S INVOLVEMENT IN NEPAL?

This issue was handled in two segments: Identification and Targeting. Identification materials were forwarded missionwide for information. It was decided on June 18, 1992 that every UMN Programme Unit plan and report must include reference to this targeting and that a proportion of UMN's scholarship money (excluding in-service) will be allocated to the poor, marginalized and underserved. More work remains to be done on this issue.

2. IMPLEMENT HIGH QUALITY EMPLOYEE RELATIONS APPROPRIATE TO THE NEPALI CONTEXT?

Most of the recommendation from this task force related to the development of an appropriate Employee Relations Section within the Personnel Department. These are being taken-up by a consultancy which intends to develop and implement such a section by February 1993.

3. DEVELOP & IMPLEMENT GUIDELINES FOR UMN INVOLVEMENT IN THE NEPALI NON-GOVERNMENT SECTOR (INCLUDING CRITERIA FOR EVALUATING NGOS BEFORE INVOLVEMENT)?

Guidelines for UMN's involvement with Nepali non-government organizations were developed, approved by the CC and circulated missionwide by the Executive Director on July 20, 1992.

4. HANDLE SECONDMENTS?

Recommendations on this issue included a Manager of Secondments post in the Personnel Department and the designation of Secondment-Coordination in each department. These were approved for implementation on February 5, 1992. Personnel is recruiting for the Manager of Secondments post.

5. DEVELOP & MAINTAIN ADEQUATE PROGRAMME & FINANCIAL ACCOUNTABILITY MISSIONWIDE (INCLUDING PERFORMANCE EVALUATION OF BOTH PROGRAMMES & PERSONNEL)?
An action plan was developed for the initial stage of addressing this issue in December 1991, but was not carried forward due to staffing inadequacies.
 6. SUPPORT THE NEPALI CHURCH WITHIN THE TERMS OF THE GENERAL AGREEMENT, INCLUDING HOW UMN OFFICIALLY RELATES WITH THE NEPALI CHURCH?
This issue has been addressed through a multi-stage policy development process resulting in a final proposal which is before the UMN Board meeting in November 1992.
 7. RELATE TO THE NEW POLITICAL STRUCTURES AND HMG NEPAL?
Action on this issue was limited due to the continued evolution of the democratic structures and processes in Nepal. Directives on UMN-HMG relationships and representation were circulated missionwide by the Executive Director on July 17, 1992.
-
8. FULFILL ITS MISSION & STRATEGY AND MAINTAIN ITS CHRISTIAN IDENTITY?
This issue has been addressed through a multi-stage policy development process resulting in a proposal which is before the UMN Board meeting in November 1992.
 9. ADDRESS THE TRAINING NEEDS OF NEPALI CHRISTIANS FOR TECHNICAL & PROFESSIONAL LEADERSHIP IN CHURCH & SOCIETY?
This issue has been addressed through a policy development process resulting in a proposal which is before the UMN Board meeting in November 1992.

EM/dpns 11/25/92

Fax 28.10.92 15.30 J.

Gossner Mission Fennstraße 31 D-1190 Berlin

Telefon
003 72 / 635 11 98
Telefax
003 72 / 635 11 98

**The United Mission to Nepal
P.O.Box 126**

Kathmandu/Nepal

October 28, 1992

Dear Bhab Ghale,

thank you very much for sending me the agenda material for the UMN Board meeting.

According to our trip to Nepal, can I ask you a favor?:

Gossner Mission has, after the resignation of Dr. Hanns-Uve Schwedler, engaged Mrs. Marion Busch as the new referent for Public Relations. Unfortunately she has no experience in overseas work.

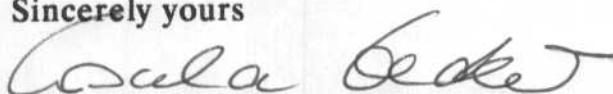
Gossner Mission has therefore decided that Mrs Busch is going to Nepal - and later to India - together with Mrs. Furthmüller-Meyer and me.

It is for sure that Mrs. Busch can't attend the Board meeting but for getting to know her future work it would be most grateful for her if she could also attend the Tour II to which you made reservations for us. I really hope that this change will not shake up the whole plan.

I have also asked Bernd Augustin to look for accomodation for Marion Busch so you don't have to bother with it.

Thank you very much for your kind cooperation. We are really looking forward seeing you very soon in Nepal.

Sincerely yours



**Ursula Hecker
Referent for Nepal**

Postgiro Berlin West
BLZ 100 100 10
Konto 520 50-100

EDG Kiel (Fil. Berlin)
BLZ 100 602 37
Konto 139 300

United Mission to Nepal
BOARD OF DIRECTORS MEETING

November 28 - 30, 1992

Fax o.k.
11.09.92

Name of delegate..... Ursula Hedeker
Member Body..... Gossner Mission, Germany

TRAVEL TO/FROM KATHMANDU

ARRIVAL Date 16th Nov. Time 21:00 Flight No. 218 RA From New Delhi
DEPARTURE Date 1st Dec. Time 9:15 Flight No. 205 RA To New Delhi
Date of leaving home/work country (for reference in sending materials) 15th Nov.
Contact address en route, if applicable YWCA International
Guesthouse New Delhi Dates 15th Nov

TRAVEL PLANS WITHIN NEPAL (Please tick (f) as appropriate)

I want to join TOUR I ☐ TOUR II ☒ TOUR III ☐

If part of TOUR III, please indicate which day(s).....

Any other assistance required.....

ACCOMMODATION (Please delete as appropriate)

Requested at UMN Guesthouse - YES/NO. If YES Single Room/Willing to share

Requested at Blue Star Hotel - YES/NO. If YES Single Room/Willing to share

Requested at any other place.....

If arranged by friends, please give name and address in Kathmandu

Any family members accompanying you for whom accommodation is needed - YES/NO.....

EXECUTIVE COMMITTEE - 1993

The dates set for the meetings during the next year are: May 10-11, 1993
November 18-19, 1993

In order to assist in the selection of a new Executive Committee for the coming year, would you PLEASE INDICATE HERE whether or not you would be free to attend EC meetings on the above dates, if asked to serve on the Committee

Please note that this is only for information; the appointment of the Finance and Executive Committee members will be made at the coming Board Meeting.

BOARD DELEGATE FOR 1993

Please indicate who is likely to be your delegate to the UMN Board at the meeting in November 1993 Ursula Hedeker

PLEASE RETURN THIS FORM AS SOON AS POSSIBLE TO BHAB CHALE, UMN, BOX 126, KATHMANDU, NEPAL

United Mission to Nepal
BOARD OF DIRECTORS MEETING

November 28 - 30, 1992

Fax ok.
11.09.92

observer
Name of delegate..... *Else Furthmüller-Meyer*
Member Body..... *Gossner Mission Germany*

TRAVEL TO/FROM KATHMANDU

ARRIVAL Date... *16th Nov.* Time... *21.00* Flight No. *RA 218* From... *New Delhi*
DEPARTURE Date... *2nd Dec.* Time... *11.25* Flight No. *765 LH* To... *Frankfurt*
Date of leaving home/work country (for reference in sending materials)... *15th Nov*
Contact address en route, if applicable
..... Dates.....

TRAVEL PLANS WITHIN NEPAL (Please tick (✓) as appropriate)

I want to join TOUR I ☐ TOUR II ☒ TOUR III ☐

If part of TOUR III, please indicate which day(s).....

Any other assistance required.....

ACCOMMODATION (Please delete as appropriate)

Requested at UMN Guesthouse - YES/NO. If YES Single Room/Willing to share

Requested at Blue Star Hotel - YES/NO. If YES Single Room/Willing to share

Requested at any other place.....

If arranged by friends, please give name and address in Kathmandu

Any family members accompanying you for whom accommodation is needed - *YES/NO*.....

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Please note that this is only for information; the appointment of the Finance and Executive Committee members will be made at the coming Board Meeting.

BOARD DELEGATE FOR 1993

Please indicate who is likely to be your delegate to the UMN Board at the meeting in November 1993 *Ursula Hedder*

October 19, 1993

यूनाइटेड मिसन टु नेपाल



United Mission to Nepal

Rev Ursula Hecker
C/o - K.S.S. Office
G.E.L Church Compound
Ranchi 834001
Bihar, India

Dear Rev Ursula,

We received fax message dated October 15, 1993 about your departure for India from Rev Dieter Hecker, Gossner Mission Berlin. We were surprised to know that you did not receive the first batch of agenda material sent from Finland on 1st week of October by hand mail. Please find enclosed the first batch of agenda material again with the second batch for the Board meeting.

Since rooms are booked for you in Hotel Blue Star they will arrange for the transportation to pick you from the airport. If there is anything else we can do for you, please inform us in due time.

Yours sincerely,

Khemraj Shrestha
Adm. Assistant, XDO

Enc.

October 18, 1993

Ursula Hecker
Gossner Mission

यूनाइटेड मिसन दु नेपाल



United Mission to Nepal

Dear Ursula,

I was pleased to note that you have signed up to visit UMN projects around Kathmandu valley on November 18, 1993. So far ten Board delegates have expressed interest in joining the full tour or part of it. You will receive a list of the participants upon arrival, together with the final programme. Enclosed you will find the programme in its present shape.

Please, let me know if you have any questions.

I am looking forward to seeing you.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Anna-Karin'.

Anna-Karin Eriksson
Assistant to the Executive Director

Enc

October 15, 1993

UMN Board of Directors

यूनाइटेड मिसन दु नेपाल



United Mission to Nepal

Enclosed please find the second and last mailing of material for the Board of Directors meeting on November 21 - 23, 1993. Please, keep this material together with the earlier distributed Annual Department Reports.

From the draft schedule you will note that the Opening of the meeting has been slightly delayed. You are welcome to the Blue Star Hotel at 3 pm, Sunday, November 21, 1993.

For those of you who have already signed up to visit projects around Kathmandu valley, further details are also enclosed. If you have not signed up yet, there are still open seats.

Please let us know if there is anything else we can do to make your visit worthwhile.

Looking forward to meeting you.

Yours in Christ,

A handwritten signature in black ink, appearing to read 'Edgar Metzler'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Edgar Metzler
Executive Director

EM/ake

यूनाइटेड मिसन टु नेपाल



United Mission to Nepal

To : UMN Board of Directors

From : Edgar Metzger.

Date : October 11, 1993

The UMN Board of Director meeting of 29th November 1992 approved various strategies to cooperate with the Nepali Churches in training Nepali Christians.

In order to implement part of this policy a Christian Leadership Scholarship Programme Committee (CLSP) was appointed. This committee composed of Christians from various church backgrounds as well as people from UMN, met and discussed several aspects of such a programme.

However, it was agreed that instead of starting a new scholarship programme it would be better to support and expand an already existing and well run scholarship effort FOCUS.

FOCUS has for some years made training scholarship available to members of the Christian community who would otherwise not have had the financial means to receive training.

Up to this point FOCUS has only given scholarships to tertiary level students in secular studies. It has now been decided to expand FOCUS to cover other areas of education too.

Since May much work has been put into merging the experience and expertise of the existing FOCUS organisation with these new and wider initiatives. On 15th April, 1994 the new FOCUS will be launched offering scholarships as indicated below:

FOCUS Committee

School level
Scholarships
sub-committee

Campus and
post-campus level
sub-committee

Post-graduate
studies outside
Nepal sub-comm.

Theological
training
sub-committee

FOCUS will need to create a substantial budget for scholarships. It is hoped that at the November meeting UMN member bodies will be able to give some indication of their support for this scholarship effort

First meeting

October 1, 1993

Ursula Hecker
Gossner Mission
FennstrBe
D-1190 Berlin

यूनाइटेड मिसन टु नेपाल



United Mission to Nepal

Dear Ursula,

Thank you for your response to our invitation for the Board of Directors meeting on November 21 - 23, 1993. We are pleased to hear that you will be the delegate that and Rev Bernd Krause will be an Observer from Gossner Mission to the UMN Board meeting.


For you accommodation we have reserved three single rooms in Hotel Blue Star from November 10 - 12 and 18 - 24, as UMN's guesthouses are fully reserved. If you wish to have accommodation in other hotels please let us know in time.

Enclosed you will also find the first batch of agenda material for the Board meeting. Please bring this material with you to the meeting.

For your information, as a new rule of Nepal you will be given one month tourist visa at the airport when you arrive in Kathmandu and for which you have to pay US\$ 40.00.

We are looking forward to seeing you in November.

Your sincerely,


Khemraj Shrestha
Adm. Assistant, Executive Director's Office

Enc.

October 1, 1993

Eingegangen

25. Okt. 1993

Erladigt:

Rev Bernd Krause
Deputy Director
Gossner Mission
FennstrBe
D-1190 Berlin

यूनाइटेड मिसन टु नेपाल



United Mission to Nepal

Dear Rev Bernd,

We are glad to know of your interest to observe the UMN Board of Directors meeting on November 21- 23, 1993. We have checked this with the President of UMN Board, Mr David Claydon, and he has approved and says you are most welcome to the meeting as an observer.

For your information we have reserved three single rooms in Blue Star hotel from November 10 -12 and 18 - 24 for all three members from Gossner Mission.

Enclosed you will also find the first batch of agenda material for the Board meeting. Please bring this material with you to the meeting.

For your information, as a new rule of Nepal you will be given one month tourist visa at the airport when you arrive in Kathmandu and for which you have to pay US\$ 40.00.

We are looking forward to seeing you in November.

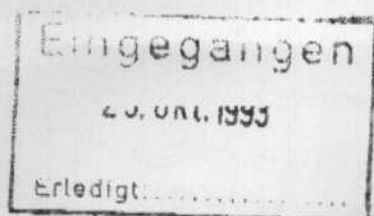
Your sincerely,

Khemraj Shrestha
Adm. Assistant, Executive Director's Office

Enc.

October 1, 1993

Ursula Hecker
Gossner Mission
FennstrBe
D-1190 Berlin



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Your sincerely,

Khemraj Shrestha
Adm. Assistant, Executive Director's Office

Enc.

To
Rev. Mrs. Ursula Hecker
c/o KSS Office
GEL Church Compound
Ranchi 834001
INDIA

To EC Members
From Anna-Karin Eriksson
Date September 30, 1993

Eingegangen

25. Okt. 1993

Erledigt:.....

Dear friends,

You are invited to meet together over dinner on the evening
prior to the EC meeting, ie November 17, 1993, 7 pm at
Himalaya Hotel.

Anna-Karin

यूनाइटेड मिसन टु नेपाल



United Mission to Nepal



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

Tel: 228118, 228060, 221379
Telex: 2315 UMNEPA
Telegrams: UMNEPAL
Fax: 977-1-225559
Location: K-1-325 Thapathali
Mailing address:

POST BOX 126
KATHMANDU, NEPAL

September 30, 1992

Beant. 28.10.92
Fax

Gossner Mission
Rev Ursula Hecker
Fennstraße 31
0-1190 BERLIN-SCHONEWEIDE
West Germany

Dear Ursula,

Thank you for letting us know your travel plans for attending the Board of Directors meeting, November 28 - 30, 1992. We have made reservation at UMN Salyan Guesthouse. Your name is enlisted for Tour II, going to Gorkha project on Tuesday, November 24 - Friday, November 27.

Enclosed you will find the first batch of agenda material for the Board meeting. Please bring this material with you to the meeting.

For your information, as a new rule of Nepal you will be given one month tourist visa at the airport when you arrive in Kathmandu.

We are looking forward to seeing you in November.

Yours sincerely,

Bhab Ghale
Secretary for Executive Director's Office

BG

Enc.

Fax. o.k.



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

Tel: 228118, 228060, 221379
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Fax: 977-1-225559
Location: K-1-325 Thapathali
Mailing address:

F A X

TO : MR C DEHN
DIENSTE IN ÜBERSEE, GERMANY

FROM : EDGAR METZLER
EXECUTIVE DIRECTOR
POST BOX 126
KATHMANDU, NEPAL

FAX # : 0711798123

DATE : SEP 30, 1992

RE : PIA PLANE CRASH

PAGES : 1

ALL MEMBER AND SENDING BODIES

Again I have the sad duty to inform you of a tragic loss in the UMN family. Among the passengers on the PIA flight that crashed near Kathmandu on 28 September was the Wilkins family, Andrew, Helen, and their three children, Hannah 10, Naomi 8, and Simeon 6 6. There were no survivors to the crash.

The family was returning to Nepal for a second term of service after an extended home/study leave in England. They first arrived in Nepal in 1988 and served in Butwal briefly and then in the Jhimruk project for several months. Most of the term they lived in Kathmandu where Andrew served as a consultant with the UMN-related company, Hydroconsult. He was trained as a geologist and soils engineer. Helen had a diploma in social work. They were members of St. John the Baptist Parish Church, Peterborough, England. Their sending body to UMN was Interserve.

We looked forward to their return for a second term and their colleagues in the Engineering and Industrial Development Department anticipated the contribution Andy would make to the important projects demanding their attention. The family's friends here and the children's fellow pupils at British Primary School will miss them very much.

A service of memory and prayer was held at UMN Headquarters and at Himel Hydro on September 29, 1992. We continue in prayer for their families that God may comfort them in this great loss. Helen's brother is scheduled to arrive in Kathmandu tomorrow.

Just two months ago the Thai Airways crash here took Martin Hoftun from us. And now so quickly after that, it is very hard to deal with this new loss of an entire family who had so much to give to God's mission in this land. And so much of life yet to enjoy. We thank God for the Wilkins family and their dedication to serve others in the name of Christ. May we all be reminded of the uncertainty of this life and so live in joyful service that whatever comes we face in the confidence that nothing can ever separate us from the love of God in Christ Jesus.

TELEFAX an Herrn Oberlandeskirchenrat Hermann:

Liebes Bruder Hermann!

Hier ist die Information aus Kathmandu über die verunglückte Familie, nach der Sie sich erkundigt hatten.

Kerliche Grüße,

Es

Arter Hecker

Abender: Gomes
Mission, 190 Berlin
Ab. 10. 1992

Mission

THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

Tel: 228118, 228060, 221379
Telex: 2315 UMNEPA
Telegrams: UMNEPAL
Fax: 977-1-225359
Location: K-1-325 Thapatbali
Mailing address:

F A X

TO : MR C DEHN
DIENSTE IN ÜBERSEE, GERMANY

FROM : EDGAR METZLER
EXECUTIVE DIRECTOR
POST BOX 126
KATHMANDU, NEPAL

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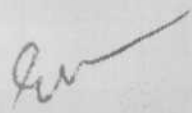
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Thank you for your prayers, for Andrew and Helen's families and for all of us at UMN and for all their colleagues in Interserve.

We would be grateful if you could pass this message on to:

Mrs Ursula Hecker
Gossner Mission
Fax No 030-6351198

Christioffel - Blinden Mission
Telephone No. 06251/1310



September 30, 1993

यूनाइटेड मिसन टु नेपाल

UMN Board of Directors



United Mission to Nepal

Dear colleagues,

You are now holding the first mailing of material for the Board of Directors meeting on November 21 - 23, 1993. As usual the meeting will be held at Blue Star Hotel in Kathmandu. On Sunday afternoon at 2 pm, the Board meeting will opened. The UMN President, David Claydon, will give the opening address, to be followed by an information programme.

Agenda

The business for the following two days is outlined in the draft agenda. The major item on which the staff needs your help is how we should plan in the view of the shrinking resource base in the context of increasing needs and opportunities in Nepal.

This suggests the theme for this Board meeting should be "Stewardship of UMN's Resources", how and where they come from and how we use them here. This will be focused through a report on the feasibility study for an endowment for medical care of the poor and some proposals for additional fund raising efforts. You will receive a summary of this report in the next mailing.

There will also be a report on the initial efforts toward a UMN theology of development in mission. We see this as a several year process.

In your agenda material you will find a package of Annual Department Reports for the year 1992/1993. The reports written by the Department Directors will give you a comprehensive overview of activities in the past year. This written information will be supplemented by a workshop/exhibition by the four programme departments, where you will have opportunity to meet staff and ask questions.

You will also receive a report on UMN's relations to Nepali churches and developments in implementing the policy you approved last year.

Visit UMN Projects

I would urge you to allow time in your trip here for a visit to UMN projects. UMN staff appreciate receiving visits of Board members to their projects. Here is a quote from one of our staff members: "I very much appreciated last November the project visit made by the Board Representative of one of the Indian Member Bodies... I would like you to actively encourage project visits for all Board Representatives. I believe it is essential for them to be able to discharge their responsibilities adequately on the UMN Board."

Several Board members have signed up to visit Okhaldhunga. There are still places open to join the tour visiting several projects in Kathmandu valley. Don't miss this chance to see Patan Hospital and the urban community development work in old Patan. NOTE: This is planned for the morning before the opening of the Board meeting so that you will be able to fit this into your schedule even if you are flying into Kathmandu the night before the Board meeting starts.

I also urge you to visit a Nepali church on Saturday morning, the day of worship here. We will be glad to help you with directions and transportation.

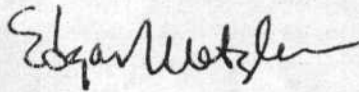
Practical Arrangements

If you have not yet sent us your travel details and preference for accommodation, please do so as soon as possible to help us with the arrangements. If you will not be the delegate from your organisation to the UMN Board meeting, please hand on this material to the right person and keep us informed about any changes. Thank you for your assistance.

With these papers I also enclose a copy of an article just published in Himal magazine. It gives one Nepali intellectual's view of church developments, probably more positive than many others would view this sensitive issue.

I am looking forward to meeting you at the Board meeting and your active participation in shaping the future of UMN.

Yours in Christ,



Edgar Metzler
Executive Director

Encs

EM/ake

यूनाइटेड मिसन टु नेपाल



United Mission to Nepal

UMN AND PLANNING FOR THE FUTURE

A. UMN'S Theology of Mission

1. The reason for mission

1 UMN was brought into being on March 5th 1954 under the auspices of the National Christian Council of India and Pakistan through the united effort of some 13 mission agencies from around the world.

2 The driving-goal behind this action was that fundamental to being Christian is God's revelation as recorded in scripture and supremely incarnated in Jesus Christ, which revelation declares that every person throughout the universe is the object of God's salvific will and plan for eternal reconciliation.

3 God's love is so deep and all embracing that it motivates all who have accepted his offer of salvation, to want to share this Good News of his love with as many people as possible.

4 Thus the Christian faith is missionary by its very nature. The reign (or rule) of God has come to the world in Jesus Christ and is intended for all humanity. Those who know the joy of having Christ rule their lives have a longing to share the reality of this with others. This mission is an essential ingredient of being Christian.

5 What precisely is mission cannot be defined too tightly, since it is not so much a command as the expression of a living and dynamic relationship between God, his people and his world. At different times and in different places, the way this mission will find expression, under the direction of God the Holy Spirit, may be different and changing.

2. The dimensions of mission

6 There are three fundamental dimensions which will always be present although each expression of these dimensions will be unique for each situation. These are:

- (i) To worship (= serve) God by allowing his Holy Spirit to transform our character, our will and our very being to be in harmony with him thereby demonstrating that in God's grace we are united with him in Christ (Rom. 12, Eph. 4, Col. 3).
- (ii) To proclaim the Good News that God has come to us in Christ and calls us to accept his free offer of salvation from sin and judgement to be united forever with him; and

- (iii) To live out God's love for his world by giving of ourselves in ministry to the needs of others including stewardship of God's creation and the promotion of biblical values in each sphere of life.

7 In highlighting the three fundamental dimensions of mission, it is necessary to underline that these are dimensions of the one reality. It is not possible for a Christian to pursue one dimension without at least some elements of the others being present. Being a Christian is being in relationship with God and with the world. Relationships are all involving.

3. The community in mission

8 Since mission is an outworking of a relationship, it is necessary for Christians to be in a God-centred relationship with one another. God has provided a means for this to happen by calling into being the Church. Thus the church universal is not any particular organisation but the "sacrament, sign and instrument of community with God" and of unity among the people (Bosch 1991: 372). The church is constituted by those who are God's pilgrim people. This is not an elite group, but a servant people, humbly seeking to be God's people in the midst of God's world.

9 Thus it can be seen that God's calling is to people both as individuals and as members of his earthly community (the "body of Christ"). The corporate dimension is a natural product of being members of God's family. It limits individualism and places an emphasis on Christians functioning as Christians in corporate ways.

10 ? Herein lies the driving-goal of UMN. UMN has come into being as an instrument of the universal church to provide opportunities for mission among the people and to the nation of Nepal. It does not perceive itself as an organisation to be of lasting significance. As the church in Nepal grows it will desire to develop its own instruments of mission and will build a partnership directly with the church around the world. Through this partnership the church of Nepal will both contribute to and receive from the church worldwide in the fundamental task of mission.

4. The modes of mission

11 (i) Primary mode: Both the church and its agencies seek to be obedient to the mission calling, in a range of modes. The primary mode is for each person to be a serving, pilgrim person. That is to be a person who prays for and works at personal transformation, who seeks to be a living witness to Christ's love, who shows forth that love in caring for those in need and

who seeks to bring to bear wherever possible the values of God the Creator and Sovereign Lord. This mission is part of one's life in the home, in the community and in the work place. Christ himself uses the picture-word salt, to sum up this pro-active role of Christians in the world. This calling to be salt in the community and in the work place is often referred to as 'Christian presence'. Being pro-active as a Christian wherever one is situated is part of the Christian's primary mode of functioning as a Christian in the world.

(ii) Secondary modes: Whilst all Christians are called to be consciously functioning as a Christian presence in every context, some Christians are able also to work with other Christians in some type of joint or corporate activity. This is a secondary mode of being Christians in the world. There are two models for this second level of action. 13

One model of this secondary mode, is for Christians to join together for prayer, study and reflection about a particular societal need or problem (such as a development need or an issue of justice) and/or to organise a sharing of their ideas and resources. But then they may function individually (e.g. through secular infrastructures) with a view to bringing about the needed changes in society, in a segment of society or in an organisation. These Christians may continue to meet together for mutual support, sharing of resources and ideas, and development of strategies. This way of functioning is generally referred to as "networking". This networking mode makes an important contribution to the Christian life enabling Christians to move beyond the individualism of the primary mode of Christian presence to functioning as God's community. 14

Another model in the secondary mode, is for Christians to join together for a common purpose. Here the primary mode continues to be present, but there is now an organisation which organisation in its very own *modus operandi* needs to reflect Christian values so that its program and the way that program is carried through reflects the character of Christ and thus is a witness to the reign of God. This way of functioning is generally referred to as a "Christian organisation", although to be more precise it should be referred to as an organisation with a Christian identity (see Appendix I). In this model the Christian presence aspect of the primary mode of being Christian is even more clearly at work than in the network model. In this model Christian presence is both an individual and a corporate reality. It demonstrates in a unique way that God is at work transforming our personal lives and can be at work transforming our community. The integrity of the individual is maintained and the validity of our corporate life in Christ is shown forth. 15

B. The application of UMN's theology of mission
to the challenge of the future.

16 As an agency of the Christian church worldwide, UMN was formed by the church beyond Nepal at a time when there was no church within Nepal. It sought to pursue the three mission dimensions with a specific emphasis on the third dimension - the demonstration of God's love. In the four decades of its life it has seen a wide range of projects established in which many Nepalis have been employed and trained with a workforce now of 2,500. During the same period UMN has been able to witness the planting and the rapid growth of the church in Nepal.

17 The Nepali church is developing its own infrastructure and is increasingly fitting itself to the responsibility as church to provide biblical teaching, skills training and networking needed for it to function as an enabler of its members to be obedient to their mission calling and, thus for itself as church to be obedient.

18 UMN as an agency of the church worldwide must allow itself to become an agency of the local church as well. For this reason the Nepali church is represented on the Board and at the Board meeting of November 1990 the policy statement in respect to the Nepali church was adopted (see Appendix II).

19 This policy statement indicates UMN's desire to work with the church and to respond to requests by that church to assist it in the establishment of its own agencies. It does not indicate whether some of the UMN projects would ever actually be handed over to the church although that could be a possibility.

20 In the light of seeing itself in a servant role towards the Nepali nation, UMN has declared itself to be committed to training Nepalis regardless of creed or caste, in the skills needed at every level of project activity. In 1991 it was decided that in view of UMN's long-term goal to nepalize itself, "every level of project activity" includes leadership. How to nepalize has been a matter of discussion by appointees and Board for twenty years and the 1991 decision generated considerably more debate. The difficulties encountered in these discussions have been around the question of the role of UMN and the Christian identity of its projects. It would appear from Board minutes that only the Christian presence/primary mode has been considered (see Strategy Guidelines of Nov. 1990 in Appendix III). Probably some had in mind the secondary network mode, but this is not articulated in the documents.

The absence of any suggestion that UMN could work towards any other mode of operation has been a cause of concern. There has been an attempt to shore up the Christian presence (and perhaps the network) mode by producing a Statement of Values for employees. This is a valuable statement, but cannot be used to argue that only the network mode should be considered. Furthermore, for good reasons, the Values statement does not include any reflection on the unique spiritual values, as summed up in the three dimensions of mission, which Christians seek to communicate through their work not only personally, but also corporately and thus through an organisation which has a Christian identity.

These mission dimensions have been the *raison d'être* for the commitment of personal sacrifice involved on the part of Board appointees as well as for the existence of UMN as an organisation. So a long term strategy statement which articulates only the Christian presence/network mode of operation may be demoralising for Board appointees and somewhat confusing for mission agencies. 22

Clearly UMN as a foreign NGO needs to plan for its own demise. This planning requires an estimate as to how long it should be still in existence. If this were to be for only 10, or alternatively for say 30 years then this decision impacts an assessment of the time-frame needed for the church to both grow and to see an increase in the number of its members acquiring skills. 23

One way forward would be for UMN to develop a two track operation, with some projects designated for secular ownership and the network mode of Christian activity, and some for management by Christians thereby providing a continuing opportunity for the Christian identity mode of operation. 24

C. Nepalization policy determined by UMN's theology of Mission

Having regard to UMN's theology of mission (including its aims, values and the reality of community ideally expressed in being church), and having regard to the long term intention of UMN to become nepalized, UMN could develop a two track approach to nepalization. 25

The network track could be pursued by the development of Nepali leadership with a view to projects being owned within Nepal. An aspect of this training would be to train Nepali Christians in how to network as a community of God's people reflecting the character of God in their work.

27 This track would be most appropriate in those projects which, whilst truly valuable in nation-building terms, do not provide an essentially direct people-related service. Such a project may require for example, high professional standards, technical innovation and development in the application of ethical values. But these requirements are not intrinsically Christian and are not the monopoly of those who claim to be in Christ.

28 By bringing into being such projects (e.g. EID), UMN is giving expression to its aims. By establishing these projects with the Kingdom values which UMN promotes, and then by training Nepalis to take responsibility and motivating them to pursue these values, UMN is indeed contributing to the welfare of the Nepali people and nation. Thus UMN is fulfilling one of its Christian purposes. But to really fulfil this purpose, UMN needs also to train Nepali Christians who could work within such projects to understand their responsibility as Christians, namely to network together and to develop ways in which they can in their own lives demonstrate the reign of God (with particular reference to Kingdom values) and be a witness to God's saving love.

29 The Christian identity track could be pursued for those projects which are providing services directly to people (e.g. medical, educational, rural and women's development). Some of these services can and probably are being provided also by the Government and other NGO's. But Christians also have the right, as the community of God's people to seek to meet human need by owning and managing their own projects with a view to having the opportunity freely to pursue all three dimensions of mission and to do so not only as individuals, but also as a community.

30 The future ownership of such projects may well be in the form of a Nepali trust set up by Nepalis with similar aims as those of UMN. By moving down this track UMN could be providing Nepali Christians with a mode of operation in which Christians can act together and so realise that Christianity is not only an individualist affirmation, but is also a corporate expression of the Kingdom of God.

David Bosch, Transforming Mission, Orbis, New York, 1991.

Telefon
030 / 631 78 09
Telefax
030 / 636 11 98

Gossner Mission · Fennstraße 31 · D-1190 Berlin · Neue PLZ 12439

Neue Postleitzahl
12439

27.9.93

To the
Executive Director
UMN
Ed Metzler

Dear Ed,
you were asking for some theological
statements concerning Mission and
Development. It is difficult to
submit a paper or statement in
English. But we have tried to
translate a paper which has been
produced for the 150th anniversary
of Gossner Mission and I am copying
some parts of a Memorandum of
the German Churches. We in Gossner
Mission can agree on that Memo-
randum. Hope it is of any help.
Looking forward in seeing you
soon. I remain yours (Gula Becker)

GOSSNER MISSION

The Future of Our Work

On the 150th anniversary the Gossner Mission Board has passed a "paper on future prospects", which is published here in excerpts. While looking back on an eventful history, the attempt has been made to outline both our position and a beginning of our future work.

Gossner Mission looks back on a history comprising more than 150 years. We have a sense of gratitude for successful work, but at the same time we also experience pain due to several failures. We fear about the future of humanity and place our hope on God's promise. Confidence in the future of God is a necessary prerequisite for the future of our work. Based on past experiences we pass on following knowledge: through an encounter with Jesus Christ's forgiveness men feel free to venture upon new paths, which would otherwise lead to death and destruction, and they feel capable of new endeavours which lead to the praise of God.

Future Prospects

Considering our history and the contemporary challenge the following prospects are to be made:

- It is still the mission's responsibility to participate in the work of Jesus Christ, to preach good news. He has sent me to proclaim freedom for the prisoners and recovery of sight for the blind (Lucas 4, 18).

We continue to see our responsibility in spreading the belief in Jesus Christ to people who live in a bond to ideologies and other religions. Therefore, we want to renounce all forms of triumphing, to desist from saying that Christianity in the West is identical with progress and civilisation and thus superior to other religions. As recognition of truth is of decisive help to all people we can not hold it back. We have learned that this task can only be carried out while showing humility and love, respect for the dignity of all man and for the values of religions and ideologies. If we profess Jesus Christ, we wait in freedom, patience and without inner or external compulsion for the miracle of belief to happen.

- As people living in the most heavily armed area on earth, we know that the outbreak of an annihilating nuclear war is becoming increasingly probable. Above all, the superpowers are to be held responsible for this. Christians and Churches in aligned countries are, however, also responsible for the deadly arms race if they do not say unambiguously no to arms of mass destruction. Peace can only be gained if security is also granted to the enemy and opponent - this can be read in Jesus Christ's call to love your enemies (Math. 5, 43-45).

Through God we know that the first step towards disarmament is not lethal, because he has made peace with us in Jesus Christ while we were still sinners (Romans 5, 8).

A Memorandum

The Development Service of the Church

Issued by the Council of
the Evangelical Church in Germany
1973 / 1981

The Unity of Proclamation and Service

1. Christians are commissioned to preach the coming of the Kingdom of God in the world, to help and to heal. Their mission is based on the faith which confesses the world to be God's creation; on their love through which they encounter in their fellow men, who are deprived of their rights and who are poor, their Lord; and in the hope which acts because of the assurance of the coming new creation.

Therefore, proclamation, which leads to faith, and service, in which love becomes active, together form a unity.

The Protestant Missionary Movement

5. In spite of some cases of one-sidedness, the Protestant missionary movement adhered to the total biblical commission as its foundation.

Healing and teaching were normal activities for the missionary. Mission hospitals and mission schools became the widely visible bastions of a service rendered to the whole man also reaching beyond the boundaries of the Church. Particular emergencies led to particular measures, such as the fight against slavery and the slave trade, against the importation of alcohol and alcoholism. When support of the indigenous local church and the necessity to create jobs became urgent, other social and economic activities were added, such as the production units ('Manufakturen') of the Moravians and the Basel Mission, agricultural and crafts cooperatives, and the rehabilitation of the socially retarded.

Much of this occurred as spontaneous improvisation. To foresee the effect of their own behaviour in terms of social change, and to plan for it responsibly, was quite beyond the purview of the missionaries just as it was beyond general contemporary thinking. Nevertheless, a basis was created to which the Church could later refer as it thought to fulfil its commitment to a more comprehensive social service.

Christian Love
Requires More
Than Compassion

16. The ecumenical discussion has shown that commitment for social justice in a world-wide dimension is based on the acceptance of Christian responsibility and that it calls us to find new forms of socially relevant service. Christian love is not only concerned with individuals in need. Nor is it sufficient to later on smooth over, because of motives which spring from Christian compassion, those damages and deficiencies which result from unjust conditions. Rather, compassion and justice, service to the individual and service to society, the elimination of the causes of social injustice and the care for its victims are equally part of the message of the coming Kingdom of God.

IV. Theological Aspects

12. Christian Faith and Development Service

Open Cooperation
Despite Differing
Motives and Goals

67. The Church is called to give account of the reason why it must participate in the development process and make clear what its particular message has to contribute. It will have to bear in mind that in the present-day world quite disparate motivations and intentions are at work in the area of development. However, cooperation in the practical realm is possible and necessary even among those whose interests and goals differ. The Christian faith has had a formative influence on Western society and, through it, to a certain extent on mankind. It has contributed to establishing the ideals of justice, liberty and human dignity. In the process, however, the biblical message has often been obscured. The commitment for peace, for a just social order and for guaranteed human rights often emigrated from the Church and has been more convincingly propagated outside the Church and became a concern of secular movements or movements opposed to the Church. This we must honestly recognize.

The Theological
Basis for the Res-
ponsibility of the
Church for Develop-
ment

68. Reflecting upon the theological basis for the concept of responsibility for development not only helps the Church to clarify its own position but also contributes to an understanding of responsibility for development in general. In the present circumstances sincere commitment to the development cause becomes

for the Christian faith a decisive test of its credibility. At the same time, commitment for development demonstrates a deeper understanding of the meaning of Christian faith in the present-day world.

Faith in the Triune God is fundamental for the witness of the Church. This foundation is of crucial importance for the responsibility of the Church for development. Responsibility for development throws a new light on the theological significance of the terms "creation", "redemption" and "new creation for the modern world".

God's Creation and the One World

69. When we today speak of the "unity of mankind", this is in a way a reminder that Christian faith recognizes the world as God's creation. In practical fact, however, this world does not present itself as a unity. It is split up into opposing political systems. In addition, national prejudices, racism, and economic and political power interests reinforce the disunity of this world. The belief in God's creative will cannot neglect all this. It is aware of the fallen state of creation. God's will, however, is that the earth be ruled by freedom and justice, and he calls man as his co-worker to this end. Man is to make full use of the gifts and capabilities granted him, in order that the earth may become inhabitable for all.

The technical possibilities for the realization of this goal have never been more favourable than now, but men have also never before been more clearly aware - with atomic, biological and ecological dangers threatening the earth - that the danger of self-destruction is quite

within the realm of possibility. For man has repeatedly succumbed to the temptation to subdue the earth in such a way as if he could do with it whatever he wanted in complete freedom and reckless selfishness. Whenever man, overestimating his possibilities and self-confidently concentrating only on his own interests, ignores God's commission to serve the world and his fellow-men, he stands under judgment.

It is agreed that a moral effort is necessary to make the earth a fit place for all to dwell in. The Christian belief in creation goes further in claiming that it is only when we remember that God is the creator that we can see the greatness and the limitations of man, as well as the limits and goals of all human responsibility for development.

Love as Motivation
for and Meaning of
Action

70. The Christian church witnesses that the world is loved by God. In Jesus Christ he has revealed his love to all men. Jesus took his place alongside of the sinners, the poor, the hungry and the persecuted. Through his forgiveness and his help, he has given men the grace of a new beginning and has testified to their worth and their dignity in the eyes of God. Out of love for man, Jesus Christ considered all hostility and rejection, prejudices and conventions to be unimportant and in his own life he made manifest both freedom and self-sacrifice in service for his fellow-men. For this reason, the troubled and the rejected experienced him as a liberator. Christians are called to witness to this action of their Lord through their actions in the world. Therefore, they will take a particular stand in

favour of those groups of people who for political, racial or other reasons have little or indeed no say in determining their own future.

Hope in Action

71. In the cross and resurrection of Jesus Christ, God has disclosed man's urge for self-assertion and placed it under judgment. At the same time, he offered to enable man to be freed from this compulsion and to find a new way of relating to the world and to people. He who accepts this offer in faith is encouraged to live for others, to see in his fellow-man not an enemy but a neighbour.

The belief in God's forgiving love gives Christians the strength to do with patience and confidence whatever has to be done to bring justice and peace to all men. The Christian church testifies that God in Christ has promised salvation and new creation of man, to come with God's Kingdom. This promise gives man a future and has direct consequences for the service of the Church in the world, also in the development sector. In the community of Christ, which is the fellowship of those who hope, God's Kingdom is not only expected as a future event, but is believed as an event which has begun in the present and thus makes acts of reconciliation and love possible. In the daily life of the congregations, signs of this new creation can and should become visible.

Christians as Advocates of Justice

72. This hope has consequences for the development service of the Church:

Christians become advocates for justice in the world. They do not wait until the social problems within their own people have been solved before they turn to the social needs of the other peoples. They strive to change the structures of ownership wherever they prevent full participation of all groups of the population in development. Christians take a determined stand against power structures under which people are persecuted or discriminated against. They oppose the profit motive as the sole motor of economic development and work to bring those measures to bear which help reduce the gap between the rich and the poor peoples. To fulfil their task, Christians cooperate with all those who are striving for the same goals, regardless of their religious, political or ideological persuasions. In all this the Church will have credibility only to the extent to which it practises in its own life what it expects of others.

13. The Ethos of the Churches' Development Service

Christian Realism

73. It is not possible to describe the final form of a just and humane world. Nor can it be deduced from Christian faith. But it is possible to recognize lack of freedom, injustice and injured human dignity in comparison with the degree of freedom, justice and human dignity that are within the possibility of realization. Conceptions of freedom, justice and human dignity are often highly utopian and are only to a small degree based on a realistic analysis of the social and political conditions

in a given situation. The fascination with an unrealistic goal causes a failure to recognize the concrete possibilities for improving the conditions under which individuals and peoples live together. It must not be forgotten that guilt, selfishness and the thirst for power are as much a part of man as is death and cannot be abolished by means of social measures. The elimination of discrimination in society will not produce the new man.

74. The involvement of a large number of people for more humane conditions in our world is encouraging. It would, however, be dangerous to harbour the illusion that the new creation can be brought about through human efforts. If we entertain such an expectation, this can lead only to despair, resignation or cynical egotism. The Christian faith and the biblical understanding of man can serve to prevent this. God has commissioned man to be free and, at the same time, given him His commandment. This is the legitimate basis and also the goal set for all efforts towards humanization and liberation from the political and social forces which enslave man. But it is also true that God does not abandon even a guilty person. This assurance enables man to do without illusions what needs to be done, for it is done under the promise of God's forgiveness and has its justification and orientation in the light of the coming Lordship of God.

75. The way people live together is highly dependent upon political, economic and social conditions. For this reason, loving one's neighbour can never be limited to aiding indi-

vidual victims of evil conditions. Instead, it means working for the creation of social conditions which try not to produce such victims any longer. For the involvement of the Church in development this means:

- a) The goal, both in planning concrete projects and in development education, is the realization of possibilities which promise to ensure better social justice, more freedom and human dignity today and tomorrow.
- b) In pursuing this goal, however, the development service of the Church must never neglect the individual needy person in a concrete situation of distress. Although aiding such persons can now and again give rise to the reproach that such aid supports the status quo and relieves those in power from fulfilling their social responsibility, such reproaches must be endured for the sake of the people who are in need.

In the form of society related services, Christian love exposes itself to political controversy. This is equally true in the national as well as in the international realm. Tensions and conflicts arise which must be squarely faced, sometimes they must even be sharpened and the political pressure must be increased before more humane and socially just conditions for living together can be achieved.

14. Missionary Witness and Development Service

Contrasting Tendencies

76. Missionary witness and development service, proclamation of salvation and responsible participation in the life of society, belong together. They must not be played off against one another nor be evaluated as being different in their order of importance or their urgency.

In this connection, it must be kept in mind that in Christianity world-wide, participation in creating a humane society is widely accepted as a form of Christian witness which is appropriate to today's problems. Others are strictly opposed to this idea. They feel that it confuses temporal well-being with eternal salvation and fear that in this way the Gospel will be decomposed to social practice and adulterated.

Unity of Witness and Service

77. The act of salvation in Christ invalidates this fateful polarization. In accordance with their biblical origin, witness and service are one in their goals and in view of what is necessary for man and for mankind as a whole. The biblical statement that 'man does not live by bread alone' is reflected in the fact that comprehensive development aid cannot be limited to providing for vital material goods and a quantitative increase in the gross national product. There is more to quality of life than an improvement in temporal existence. The helplessness evident in the question about the meaning of life, and the question concerning the future of the

world point to the urgent need to witness to salvation today. It would be a fatal development if the missionary witness of salvation offered in Jesus Christ were to go unmentioned.

However, it would mean foreshortening the responsibility of Christians for the world to deny or to try to reduce the share of the Church in the responsibility for the development of the world and all which that includes. Although the concept of "development" may be in itself ambiguous and unclear; although it may include the fatal misconception that the achievement and good will of human beings can by themselves make possible constant progress towards the realization of the final kingdom of peace; and although the basis for and the goals of development aid may be understood and undertaken differently by others: Christianity is commissioned to bring together in the wholeness of a life of discipleship to Jesus Christ both its witness in word and its witness in deed to the coming Kingdom of God.

The Variety of
Conditions and
Emphases

78. Different situations can necessitate different modes of action. The ties between missions with colonial imperialism has led some developing countries to have their reservations about missions, so that in those countries development aid or service programmes are the only possibilities left. Under such circumstances, this silent service also has its significance as a witness. By contrast, it can also be the case in other parts of the world that the service and self-expression of the church is limited to worship, preaching and the celebration of the liturgy,

and that its social service dimensions are expressly curtailed. For these reasons, emphases will have to be placed differently. However, they must not be understood as alternatives. The action of the Christian community in its missionary proclamation and in its development service remains a unity.

The Renewal of
the Church

79. The Christian community has been commissioned to proclaim the Gospel so as to evoke the response of faith. There is no substitute for this proclamation, not even that of witness through service alone. But the Christian community is equally bound to its commission to serve the world; nor can it regard this service as being of secondary importance in relationship to missionary proclamation. By becoming aware of its responsibility to the world and facing up to it, the Christian community is thrown back upon the roots, the substance and strength of its own life. Wherever faithful witness to the Gospel brings preaching and service together, the Church is being renewed. Mission, inter-church aid and development service are manifestations of life demonstrating that such renewal is taking place today.



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
 Treasurer: Mr. L. Miller

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 Telex: 2315 UMN NEPA
 Telegrams: UMN NEPAL
 Fax: 977-1-225559
 Location: K-1-325 Thapathali
 Mailing address:

POST BOX 126
 KATHMANDU, NEPAL

Fax to Germany 0049-306351198, Rev Dieter Hecker, Gossner Mission
 From Nepal 977-1-225559, Anna-Karin Eriksson, UMN
 Date September 1, 1992

Dear Mr. Metzler,
 I have received your letter of August 12, 1992, which we also have received by mail now.

We are pleased to note that Mrs Ursula Hecker will represent the Gossner Mission to the UMN Board of Directors. The UMN Bye-Laws specifies that observers can be invited by the UMN President with no voice and no vote. Member bodies are normally allowed one official in addition to one voting member. There is also provision for one observer from other agencies, which would apply to Dr Paul Singh from Gossner Evangelical Lutheran Church in Chotanagpur and Assam. Ed Metzler will be happy to meet with Dr Singh to introduce UMN and explore cooperation in the future.

I have informed the UMN President of Mrs Furthmuller-Meyer and Dr Singh wanting to observe the Board meeting, and will come back to you if there would be any problem with this. Please, indicate what address I should use for sending material to Dr Singh.

By now, you should have received my letter of August 12, 1992 outlining the three tours available. If not, please let me know.

Ed Metzler sends his sincere greetings to you.

Yours sincerely,

Anna-Karin Eriksson
 Assistant to the Executive Director



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POST BOX 126

KATHMANDU, NEPAL

Fax to Germany 0049-306351198, Rev Dieter Hecker, Gossner Mission
Date September 1, 1992 Anna-Karin Eriksson, UMN

Dear Dieter Hecker,

Thank you for the fax of August 14, 1992, that we also have received by mail now.

We are pleased to note that Mrs Ursula Hecker will represent the Gossner Mission to the UMN Board of Directors. The UMN Bye-Laws specifies that observers can be invited by the UMN President with no voice and no vote. Member bodies are normally allowed one official in addition to one voting member. There is also provision for one observer from other agencies, which would apply to Dr Paul Singh from Gossner Evangelical Lutheran Church in Chotanagpur and Assam. Ed Metzler will be happy to meet with Dr Singh to explore the possibility of future cooperation in the future.

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Ed Metzler sends his sincere greetings to you.

Yours sincerely,

Anna-Karin Eriksson
Assistant to the Executive Director

Gossner Mission

Rev. Dieter Hecker
Fennstr. 31 - O - 1190 Berlin-Schöneeweide
Tel./Fax: 030 / 635 11 98

Berlin, den 14. August 1992

United Mission to Nepal
c/o Mr. Edgar Metzler
Executive Director
P.O.Box 126 - Kathmandu/N e p a l

Dear Edgar Metzler,

Thank you very much for your letter dated 3rd July which I found after returning from vacations in the Canadian Rockies on the 5th August. As you might know, we have a number of changes in our staff at present. There had been long plans to change my job so far, which combined the director's and the India desk so far into two full assignments. For India my wife has been selected by our board and since Hanns-Uve Schwedler left us at the same time, the responsibility for Nepal was combined with India now. We still are looking for a replacement of Hanns-Uve's share in our public relation's department. Anyhow, this is just to explain to you, that for the next few months there may be some difficulties in this period of adjustment with the communication. Mrs. Hecker is thanking for the congratulations, but she will be in our office only after the 1st of September.

Nevertheless, we have started to plan for her visit to the Board Meeting in November. Our board has decided, that Mrs. Ursula Hecker will be accompanied by Mrs. Else Furthmüller-Meyer at her first visit to the UMN, since she has the longest experience in this field.

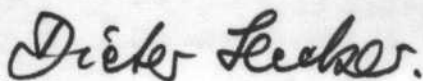
Right from the beginning of our involvement with the UMN in 1970 we had requested our partner Church in India, the Gossner Evangelical Lutheran Church in Chotanagpur and Assam at Ranchi/Bihar to join us for a combined participation in mission work in Nepal. So far we always had met more hesitation than interest. Just now the church president of G.E.L. Church has informed us, that their Church Council has decided, that Dr. Paul Singh, the Director of their Mission Department, has been asked by them to come to Kathmandu along with the members of Gossner Mission to find out about the possibilities of future cooperation. You might know, that the G.E.L Church has congregations in Assam, Darjeeling and the Dooars also and there are also some Nepali members at the border areas. We would be glad, if Dr. Paul Singh could use this opportunity to have some talks with you also and possibly join the Board Meeting as a guest.

You would have to inform us, how the present rules are as to participation in the Board. We are very sorry, that Gerhard Honold has to return in October already due to the bad health of his wife, although they had planned to stay on till February 1992. We are looking for a replacement and are also planning to have a third person sent again, if there is a need from the side of the UMN. Mrs. Hecker and Else Furthmüller-Meyer will use their time in Nepal to find out, in which field Gossner Mission might best participate with another member.

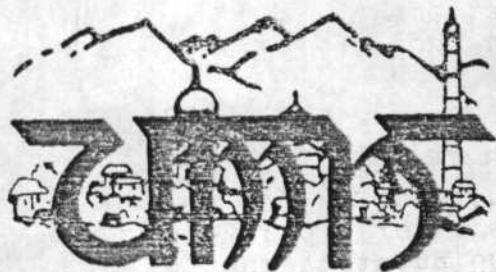
Now for the planning of their visit, it would be very useful to know, which areas will be visited by the organised tours. They plan to arrive on the 16th or 17th November and would have to leave just a few days after the Board Meeting, since there will be the Lutheran Mission Coordination of India Meeting in Madras in the first week of December. Please let us know the places to which these tours will go. We have also requested Bernd Augustin to advise from for the programme in Nepal.

I am glad, that I had the chance to meet you during the lunch we had last July. I might come to Nepal again in one of the coming years. Wishing you all the best for the work of the UMN I remain with best regards, also from Mrs. Hecker and the other staff members of Gossner Mission,

Yours in Christ,



Dieter Hecker, Director



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

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Fax: 977-1-225559
Location: K-1-325 Thapathali
Mailing address:

UMN Board of Directors



POST BOX 126
KATHMANDU, NEPAL
August 12, 1992

Dear friends,

Do you know what kind of industrial companies UMN is involved in and why UMN established them?

Do you know how it is to live and work in a hydropower project in a remote area in Nepal?

Have you seen the endless queue of patients at Tansen Hospital a Thursday morning?

Do you know how it is to work as a seconded worker?

Come some days earlier to the Board of Directors meeting and join a tour visiting UMN projects, and some of your questions will be answered! You are being offered the choice of three tours taking you to projects in the Terai, hills and the Kathmandu valley. You will meet UMN staff and see the activities with your own eyes! Don't miss this chance to join one of the tours listed below:

Tour I A tour to the heart of engineering & industrial work where it all started at Butwal in 1963. A visit to the hydropower plant at Jhimruk that will produce 12 MW electricity. An opportunity to see the expanding Tansen Hospital and a short field trip in Palpa District. Time: Sunday, November 22 - Friday, November 27.

Tour II Come and see how it is to work at a hospital and with community health in the Gorkha hills of Nepal. This tour will require your legs to walk up to seven hours into Amp Pipal and up to five hours out of there. You will be richly rewarded by magnificent views of the mountains! Time: Tuesday, November 24 - Friday, November 27.

Tour III If your schedule does not allow you to make a long excursion, join for one or several days visiting some UMN programmes in the Kathmandu valley. On Tuesday and Wednesday, November 24 - 25, you will visit and stay overnight at a health post just outside the valley (includes a three hour walk). On Thursday, November 26, you will visit the secondary education programme for children of UMN expatriate staff, Kathmandu University and seconded staff working in Mental Health, as well as the UMN related industrial companies located in Kathmandu.

Finally on Friday, November 27, there will be a visit to a Tamang community at Nisikot, where you will see community forestry work (includes four hours easy walk).

In the evenings, you will also be able to meet with UMN staff for dinner to hear their perspective.

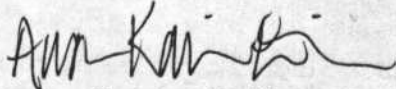
These tours have been organised to provide maximum opportunities for you to educate and orientate yourself about UMN's wide range of activities. UMN will provide lodging and food at UMN guesthouses. Your only cost will be essentials and a share of the transportation cost.

If you have any particular wishes about other projects you would like to visit, please feel free to contact us and we will look at alternative arrangements.

I would kindly request you to complete the enclosed form informing us about your travel plans and accommodation requirements. Please, also use the form to indicate if you want to join any of the three above mentioned tours. Please, return the form as soon as your travel schedule has been finalised to Bhab Ghale, Secretary for the Executive Director's Office.

Looking forward to meeting with you in November.

Yours sincerely,



Anna-Karin Eriksson
Assistant to the Executive Director

Enc

August 6, 1993

UMN Board of Directors



यूनाइटेड मिसन टु नेपाल



United Mission to Nepal

Dear friends,

Enclosed please find the Minutes of the Executive Committee meeting held on May 10 - 11, 1993.

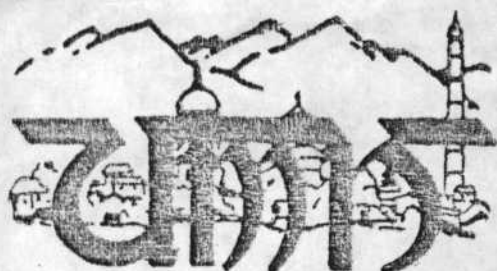
These Minutes will be adopted at the Board of Directors meeting on November 21 - 23, 1993. If there are any items you would like to have clarification on or want to be discussed at the Board meeting, please notify me or Edgar Metzler by October 20, 1993.

With best wishes,

Yours sincerely,

Anna-Karin Eriksson
Assistant to the Executive Director

Enc



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

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Location: K-1-325 Thapathali
Mailing address:

POST BOX 126
KATHMANDU, NEPAL

UMN Board of Directors



July 30, 1992

Dear friends,

Enclosed you will find the Minutes of the Executive Committee meeting held on April 29 - 30, 1992.

These Minutes will be adopted at the Board of Directors meeting in November 28 - 30, 1992. If there are any items you would like to have clarification on or want to be discussed at the Board meeting, please notify me or Edgar Metzler by October 30, 1992.

With best wishes,

Yours sincerely, -

Anna-Karin Eriksson
Assistant to the Executive Director

Enc

Gossner Mission



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1000 Berlin 41 (Friedenau)
Telex: 186 655 blnmw d
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To the
United Mission to Nepal
Postbox 126
Kathmandu / Nepal

Telefon: (030) 850004-31

- ☐ Indien -30
- ☐ Nepal -35
- ☐ Zambia -32
- ☐ Öffentlichkeit -35
- ☐ Gemeindedienst -34
- ☐ Buchhaltung -33/78
- ☐ Zentrale (BMW) -0

Berlin, 5. July 1992

Dear Ms. Anna-Karin Eriksson!

You must have heard, that Dr. Hanns-Uve-Schwedler has left Gossner Mission at the end of June to take up another employment. Our Board has decided, that we shall now combine the two areas India and Nepal in one desk and has elected Rev. Mrs. Ursula Hecker for this post. She will take up work on the 1st of September. That means she will be able to come for the UMN Board Meeting in November this year. We are enclosing the slip with the nomination of the delegate for your own planning. For the first visit of Mrs. Hecker to the UMN our Board also has decided, that Mrs. Else Furthmüller-Mayer would come along with her to Nepal, since she is familiar with the situation. We do not know so far, if Else Furthmüller-Mayer will manage to be free for this visit, but we will inform you as early as possible.

We are sorry, that Hanns-Uve-Schwedler has left us just now, when important decisions have to be taken at the Board Meeting of the UMN due to the new situation for Christians in Nepal. It will take some time for the new Nepal Secretary to get that much experience, but the situation is not completely new, since we both, Mrs. Hecker and I had been working in India from 1971 - 1976 and we always had some contact and the informations in the staff of Gossner Mission. We do hope, that there will be also a good relationship and cooperation between Gossner Mission and UMN in future.

Wishing you all the best for the work of UMN, I remain with best regards,

Yours in Christ,

(Rev. Dieter Hecker)
Director

Encl.: One form about the delegate for UMN Board of Directors.



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

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Location: K-1-325 Thapathali
Mailing address:

POST BOX 126
KATHMANDU, NEPAL

Hanns-Uve Schwedler
Gossner Mission
Fennstrasse 31
1190 BERLIN
Germany

July 3, 1992

Dear Hanns-Uve,

Thank you for your letter of June 18, 1992 informing about your decision to leave the Gossner Mission as the Nepal Secretary. I am sad to lose your valuable input to the UMN Board of Directors, but want to congratulate you to your new position with the European Academy of the Urban Environment. It does indeed sound like a challenging task, but I am sure you will meet up to it.

At the same time, I would like to congratulate Mrs Hecker to her new position, and am looking forward to meeting her at the next Board meeting, November 28 - 30, 1992. It would be good if she could spend some extra time here prior to the Board meeting so as to be introduced to our work. We are actually planning three organised tours the week before the Board meeting for any Board members wanting to visit UMN projects. More details on this will follow.

In these times of changes, we ask for God's blessing in the two new positions you and Mrs Hecker are entering into.

Peace,

Edgar Metzler
Executive Director

cc: Mrs Hecker

EM/ake

Ed Metzler
c/o United Mission to Nepal
P.O.Box 126
Kathmandu

Nepal

June 18, 1992

Dear Ed,

I will leave Gossner Mission at the end of June. It was no easy decision - after working as a Nepal Secretary for seven years. However, I got the opportunity to assume the management of the European Academy of the Urban Environment. In view of the threat of the creation this is a challenging task.

My post will be taken over by Mrs. Hecker in September. She is the wife of our director and gained great experience as a theological lecturer in India. I am quite sure that she will enrich the Board meeting.

Dear Ed, I wish you and the whole staff all the best and the Lord's blessing for the future of the UMN.

Yours sincerely

Hanns-Uve Schwedler

SENDEBERICHT

09.06.92 14:19
AD=GOSSNER MISSION

| DAT. | ZEIT | S/E-ZEIT | RUFNR. | GEGENGERAT | MODUS | BLATT | ERGEB. |
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Gossner Mission Fennstraße 31 1190 Berlin

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003 72 / 635 11 98
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United Mission to Nepal
Mr. Ed Metzler
P.O.Box 126
Kathmandu
Nepal

Fax: UMN-060992
From: Gossner Mission, Berlin, Hanns-Uve Schwedler
To: United Mission to Nepal, Edgar Metzler

9. Juni 1992

Dear Ed,

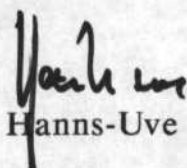
As we have transferred our office to new premises, I received your Fax dated April 27 only three days ago. It certainly has been our mistake and we have to reorganize several things during this time of transition. I am sorry about this.

I asked Prof. Dr. Hollenweger from Switzerland to participate in the next Board Meeting. Unfortunately he has already another commitment at the end of November and will not be able to be the the guest speaker.

We are still trying to find another missiologists, who will be able to accompany me at least as an observer.

I deeply regret that You get me answer so late.

Yours sincerely



Hanns-Uve Schwedler



THE UNITED MISSION TO NEPAL

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To: UMN Board of Directors
From: Ed Metzler
Date: 5 June 1992

POST BOX 126
KATHMANDU, NEPAL

Edm.

Enclosed are three documents for your information and comments:

1. UMN Strategy for supporting the Nepali Church.

This is the report of a task force with recommendations that the Coordinating Committee (CC) and the Executive Committee (EC) have both reviewed. This will be revised on the basis of your comments and those of the UMN staff and brought to the November Board meeting for discussion.

2. UMN Christian Identity.

This is in response to the request of the Board last November for the EC to bring a paper to the Board for their discussion at the November 1992 Board meeting. In April the EC reviewed and revised the statement and have asked that it be sent to the Board for preliminary comment with a revision to be sent to you well in advance of the November meeting. The paper will then be the basis for discussion at the November meeting.

3. UMN Values. This is a revision based on comments from UMN staff and EC. This will be revised on the basis of further reactions from Board members and staff. The major comment to the earlier draft was from those who felt the "belief" statements should be more comprehensive, spelling out our theological foundations, and those who felt that the constitution spelled those out thoroughly and this statement fulfilled another need and purpose. This draft moves in the later direction. What do you think?

NOTE: Your comments should reach us by August 17. Thanks for your help and your prayers as we work together on these issues.

cc: UMN expatriates and senior Nepali staff

UMN'S STRATEGY FOR SUPPORTING THE NEPALI CHURCH
DRAFT PROPOSAL MARCH/APRIL 1992

S U M M A R Y

ISSUE:

What is the best way for UMN to support the Nepali church(es) within the terms of the General Agreement, including how UMN officially relates with the Nepali church(es).

BACKGROUND:

Up till 1990 UMN was limited in its official involvement with the church in Nepal. The church was not recognized as a legal entity by the government of Nepal, and UMN was bound by its General Agreement with the government to conduct its activities, projects and major expansions of existing projects, and support of non-UMN programmes or institutions, upon mutual agreement between UMN and the concerned Line Ministries.

In 1990 the political situation in Nepal changed. After a revolution the old Panchayat system was abolished and Democracy declared. The interim government promulgated a new Constitution. In this Constitution a new clause 19.2 has been added saying: "Every religious denomination shall have the right to maintain its independent existence and for that purpose to manage and protect its religious places and trusts." Although it still has to be seen how this will be worked out in laws and legislation, the church in Nepal has started to operate much more openly. It has been possible for one church sponsored agency for development work to register with SSNCC.

The UMN Board of Directors in November 1990 adopted a document called "UMN and the Nepali Church" in which the Board declares its intention to work in consultation and cooperation with the church in Nepal.

In November 1991 the UMN Board of Directors adopted the UMN Mission and Strategy Statements in which it says under "Christian Community": "The UMN will seek to develop a growing partnership with the Christian community in Nepal through active cooperation and consultation." The Board also identified the issue of UMN's support and relation to the Nepali church as having high priority to be worked on by a Task Force.

PROCESS:

A group of UMN Appointees was appointed to form a Task Force for dealing with the issue. (Graeme Guger - chairman, Henk Chevalking - vice chairman, Asbjorn Voreland, Norma Kehrberg and Corry Nap.) After a few meetings the group invited four Nepali church representatives to become members of the Task Force. (Mangal Man Maharjan - Nepal Christian Fellowship, Rajendra Rongong - Agape Fellowship, Dilip Chhetri - Assemblies of God, Mannu Rongong - women and para church organisations.) After several discussions over a few months in the group at large, two or three people sat together several times to write down in the required format the relevant points which came out of the discussions. The Nepali members had a major input into what they wanted to see as the ultimate result of UMN supporting the Nepali churches. We looked at pros and cons of the alternative strategies in the light of the expected results. Out of all this a new strategy arose (as stated below). We then tried to define the implications we expect from the implementation of this strategy. And finally we defined the required steps of action for the approval of the selected strategy as policy by the Board, and subsequently for the implementation of the strategy.

PROPOSAL:

We propose

1. that the following strategy, together with its definitions and rationale as given in chapter III, be accepted as UMN's long-term POLICY:
 - (a) **Include a church-related focus in UMN's programmes while recognising the development nature of project agreements;**
 - (b) **establish a Church Relations Office in UMN;**
 - (c) **encourage Christian UMN personnel in their wholistic mission;**
 - (d) **enable UMN to work with HPG registered church-related groups.**
2. that the action plans for implementation of this policy, as described in chapter V, be accepted. The action plan is available on request.

I.

EXPECTED RESULTS

A. FOR THE NEPALI CHURCH (as expressed by the Nepali TF members)

1. Nepali churches to remain structurally independent, but to be interdependent so far as members individually (Nepali and expatriate) are concerned, for commitment, prayer and mutual support.
2. Nepali churches to be growing continually in depth of maturity of members, growing numerically, and spreading out into new areas.
3. Nepali churches to participate in a two way sharing of resources, giving and receiving, with the fellowships, churches and mission organisations inside and outside Nepal (the worldwide church) - e.g. prayer support, financial help, teaching, caring, information, administration and organisational skills; helping each other to move to maturity and independence and developing a missionary vision for the unreached.
4. Nepali churches to be involved in sponsoring those seeking education, practical skills, and to be involved in encouraging Christians to move into all levels of society. (The churches to nominate suitable candidates rather than have individuals approach UMN, INF, individual Member Bodies and foreigners etc.)
i.e. building up people according to a strategy for society's needs, not just building buildings, but building families and aiming for vital Christian communities.
5. The Nepali churches to be strengthening members' relationships with the Lord, building families strong in the Lord. (dedicated to the Lord; committed to the community).
6. The Nepali churches to be clear and concise in what they need from abroad, and clear in presentation. How can UMN and INF be helpful? What is the vision?
7. Nepali churches to have access to a revolving fund for specific uses, operating according to sound business principles. Need for clear and specific proposals and follow up.

B. FOR THE UMN (as expressed by the UMN members of the Task Force)

1. The Nepali churches to express what they can do for UMN, INF and other Christians missions - their role for us (if they so wish).
e.g. spiritual nourishment, pastoral care, church discipline, introductions, befriending, getting to know our people, orientation to church community (not just to mission - idea of link families), providing learning opportunities and offers of participation and service where people can choose.
2. Nepali churches and experienced Nepali Christians to be invited to give us input into our mission programmes.
3. UMN to have a clear Christian Mission identity, and to be seen as a partner of the Nepali churches.
4. UMN and churches together to be engaged in wholistic ministry, meeting people's physical, mental, social and spiritual needs.
5. Nepali Christians with necessary qualifications serving with UMN.

II **ALTERNATIVE STRATEGIES CONSIDERED**

- A. Become an integral part of the Nepali church organization.
- B. Focus all of UMN's work specifically on church-identified and prioritized programmes.
- C. Include and emphasise church-related focus throughout UMN's programmes in consultation with the church.
- D. Develop a church-related function/department in UMN.
- E. Include and emphasise a church-related focus throughout UMN's programmes, administratively encouraging the formation of a church-related section/department in UMN as a resource center.
- F. Develop a church-related section/department in UMN which simply channels resources from UMN Member Bodies to churches.
- G. Be a Christian development agency which also provides opportunities for expatriates in their wholistic mission.
- H. Get out of Nepal so as to avoid doing any damage to the church.

A detailed list of pros and cons of each strategy, as written down during the brain storming session of the Task Force, is available on request.

III.

STRATEGY SELECTION

A. SELECTED STRATEGY

Strategies E. and G. were most favoured and strategies D. and F. received some support. Strategies A. B. C. and H. received no support. It was strongly felt that none of the strategies by itself, but a combination of several strategies would enhance the achievement of the desired results. Therefore the decision was made to work on development of strategies E. and G. and draw on relevant aspects of D. and F.

Out of this the proposed new strategy was formulated as follows:

- (a) Include a church-related focus in UMN's programmes while recognising the development nature of project agreements;
- (b) establish a Church Relations Office in UMN;
- (c) encourage Christian UMN personnel in their wholistic mission;
- (d) enable UMN to work with HMG registered church-related groups.

B. DEFINITION OF TERMS

Church-related focus:

Consulting with the Nepali churches and key Christians in the early stages of planning a new venture or when changing the direction of an existing programme to explore opportunities for mutual advantage. Looking for opportunities within existing programmes to strengthen our total role as Christian individuals and groups in the communities and societies where we live. Providing opportunities for UMN to have a voice on issues such as human rights.

Church Relations Office:

A section in UMN, with Appointee(s) and Nepali counterpart(s), concerned with church related matters, for developing relationships with Nepali churches, for gathering and sharing of information, for consultation with UMN departments, Members Bodies and churches, for networking in UMN, for linking churches with Member Bodies, for encouraging the mutual sharing of resources, for advice when asked for, for encouraging implementation of a church-related focus in UMN's programmes, for initiating and injecting ideas where opportunities are seen to arise (need not be bound by UMN departments and church approaches at present), for looking at and documenting experience gained in other countries and documenting UMN's experience. It is not intended to be a fifth Department in UMN operating its own programmes, but to have a mission wide role.

Wholistic mission:

That participation in God's mission which integrates and balances word and deed, which shares God's love by compassionate service and verbal witness, which is authenticate by a life manifesting the fruits of the Spirit, following the example of Jesus, who glorified God by serving the totality of human need as he announced the Kingdom of God.

Encourage Christian UMN personnel in their wholistic mission:

The provision of guidelines, input into selection process, LOP training and follow-up, establishing a network throughout UMN allocating responsibility centrally (Nepali Church Liaison, Pastoral Representatives) and in projects (representatives, similar to AGWN representatives?), including in Appointees Manual opportunity for ministries (without infringing on the requirements of the specific job description of each Appointee).

HMG registered church-related groups:

Under the new Constitution it is possible for Nepal-wide and local groups to register both with a Chief District Officers Office and with the SSNCC for carrying out social work accross the country or in local areas. The UMN General Agreement does not preclude UMN working directly with these groups, according to the SSNCC rules. Other developments may follow new legislation yet to be drawn up.

C. RATIONALE FOR SELECTION

1. It fits within the terms of the General Agreement.
2. It matches UMN's Mission and Strategy Statements.
3. It seems to fit with the expressed desire of the UMN Board.
4. It seems that it will lead to the expected results as expressed by expatriate and Nepali members of the Task Force.
5. It has many pros, as stated under e. and g. of alternative strategies, and by combining e. and g. rules out most of the cons as stated under e. and g.
6. It gives room for different opinions and emphases in UMN and the churches, reflecting the diversity within UMN and the churches.
7. It enhances a wholistic ministry.
8. It provides a slow approach without swamping the church with work.

IV. IMPLICATIONS FOR IMPLEMENTATION

A. GENERAL AGREEMENT:

Basically the strategy would fit within the terms of the General Agreement. The only clause that may raise a problem over this is a strict interpretation of the first part of 4.6 ("UMN and its expatriate personnel shall confine their activities to the achievement of the objectives of the Projects to which they are assigned"). That's why we recommend that UMN negotiate to remove this part in the next revision of the General Agreement (as INF has done). At the same time we recommend that Project Agreements which provide for a wholistic approach will be developed. The strategy recognises the necessity for different levels of involvement of church-related focus in different programmes.

B. UMN ORGANISATIONAL STRUCTURE

The strategy requires the establishment of a Church Relations Office. Also the establishment of a network of staff who can act at a Project level to support the aims needs to be considered. Administrative action and advice will be needed to implement the church-related focus in UMN's programmes and in the various levels of UMN's planning process. Criteria/guidelines for assisting/supporting the church and for relationships between Nepali churches and Member Bodies need to be developed.

C. MISSION AND STRATEGY

The strategy matches the guideliness as adopted by the Board in November 1990 and the UMN Mission and Strategy Statements as adopted by the Board in November 1991.

D. RELATION TO CHURCH

An Advisory Group to the Church Relations Office of Nepali Christians needs to be set up. Nepali churches and experienced Nepali Christians need to be invited to provide input to UMN thinking and planning. The Church Relations Office will need to facilitate mutual support and the channeling of resources for Nepali churches and the worldwide Christian Community. There may be a limited opportunity for on-the-job training for Nepali Christians from the churches in UMN's programmes. Work with church-related groups needs to be considered and developed. The strategy does respect the desire of the Nepali churches for organisational independence.

E. PERSONNEL

A job description for an approved post for the Church Relations Office should be developed and applied for. Untill such time as an approved post is available staffing can be by spouses of approved post holders. It is expected that Appointees for the Church Relations Office would be made available by Member Bodies. Also the assignment of Nepali counterparts is a possibility.

Administration will need to consider what kind of personnel we want throughout UMN (both expatriate and Nepali), people with both professional and other skills and interest for specific ministry in particular projects, keeping in mind the question of how this personnel will contribute to the church-related focus.

F. FINANCIAL

There is interest from Member Bodies in sending Appointees and paying salaries of Nepali Christians for the staffing of the Church Relations Office. A budget for an office and support facilities needs to be worked out.

APPENDIX I

to the draft proposal for UMN's strategy for supporting the Nepali Church

SOME PRACTICAL EXAMPLES TO ILLUSTRATE THE PROPOSAL

1. UMN is planning to start a new hydro-electric program. Church leaders are invited and informed about this. It is discussed what input the churches could have. Perhaps the church can provide some people to do home-visiting and prepare the people in the area for the changes which will come with the hydro-electric plant.
2. In a village with an existing UMN program the church is growing rapidly in numbers. The team is aware of the need that the church there be independent before the program will have finished and the team left. Team members start to disciple individual Christians, while the Church Committee is recruiting a pastor.
3. A new community development program is proposed. Churches may be asked to send people from isolated areas to work and be trained on-the-job in this program. After a few years these people can go back to their own area and apply what they have learned.
4. In an area with no church yet a UMN forester is needed. Personnel Department will look for a forester with both good professional skills and an interest and gifts in communicating the Gospel.
5. A Bible School is in need of funds. A UMN Member Body wants to support Bible training in Nepal. The Church Relations Office will link the two, after consultation in the Advisory Group.
6. A church-related NGO wants to start development work in an area in which more than half of the population professes to be Christian. UMN is approached for help and seconds a Nepali Christian to do a feasibility study.
7. The job description of a nurse in a hospital may include that (s)he will minister to the physical and spiritual needs of the patients.
8. Project and Program Plans will include a section on relations with the (local) church, and will give evidence of a wholistic approach.
9. A Bible Seminary is looking for an ESL teacher. Personnel Department receives an offer of a short termmer (3 months) with teaching English experience. Through the Church Relations Office the contact between the Bible Seminary and the short termmer is made.
10. A local church asks for adult literacy training. UMN's NFE program can train facilitators in that church.

BACKGROUND

This discussion paper was prepared in response to the request of the UMN Board, November 1991, that the Executive Committee bring to the November 1992 Board meeting a paper on the various options for expressing and maintaining UMN's Christian identity. An initial draft was used to stimulate and facilitate in-depth discussion at the UMN Executive Committee working session, April 28, 1992. At the Executive Committee meeting two days later, it was decided to revise the statement in light of the discussion and share it with Board members. A further revision will be circulated to the Board before October 1, 1992 and the November Board agenda will provide opportunity for an in-depth discussion.

INTRODUCTION

UMN is known to the Nepali public and the government as a Christian organisation. In the new environment, this paper defines the critical issue as: What is the best way for UMN to fulfill its Mission & Strategy and express and maintain its Christian identity? This paper considers five major means by which Christian identity is maintained. It suggests an single emphasis is inadequate and that all of these inter-related means should be addressed.

MEANS FOR EXPRESSING AND MAINTAINING CHRISTIAN IDENTITY1. DECLARATION of PURPOSE

Unless the declared purposes of an organization are Christian in nature, the organization is unlikely to have a Christian identity. Responses in a discussion forum at the last UMN Annual Conference seemed to indicate that "the professed purpose and aims of the organization" was the most important factor in "what makes the UMN organization Christian".

An organization's constitution and internal policy statements are the most common way of declaring its purpose. UMN has, from its inception, declared its purpose to be a Christian organization. At various times, the wording of the constitutional purpose statement has slightly changed, but the Christian nature of its purpose clearly has not. The present purpose statement has three parts, with the second and third parts referring to the intentions to work in the four functional areas with a priority on training Nepalis for leadership. But these are clearly seen as part of the way the first statement of purpose is fulfilled.

What an organization says about itself through publications and other media is another way of declaring its purpose. UMN's publicity has been traditionally low-key due to the perceived need to keep a low profile as a Christian organization in a religiously-restrictive environment. Since the environment is now less restrictive, UMN has been able to express its Christian identity more freely. The interesting suggestion of several Nepali non-Christian colleagues at the 1991 Annual Conference was to take out full-page newspaper advertisements to publicly clarify UMN's identity, values and activities.

Good communication is not just what we declare, but how others perceive us. Our purposes need to be clear to those communities and individuals whom UMN directly serves and especially to our own Nepali employees. To declare UMN's purpose in its constitution is important, but not adequate. We must communicate clearly in ways that reach the appropriate audiences.

2. ORGANIZATIONAL PARTNERSHIPS

As the nature of a person can be discerned by their associates, so the partnerships of an organization play a major role in forming its identity.

UMN's identification with the worldwide Christian community has increased steadily over the years as its membership list has lengthened and personnel have been drawn from increasingly diverse locations and situations. Its intention to be identified with the Nepali Christian community is clear, but how to develop a viable and productive partnership is an on-going process. UMN's identification with the poor, marginalized and oppressed requires consistent attention to their concerns in the processes of planning and implementation of programmes.

At first the UMN Constitution expressed "a definite resolve to place the control of the work of the Mission in the hands of the Church in Nepal at the earliest possible moment" (1957). By 1961, the purpose was "to help in strengthening the Church [no national specification] in its total ministry", and by 1968 this previously distinct item had been appended to the first point of Purpose and expanded to refer to "the Universal Church".

The 1970 policy guidelines for future planning state that the UMN "has no organizational connections with the [Nepali] church, and at this stage does not plan for any" but that "its members [sic] join in the life of the church as individuals". Also that UMN "seeks to minister to needs of people regardless of race, creed, caste or nationality. Christians should not expect preferential treatment in receiving the services of the mission".

In 1990, the UMN Board stated its intention to "Stand together ... Work in consultation ..." and "Cooperate with the [Nepali] church and organizations which it may establish in ... areas where UMN experience and resources could be useful".

These statements need to be interpreted and implemented. Discernment and decision about the best way for UMN to support, or relate to, the Nepali church(es) is necessary so that policy can be clearly developed and administered. There is a great wealth of experience about this issue among UMN's member organizations through their work in other countries. We must be reminded of the conviction held by many of UMN's early pioneers: not to develop or produce the same, less-than-satisfactory relationships they had experienced in newly independent India.

Internal traditions and systems of partnership must be developed over time if these relationships are to bear fruit and contribute to the maintenance of UMN's Christian identity.

3. ACTIVE ACCOUNTABILITY

Another means for maintaining the particular identity of an organization is through accountability. This is a relationship wherein personnel and programmes are actually accountable for operating in accordance with the values or purposes of the organization which are clearly defined and interpreted in the organization's operational plans and policies.

As with any relationship, there are two sides to this one: personnel and programmes need to act and be implemented in an accountable manner and the responsible authorities need also to actively hold them accountable.

From the earliest time, it has been clear that the Board is responsible for the "direction and policy" of the mission and that the Executive Secretary/Director is responsible for "carrying out its policies and directives" through the mission's administration and activities (April '57). The April 1991 Executive Committee action expanded this responsibility to include the Coordinating Committee, concluding therefore that Coordinating Committee members must affirm the Statement of Faith in the Constitution. (A requirement for all Appointees.)

In 1970 the Board stated that "the policy to build up a competent and dedicated Nepali leadership" required that "the selection and appointment of such national workers, their qualifications for fulfilling the defined purposes of the Mission and of the project concerned will be taken into consideration".

It has been noted that there has been relatively little progress toward the 1970 guidelines of the Board. Certain evaluative reports have also questioned whether policies that actually impact UMN's programmes are those made by the Board or those made by staff in the 'field'. Among comments received about the first draft of the UMN Statement of Values, was the suggestion that "relatively few UMN activities are currently clearly modelling these values".

What is the current accountability of UMN's personnel and programmes to its declared purposes?

These comments may question the accountability of UMN's programmes and personnel, but they also speak to the need for pro-active oversight of people and activities and their relationship to declared policy by those in authority. Without an active exercise of accountability in both directions, how can UMN hope to maintain its Christian identity into the future?

4. PERSONNEL PRESENCE

The presence of Christian personnel in an organization, especially in key positions of leadership, is often assumed to be the only sure means of maintaining its Christian identity. It may be assumed that Christians in a Christian organization are all intent upon fulfilling the defined purposes and values of the organization. However, there are often failures and Nepali staff may behave in ways that are more in keeping with Christian values than sometimes exhibited by expatriates. The basis of true humility and acceptance of others is the recognition that we are forgiven by God and are therefore motivated to forgive others.

To what extent it has been UMN's intention to maintain Christian personnel within its programmes and institutions is not fully clear.

From the earliest date, it has been "a fundamental principle to train people of Nepal for the service of the church and the country" (3/54). Later it was stated that the purpose of UMN was "to train the people of Nepal to undertake ... [the activities that UMN was involved in]" (1962). Still later, this was changed into "a fundamental principle ... to train the people of Nepal in professional skills and in leadership" (1968).

A particular targeting of Christians is not implied in the 1968 draft. Since at least 1984, the UMN Policy of Employment has explicitly prohibited any discrimination on the basis of religion.

However, the wording of the 1970 Policy Guidelines might suggest a different interpretation:

'Christians should not expect preferential treatment in receiving the services of the Mission. This "ministering to the people" should be distinguished from staffing of its projects. Staff are appointed with a concern to fulfilling the purposes of the Mission in its several projects.'

'... it shall be the policy to build up a competent and dedicated Nepali leadership which will, in a planned way, gradually replace the foreign personnel. In the selection and appointment of such national workers, their qualifications of fulfilling the defined purposes of the Mission and of the project concerned will be taken into consideration.'

Alternately, in 1973, the Board approved The United Mission to Nepal and "Salvation" as a "guideline for all Board Appointees and other workers in the Mission" (BD 18/73). It included:

'... Eventually most, if not all, of these projects and institutions will become Nepali institutions. The [UMN] ... plans and aims for that special kind of transition and achievement. It remains to be seen how effectively and fruitfully we may continue to demonstrate the force and attractiveness of redemptive, saving love in projects and institutions where administration and authority are not held in missionary or Christian hands.'

In the past year the UMN Executive Committee and Board have stressed that while UMN will continue to serve all people regardless of creed or caste, they have requested the UMN Administration to propose ways to target Christians for training in professional skills.

In regard to personnel presence as a means of expressing and maintaining Christian identity, there seem to be at least three issues: (1) Christians demonstrating Christ-like behaviors, (2) UMN's need for leadership far beyond the present capacity of Nepali Christians, and (3) a long term commitment to help train Christians for professional leadership.

5. CONTROL of MANAGEMENT

It is often assumed that, at some level, management control must be in the hands of Christian persons in order for the organization to maintain a Christian identity. To what extent this has been part of UMN's intentions is also unclear.

Initially there was "a definite resolve to place the control of the work of the Mission in the hands of the Church in Nepal at the earliest possible moment" (April '57). Indigenous leadership in the mission has been implicit at least since the inclusion of that term in the purpose statement of the 1968 Constitution. Neither this statement nor the 1970 Policy Guidelines explicitly targets Christians for these leadership positions.

There has been an unwritten policy that project-leadership positions would be filled by Christians. There have been a few exceptions. Present reality is that several non-Christian Nepali personnel have been specifically trained, groomed or recruited to fill leadership posts. There have been some unwritten criteria operating here, such as length of service, competence and demonstrated loyalty to UMN. There has also been pressure to fill project leadership posts when Christians (either Nepali or expatriate) are not available.

The decision of the Executive Committee in April 1991 explicitly states that: 'it is essential that all members of the Coordinating Committee subscribe to the organization's Purpose and Basis of Faith.' - while - 'At all other levels, personnel must subscribe to the values that inform and shape the organization and its service.'

Finally, the very assumption that control of management is a significant determinate in maintaining an organization's identity or character or quality of product is being challenged around the world in business, government and the service sector alike. The current situation in Nepal may be a good example. Here is a government with a strong majority in parliament but unable to convince the populace of the sincerity of its party platform (declared aims and purposes) due to: limited resources, high expectations, inability to deny nepotistic traditions and an highly uncooperative bureaucracy. Control of management may be necessary, but by itself is a very inadequate solution.

A fundamental difference of opinion exists within the Mission on the question of the importance of management control. On the one hand are those who emphasize that Christian witness can occur wherever Christians are present and that it is good for Christians to be present in the society in a wide variety of positions and situations. Other would emphasize the role of institutions as a vehicle for expressing the Christian message and values, and therefore the value of maintaining organizational control.

Are these mutually exclusive strategies or do they represent a spectrum on which the variety of UMN activities could be accommodated? The 1990 Long Term Strategy Guidelines of the UMN Board clearly pointed in the direction of emphasizing Christian presence in Nepali managed organizations rather than maintaining UMN control. At the same time, the guidelines committed UMN's continuing support for existing institutions as they seek to develop indigenous ownership.

UMN hospitals are the most obvious institutional challenge. They clearly have all the characteristics of an "institution", quite different than a time bound rural development project. Now that the government has clearly stated that they will not take over the hospitals for the foreseeable future, how can UMN manage these institutions so they are not only financially viable, but present a clear message of Christian witness and service?

CONCLUSION

It is suggested that only people, and not organizations, can be Christian, and even that the identity and character of the organization is wholly determined by its personnel: that unless all its personnel are Christian, it cannot be truly Christian. Others say that such a suggestion only indicates the futility of trying to maintain a Christian identity for any organization!

However, the amount of concern and attention invested in this issue over the past twelve months demonstrates that it is indeed worthy of careful, prayerful consideration. It may be that UMN should affirm a clear theology of corporate witness: the city which is set on a hill; as well as of personal witness: the salt. If so, then it is wise to use whatever means available in order to maintain the Christian identity of the United Mission to Nepal.

The United Mission to Nepal

A Statement of Values

Preface

The culture of an organization includes those values that determine how the organization works and behaves. The religious commitments of those who sponsor UMN, and the personnel they send to Nepal, are clearly described in the UMN Constitution.

The following list of values describe behaviors we consider important for all who represent and work for UMN. We recognize they are ideals, but we intend to hold each other accountable for their expression in UMN.

Values

1. **Equality:** We value and respect each person without making unjust distinctions based on status, wealth, caste, relationship, gender or ethnicity.
2. **Special Concern for the poor and disadvantaged:** We give special priority to the poor, the vulnerable and the oppressed, and seek to change those social structures and attitudes which disadvantage them.
3. **Love and Service:** We seek to identify with people in their needs and aspirations, sharing with compassion our time and capabilities, doing whatever is necessary without considering any tasks too menial or belittling.
4. **Integrity:** We seek to be truthful. We require honesty in handling goods and money, responsible in fulfilling our duties, and trustworthy even in the absence of supervision. Our whole life should be consistent with these values.
5. **Professional Competence:** We desire to excel in our work, to improve our competence and to model efficient and humane methods of work. We expect to achieve demonstrable results.
6. **Empowerment:** We seek to empower others to make their own decisions responsibly, and to manage their lives and change their environment with a full knowledge of the choices available.
7. **Participation:** We are committed to enabling people to share in the processes of decision-making that affect them. In these interactions, we all give and we all receive, we all teach and we all learn.

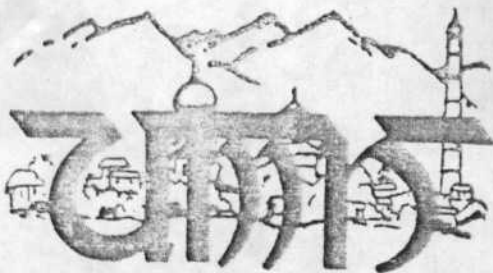
8. **Training:** We are committed to the daily task of training others, to passing on our skills and demonstrating our values to individuals and to the nation as a whole.

9. **Cultural sensitiveness:** We seek to live and work in ways that are culturally sensitive and appropriate to a nation that has such a rich diversity of custom and tradition,

10. **Wholistic Approach:** We value an integrated approach to development and a concern for the conservation and enhancement of the environment. We recognize that every aspect of life is interrelated, with humans, animals and plants existing in an intricate dependency upon each other and upon all that sustains us.

11. **Identification with Nepal:** We identify ourselves with this nation and its people: respecting its distinctiveness, sharing in its struggle for improvement, appreciating its achievements, and committing ourselves to promote its good.

12. **Humility:** We seek to learn before we teach, recognizing that the diverse peoples of Nepal have lived in their hills, valleys, mountains and plains for hundreds of years and have acquired skills, knowledge and customs that the outsider must understand and appreciate in order to serve with them.



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

Tel: 228118, 228060, 221379
Telex: 2315 UMNPA
Telegrams: UMNPA
Fax: 977-1-225559
Location: K-1-325 Thapathali
Mailing address:

UMN Board of Directors

POST BOX 126
KATHMANDU, NEPAL
June 2, 1992

Dear friends,

In preparation of the 1992 UMN Board of Directors meeting, please assist us by completing the enclosed form and return it to UMN as soon as possible.

Please note the dates and provisional time table for the Board of Directors meeting 1992.

| | |
|-----------------------|---|
| Saturday, November 28 | 1 pm Opening of Board meeting with an interesting information programme and invited speaker. The evening will be concluded with dinner at 7 pm. |
| Sunday, November 29 | 8.30 am Devotions followed by sessions of the Board until 6 pm (including midday meal). |
| Monday, November 30 | 8.30 am Devotions followed by sessions of the Board until 6 pm (including midday meal). |

As flight schedules are sometimes brought forward at short notice, delegates are encouraged not to plan flight departures for Tuesday to ensure full attendance until the end of the final session.

Let me also remind you that November is the height of the tourist season in Nepal, and it is sometimes difficult to obtain reservations for flights from Kathmandu, therefore I would make the following suggestions:

- 1 That you book your ticket, ensuring OK status, as soon as possible.
- 2 If you would like us to reconfirm your outward flights from Kathmandu before you arrive, please fax/telex your ticket number and required departure date, flight number and destination.

When planning your itinerary for November 1992, we would encourage you to allow time for a field trip to visit UMN projects. Organised tours are being planned for the week prior to the Board meeting. More information will follow.

With best wishes,

Anna-Karin Eriksson
Assistant to the Executive Director



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
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Mailing address:



POST BOX 126
KATHMANDU, NEPAL

Dr Hanns-Uve Schwedler
Gossner Mission

May 6, 1992

Dear Hanns-Uve,

Hope everything is well with you over there in Europe. From this side we have been trying to get in touch with you via fax, however without success. Our fax machine shows that the fax has been received at the other end, but as we have not heard from you I am now trying the mail system instead!

We are very interested in the suggestion you have made regarding inviting a missiologist as the speaker to the 1992 Board meeting. In order to follow up your suggestion, please send name and contact address by fax. We would need to make initial contact as soon as possible.

Thank you.

Yours sincerely,

Anna-Karin Eriksson
Assistant to the Executive Director

THE STATE OF THE MISSION

by Edgar Metzler, Executive Director

7 June 1993

INTRODUCTION

I have just finished reading Martin Hofton's Awakening Spring about the 1990 revolution. Those events powerfully affected the way we think about Nepal and the UMN and its future.

Three years ago we gathered for Annual Conference just after the revolution, somewhat shell-shocked. It was a wonderful time of healing and recovery from the tension of the previous months. And a time of hope and promise for Nepal and for UMN.

Now, three years later, we pause to take stock. What follows is personal reflections only, but in the context of the UMN Board's policy considerations. I would like to suggest where we have come from, where we are, and where we are going.

First, let me say how much Ethel and I feel privileged to be part of UMN at this time. A friend asked me why I accepted a second three year term. It was an easy question to answer, for two reasons: First, the work and relationships of UMN are important, exciting, challenging, and in some ways, unique. Second, the opportunity to be part of such a wonderfully diverse and dedicated team.

WHERE WE HAVE COME FROM

Organizations, like people, respond to new challenges on the basis of strengths from the past. UMN is blessed by a history of dedicated service and leadership. On that foundation, how we have responded to the new situation which emerged in the past three years is reflected in the following ten accomplishments.

1. A new five year general agreement with the government which includes short-term visas, exemption from income tax, and-for the first time a specific definition of proselytizing.
2. The Board of Directors has addressed major policy issues such as the long-term strategy guidelines and UMN's relationship to the local church.
3. Strategic planning has been introduced at all levels. This is simply an ongoing system to assure that what we do is aligned with our mission and vision. In 1991 the Board approved this approach to assuring the implementation of policy for the following reasons:
 - a. Building on the past for a strong future.
 - b. Clarity of purpose and alignment of work and goals.
 - c. Effectiveness for the benefit of the people of Nepal.
 - d. Accountability of staff, member bodies, and donors.
 - e. Efficiency in stewardship of resources.
 - f. Unity, collaboration, and teamwork at all levels.

4. UMN's work and identity is more widely known to the Nepali public, HMG, and other actors on the development scene. The new political atmosphere has helped make possible this increased intentional transparency about who we are and what we are doing.

5. The role and status of women in our development efforts, in Nepali society, and within UMN is being addressed through the establishment of the Advisory Group on Nepali Women (AGNW).

6. The significant and indispensable contribution of the Nepali staff as part of the UMN team is being recognized through the establishment of an Employee Relations Office and staff representation on the Board and Executive Committee.

7. A statement of values for all UMN staff, expatriate and Nepali, provides specific goals and guidance for behavior.

8. Through the establishment of a Church Relations Office we are attempting to explore with the Nepali churches the meaning and shape of a mutual partnership.

9. We are learning how to phase out as well as start projects, celebrating the fulfillment of earlier goals and recognizing the changing environment, examples being the closing of the Business School and the Butwal Wood Industry and the shifts in DCP.

10. The economic sustainability of our hospitals is being addressed, along with the exploration of an endowment fund for medical care for the poor.

WHERE WE ARE

Every organization that remains healthy and dynamic has periods of redefinition. In UMN these seem to come in ten year intervals, judging from the major Board policy statements of 1970, 1981, and 1990.

The policy issues now before UMN deal mainly with a fuller understanding and implementation of the long term directions set out by the Board in 1990. Among the challenges we need to address:

1. A theology of mission and development. Recently a 1984 document was sent to the archives which listed 61 (!) duties Howard Barclay was to take up as he assumed the position of Executive Director. One of them was to develop a theology of development. So the issue is not a new one. But it has re-emerged as the new political environment in Nepal has caused us to ask, more intentionally than we could before, "How do we express our Christian identity as an organization?"

When the Board of Directors last November discussed the paper on Christian identity (available on request for those who haven't seen it), several members noted that the most obvious way that identity is expressed is through the work we do and the way we do it. It is God's work and it is serving the Lord Jesus. In Matthew 25, Jesus was very explicit about how we serve him. The second greatest commandment, after the first to love God, is to love our neighbor.

So there is no question about the biblical imperative for the disciples of Christ to do the kind of work in which we are involved in UMN. Do we need to affirm and celebrate that more directly and joyfully?

In a recent article on "tentmakers", Michael Roemmele, former head of Interserve, wrote "...there is no false distinction between the sacred and the secular. Work is ministry...no false distinction between work and word. Neither is superior as a means of witness. Rather, they are different aspects of it...Work is not just a means to an end, a necessary activity so that one can live and witness. Work is part of witness."

A recent article in the journal Missiology (January 1993) by Wilbert Shenk points out that the distinction between "word and deed" was not an issue in the Bible and not in church history until the present century. Can we recapture the wholeness which was fundamental to Jesus' own witness to the Kingdom of God?

The Executive Committee has asked us, as a first step, to collect the statements on a theology of mission and development from our member bodies. Their assumption is that there will be considerable common ground regarding the integrity of integrated ministry.

2. UMN and the church. UMN's legal position has not changed since the revolution. But with increased religious liberty, UMN has tried to give more specific shape to its constitutional purpose in "strengthening the universal Church in its total ministry". The report of the Church Relations Office describes some of the ways this is being attempted.

The organizational separation of mission and church in Nepal has been not only necessary but beneficial to the church. It has a strong indigenous base and has not developed dependency on outside resources. The challenge is how to maintain that healthy independence while finding ways to share resources through a true partnership. The lack of a forum which represents all Nepali Christians makes that task more difficult for UMN,

A related question is the personal involvement of UMN expatriate staff in Christian activities. We are "living epistles" and need to help each other determine what message is being communicated by our lives. We are preparing some new guidelines for expatriate Christian activities which might be summarized as (1) there is nothing to inhibit sharing of personal faith, (2) seek guidance from Nepali Christians, (3) avoid the appearance of any offer of material advantage, and (4) do nothing which would create a backlash against the church in Nepal.

Another challenge for expatriate Christians is to be more intentional about planning for involvement in the witness of the local church. A good example of this is a recent document from the Jhimruk expat team. Such an exercise may also be a way of recognizing and affirming the different gifts and callings of each member of the team.

3. What does it mean to "turn over" UMN activities? The history of UMN policy shows clearly that the intention to "turn over" the work which is started has

been strong from the beginning. But how to do that remains the same dilemma the Board recognized twenty years ago. "Eventually most, if not all, of these projects and institutions will become Nepali institutions...It remains to be seen how effectively and fruitfully we may continue to demonstrate the force and attractiveness of redemptive, saving love in projects and institutions where administration and authority are not held in missionary or Christian hands" (1973).

Of course, much of our service is already through projects we do not control. Is maintaining power over an institution an appropriate and sustainable strategy in Nepal? I believe the Board set a clear direction in the 1990 guidelines which emphasizes the opportunity for Christian witness in all our activities but views institutional control as a transitional strategy rather than a long-term goal. I view this dilemma as a major policy challenge.

4. Shrinking resources. During most of the past four decades, church organizations from the West have benefitted from the general economic growth. Now the global economic scene is rapidly shifting. There are less resources available for work overseas. UMN, apparently for the first time, is beginning to experience this shrinkage. What will it mean for our future? It will certainly require more careful planning, rigorous setting of priorities, and careful attention to cost containment. In other words, the best possible stewardship of the resources God has given us.

Personnel resources, especially for certain key posts, are also difficult to find. Can we help our member bodies do better recruiting? Are there some long term trends in terms of our member bodies ability to find the right personnel, that we should be factoring into our planning?

5. The Kathmandu concentration. A study done by Graeme Gugeru just before he left indicated that the ratio between Kathmandu Valley and other postings hasn't changed as much as many perceive. But it's still a troublesome question for me. On the one hand I would like to see UMN focus its resources for the most underserved, which would mean remote areas. On the other hand, one way our contribution is maximized and multiplied is through training and consultancy and that suggests a Kathmandu base (but not necessarily). This dilemma challenges development strategies but also the goal of working with the church, where clearly the priority would be outside the Kathmandu Valley.

WHERE ARE WE GOING?

As indicated above, I believe the Board has set some clear long-term strategy guidelines and that our task is to find creative ways to move forward in that direction.

How can we imagine UMN in five or ten years if we move in that direction? Is there a vision of how UMN should be serving the people of Nepal that is both specific enough to give us guidance in making decisions and general enough to leave room for taking new initiatives in an ever-changing environment?

I would like to suggest such a vision. It introduces no basic new elements to what the Board has already decided, but perhaps some new terms. It assumes the UMN constitutional statement of purpose as it attempts to envision the nature and emphasis of our service in the years ahead.

In the Year 2000, UMN will be:

*in active partnership with Nepali individuals,
communities, organizations, and government units,
to develop their capacity and
to realize the transformation which God intends.*

The three key concepts will need further elaboration and explanation, but I believe they contain the core of our vision.

1. Active partnership implies an intentional, mutually agreed relationship. It raises questions about the nature of the partnership and who the partners should be. But it takes seriously the conviction that ministry through development is not something we do for people, but with them.

2. To develop their capacity keeps us focused on the goal of human resource development as the heart of our efforts. UMN's long-term commitment means that we do more than "serve" the very real immediate needs, but enable people to meet their needs and reach their goals through their own development. Our success will be measured not by what we can "do for people", but what they can "do for themselves" after we leave.

The 1965 version of the purpose statement in the UMN constitution uses identical words of the present version. But the three points are ordered differently. The present version's third point is to train the people of Nepal in professional skills and in leadership. The second point is to list the activities we undertake in the various functional areas.

But the 1965 version combines these, presenting a quite different emphasis. "It shall be a fundamental principle to train the people of Nepal to undertake the proper care and treatment of the sick, the prevention of disease, the education of children and adults, and the development of agriculture and industry in the service of the country and the Church."

I'm not sure modifications in the constitution over the years were simply editorial or represented intended shift of emphasis. But the 1965 version may be closer to what I've heard the Board saying recently. The current version states that we'll minister to the needs of the people of Nepal (first clause) by doing all these good things (second clause) and in addition we will train Nepalis in professional skills and leadership (third clause). The 1965 version says that the way we will minister in the name and spirit of Christ is to train Nepalis to do all those good things. That seems like more of a servant stance that respects the dignity and innate potential of the people and has a better chance of being sustained.

I am excited by the greater emphasis on training in all areas of UMN's present activity. Already we are beginning to fulfill the vision.

3. Transformation is a concept that can describe both the goal of development and the process of reaching the goal. It implies that we are committed to much more than economic development. We believe that the elusive goal, "to improve the quality of life", must include spiritual as well as material dimensions.

I believe this vision can provide direction for all our activities, including our relationship to the local church. But it is a vision in outline form. It needs to be tested and more clearly stated. It needs to be filled out and improved. I invite your participation in sharpening, clarifying, applying and embodying this vision in our personal and organizational life.

I deeply believe that it is in the direction toward such a vision that we will best serve the long-term needs and goals of the Nepali people and thus serve our Lord and witness to Jesus Christ.

(Presented to the 1993 Annual UMN Expatriate Workers Conference)

United Mission to Nepal
Box 126, Kathmandu.



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller



Tel: 228118, 228060, 221379
Telex: 2315 UMNEPA
Telegrams: UMNEPAL
Fax: 977-1-225559
Location: K-1-325 Thapathali
Mailing address:

POST BOX 126
KATHMANDU, NEPAL

Fax to Germany 49-30-8593011, Dr Hanns-Uve Schwedler, Gossner Mission
From Nepal 977-1-225559, Edgar Metzler, Executive Director, UMN
Date April 23, 1992

Dear Hanns-Uve,

On March 23, 1992 we sent you the fax shown below. Would you please fax us some information on the missiologist you recommended, prior to our Executive Committee meeting on April 29 - 30, 1992. Thanks much.

Fax sent on March 23, 1992

I have just come back from USA and have read your letter of February 5, 1992 suggesting a missiologist be invited as guest speaker for the Board meeting in November 1992. Jim Alexander has also reported that Dorothea Friederici contacted UMN during my absence regarding this matter.

I am very interested in the idea of having a missiology discussion at the Board meeting and would like to pursue your suggestion to invite him as the speaker. Our notes does not indicate the name of the Professor you are recommending. Could you please fax his name, any more background on him, any publications, and how we can get in touch with him.

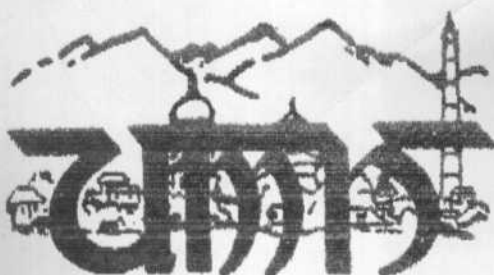
Thank you for your creative thinking on this matter.

Apr. 23 '92 19:30

0000 UMN NEPAL - FAX:

TEL 00977-1-225559

P. 1/ 1



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler

Treasurer: Mr. L. Miller

Tel: 228118, 228060, 221379

Telex: 2315 UMNEPA

Telegrams: UMNEPAL

Fax: 977-1-225559

Location: K-1-325 Thapathali

Mailing address:

POST BOX 128

KATHMANDU, NEPAL

Eingegangen

27. April 1992

Erledigt: *He*

Fax to Germany 49-30-8593011, Dr. Hanns-Uve Schwedler, Gossner Mission
 From Nepal 977-1-225559, Edgar Metzler, Executive Director, UMN
 Date April 23, 1992

Dear Hanns-Uve,

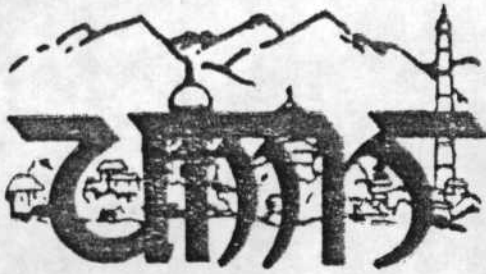
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THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

Eingegangen

15. Mai 1992

Erledigt:

Tel: 228118, 228060, 221379
Telex: 2315 UMNEPA
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Location: K-1-325 Thapathali
Mailing address:

POST BOX 126
KATHMANDU, NEPAL

To UMN Member Bodies
From Edgar Metzler, UMN Executive Director
Date April 22, 1992

BHUTANESE REFUGEES IN NEPAL

- 1 Several of you have asked for more information about the needs of the refugees from Bhutan now in refugee camps in Nepal. The enclosed news release was written by Norma Kehrberg, UMN staff member, after a visit to the camps with Dr Mona Bomgaars, UMN Assistant Secretary for Health Services.
- 2 UMN is in discussion with Lutheran World Service about ways we can help in the immediate emergency. If there is the need for short term emergency medical personnel, we will contact you. Monetary assistance is needed and can be sent through UMN.
- 3 Perhaps the biggest need is for information about the Bhutanese refugees to be more known in the world public opinion, especially to those concerned about human rights abuses. You may distribute this news release in any way you think appropriate. We hope that individuals and organisations will use whatever means they have to advocate with the appropriate government agency in their country for full disclosure of the Bhutanese refugee situation.
- 4 We realise that some of you are also involved in Bhutan and this might impose certain caution on what you might do. This is for your information.
- 5 We have also consulted with the Nepali churches about ways they might be involved in responding to this need.
- 6 Thanks for your prayers and concerned action on behalf of these refugees, knowing that any response is serving Jesus.



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Müller

Tel: 228118, 228060, 221379

Telex: 2315 UMNPA

Telegrams: UMNPA

Fax: 977-1-725559

Location: K-1-175 Thumshall
Mailing address:POST BOX 128
KATHMANDU, NEPAL

P A X

TO : MR C DEHN
DIENSTE IN ÜBERSEE, GERMANY

FAX # : 0711798123

RE : POLITICAL SITUATION IN NEPAL

FROM : EDGAR METZLER
EXECUTIVE DIRECTOR

DATE : APRIL 10, 1992

PAGES : 1

ALL MEMBER AND SENDING BODIES

You may have heard news reports of political unrest in Nepal in recent days. Last Monday there was a national general strike and another is announced for next Tuesday. These have been called by one of the smaller communist parties with only nine members in parliament. Students and young gangs have engaged in some vandalism. The attempts of police to control this have resulted in about nine deaths.

All UMN personnel are safe and project work is continuing as usual except for some shortening of work hours due to curfews and to assure safety of staff travelling to their homes.

We do not think there is any danger for expatriate personnel who observe normal caution in this kind of unsettled situation.

It is possible that some level of political agitation will continue, probably until the completion of local elections in May, but it appears that this may remain at a low sporadic level and will not likely accelerate.

Thanks for your prayers, especially for the political leaders of the country and the people in their experiment with democracy.

We would be grateful if you could pass this message on to:

Dr H Schneider
Gossner Mission
Fax No 306583911

Christiöffel - Blinden Mission
Telephone No. 04251/1310

Mar. 24 '92 12:34

0000 UMN NEPAL - FAX:

TEL 00977-1-225559

P. 1



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

Tel: 228118, 228060, 221379

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Fax: 977-1-225559

Location: K-1-325 Thapathali

Mailing address:

POST BOX 126
KATHMANDU, NEPAL

Fax to Germany 49-30-8593011, Dr Hanns-Uve Schwedler, Gossner Mission
From Nepal 977-1-225559, Edgar Metzler, Executive Director, UMN
Date March 23, 1992

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Thank you for your creative thinking on this matter.

ES

Hollenweger angetragt

24.3.93

den

Jim Alexander
c/o United Mission to Nepa
P.O.Box 126
Kathmandu

Nepal

April 1, 1992

Dear Jim,

thank you for your response concerning the question of sending a missiologist to the next board meeting. We have been encouraged by Ed and some board members too, to follow up this matter.

We are planning a new edition of a booklet on Nepal, that has been originally published six years ago. About 15,000 copies will be published. I asked Gerhard to write something about the Okhaldhunga Project as an example of the work of UMN, Bernd is going to describe the political situation after the revolution, and it is to hope that Thomas and Karin Döhne will write about some ethnographic matters and about Nepali women. Of course, some other themes will be covered too. One article for example will deal with the church and the situation of christians. I wonder wether it would be possible for you to write this article. It's length should be about two pages. I would need it till the end of August.

Jim, I really would be grateful, if you could write this article. Hoping for a positive response I remain

Yours sincerely

Hanns-Uve Schwedler



THE UNITED MISSION TO NEPAL

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Mailing address:

POST BOX 126
KATHMANDU, NEPAL

Edie Broschat

Eingegangen

16. März 1992

Erledigt:

February 28, 1992

Assignment

Dear Edie,

This is to officially inform you that the Coordinating Committee meeting of February 20, 1992 approved your assignment as Primary Health Care Programme Director at Okhaldhunga on the understanding that this is a 80 % assignment allowing you to continue in your part time capacity as General Practitioner at the Okhaldhunga Hospital. I understand that this has been discussed with you and that you are happy to fill this important post.

With this position you will be responsible to the Assistant Health Services Secretary, Mona Bomgaars, who will also clarify your job description and job details.

Edie, I am grateful for your willingness to take on this responsibility and pray that you will find it a rewarding time.

Peace,

Jim Alexander
Acting Executive Director

cc: Health Services Secretary
Sending Body: GM
Personnel Department

JA/ake

Mennonite Board of Missions



February 20, 1992

Dr Hanns-Uve Schwedler
Gossner Mission
Handjerystraße 19-20
1000 Berlin 41 (Friedenau)
Germany

Dear Hanns

Greetings from Mennonite Board of Missions.

I want to acknowledge your letter to Ed Metzler proposing a seminar on "Missiology and our task in Nepal" and to have a missiologist at the next Board meeting. I believe these are good and important proposals which I wholeheartedly endorse.

With best wishes.

Sincerely

Ronald E Yoder
Director of Africa,
Asia and the Middle East

elb

cc Edgar Metzler
Jorgen Pedersen

In Christ Jesus
Calling people to faith, growth, service

Box 370 • Elkhart, Indiana 46515-0370
Telephone 219/294-7523 (Voice TTY) • Cable MENBOARD
Telex 6503231818 MCIUW • MCI Mail 3231818
Located in 500 South Main

United Mission to Nepal
Mr. Edgar Metzler
P.O.Box 126
Kathmandu

Nepal

February 5, 1992

Dear Ed,

the recent Board meeting caused a long discussion among the members of our Nepal Committee during its last meeting in January. We mainly focused questions related to the strategic planing, UMN's Christian identity, and to the reproach of "dechristianization" of UMN. As a result of this discussion we came to the conclusion

- a) to organize a seminar on "Missiology and our Task in Nepal" (in order to reflect upon the basis of our work on the background of recent changes in Nepal), and
- b) to send a missiologist as an observer to the next board meeting (this also reverts to our discussion just after the Board meeting).

We are aware that observers have no voice during the meeting. However, there may be a possibility to evade this rule by sending him as a guest speaker or finding another solution.

Dorothea Friederici, a former member of Gossner Mission, will contact you concerning this matter during her next visit to Nepal in March. Looking forward to get your opinion on this matter, I remain

Yours sincerely

Dr. Hanns-Uve Schwedler

cc: Jorgen Pedersen , Danish Santal Mission
Ronald Yoder, Mennonite Board of Missions



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller



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POST BOX 126
KATHMANDU, NEPAL

UMN Board Members and Sending Body
Representatives

January 29, 1992

Dear friends,

URGENT NEED FOR UMN TREASURER

You will recall the urgent appeal of last June requesting you to suggest possible candidates for the post of the UMN Treasurer. The present Treasurer, Lynn Miller, is leaving his post shortly, July 1992, after having served the UMN for the last 5 years.

To date there has been no official offer from the UMN member bodies. For those of you that attended the Board of Directors meeting in November 1991, you will recall that a name had been suggested, but regretfully we have to inform you that after follow up this is no longer a possibility. This only emphasises the urgency of this need.

Enclosed you will find the details already sent to you in June, and we would plead that you make this a matter of priority. Please, direct any responses and suggestions to the Personnel Secretary, Graeme Gugerl or the Acting Executive Director, Jim Alexander.

Peace,

Jim Alexander
Acting Executive Director

JA/ake

Position Description

Job Title

Treasurer

Main Purpose

To direct the financial activities of the United Mission to Nepal within the guidelines set down by the Finance Committee of the UMN Board.

Setting of UMN

The United Mission to Nepal is involved in development work throughout the Kingdom of Nepal in some 12 different locations in the fields of Health, Education, Engineering and Industrial Development, and Rural Development. UMN currently has about 230 expatriate personnel staff (plus families), 800 directly employed Nepali staff and some 1500 Nepali staff employed in UMN related organisations.

UMN Expatriate personnel are drawn from 19 different countries around the world representing a wide variety of national, linguistic and cultural differences. In addition, they come from a broad cross-section of protestant Christian denominations reflecting the diversity of the different UMN Member Bodies.

There are four hospitals and community health programmes, rural development programmes, involvement in two schools, light/medium engineering and factory production, low range hydro-electric construction, irrigation, and a number of related activities involving secondment to Government Bodies.

The mission has operated in Nepal since the mid 50's under a series of five year agreements with His Majesty's Government of Nepal. Our 5 year General Agreement was renewed in November 1990.

Although significant freedoms were introduced in 1990 following political changes in the country, our present Agreement retains restrictions on proselytising by UMN expatriate personnel.

The current budget controlled by the post is US \$11 million.

The appointment is for a 3 year term, renewable by the UMN Board. Two terms or more are desirable to consolidate one's contribution.

The post is located in Kathmandu, and the postholder is expected to travel periodically to Projects.

Main Relationship

The postholder reports to the Executive Director and operates under the professional guidance of the UMN Finance Committee, a sub Committee of the UMN Executive Committee, which meets twice every year.

The postholder is a member of the Coordinating Committee, which is responsible to the Executive Director for the month-to-month running of the Mission in Nepal. Also is the principal point of contact with Donors and the external Auditors.

The postholder directly supervises the Financial Controller, Donor Agency Coordinator and Management Information System Support Manager. He/she is responsible for the professional placement and development of Business Managers within the projects.

Main Duties

To act as UMN's Chief Financial Officer, receiving and accounting for the Mission finances and cash transactions.

To develop overall financial policies and procedures that will maintain financial viability within the Mission.

To monitor internal compliance with approved financial policies and procedures as well as relative effectiveness of financial inputs.

To initiate and coordinate funding requests and to communicate with funding agencies so that Project work may proceed soundly, and funding agencies are kept informed adequately about progress.

To ensure that budgets are prepared, consolidated and recommended to the Finance Committee for approval.

To ensure that accounts are maintained, and financial statements prepared to meet statutory requirements and for presentation to the Finance Committee.

To ensure that accounts and procedures are audited regularly, and to ensure that irregularities uncovered are investigated and brought to resolution.

To recommend appointments to Project Business Managers posts and to HQ Treasurer's Department posts. To ensure that staff are trained and developed to meet the financial management needs of the Mission.

To provide direction and guidance on the financial aspects of UMN's salary and allowance policies for Nepali employees, and to make recommendations on the administration/support charges levied on expatriates (per capita grant amounts).

The postholder is also responsible for issuing notices, agenda, records and minutes associated with Finance Committee Meetings. He/she is a signatory on all UMN bank accounts and authorises other signatories after consulting with the Coordinating Committee.

The postholder is responsible for all UMN bank accounts and for ensuring that UMN investments are prudently invested.

At present the Treasurer's Department also provides an administrative base for the Management Information Systems Support area (Personal computer systems are in use within the Mission).

Personal Considerations

University Degree in Business Administration (advanced degrees or certificates desirable) with 2-4 years experience as Chief Financial Officer. Financial management experience in both not-for-profit and industrial accounting is desirable.

Staff management skills are essential and cross cultural experience highly desirable. An emphasis on the development of staff would be in keeping with UMN's aims.

Patience, and faith that needs will be met, are part of the job. The challenges faced often call for calm, inner spiritual strength.

K. Smith
June 27, 1991

Eingegangen

07. Jan 1992

Appointees & Senior Nepali Personnel erledigt:.....

December 13, 1991

Dear Colleagues,

As you will know we are looking with great urgency to fill the posts of Treasurer and Personnel Secretary due to Lynn Miller and Graeme Gugerl leaving us in 1992. Looking at some other leadership posts, there will be a big turnover over the next two years. The present term expiration dates are as shown below

| | |
|--|---------------|
| Personnel Secretary | April 1992 |
| Treasurer | July 1992 |
| Engineering & Industrial Development Secretary | December 1992 |
| Assistant Engineering & Industrial Development Secretary | June 1993 |
| Rural Development Secretary | June 1993 |
| Assistant Education Secretary | June 1993 |
| Health Services Secretary | July 1993 |

The UMN Bye-Laws state that the Executive Director will appoint the Personnel Secretary and Department Secretaries after having sought recommendations and comments. The appointment will be approved finally by the Executive Committee. Regarding the Treasurer, the Board will approve the appointment.

I warmly welcome your ideas and suggestions on the appointments of Treasurer, and Personnel Secretary as well as the above listed posts. Please, send your suggestions to Graeme Gugerl by the first week of January. (Graeme has kindly indicated some flexibility in his departure dates, so don't panic, we'll always have a Personnel Secretary!)

Peace,

Edgar Metzler
Executive Director

EM/ake



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

Tel : 228118, 228060, 221379

Telex: 2315 UMNEPA

Telegrams : UMNEPAL

Fax: 977-1-225559

Location : K-1-325 Thapathali

Mailing address:

POST BOX 126
KATHMANDU, NEPAL

December 12, 1991

Eingegangen

07. Jan. 1992

Erledigt:

TO: All Member Bodies

Dear Friends,

Below you will find a photocopy of Today's Exchange rates for various currencies.

We have received cost-of-living statistics from the National Bank in Nepal for Sept/Oct 1991. It shows a yearly inflation rate (Sept/Oct 1990 to Sept/Oct 1991) of 22.6% (an average of all urban centers of the country, i.e., Kathmandu, Hills, and Terai regions).

I hope this information is helpful to you. If you need more detailed information, please write to me.

* Yours in Christ,

Lynn Miller
Treasurer

col-exc.ret

Nepal Rastra Bank

Foreign Exchange Department

Today's Exchange Rates

12TH DECEMBER, 1991

| CURRENCY | UNIT | BUYING | SELLING |
|---------------------|------|------------|------------|
| Indian Rupee | 100 | Rs. 165.00 | Rs. 165.15 |
| U.S. Dollar | 1 | Rs. 42.60 | Rs. 42.80 |
| Pound Sterling | 1 | Rs. 77.05 | Rs. 77.83 |
| Australian Dollar | 1 | Rs. 32.91 | Rs. 33.25 |
| Canadian Dollar | 1 | Rs. 37.62 | Rs. 38.00 |
| Swiss Franc | 1 | Rs. 30.19 | Rs. 30.49 |
| Deutsche Mark | 1 | Rs. 26.65 | Rs. 26.91 |
| Netherlands Guilder | 1 | Rs. 23.66 | Rs. 23.90 |
| Singapore Dollar | 1 | Rs. 25.61 | Rs. 25.87 |
| French Franc | 1 | Rs. 7.80 | Rs. 7.88 |
| Japanese Yen | 10 | Rs. 3.28 | Rs. 3.32 |
| Asian Monetary Unit | 1 | Rs. 59.90 | Rs. 60.02 |

BUYING RATES ONLY

| | | |
|--------------------|-----|-----------|
| Swedish Kroner | 1 | Rs. 7.25 |
| Austrian Schilling | 1 | Rs. 3.81 |
| Belgian Franc | 10 | Rs. 12.86 |
| Italian Lira | 100 | Rs. 3.50 |
| Danish Kroner | 1 | Rs. 6.88 |
| Hongkong Dollar | 1 | Rs. 5.45 |
| Saudi Arab Riyal | 1 | Rs. 11.28 |



THE UNITED MISSION TO NEPAL

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Mailing address:

POST BOX 126
KATHMANDU, NEPAL

Board Members

Eingegangen

07. Jan. 1992

Erledigt:.....

December 23, 1991

Dear friends,

It was good to meet you here in Kathmandu during the Board meeting in November. Enclosed you will find the draft Minutes of the relevant meetings you attended for your input and correction. They will then be finalised in bookform and distributed to you.

Please, forward any comments by the end of January.

With best wishes for a blessed 1992!

Anna-Karin Eriksson
Assistant to the Executive Director

THE UNITED MISSION TO NEPAL

Our Mission

THE WHY

The United Mission to Nepal is the cooperative effort of 39 international Christian organizations from many countries. Its purpose is to serve the people of Nepal in the Spirit and Name of Jesus Christ and to make Him known by word and life thereby strengthening the universal church in its total ministry. It seeks to exemplify Christian values - such as love and service for others, justice, good stewardship of resources, honesty and integrity - in all its activities.

THE WHAT

In order to fulfill this mission, the United Mission to Nepal addresses needs for proper care and treatment of the sick, prevention of disease, education of children and adults and rural and industrial development. It gives fundamental emphasis to the training of Nepalis in professional skills and leadership. It supports various institutions, projects and programmes by providing human and financial resources. As a ministry of the worldwide Christian community, it desires to share with the Nepali Christian community in the process of growing together as part of God's Church universal.

Our Strategy - The How

CONTINUING COMMITMENT

The United Mission to Nepal has a continuing commitment to demonstrate the love and hope of the Christian Gospel in Nepal. It will serve the people of Nepal as long as its contributions are welcome and needed.

CAPABILITY DEVELOPMENT

The United Mission's emphasis on training requires that its work with Nepali individuals, communities and institutions give priority to increasing their capacity to address the needs of development in Nepal. It will support UMN programme units and their appropriate movement to indigenous ownership. It will increasingly seek to support and strengthen new and existing Nepali organizations. Those who are marginalized, the oppressed and areas which are under-served will be particularly targeted.

CHRISTIAN COMMUNITY

The United Mission to Nepal will seek to develop a growing partnership with the Christian community in Nepal through active cooperation and consultation.

RESOURCE ORGANIZATION

The United Mission to Nepal will be fundamentally a resource organization providing human and financial resources to a range of activities compatible with its mission and strategy. Its expatriate personnel will be Christians supported independently of programme funding. It will seek an optimal proportion of local contributions in programme costs and decentralized administration of programme units. It will require programme accountability in planning and reporting. It will operate on the basis of agreements with the government of Nepal.

November 1991.

7.1/9

UNITED MISSION TO NEPAL: LONG TERM STRATEGY GUIDELINES
Adopted by the UMN Board, 20 November 1990

Preamble

In the midst of the changes occurring in Nepal, the UMN Board wishes to affirm certain policy directions which have continuing relevance in Nepal, and to suggest how we hope to work in the future.

We reaffirm UMN's fundamental purpose as set out in the Constitution: "To minister to the needs of the people of Nepal in the Name and Spirit of Christ and to make Christ known by word and life thereby strengthening the universal church in its total ministry"

Furthermore, we affirm the 1970 UMN Board guideline, that: "It is the policy of the Mission to plan that future ownership and management of its institutions shall evolve into indigenous hands, either that of the Government, or semi-Government, or private organizations. The Mission must give high priority to this planning. It is the policy of the Mission to instruct each project in its long-range planning to annually define, review, and in its management seek to reach its goal with regard to indigenous ownership and management of the project."

We intend to pursue this policy in the following ways.

Strategy

1. To demonstrate to the Nepali nation the love and hope in the Christian Gospel message through a range of activities which minister to the needs of the Nepali people, particularly to those who are oppressed and to consider ways in which any unjust structures can be addressed.
2. To continue to support existing UMN institutions in their movement toward increasing Nepali management and control.
3. To give even greater attention to the training of Nepali people and the development of organizational structures and principles in such a way that will achieve our policy of promoting Christian values.
4. To undertake any new activities in consultation as far as possible with the church in Nepal.
5. To view UMN as fundamentally a resource organization channelling people and finance to assist in working with Nepalis and their communities in the development of Nepal.

6. To look for opportunities to channel UMN's expatriate human and financial resources to support and strengthen existing and new Nepali institutions, programmes and projects.

7. To give priority to UMN's goal of working with Nepalis to increase their capacity for development. In pursuing this primary function, UMN Administration will concentrate on negotiating with Nepali organizations on the utilization of human and financial resources and supporting its human resources.

8. To reaffirm our continuing commitment to Nepal and to make available human and financial resources as long as they are welcome and needed.

UNITED MISSION TO NEPAL AND THE NEPALI CHURCH
Adopted by the UMN Board, 20 November 1990

UMN perceives itself as a ministry of the worldwide Christian community and as such desires to share with the Nepali Christian community in the process of growing together as part of God's Church Universal, and so this Board declares its intention to:

1. Stand together with the church in Nepal in seeking to be true partners in Christ's mission.
2. Recognize the integrity of the church in Nepal and the decisions of Nepali Christians in how they respond to the emerging situation.
3. Support unity among Nepali Christians and discourage others from transferring foreign denominational or organizational divisions.
4. Work in consultation with the Nepali church in identifying and responding to needs.
5. Establish goals related to Christian values and faith in the UMN's planning process which will be done in consultation with the Nepali church.
6. Cooperate with the church and organizations which it may establish in social service, development work, education, training and other areas where UMN experience and resources could be useful.

VISION

- To what extent is it *future oriented*?
- To what extent is it *utopian*—that is, is it likely to lead to a clearly better future for the organization?
- To what extent is it *appropriate* for the organization—that is, does it fit in with the organization's history, culture, and values?
- To what extent does it set standards of excellence and *reflect high ideals*?
- To what extent does it *clarify purpose* and direction?
- To what extent is it likely to *inspire enthusiasm* and encourage commitment?
- To what extent does it *reflect the uniqueness* of the organization, its distinctive competence and what it stands for?
- Is it *ambitious* enough?

p. 121 Visionary Leadership, Nanos

SUMMARY

VISION

In a time of turbulence and uncertainty, we must be able to take instant action on the front line. But to support such action-taking at the front, everyone must have a clear understanding about what the organization is trying to achieve. We must:

- ▶ Develop and live an enabling and empowering vision. Effective leadership—at all levels—is marked by a core philosophy (values) and a vision of how the enterprise (or department) wishes to make its mark. Look inward, work with colleagues, work with customers, work with everyone to develop and instill such a philosophy and vision.
- ▶ Ensure that the vision is at once (1) specific enough to act as a "tie breaker" (e.g., quality is more important than volume) and (2) general enough to leave room for the taking of bold initiatives in today's ever-changing environment.
- ▶ Become the vision's foremost itinerant preacher: Do not let a single day pass without taking at least two or three opportunities to deliver your three-minute "stump speech" on the vision and to "showcase" events and people (small events and front-line people rather than big events and senior executives) that are illustrative of initiatives which support the vision. When it comes to vision and philosophy: (1) consistency is not the hobgoblin of small minds, and (2) God is in the details.

Quite simply, the vision must supplant the rule book and the policy manual. "Hustle" in service to the customer was the message of C-1 through C-10. "People's involvement is everything" was the rallying cry of P-1 through P-10. How does the leader direct this front-line energy and quick initiative-taking? A soaring purpose—a vision and corporate values responsive to today's and tomorrow's needs—is the answer. Day-to-day flexibility and innovation by everyone can only occur if the outline/charter/vision is unmistakable—and exciting.

Via soul-searching listening, assessment of the external situation, and solicitation of all points of view, develop a succinct vision that is clear and exciting, and at the same time leaves wide latitude for the pursuit of new opportunities.

Thriving on Chaos, Peters

aims of a church, it is definitely not a vision statement. If you developed it after spending some time personally reflecting upon your circumstances and what you wanted to see the church accomplish, that also sounds like something other than a vision statement. If you can make decisions in ministry without ever worrying about the substance of the statement, then that, too, sounds like a description of something other than God's vision for your ministry.

Another means of determining the status of the statement would be to put it to the test. Subject it to the questions listed below. If all or most of the answers are no, what you have is probably a definition of your mission rather than a statement of God's vision for your ministry.

VISION

- If someone contacted your church regarding involvement in what seemed like a reasonable ministry opportunity, is the statement specific enough to permit you to have a ministry-oriented reason to reject that opportunity and to explain the reasoning for the rejection?
- Does the statement include information which, when compared to the vision statements of other nearby churches, clearly sets your church apart in a significant manner?
- Does the statement identify a target audience whom you hope to impact through the church's ministry?
- Is the statement one that points the ministry in a clear and unique direction for the future?
- Does the statement lead to a precise understanding regarding the strategies and tactics that are permissible in ministry?
- Does the statement provide focus for the ministry so people are excited about being involved in the work of the church?
- Does the statement prevent the church from seeking to be all things to all people?
- Have any inactive Christians who regularly attend the

church become excited about the prospects for ministry after being exposed to the statement?

These are some of the questions that might help you distinguish a mission statement from a vision statement. Take the time to make sure that you are not confusing the two. And if you conclude that what you have is a mission statement—or some other description that is not a vision statement—begin the vision-grasping process as soon as possible to prevent your ministry from meandering aimlessly in the days ahead.

The Power of Vision, George Barna

The United Mission to Nepal

A Statement of Values for UMN Staff

Preface

The culture of an organization includes those values that determine how the organization works and behaves. The Christian commitments of those who sponsor UMN, and the personnel they send to Nepal, are clearly described in the UMN Constitution.

The following list of values describe behaviors we consider important for all Nepali and expatriate staff who represent and work for UMN. We recognize they are ideals, but we intend to be accountable for their expression in UMN, influencing our programming and the selection and development of staff.

Values

1. **Equality:** We value and respect each person without making unjust distinctions based on status, wealth, caste, religion, relationship, gender or ethnicity.
2. **Special Concern for the Poor and Disadvantaged:** We give special priority to the poor, the vulnerable and the oppressed, and seek to change those social structures and attitudes which disadvantage them.
3. **Love and Service:** We seek to identify with people in their needs and aspirations, sharing with compassion our time and capabilities, doing whatever is necessary without considering any tasks too menial or belittling.
4. **Forgiveness:** We will be willing to acknowledge resentments, to forgive and seek reconciliation. We will seek to deal with conflict openly and positively.
5. **Integrity:** We seek to be truthful. We require honesty in handling goods and money and responsibility in fulfilling our duties.

6. **Professional Competence:** We desire to excel in our work, to improve our competence and to be models of efficient and humane methods of work. We expect to achieve demonstrable results.

7. **Participation:** We are committed to enabling people to share in the processes of decision-making that affect them, thereby empowering them to be more effective in improving their lives. In these interactions, we all give and we all receive, we all teach and we all learn.

8. **Training:** We are committed to the daily task of training others, to passing on our skills and demonstrating our values to individuals and to the nation as a whole.

9. **Cultural Sensitivity:** We seek to live and work in ways that are culturally sensitive and appropriate in a nation that has such a rich diversity of custom and tradition.

10. **Environment:** We value the conservation and enhancement of the environment, recognizing that all humans, animals and plants exist in an intricate dependency upon each other and upon all that sustains them.

11. **Identification with Nepal:** We identify ourselves with this nation and its people: respecting its distinctiveness, sharing in its struggle for improvement, appreciating its achievements, and committing ourselves to promote its good.

12. **Humility:** We seek to learn before we teach, recognizing that the diverse people of Nepal have lived in their hills, valleys, mountains and plains for hundreds of years and have acquired skills, knowledge and customs that the outsider must understand and appreciate in order to serve with them.

(Adopted by UMN Board of Directors, November 9, 1992)

THE UNITED MISSION TO NEPAL

Our Mission

THE WHY

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November 1991

UNITED MISSION TO NEPAL: LONG TERM STRATEGY GUIDELINES
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3. To give even greater attention to the training of Nepali people and the development of organizational structures and principles in such a way that will achieve our policy of promoting Christian values.
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THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

Telephone : 228060, 221379, 228118, 227016
Telex : 2315 UMNEPA
Telegrams : UMNEPAL
Fax : 977-1-225559
Location : K-1 325 Thapathali
Mailing address :

POST BOX 126
KATHMANDU, NEPAL

UMN Board Members



October 31, 1991

Dear friends,

By now you will have received the first mailing of material for the Board meeting to be held on November 23 - 25, 1991. Enclosed is the second mailing of material, which I hope will reach you before you leave your office. Please, bring the material with you to the meetings.

Looking forward to seeing you.

Anna-Karin Eriksson
Assistant to the Executive Director

MEMBERSHIP MATTERS

8.1 Change of Name**Background**

The "Swiss Friends for Mission in India and Nepal" have notified that their last missionaries have left India, and they are now concentrating on Nepal. Their new name in Switzerland is "Nepal-Mission". In Nepal, however, they would like to keep the long version "Swiss Friends for Missions in Nepal".

Recommendation

It is recommended to note the change of name to the "Swiss Friends for Missions in Nepal".

8.2 New Members of UMN**Background**

Over several years there has been correspondence with two Asian Churches regarding the possibility of joining UMN. The Danish Santal Mission have been in close contact with the Lutheran Church in the Philippines. This Church made contact with UMN some years ago about the possibility of joining UMN. The Church has now officially decided to apply for membership in UMN and their membership application is enclosed.

Dr Thomas P Batong, President of the Lutheran Church in the Philippines, is planning to attend the Board of Directors meeting this year.

The Evangelical Lutheran Church in America has been the link with the Batak Protestant Christian Church in Indonesia. Although an application has not been submitted as yet, their delegate Rev Purba is attending as an observer this year.

The UMN Bye-Laws states the following on UMN Membership:

- 2.1 Application for membership shall be submitted to the Executive Director for consideration by the Board.
- 2.2 To be approved, an application requires that the organisation has sent personnel for the three years prior to the application; and that the organisation has a minimum number of four Appointees at the time of acceptance, unless the Board of Directors decides otherwise.
- 2.3 To be approved, an application requires affirmation by two-thirds of Board Members present.

- 2.4 A Member Body which has not provided Appointees, with their full personal support, or paid annual grants equivalent to the minimum of one per capita grant, for two successive years in either case, will normally be removed from UMN's Register of Membership.
- 2.5 A Member Body, which has not provided any Appointees during five successive years will not retain its membership status, unless the Board of Directors decides otherwise, independent of any grants given during that time.

The Lutheran Church in the Philippines do not fulfil the criteria of having sent personnel for three years prior to the application or having a minimum number of four Appointees at the time of acceptance. However, the Board added the clause "unless the Board of Directors decides otherwise" to the Bye-Law amendment to be able to make exceptions, specifically in order to encourage Asian Churches to apply to UMN.

Recommendation

It is recommended to accept the application for UMN membership from the Lutheran Church in the Philippines.

BD:26



THE LUTHERAN CHURCH IN THE PHILIPPINES

42 Jose Bautista Avenue, 1400 Caloocan City
Metro Manila, Philippines
Tel. 361 -58-54

28 October 1991

The Executive Committee
The United Mission To Nepal
c/o Mr. Edgar Metzler
Post Box 126
Kathmandu, Nepal

Dear Mr. Metzler:

Re: LCP Application To Join UMN

On behalf of the Lutheran Church in the Philippines (LCP), I am submitting this letter of application to join the United Missions To Nepal (UMN). After prayerful consideration, the LCP is in agreement with the terms as well as the UMN Constitution and By-laws upon which our desire to become a member of the organization was affirmed.

Finding no impediments to joining the UMN, the LCP in a Board resolution dated August 8-9, 1991, approved this to wit:

LCP-BD-33-91 LCP's Membership to United
Missions To Nepal

WHEREAS, the Lutheran Church in the Philippines (LCP) was informed about the United Mission To Nepal through the Danish Santal Mission;

WHEREAS, LCP's participation will serve as an opportunity to be a partner in Mission in the Asian Context;

RESOLVED, that the Lutheran Church in the Philippines (LCP) accept to join the United Mission To Nepal, and finally

RESOLVED, that LCP send delegates to the next meeting of the United Mission To Nepal.

P. O. Box 551, 1099 Manila
Philippines

Fax No. 63-2-361-58-54
Telex No. 646-33 ETPCAL PN

BD:27

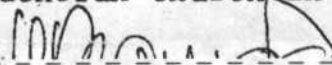
The Executive Committee
The United Mission To Nepal
28 October 1991
Page two

In line with the goals and intentions of the UMN, the LCP commits to provide necessary resources as God wills it and through His blessings participate in the ministry of UMN. We believe that as much as God blesses our church, the LCP will cooperate and coordinate with other members of UMN in the placement of resources in terms of finance and personnel through the administrative procedures and channels of UMN.

Due to time constraint, I am sending this by FAX but other pertinent papers and information about LCP will be mailed to you in time for the Executive Committee meeting on November 20-21, 1991.

Thank you very much for your accommodation and for considering our application. May God bless your meeting and grant you His guidance and strength.

For and on behalf of the
Lutheran Church in the Philippines



EC Item # 11
BD Item # 15

To UMN Board of Directors
From Edgar Metzler
Date November 1, 1991

UMN AND NEPALI CHURCHES

At the Board meeting there will be a report on the follow-up of last November's Board policy statement on working with the Nepali churches. Meanwhile, I want you to have the following report of the first cooperative effort, which we are able to pursue because the first time in Nepal's history a church related organisation has been officially recognised by the government. The report was written by Norma Kehrberg who chairs the Technical Advisory Group through which UMN relates to this initiative of the Nepal Christian Fellowship.

Page over for report.

BD:29

North Dhading: UMN and NCF

How great is the Lord we serve!

High in the mountains on the border between Dhading and Gorkha Districts, there are over 13,000 believers. During the past few years, men and women in five villages have come to experience the Lord primarily through prayers and healings.

In April 1991, a delegation from Jharlang in North Dhading, came to the United Mission to Nepal through the Nepal Christian Fellowship requesting assistance in helping them develop their communities. After careful consideration, the UMN was able to second a senior development person to NCF to assist the communities in assessing their needs and identifying resources available in their own communities, from themselves, government and other external resources in the area. Through this work, the NCF may be able to shape a response combining available resources and appropriate developmental approaches.

The UMN formed a Technical Advisory group, crossing functional areas to advise the NCF and their seconded staff in doing a feasibility study in the area. UMN is working through the NCF through their officially registered NGO, Human Development Communication Services.

Mr. Tirtha Thapa and Mr. Shyam Krishna Ranjit visited the area in mid-October and returned with incredible stories of the faith and interest in growing among the believers in North Dhading. On the road going toward Jharlang, the central village, they were met with the greeting "Jaya Masih". When it was returned by Mr. Thapa and Mr. Ranjit, the villagers asked for prayers. While traveling along the mountain paths, they stopped nearly 150 times to offer such prayer.

In North Dhading, there were believers everywhere and in some areas over 90% of the village is Christian. Chief among their requests at present, "Teach us, we want to learn."

This is an unique time in the history of Nepal, the church and the UMN. The new political climate has allowed, indeed encouraged the church to be involved openly in the development of the country. The Christian churches received a letter from the Prime Minister of Nepal specifically asking them to join in the efforts of moving Nepal forward by working with their Christian communities. After 38 years of work in Nepal, this is also the first time the UMN is able to work directly with and through the Christian Community.

Working through NCF, the UMN may be able to "teach them, our brothers and sisters" in North Dhading, but it is certainly true that we will "learn from them" about faith and belief.

N.Kehrberg, October 30, 1991



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

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Mailing address :

POST BOX 126

KATHMANDU, NEPAL

Board Members

Eingegangen

14. Okt. 1991

Erledigt:.....

September 30, 1991

Dear Hanns-Uve,

We understand from information received last year that you will be the delegate from the Gossner Mission to the Board Meeting 1991. However, we have not yet received notification of your attendance. To help us with accommodation and other arrangements, could you please notify us as soon as possible. In case the notification slip was mislaid in the mail, one is enclosed here.

Please find enclosed the first batch of **agenda material** for the Board of Directors meeting on November 23 - 25, 1991. You will also receive a separate mailing on the UMN strategic plan, asking for your response prior to the Board meeting.

Enclosed you will also find information about UMN's **new phone numbers**, a memo with recommendations from the **Advisory Group on Nepali Women** as well as the latest **Occasional Letter**.

In preparing your visit to Nepal, I would like to inform you that if you plan to stay in Nepal for more than 15 days, then you should apply for a one month visa from the Nepal Embassy/Consulate in your home country. The procedure to extend a **tourist visa** is quite a time consuming and difficult task. Similarly, if you are planning any visits off the main roads for which a trekking permit is required, please be sure to apply for your permit in good time.

May I remind you of our urgent need to recruit a **Treasurer** for UMN, to replace Lynn Miller who leaves in July 1992, less than a year away. Our experience is that appointment of these senior management posts requires a long lead time. It would be ideal if the new Treasurer could join the Language & Orientation Programme in January 1992. In any case, we must move as quickly as possible on this and we solicit your suggestions and prayers.

Looking forward to meeting you in November.

Yours sincerely,

Anna-Karin Eriksson
Assistant to the Executive Director

Encs

16.10.1991

UMN Strategic Planning Erledigt:..... Proposed Strategies - DRAFT
David Stevens - October 3, 1991

THESE PROPOSED STRATEGIES WERE GENERATED AND SELECTED IN TWO WORK SESSIONS. PARTICIPANTS WERE DEPARTMENT SECRETARIES, ASSISTANT SECRETARIES, THE EXECUTIVE DIRECTOR AND HIS TWO ASSISTANTS.

THREE POINTS WERE ADDRESSED FOR EACH OPPORTUNITY: DESCRIPTION; EXPLANATION OF HOW IT FURTHERS THE REALIZATION OF UMN'S MISSION AND VISION; AND SUGGESTED MAJOR IMPLICATIONS REQUIRING NEW OR DIFFERENT IMPLEMENTATION IN UMN'S WORK.

CONTINUING COMMITMENT

1. To identify and target the poor, minorities and underserved for UMN's involvement in Nepal.

This will include their specific identification, development of resource allocation priorities, and development of specific activities to benefit the target-groups. New policies may need to be developed and implemented or relevant existing policies used, re-established, or re-emphasized throughout all activities.

-
2. To work towards status of UMN institutions independent of UMN agreements.

Institutions/larger programme units which are still needed and fulfill a relevant role in Nepal's development should have a strong basis to continue and not depend solely on UMN agreements. Their registration as autonomous, legal entities will be sought. This will be done in a planned and consultative way - not with the aim to simply "spin-them-off" as quickly as possible, but to ensure their long-term future.

As institutions become legal entities, employees will be transferred from UMN employment to direct employment of that institution. This makes optimal utilization of local administration and contributions. There may be considerable external and internal resistance to this direction. Good internal and external communication about our intent is essential.

CAPABILITY DEVELOPMENT

3. That all professional staff be trainers and that on site training be emphasized throughout the organization.

Training is a fundamental emphasis of UMN so that resources will remain after we are gone. On site training allows for locally-applicable, issue-related training, keeps us from inappropriate training in artificial settings and maximizes local contribution.

UMN will need to promote itself as an organization emphasizing training; ensure that recruited personnel are capable of this role; review job descriptions/post lists so as to include a training aspect and/or counterpart system; assess training in annual performance review; and coordinate on-the-job training with in-service scholarships. This will require additional personnel and a strengthened Training and Development function both centrally and at programme unit level. Also, on site training requires provision of good follow-up resources. Training is only half of the programme; follow-up is the other half.

4. That all programme units have, as their primary objective, the capability development of Nepalis.

This contributes to capability development. There is some difference of opinion about this being the primary objective. That would mean that certain programme units would have to use their service-provision as a staging ground in which to train Nepalis and would become teaching centers.

5. To learn about and implement employee relations (ER) appropriate to the Nepali context.

We cannot carry out our work of "addressing needs" without the active cooperation of local staff. This is a primary area in which to "exemplify Christian values". We need a sound, consistent and appropriate ER environment if our vision of a human resource organization has any meaning.

We need to first learn what is an appropriate ER policy in the present context, and then to implement this policy logically and consistently. It will require clear direction, commitment, personal sacrifice, constructive thinking and humility. It may require major organizational and staffing changes.

6. To work toward the development of the infrastructure of Nepali society regardless of economic status.

Hospitals, training institutions, hydropower schemes, etc are infrastructure provisions needed by all. They should not and cannot exclude the rich but should sure that people who benefit contribute to the best of their ability.

Jesus Christ was equally concerned with the rich as with the poor ("demonstrate the love and hope of the Christian Gospel"). Capability Development is very hard to start from scratch, and more easily done when building upon knowledge, talents, wealth, etc already available. We are not against the rich; we want to engage them in meaningful development activities. We probably have used this strategy all along. We just need to articulate it more clearly and stop feeling guilty about serving the rich.

RESOURCE ORGANIZATION

7. To set up a structure to handle secondments of expatriates.

This includes a centrally-coordinated structure dealing with contracts and terms of secondment, while networking would be done through sectoral departments. It is a good way to provide human resources in order to "support and strengthen new and existing Nepali organizations".

More emphasis on secondments will create increased demand for financial support to Nepali government & NGO organizations. This will come from both expats working in an environment lacking essential facilities, as well as from their Nepali. One option may be "group-secondments" with an attached funding package

8. To provide resources as close as possible to the grass roots.

This strategy assumes that resources are most efficiently applied as close to the target group as possible and that too many layers creates diffusion, potential time delays and weakens local 'ownership'. It addresses our desire to be effective and efficient in our allocation of resources. It will require UMN to develop networking systems, and may limit both geographical and financial focus/scope.

9. To apply professional management practices through appointment of trained and capable managers.

Sound administration enables an organization by providing resources, priorities, advice, encouragement, and decisions. This relates to all the areas of vision. It will require forward-planning of replacements so that training needs can be assessed, suitable opportunities located, finances found, etc.

10. To seek cooperation - in terms of advice as well as resources - with existing organizations (GOs, NGOs, INGOs) before UMN broadens the scope of existing work or starts new work.

Whenever policies or plans are evaluated and new goals made anywhere in UMN, this strategy should be applied before changes take place. When considering new areas of involvement, existing programmes outside of UMN should be considered before setting up our own. Perhaps UMN should consider partial involvement of other organizations in its own programmes. This relates to the vision to "increasingly seek to support and strengthen new and existing Nepali organizations".

11. To develop a strong central personnel training department in UMN that will help identify training needs and develop appropriate training programmes.

Our mission and vision is to be a training organization, increasing the capability of individuals, communities and institutions to address needs. Passing on skills is a key part of this mission and vision. Expats must not be the only workers skilled in meeting the needs that we seek to address.

UMN will need to organize itself to include a Training Department which will have an overall sense of programme training needs and the skills of their personnel, and will have skilled trainers who can train others to train. A strong financial commitment must be made to hire the highly-specialized training personnel required for such a department.

CHRISTIAN COMMUNITY

12. To extend the same support opportunities to the Christian community as UMN extends to other communities in Nepal.

This relates to capability development and will encourage and enable Christian communities to develop skills alongside others in Nepal and thus contribute to the wider community.

This will require an active church relations function in UMN that can bring together those in UMN which provide training with those in the Christian community that can wisely select participants and follow-up on the training received so that each side learns from the experience.

13. To support the Nepali church as far as possible within the terms of the general agreement.

This strategy defines a condition for our partnership with the church (no proselytizing), but also implies a wide range of possibilities within agreements both for individual initiatives outside work assignment and for organizational cooperation through government-recognized agencies. It protects us from charges of operating outside our agreements and also relates to UMN's continuing commitment. It will require greater coordination with Nepali churches by a UMN Church Relations Officer.

14. To sponsor regional (Asia) Christian networking between the Nepali Christian community and those in other parts of Asia.

This strategy is also linked with capability development and will support the work of the Nepali church. Exchange can be in areas of development as well as in church life. Some person office will need to be given the specific responsibility for this. Donors will need to be linked with church leaders & UMN to underwrite the exercise.

15. To assist the Nepali church in developing a Theology of Development and Social Action.

This strategy relates to all four areas of vision. It is part of growing partnership; it will further the church's total ministry; it will equip the churches to address needs in Nepal; and it provides the foundation for cooperative development work. UMN will need to provide training and other resources to leadership development in this area.

Eingegangen

16. Okt. 1991

Erledigt:.....

Other Possible Strategies

THESE WERE GENERATED BUT NOT SELECTED AS PRIORITIES FOR DEVELOPMENT AS MISSIONWIDE STRATEGIES. THEY MAY YET BE ADDRESSED AS STRATEGIC ISSUES AT MISSIONWIDE LEVEL OR AS STRATEGIES OR ACTIVITIES AT DEPARTMENT OR PROGRAMME UNIT LEVEL.

CONTINUING COMMITMENT

- renew 5-year general agreement
- encourage long-term service (expatriates)
- phase-out all non-Christian and perhaps non-expatriate personnel
- address unjust structures
- be involved in human rights advocacy
- become contractor for major development funders such as USAID, World Bank, etc
- develop a Theology of Development in UMN

CAPABILITY DEVELOPMENT

- public relations (orientation) to raise Nepali staff loyalty to own programme units versus to UMN
- limit term of Nepali employment within UMN
- foster strong links with government: locally & centrally
- institutional development of local organizations' management, planning, operations etc.
- foster model employee relations in Nepali organizations
- phase-out UMN in 10 years

RESOURCE ORGANIZATION

- communicate identified issues of poverty and ministry to Christian community in rich countries
- place strong emphasis on PR/communication to member bodies and donors
- do sectoral advocacy (i.e. forestry or hydropower policy)
- develop a strong purposive recruitment system for expatriates
- establish the means to link Nepali organizations directly with external donors
- model employee relations in UMN
- practice non-discriminatory (E/N) personnel support including pastoral care
- develop more efficient administration
- review the UMN organizational structure for appropriateness

CHRISTIAN COMMUNITY

- target training and on-the-job experience of Nepali Christians
- be open to opportunities to become involved in evangelism and church planting
- extend Christian presence throughout Nepal



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

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Mailing address :

POST BOX 126
KATHMANDU, NEPAL

Bernd Augustin
CDHP



September 14, 1991

Reassignment

Dear Bernd,

I apologise for not having sent you a reassignment letter earlier. However, this is the official letter asking you to take up the post as Administrative Officer at Lalitpur Community Development & Health Project (CDHP). I understand that this has been discussed with you and that you are happy to fill this important post.

With this position you will be working under the direction of the CDHP Director, Dick Harding. Your UMN Headquarters contact will be through the Health Services Secretary, Tjerk Nap. I trust your job description and job details have been clarified by the CDHP Director.

Bernd, I am grateful for your willingness to take on this responsibility and pray that you will find it a rewarding time.

Peace,

Edgar Metzler
Executive Director

cc: CDHP Director
Health Services Secretary
Sending Body: GM
Personnel Department

EM/ake



THE UNITED MISSION TO NEPAL

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POST BOX 126

KATHMANDU, NEPAL

TO: All UMN Member and Sending Bodies
FROM: Graeme Guger, Personnel Secretary
DATE: September 23, 1991

CHANGE OF TELEPHONE NUMBERS

UMN telephone numbers were changed on 19 September 1991. Please note that the number reserved for INTERNATIONAL CALLS TO UMN HEADQUARTERS, Kathmandu, will be 220640

If this number is unobtainable, you can also reach us on local numbers: 221379, 227016, 228060, and 228118

Fax and telex numbers will remain as before.

With Christian greetings,

Yours sincerely,

Graeme Guger
Graeme Guger
Personnel Secretary

GG/jkg



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

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Location : K-1-325 Thapathali

Mailing address :

POST BOX 126

KATHMANDU, NEPAL

11 July 1991



Bernd Augustin
CDHP

Assignment

Dear Bernd:

I know that you have been at your new post as Administrative Officer of the Lalitpur Community Development and Health Project and I apologize for the delay in sending you this official assignment letter. By now you will have had a good introduction to the post through the overlap with Winnie Lau.

I understand you have a job description and if there are any questions about the duties of your post these should be taken up with your supervisor, the Project Director, and if necessary, with the Health Services Secretary or Assistant Health Services Secretary.

Since you have already been a member of the project you are familiar with the Language Coordinator and ASO for CDHP who can assist you with matters of support.

We are grateful for the dedication and skills you and Marita bring to Nepal and UMN and wish you God's blessing and a sense of joy as you undertake these important responsibilities.

Yours in Christ,

Jim A. Alexander (for Ed Metzler)

Edgar Metzler
Executive Director

cc: CDHP Director
Health Services Secretary
Language Supervisor, Patan Hospital
ASO, CDHP
Supporting Mission ✓
Personnel Department

Eingegangen

5. Aug. 1991

Erledigt:

UMN Missionwide Planning Memo

Dear Colleagues,

The past 18 months have brought much change. You may have heard talk about change within the UMN. You may also be concerned about what that change might bring. Here is an opportunity for you to influence planned developments.

A missionwide strategic planning exercise, proposed by our Executive Director, was commissioned by the UMN Executive Committee, last April. This arises out of a desire that change build upon the UMN's foundational principles and experience and move us toward the goal of an organization characterized by active mutual support.

Components of a missionwide strategic plan are being developed for approval by the Executive Committee in November. These will include:

- a Mission Statement for 1991, declaring who or what we are;
- a Vision Statement for 1996, declaring what we intend to be;
- a Statement of Strategic Direction for 1991-96, declaring the basic strategy which we intend to realize this change.

This will require lots of hard work and especially your active participation.

A draft proposal for the Mission Statement is attached. This seventh draft has already changed dramatically on the basis of feedback from sixteen individuals within UMN. Draft proposals for the other statements will follow within the next few weeks.

We are committed to obtain the broadest possible level of feedback on these proposals. Opportunity will be provided for you to participate in project-level discussions which will be fed back through your department secretary. Your personal, written comments may also be forwarded directly to me. A summary of these comments will be recorded and considered in the further process of re-drafting these statements.

Please read, think and discuss about this draft, and look forward to actively participating in feedback on these three statements once they have all been circulated.

With every good wish,



David Stevens

Planning & Evaluation Advisor

July 17, 1991

DRAFT PROPOSED MISSION STATEMENT

The United Mission to Nepal is the cooperative effort of 39 international Christian agencies from 16 countries witnessing to the love of God by serving the people of Nepal in the Spirit and Name of Jesus Christ. Since 1954, it has been working to alleviate affects of poverty, increase options for life and decrease unnecessary death of children, women and men in Nepal, recognizing their dignity, uniqueness and worth.

The United Mission to Nepal supports various institutions, projects and programmes by providing human and financial resources and training to strengthen the confidence and capability of people, communities and organizations in Nepal. It operates on the basis of agreements with His Majesty's Government of Nepal. Its expatriate personnel are Christians supported independent of UMN programme funding and employment of Nepali personnel is non-discriminatory.

The United Mission to Nepal seeks to exemplify values such as service to others, justice, good stewardship of resources and integrity in all relationships.

(155 words)

DRAFT 7: July 12, 1991



THE UNITED MISSION TO NEPAL

Executive Director: Mr. Edgar Metzler
Treasurer: Mr. L. Miller

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Mailing address :

POST BOX 126
KATHMANDU, NEPAL

25 June 1991

Eingegangen

14. Okt. 1991

Erledigt:.....

Dear Friends:

Re: UMN Board of Directors 1991

It is now time to begin preparations for the 1991 UMN Board Meetings. Could you please assist us by completing Enclosure 1 and returning it to Anna Karin Eriksson at UMN HQ as soon as possible. Enclosure 2, informing us of your travel plans and accommodation requirements should be returned as soon as your travel schedule has been finalised.

Please note the dates and provisional timetable for the Board Meetings:

| | | |
|----------------------|----|--|
| Saturday 23 November | -- | 6 pm Dinner at Blue Star Hotel, followed by Bible Study and opening introductory session |
| Sunday 24 November | - | 8.30 am Bible Study, followed by sessions of the Board until 6 pm (including midday meal) |
| Monday 25 November | - | 8.30 am Bible Study, followed by sessions of the Board until 6 pm (including midday meal) As flight schedules are sometimes brought forward at short notice, delegates are encouraged not to plan flight departures for Tuesday to ensure <u>full attendance</u> until the end of the final session. |

Let me remind you that November is the height of the tourist season in Nepal, and it is sometimes difficult to obtain reservations for flights from Kathmandu, therefore I would make the following suggestions:

That you book your ticket, ensuring 'OK' status, as soon as possible

If you would like us to reconfirm your outward flights FROM Kathmandu before you arrive, please telex your ticket number and required departure date/flight number/destination.

We look forward to hearing from you in due course and to meeting with you in November.

With very best wishes

Keith Smith
Assistant to the Executive Director

Enc.



THE UNITED MISSION TO NEPAL

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POST BOX 126
KATHMANDU, NEPAL

Eingegangen

1. Juli 1991

Erledigt:.....

25 June 1991

To: UMN Board of Directors

From: Edgar Metzler
Executive Director

Re: Recruiting a new TREASURER and other important matters

1. We need your help to recruit a new Treasurer, an important senior management post in UMN. Lynn Miller is doing an excellent job, but for family reasons believes he should terminate summer of 1992. So we must move as quickly as possible. Please read the enclosed letter from Graeme Gugerl and Job description. Your nominations will be much appreciated.
2. Also enclosed is a letter from Keith Smith about the November UMN Board Meeting. Please return as soon as you have made your plans. We look forward to your participation in the meeting. We look forward to your counsel during these annual meetings.
3. Good news! This afternoon the new Health Ministry Agreement was signed.
4. You will receive shortly the Executive Committee minutes from their last meeting late April. Thanks for your continuing prayers for the important challenges we are trying to address.



THE UNITED MISSION TO NEPAL

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KATHMANDU, NEPAL



25 June 1991

TO: UMN MEMBER/SENDING BODIES

TREASURER FOR UMN

We request your assistance in recruiting a Treasurer for UMN. This is a key post in the organisation, and therefore we seek help in obtaining the financial skills required to enable the work of UMN to go forward, especially during this important time for Nepal. A recruitment job description is attached.

Our present Treasurer's term finishes in mid 1992.

Will you make this a priority ?

CONSULTANT FOR UMN HOSPITALS' SUSTAINABILITY STUDY

Our Health Services Department is looking for a suitable consultant to undertake a 3 months assignment to look at issues relating to the ownership, management, financing and funding of the four hospitals associated with UMN in Nepal.

A Terms of Reference, together with suggested qualifications and experience for the consultant, is attached.

Again, we request your assistance in locating a person capable of giving us sound insight into possible ways ahead.

Thank you for your help.

Sincerely,

Graeme Guger
Graeme Guger
Personnel Secretary

GG/jkg

Position Description

Job Title

Treasurer

Main Purpose

To direct the financial activities of the United Mission to Nepal within the guidelines set down by the Finance Committee of the UMN Board.

Setting of UMN

The United Mission to Nepal is involved in development work throughout the Kingdom of Nepal in some 12 different locations in the fields of Health, Education, Engineering and Industrial Development, and Rural Development. UMN currently has about 230 expatriate personnel staff (plus families), 800 directly employed Nepali staff and some 1500 Nepali staff employed in UMN related organisations.

UMN Expatriate personnel are drawn from 19 different countries around the world representing a wide variety of national, linguistic and cultural differences. In addition, they come from a broad cross-section of protestant Christian denominations reflecting the diversity of the different UMN Member Bodies.

There are four hospitals and community health programmes, rural development programmes, involvement in two schools, light/medium engineering and factory production, low range hydro-electric construction, irrigation, and a number of related activities involving secondment to Government Bodies.

The mission has operated in Nepal since the mid 50's under a series of five year agreements with His Majesty's Government of Nepal. Our 5 year General Agreement was renewed in November 1990.

Although significant freedoms were introduced in 1990 following political changes in the country, our present Agreement retains restrictions on proselytising by UMN expatriate personnel.

The current budget controlled by the post is US \$11 million.

The appointment is for a 3 year term, renewable by the UMN Board. Two terms-or more- are desirable to consolidate one's contribution.

The post is located in Kathmandu, and the postholder is expected to travel periodically to Projects.

Main Relationship

The postholder reports to the Executive Director and operates under the professional guidance of the UMN Finance Committee, a sub Committee of the UMN Executive Committee, which meets twice every year.

The postholder is a member of the Coordinating Committee, which is responsible to the Executive Director for the month-to-month running of the Mission in Nepal. Also is the principal point of contact with Donors and the external Auditors.

The postholder directly supervises the Financial Controller, Donor Agency Coordinator and Management Information System Support Manager. He/she is responsible for the professional placement and development of Business Managers within the projects.

Main Duties

To act as UMN's Chief Financial Officer, receiving and accounting for the Mission finances and cash transactions.

To develop overall financial policies and procedures that will maintain financial viability within the Mission.

To monitor internal compliance with approved financial policies and procedures as well as relative effectiveness of financial inputs.

To initiate and coordinate funding requests and to communicate with funding agencies so that Project work may proceed soundly, and funding agencies kept informed adequately about progress.

To ensure that budgets are prepared, consolidated and recommended to the Finance Committee for approval.

To ensure that accounts are maintained, and financial statements prepared to meet statutory requirements and for presentation to the Finance Committee.

To ensure that accounts and procedures are audited regularly, and to ensure that irregularities uncovered are investigated and brought to resolution.

To recommend appointments to Project Business Managers posts and to HQ Treasurer's Department posts. To ensure that staff are trained and developed to meet the financial management needs of the Mission.

To provide direction and guidance on the financial aspects of UMN's salary and allowance policies for Nepali employees, and to make recommendations on the administration/support charges levied on expatriates (per capita grant amounts).

The postholder is also responsible for issuing notices, agenda, records and minutes associated with Finance Committee Meetings. He/she is a signatory on all UMN bank accounts and authorises other signatories after consulting with the Coordinating Committee.

The postholder is responsible for all UMN bank accounts and for ensuring that UMN investments are prudently invested.

At present the Treasurer's Department also provides an administrative base for the Management Information Systems Support area (Personal computer systems are in use within the Mission).

Personal Considerations

University Degree in Business Administration (advanced degrees or certificates desirable) with 2-4 years experience as chief financial officer. Financial management experience in both not-for-profit and industrial accounting is desirable.

Staff management skills are essential and cross cultural experience highly desirable. An emphasis on the development of staff would be in keeping with UMN's aims.

Patience, and faith that needs will be met, are part of the job. The challenges faced often call for calm, inner spiritual strength.



THE UNITED MISSION TO NEPAL

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POST BOX 126
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25 June 1991

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| Sunday 24 November | - | 8.30 am Bible Study, followed by sessions of the Board until 6 pm (including midday meal) |
| Monday 25 November | - | 8.30 am Bible Study, followed by sessions of the Board until 6 pm (including midday meal) As flight schedules are sometimes brought forward at short notice, delegates are encouraged not to plan flight departures for Tuesday to ensure <u>full attendance</u> until the end of the final session. |

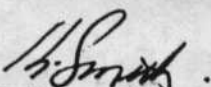
Let me remind you that November is the height of the tourist season in Nepal, and it is sometimes difficult to obtain reservations for flights from Kathmandu, therefore I would make the following suggestions:

That you book your ticket, ensuring 'OK' status, **as soon as possible**

If you would like us to reconfirm your outward flights FROM Kathmandu before you arrive, please telex your ticket number and required departure date/flight number/destination.

We look forward to hearing from you in due course and to meeting with you in November.

With very best wishes


Keith Smith

Assistant to the Executive Director

Enc.

Enclosure 1

UMN BOARD OF DIRECTORS 1991

Member Body.....

Name of Delegate.....

Address.....

.....

Please, return the slip to UMN, Anna Karin Eriksson, Box 126, Kathmandu, Nepal, as soon as possible. Thank you!

June 25, 1991

UMN BOARD OF DIRECTORS

November 18 - 20, 1990

Name of delegate.....

Member Body.....

TRAVEL to/from Kathmandu

ARRIVAL Date: Time: by Flight No: From:.....

DEPARTURE Date: Time: by Flight No: To:

Date of leaving home/work country (for reference in sending materials)

Place of contact en route, if applicableDates

Travel plans within Nepal, if applicable.....

Full details of any assistance required.....

ACCOMMODATION

Required to be planned by UMN wherever possible

Requested at hotel Single room/willing to share
(please delete as appropriate)

Arranged by friends (please give name and address in Kathmandu)

Any family members accompanying you for whom accommodation is needed.....

EXECUTIVE COMMITTEE, 1992

The dates set for the meetings during the next year are: April 29-30, 1992
November 25-26, 1992

In order to assist in the selection of a new Executive Committee for the coming year, would you PLEASE INDICATE HERE whether or not you would be free to attend EC meetings on the above dates, if asked to serve on the Committee:.....

Please note that this is only for information; the appointment of the Finance and Executive Committee members will be made at the coming Board Meeting.

BOARD DELEGATE FOR 1992

Please indicate who is likely to be your delegate to the UMN Board at the meeting in November 1992:

PLEASE RETURN THIS FORM AS SOON AS POSSIBLE TO ANNA KARIN ERIKSSON AT UMN HQ

United Mission to Nepal

OCCASIONAL LETTER 2/91

3 May 1991

Dear Co-workers:

When I write an Occasional Letter I remember, and take for my own, the opening lines of St. Paul's letter to the Philippians: "I thank my God every time I remember you." And part of my prayer always is from the closing lines of the same epistle, that "God will meet all your needs."

1. Nepal's elections are only a few days away. We pray that they will be fair and free without violence. It is a time when we should exercise prudence and caution. Travel by expatriates should be avoided as far as possible on election day and just before and after. We do not want any of our activities to be misinterpreted for political purposes.

2. The Nepali churches have had several important meetings in recent weeks. A committee representing the three main groupings of churches, Nepal Christian Fellowship, Assemblies of God, and Agape Fellowship (Gyaneswor), had recommended a plan of working together, but this was not accepted. Many are still praying for some continuing forum for fellowship and coordination.

The following week was the 31st Representative Conference of Nepal Christian Fellowship with about 200 delegates from churches throughout Nepal. An ambitious set of goals to strengthen and enlarge the church by the Year 2,000 was adopted. Prepared papers on various topics were presented, including one I was asked to give on Christian Service. I tried to present the biblical basis for the integration of service and evangelism. I would be interested in comments from any of you who would like to read the paper. Send a note if you want a copy.

3. The UMN Executive Committee (EC) spring meeting (that's spring in Nepal, not Australia!) reviews the plans and budgets for the next fiscal year (beginning 1 Shrawan) prepared by the projects and presented by each department. (At the November meeting the agenda is to review the annual reports and financial statements from the past year).

a. The project level is where the work of UMN really happens. So it is tempting for the CC and Executive Committee to get so involved with the details of the significant work being done in the projects that we neglect the overall Mission balance, trends, and direction, which is the responsibility of CC and EC. This time I asked all departments, including Personnel and Treasurer, to prepare a maximum two page overview. You may find these useful in getting a sense of UMN mission-wide. All project directors are receiving a set of these overviews so they be circulated and available to everyone. Please ask for them if interested. Any comments or questions are welcome.

b. An important part EC responsibilities is key personnel appointments. They approved Mark Keller as Education Secretary for a three year term from June 1991. They also began a most important search process for a new treasurer to replace Lynn when his term expires in July 1992. Your prayers and suggestions for this are requested.

c. The long-term financial sustainability of our hospitals is a continuing concern and the EC approved terms of reference for outside consultancy to help us find the way forward to assure the continuity of these much-needed curative services at an appropriate level. Of course, the question of what is an "appropriate level" is one of the issues that needs to be addressed.

cont...

d. One function of the leadership in any organization is to assure that the policy agreed to by the Board of Directors is implemented and impacts decisions on new activities and budgets. In regard to the Long-term Strategy Guidelines adopted by the Board last November, I have found it useful to ask the question of new program ideas or budget requests: "Will this contribute to or make more difficult movement in the direction of phasing over UMN activities to Nepali management and control?" That may be a long term goal, but unless we ask the question at each decision point we may find ourselves at a place we didn't intend, quite different than the policy envisioned.

e. The EC asked us to move more intentionally toward implementation of the Long-term Strategy Guidelines and to bring to the November meeting a plan and criteria for moving in that direction. They also asked us to investigate and provide more information about one of the methods of working toward that goal, that of secondment of workers.

f. A major discussion was on the characteristics of a Christian organization and how UMN will express that in the changing situation, especially in regard to leadership at various levels. They took the following action:

"The EC resolved to affirm the identity of UMN as stated in the statement of Purposes in the UMN constitution. Since the Coordinating Committee has the responsibility to fulfill these Purposes, it is essential that all members of this decision making body subscribe to the organization's Purposes and Basis of Faith. At all other levels, personnel must subscribe to the values that inform and shape the organization and its service. The UMN Administration was requested to bring a proposed statement of UMN values to the November 12991 EC meeting for possible presentation to the UMN Board of Directors."

So we have our work cut out for us! All of you will get a chance to help with this at Annual Conference and when tentative drafts are circulated for comment. I consider this an exciting challenge to articulate those values we consider important but have taken for granted or for whatever reason have not put in writing in a way that would be clear to everyone with whom we work.

g. The EC also considered the question of just how we implement the other policy statement adopted by the Board last November on UMN and the Nepali churches. The policy is an excellent statement, I believe, but, as policies should be, in somewhat general terms. UMN can be a link between the needs of the churches in all areas and our member bodies that want to assist in meeting these needs as well as the service and development ministries covered by our agreements with the government. The EC believes that decisions about the use of resources and prioritizing of needs should be made by the Nepali churches.

We had hoped there might be one coordinating body that would make the task of relating to the churches simpler and keep the focus where it belongs, on the responsibility and integrity of the Nepali churches. Now we will need to find another way to do this. A possibility is an advisory group of representative Nepali leaders who could meet with UMN (and other expatriate groups?) to advise on these matters so that we don't get in the position of deciding on specific requests from various needy groups or individuals. Any wisdom you have on this will be most welcome.

cont...

EC members also expressed considerable interest in finding ways to assist directly in the professional and technical training of Christians so they could move into positions of service in the society. The exemplary role of the church in India in its contribution to nation-building through education and medicine was cited.

h. Member bodies are naturally concerned about increases in the per capita grant, the amount each member body pays for the personnel support costs of expatriates in Nepal. (The support costs for expatriates are entirely the responsibility of the sending bodies and project funds are not used for this purpose in any way). The EC re-affirmed the policy that children's education costs are the responsibility of each sending body and should not be subsidized out of per capita grant funds.

i. At the same time, the EC recognized that the per capita grant fund was also being used for certain project and program support costs that were not actually personnel costs. So they authorized building into future budgets for projects some small percentage for mission-wide administrative support costs. This is widely accepted by funding agencies. The EC believes there can be some appropriate recovery of costs here and still maintain the important distinction between expatriate personnel support costs and program budgets.

j. A summary of the budget for the coming year is on page 4 of this letter.

4. The informal Mission Issues Discussion Group will meet again on Sunday evening 19 May, 7.00 p.m. at the Metzler residence. The condition of attendance is reading the paper in advance. (Those who can't be there are welcome to ask for the paper.) The paper this time is "The Kingdom is our goal - What does the active rule of God imply for community development," by William A. Dyrness an evangelical theologian who has worked in the Philippines. The paper is not necessarily a position you or I might agree with (and then again, we might), but a discussion starter to lead us into new insights and concerns. Copies of the paper available from my office.

5. Change inevitable, even when we don't want it. And that's true in my office. Gareth returned to the UK on 29 April, to attend All Nations College and, we hope, return sometime to Nepal. Keith Smith is taking his place until end of July. On 6 May Anna-Karin leaves for a three month home leave. On her return in August she will assume the post of Assistant to the Executive Director. Bhab Ghale will be temporarily moving into the new post of secretary for the Executive Director's office.

6. Good news - the agreement for the Jajarkot Project was signed on 12 April 1991. The project is described as "a comprehensive programme of functional Non-Formal Education with the age group 15-45 years." There has been little development input in Jajarkot district and no other foreign funded development organization works there. Project Director, Bob Gsellman, with Sharon, Anne, and Adam, moved to Jajarkot 1 May and Krishna Neupane joins them soon. Other staff will join later, including Tanja-Birjit Storm when she returns from her master's degree study in the USA later this year.

7. Looking forward to seeing as many of you as possible at Annual Conference. May a few showers refresh you during this dry, hot season!

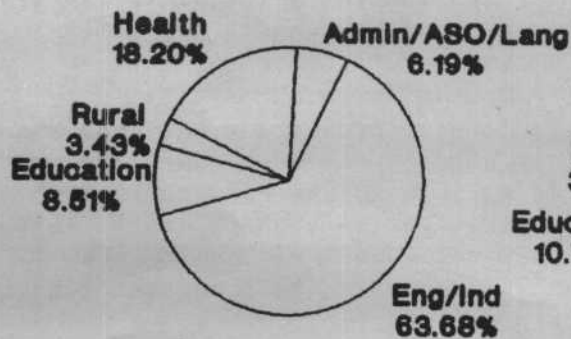
Peace,

Edgar Metzler
Executive Director

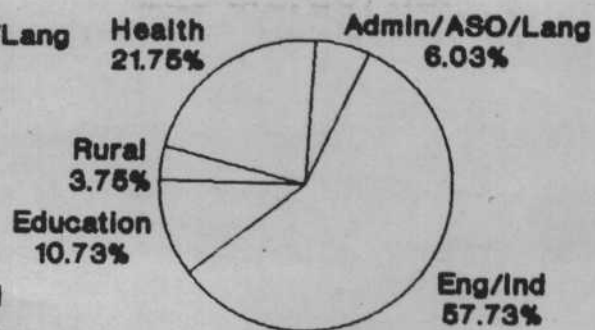
U.M.N. BUDGETS

1990/91

1991/92



NRs 269,780,921

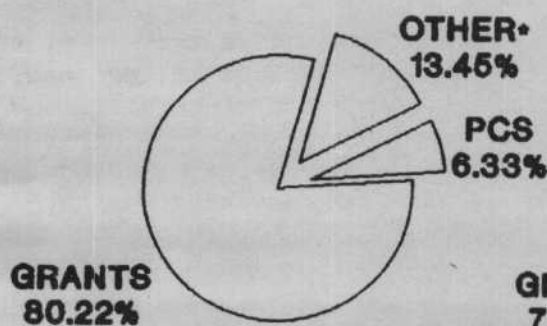


NRs 318,900,680

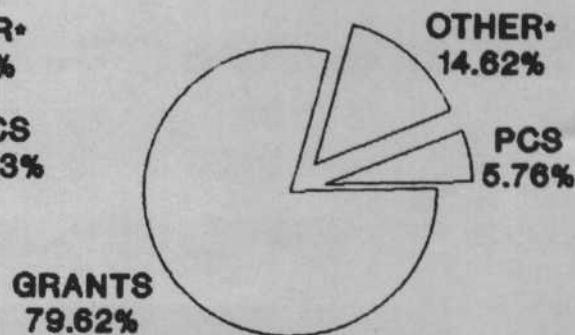
Grants Needed

1990/91

1991/92



NRs 336,297,106



NRs 400,531,700

Income Sources

Other Income: Patan Hospital patient fees not included

Exchange: 90/91 - NRs 29.0= 1 US\$; 91/92 - NRs 33.6= 1 US\$